

A promotional image for the TV series Star Trek: Enterprise, featuring the main cast members in their uniforms against a background of a planet's surface. The text "New Chair Orientation" is overlaid in the center in a white, sans-serif font.

# New Chair Orientation

2018

# Agenda

- 8:00 a.m. – 10.00 a.m. **Academic Personnel Processes that you May Not Yet Know Much About** - Ameae Walker, VPAP.
- 10.00a.m.-11.a.m **Campus Resources & Policies for Department Chairs** - Andrew Larratt-Smith, Ombuds, and John Andersen, VPAR.
- 11:00-12:00 noon. **Budgeting 101** - Ken Barish, Chair of Physics and Astronomy.
- 12 noon-1:00p.m. **Lunch, Group Introductions, and Getting to know your Colleagues**
- 1.00p.m. – 3.00p.m.  
**Know Yourself, Time Management Tips, Order at Faculty Meetings, Chair's Responsibilities, Who You Gonna Call?** - Ameae Walker, VPAP.
- 3:00p.m. – 4:00p.m.  
**Promoting Best Practices and Avoiding Legal Traps for Department Chairs**  
David Bergquist, Chief Campus Counsel.
- 4.00-5:00pm **Spill Over, Wrap up and Support for Chairs** - Ameae Walker, VPAP.

# Academic personnel processes

## Resources

- APM- good for determining correct series to place someone in, as well as expectations for merit and promotion. It is not fair to hire someone into a series that does not mesh with your expectations of them.
- The Call – local processes
- Hiring Toolkit – step by step for hiring, including all EEAA requirements etc
- APO Website – Lots of resources
- Consultation [academicpersonnel@ucr.edu](mailto:academicpersonnel@ucr.edu) or [vpap@ucr.edu](mailto:vpap@ucr.edu)

# Academic Personnel Website: academicpersonnel.ucr.edu

academicpersonnel.ucr.edu/

UCR Academic Personnel: Home

[Home](#)

[Checklists & Forms](#)

[Compensation](#)

[Leave of Absence](#)

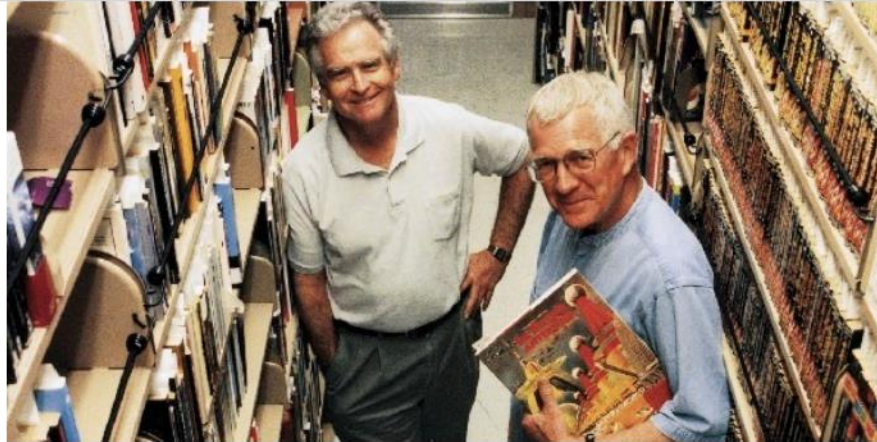
[Employment](#)

[Policy & Procedures](#)

[Resources for Academic Employees](#)

[Resources for Faculty Administrators](#)

[Contact Us](#)



## Mission Statement

- > In support of the University's goal for preeminence among U.S. research institutions, the Academic Personnel Office facilitates the recruitment, development, and retention of academic employees of the highest caliber.
- > We provide leadership, training, and assistance on policy issues associated with the employment and advancement of academic employees.

[What's New](#)

[Important Dates](#)

[A-Z Resources](#)

### Chair 201: 2017-2018AY

**Time:** 12:00pm – 1:00pm

**Location:** Hinderaker Hall 0154

**Dates:**

- > **Monday, October 2, 2017:**

## QUICK LINKS

[2017-2018 Deans, Directors, and Program Chairs List](#)

[2017-2018 Department Chair List](#)

[17-18AY Academic Hiring Toolkit](#)

[AP Recruit](#)

[The Call](#)

[Conflict of Commitment](#)

[eFile](#)

[Salary Scales](#)

[DOL New FLSA/Overtime Rule](#)

[TARS for Academics](#)

## RELATED SITES

[Academic Senate](#)

[Academic Personnel Manual \(APM\)](#)

[Academy of Distinguished Teachers](#)

[Diversity](#)

[Graduate Division](#)

[International Scholar Center](#)

# ACADEMIC PERSONNEL OFFICE

(%) refers to amount of time dedicated to UCPATH

Assistant to everyone (temp support)

**Deborah Green**

Technology and Data Manager

**Antonette Toney** (100%) and project specialist **Kameron Johnson** (100%) currently UCPATH backfilled by **Danessa Murdock**

VPAP

**Ameae Walker** (30%)

Policies, Leaves, APRecruit, ACAPER and eFilePlus development

**Sara Umali** (20%)

Project, Admin and Event Coordinator

**Jill Sadey** (20%)

Analyst for CHASS, SPP, SoBA, GSOE, lecturers, librarians **Nordene Smith-Hayles**

Assistant Vice Provost

**Katina Napper** (50%)

Payroll, NSTP, UCPATH pay problems

**Carmela Torres**

Academic Labor Relations Library and unit 18 lecturers

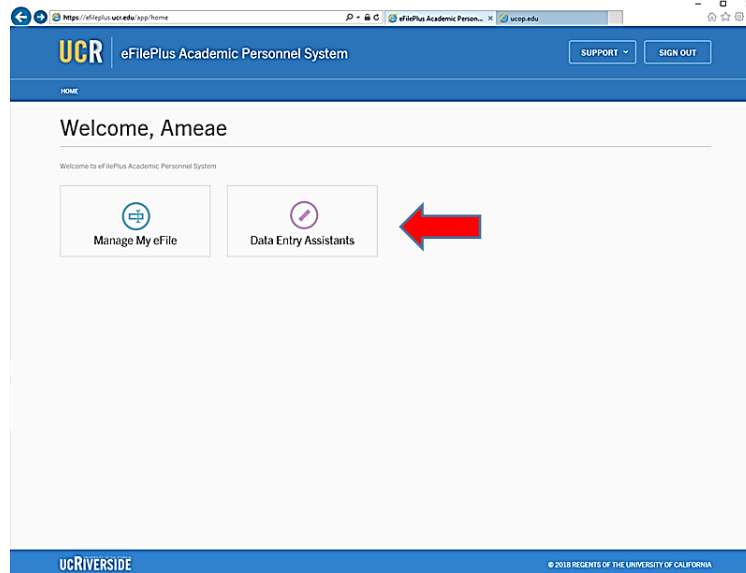
Nicholas Weston-Dawkes

Analyst for CNAS, SOM, BCOE, endowed chairs

**Gabriela Zepeda**

# What happens to an efile?

- **Candidate initiates** (sometimes staff member). The new process gives chairs immediate access so that they can help candidate prepare file. This can be at the initial stages or after preparation of the snapshot. If you can't see all the files in your department, please ask the staff person who supports efile for you to give you Chair's access. Alternatively, the candidate can give chair access as a "data entry assistant" if they believe it more efficient for you to actually be able to edit directly. **It is the candidate's responsibility to ensure accuracy.**

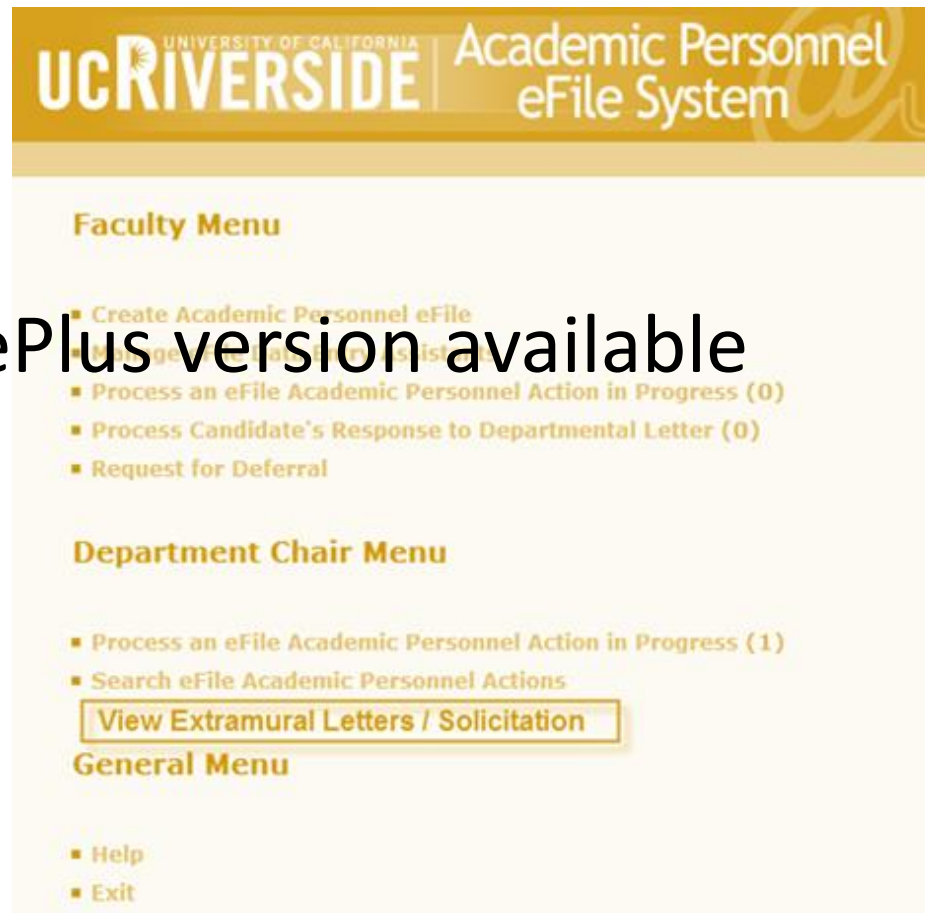


- Goes to dept or shared services staff for compliance checking. Changes can be carried out by faculty without being re-routed (saves time). Business rules prevent changes to snapshot once signed off by candidate



# For Chairs re solicitation of extramural letters:

- 1) You may, of course, add to (customize) the solicitation letter, as before, that is then uploaded by analyst
- 2) Check on the number and source of those received without having to ask staff **so it is easier for you to keep track when you have a moment and make sure they are received by the deadline.**



## Extramural Letter Solicitation

▼ 2016-2017

Name	Action Type	Status [Letter(s)/Referee(s)]
<a href="#">Jason Stajich</a>	Promotion to Full Professor	Completed [4/4]
<a href="#">Richard Cardullo</a>	Advancement to Professor Above Scale	Completed [2/2]
<a href="#">Marylynn Yates</a>	Advancement to Professor Step VI	Incomplete [9/11]
<a href="#">Alec Gerry</a>	Promotion to Associate Professor with Tenure	Completed [4/4]
<a href="#">Ayala Rao</a>	Promotion to Associate Professor with Tenure	Completed [2/2]
<a href="#">Ken Baerenklau</a>	Promotion to Full Professor	Incomplete [0/1]
<a href="#">Andrea Denny-Brown</a>	Promotion to Full Professor	Incomplete [0/0]

Main



### Candidate Extramural Letter Solicitation

**Jason Stajich**  
 Associate Professor

UCR NetID: JASONST

▼ Promotion to Full Professor 2016-2017

Solicitation List

Referee	Institution	Research Description	Suggested By	Due Date	Status	Date Request Last Sent	Date Received	Letter ID
<a href="#">Mike Jones</a>	UC Los Angeles	Specializes in crickets	Candidate	05/19/2017	Received Redacted/Unredacted Letters	05/01/2017	05/01/2017	A: <span style="color: #A52A2A;">Redacted</span> <span style="color: #A52A2A;">Unredacted</span>
<a href="#">Jason Smith</a>	University of Notre Dame	Specializing in chemicals	ChairFaculty	05/22/2017	Received Redacted/Unredacted Letters	05/01/2017	05/01/2017	B: <span style="color: #A52A2A;">Redacted</span> <span style="color: #A52A2A;">Unredacted</span>
<a href="#">John Doe</a>	Rutgers University	Specializes in high-energy physics <a href="https://www.ucr.edu">https://www.ucr.edu</a>	Faculty	05/26/2017	Received Unredacted Letter	05/01/2017	05/04/2017	C: <span style="color: #A52A2A;">Unredacted</span>
<a href="#">Annette Brock</a>	University of California, Los Angeles	AP analyst extraordinaire	Candidate	05/17/2017	Received Unredacted Letter	05/16/2017	05/16/2017	D: <span style="color: #A52A2A;">Unredacted</span>

[Back to Candidate Listing](#)

# What happens to an efile?

- Chair can help faculty before file finalized and officially routed to chair. E.g. remove abbreviations, explain importance of research and how papers in snapshot fit into the big picture, talk about importance of venue for exhibit or presentation, explain the size of an organization etc
- After candidate officially approves, Chair can approve and route further or send back to candidate if there are problems
- File sent to voting/viewing faculty according to bylaw 55 vote (monitored by Senate)
- Department letter uploaded and routed to dept or shared services staff who check for accuracy/compliance. May be routed back to dept. Typo corrections do not require a faculty revote
- Deans vote/letter uploaded
- File routed to [APO](#) and crucial aspects checked for accuracy/compliance. May go back to dean or through dean to dept and/or candidate and around again

# What happens to an efile?

- File is routed to CAP analysts who check with their standards for compliance and accuracy and may send back to [APO](#) to send back to dept through dean with memos
- CAP reviews file, may also send back to [APO](#) etc. CAP analysts upload minute and route back to [APO](#).
- [APO](#) analyst records vote on advancement summary, re-uploads and routes file to VPAP (I do not see it before this point)
- VPAP inbox has previously been in alphabetical (by first name!) and not chronological order and so occasionally a non-appointment, non-promotion file will wait a while just because I don't know when it came in (can be hundreds in my inbox).

# What happens to an efile?

- VPAP comments, and vote or recommendation are recorded in system. Final on appointments of Asst IV-VI, LPSOEs, 5<sup>th</sup> year appraisals and quinquennials. Appears in my queue alphabetically!
- Routed to **APO** analyst who updates advancement summary
- Other files then routed to PEVC. PEVC vote or recommendation recorded in system. Final on all appointments and merits.
- Routed to **APO** analyst who updates advancement summary
- Promotion files (including advancement to step VI and above scale, which are technically not promotions) then routed to Chancellor

# What happens to an efile?

- Chancellor votes/comments
- Routed back to **APO** for update of advancement summary
- If a totally positive outcome, **APO** analyst prepares weekly announcements so that dept notified through dean (all checked for rank/step accuracy by me) to pass on happy news.
- If partially or fully negative, **APO** analyst prepares a template PEVC reasons memo with reasons added by me.
- If negative on promotion, then the APM220 appeal process is initiated and we go through the whole thing again

# What happens to an efile?

- If positive on promotion, **APO** analyst prepares template for Chancellor's congratulations memo composed by me. Chancellor physically signs (so has to be when he is in town).
- Candidates and Chair and Dean receive a copy (from **APO**) of department letter, dean's letter, CAP minute and, where applicable, redacted outside letters.



# Consultations re merits and promotions



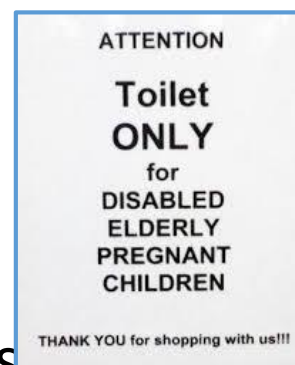
- If final decision is contrary to dean, I discuss with dean prior to sending out announcements and reasons and feedback letters (so again waits on when someone is in town).
- If final decision is contrary to CAP, PEVC and I discuss with CAP prior to sending out announcements and reasons and feedback letters. Until this year, such letters also approved by CAP
- In person discussion of difficult cases also between VPAP and PEVC and Chancellor
- CAP can view final decisions on line

# Appointments

- PEVC has produced a new form to help keep track of all appointment deals and have on paper who agreed to provide what- especially for cluster hires, TOEs, Presidential/Chancellor postdocs, faculty needing expensive equipment and/or space.
- **APO** prepares all appointment letters above Asst III and reconciles with initial complement letter using standard language – all checked by me to make sure reconciliation is accurate and UCR has not committed to a tenured position with lifetime reduced teaching or \$400,000 per year for ever etc!
- I can't check salary.

# Searches and Diversity Workshops

- Search Plan is composed by search committee and uploaded into APRecruit by support staff
- Approved through college process
- Approved by AAEE
- Approved (or not!) by me. I make a list of all search members and we check who has/has not received their training and those who have not, receive an email explaining the two-part requirement. We hold monthly in person workshops (2 in October). We have now reached >40% of the faculty
- I also approve all waivers (TOEs, emergency hires etc)



# Departmental Personnel Meeting

Bylaw 55 and extension of voting rights – pros: increases sense of involvement, reduces appearance of discrimination, increases anonymity and fairness, very best way to learn what is expected of you as a junior faculty member. Don't forget to include Professors of Teaching. Work on this during the year if not immediately successful.

Participation in discussion without voting.

Advisory voting



# Departmental Personnel Meeting

Plan ahead so as many as possible can attend. These **MUST BE** face-to-face meetings. Attendance is considered part of a faculty member's service duties and therefore "not usually on campus that day" is not an excuse for lack of attendance, whereas being in China giving a talk or in the hospital is. Something in between would make Skyping acceptable

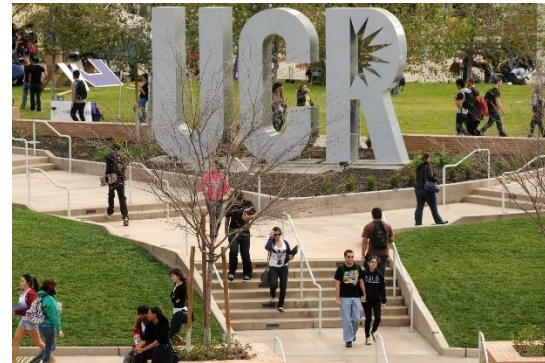
If any absentee voting, it **MUST OCCUR** before the department meeting. If this is contrary to your department bylaws, then your bylaws need to be changed



# Faculty are supposed to be on campus!

- APM 025

“ In order to fulfill those obligations [to the University], faculty members must maintain **a significant presence** on campus, meet classes, keep office hours, hold examinations as scheduled, be accessible to students and staff, **be available to interact with University colleagues, and share service responsibilities throughout every quarter or semester of active service.**” **Active service includes quarters during which you have no assigned classes.**





# Faculty Absences



- Academic-year appointees (9/12) are expected to be present on campus from the beginning of the Fall Quarter through the end of the Spring Quarter. Any appointee returning after the beginning of the Fall Quarter or leaving before the end of the Spring Quarter should apply for a leave of absence. ([APM 700](#)). UPAY 573.
- Also, if faculty member is to be gone for 7 **calendar** days, form UPAY 573 is required to be filed so chair is aware and faculty member is covered by workers comp.
- If faculty member is to be gone for 30 days or more, request with justification (UPAY 573) has to be prior approved by me

# The Call

- Every year there is a request sent to chairs, academic personnel directors and CAP for recommendations to change/update the Call. When you make these, please understand that the Call has to work for all disciplines and that the Call cannot anticipate every eventuality, nor can it repeat all Federal and State laws or repeat all rules and requirements in all subsections.
- APO discusses potential changes/clarifications and then passes them to CAP for discussion and after I discuss with CAP and vet written suggestions from CAP, the Call becomes final.

# Offscale Salaries



- Dean is final on an offscale up to 25% of base salary
- Proposed offscals over that require justification and approval by me. Your AP staff have the details.
- In your hiring enthusiasm, think carefully about the impact on equity programs. Make sure that you have taken into account the value of tenure (they may be coming from a university where this does not guarantee salary), of the benefits, of cost of living here versus where they are, not to mention sunshine, beaches, mountains and desert and wonderful colleagues!

# UC Intercampus transfers-APM 510

- We are required to inform the other campus of our intent and the package being offered
- We can only offer a 1 step increase and not even that if they are currently under review at the home campus (they would come with whatever they receive from that review). Offscale is tricky and not legislated. We cannot match their offscale by giving extra steps. We now can compete in regard to NSTP.
- Earlier date for cutoff where we have to ask permission to recruit (April 1<sup>st</sup>) for coming academic year
- Cap on start-up funds, but more than \$1 million
- Other restrictions apply.



# Joint appointments

- Must have an MOU to protect candidate-  
CHASS/SPP/GSOE have established a standard one. For  
items to consider --see  
[https://academicpersonnel.ucr.edu/workshops/chair\\_201/Chairs%20201.3\\_Joint%20Appointment%20and%20Joint%20Searches.pdf](https://academicpersonnel.ucr.edu/workshops/chair_201/Chairs%20201.3_Joint%20Appointment%20and%20Joint%20Searches.pdf)
- If a joint appointment with SOM, there are extra  
considerations – see above for details, but most  
important to know is the faculty member will be paid  
100% on an HSCP Salary Scale and will have a fiscal year  
appointment. **(4/15/13 memo from systemwide Vice  
Provost, Susan Carlson)**

# LPSOE/LSOE

[https://academicpersonnel.ucr.edu/policies\\_and\\_procedures/lecturerssoepsoeguidelines.pdf](https://academicpersonnel.ucr.edu/policies_and_procedures/lecturerssoepsoeguidelines.pdf)

An appointee in this series is assigned a heavier instructional load in recognition of the fact that the amount of research or other professional achievement expected is less than for ladder rank faculty. Using the premise that nine courses per academic year plus routine service commitments (i.e. the amount of service performed by a ladder rank faculty member) would constitute full time employment, it is suggested that in order to ensure success in academic progression (i.e. to fulfill all of the criteria listed above) a usual teaching load would be 6 courses per academic year, with the equivalent of 3 courses worth of time (including what would be spent on design, preparation, delivery, grading etc.) devoted to scholarly activity (pedagogical or related to the “X” discipline, the latter often involving undergraduate research participants) and service particular to the position (i.e. over and above an average ladder rank faculty service load). One course is defined as an instructional activity greater than or equal to 3 units. However, the formal teaching load may be reduced or increased by agreement with the Department Chair. A reduction may occur to enable additional instructional service duties (e.g. leading accreditation, curriculum development, special instructional project development, serving as undergraduate advisor for large department etc.) or may increase if duties change or at times of acute need (as happens for all faculty). The discussion between faculty member and Chair should always bear in mind the requirements for progression in the series. An MOU, outlining expectations for a given academic year, should be signed by both the faculty member and Chair each year so that expectations are clear and serve as a guide for CAP’s evaluation - **DISCUSS**.





# Stop-the-clock

- Most frequently used for birth/adoption of a baby (both parents), but also available for other unusual circumstances such as severe illness or substantial interference with research productivity (e.g. equipment could not be used for 2 years).
- Each pre-tenure faculty member is entitled to a maximum of two stop-the-clocks- APM-133, but under truly exceptional circumstances and with support of the Chancellor, a petition can be made to OP for a third
- Candidate can also request delay of 5<sup>th</sup> year appraisal on same form

# Leaves (our website is really good for all leaves)



- For childbirth,  
a **birth mother** is entitled to
  - a) one quarter full leave where 12 weeks are taken as Family and Medical Leave (FML) and
  - b) One quarter Active Service Modified Duties (ASMD). **What is ASMD - discuss?****the other parent** is entitled to  
One quarter ASMD if they declare they are responsible for at least 50% care of the child

**Make sure all faculty feel comfortable about taking these leaves – some faculty feel they will be thought of as less able if they do.**



# Sabbatical

- Sabbaticals are a privilege and not a right – APM 740. **Discuss**
- Approval of regular sabbaticals delegated to the dean
- For In Residence, sabbaticals the faculty member either has to teach a course or has to petition me to substitute **significant** service for the teaching or do neither if using the same number of credits as for a sabbatical away.
- APM maximum accrual is 30 credits (equiv to a year+ at full salary, although max at any one time is a year) for 9 month faculty, but if there has been administrative service that has delayed being able to take a sabbatical, they can petition to accrue up to 36 – may be changing.

# Consultation with APO/me

Most questions best through staff in APO, but if its really complicated, come to me. Sometimes when dept or deans office staff understand 90% of an issue and pose a hypothetical to one of the APO analysts who then really get 80% of information and tries then to ask me and and.....you get the picture. We are here to try to help you achieve what you need to in a way that fits within UC/State/Federal regulations. BUT, please send all forms/memos through the staff so we can keep proper records – we are legally required to do so.



# Negotiated Salary Trial Program

The first implementation of the NSTP occurred in the Spring with 16 faculty participating. The program allows a faculty member **in good standing** to increase their salary up to 30% from non-State funds available to them (e.g. gifts, endowments, grant funds) by negotiation with the chair as long as the funds are stable for that year (must be re-negotiated each year), they do not decrease their classroom teaching load (cannot buy-out of teaching) or quality of instruction, their supervision of graduate students and postdocs, their service duties etc. This is over and above any summer salary and does not count towards retirement benefits. It goes away when funds are not available. The implementation procedures have to conform with systemwide rules and are available

<http://academicpersonnel.ucr.edu/compensation/NSTPImplementation%20ProceduresSenttoBrownviaSusan3.21.18.pdf>



# Negotiated Salary Trial Program

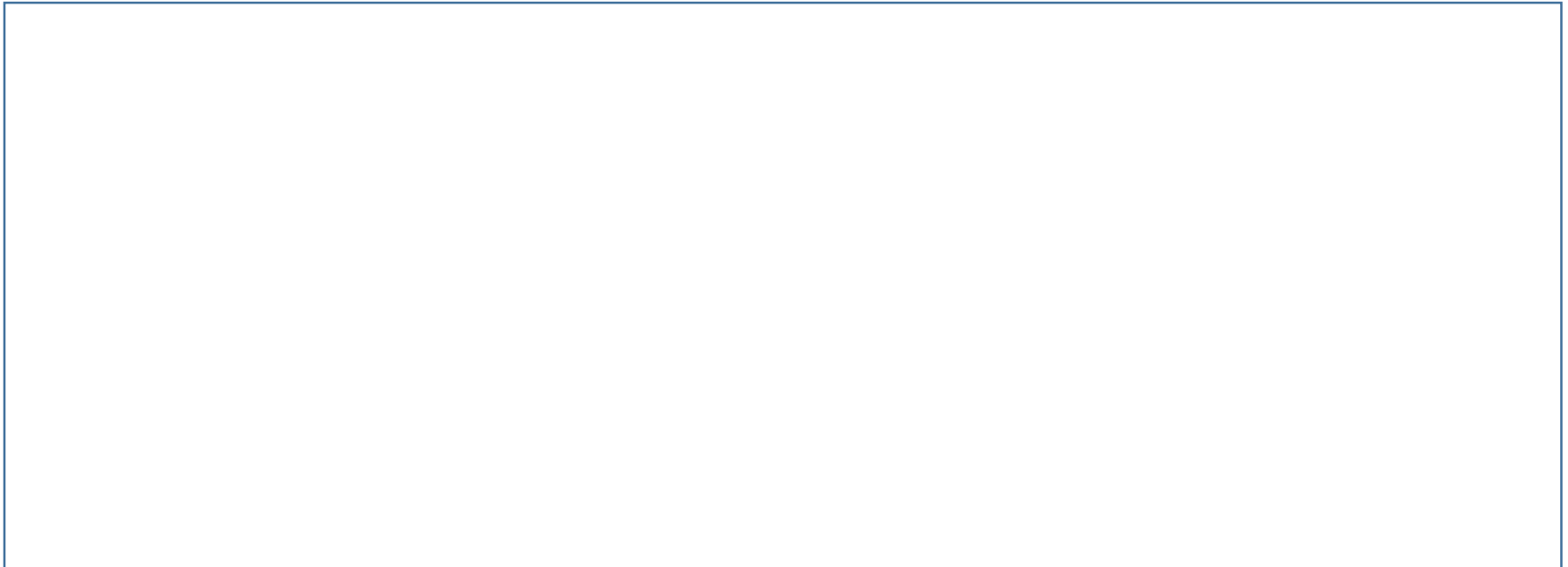
How is it beneficial?

- When recruiting from an institution that pays higher salaries or when retaining a faculty member since allowing them to increase their salary from alternate sources does not impact the permanent budget of college (offscales are effectively permanent), making more funds available for other needs. It also does not create large inequities in what UCR pays due to retentions
- We lose fewer faculty to other UCs



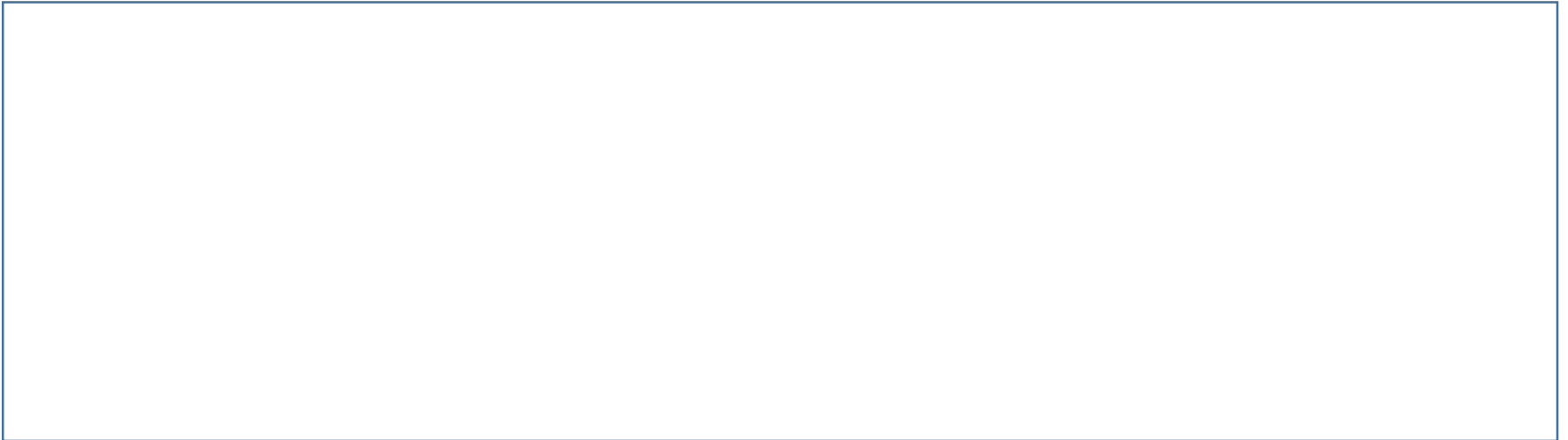
# Department letters - interactive

- 1: Critique the following excerpt from a departmental letter
- Professor D's research is on the electrophysiology of rodent vibrissae. During this review period, Professor D has published 5 technical journal articles in high ranking journals in her field. The faculty consider this excellent productivity.



# Department letters - interactive

- 2: Critique the following excerpt from a departmental letter
- Professor E has done an excellent job in all areas of review and so the faculty recommends a merit to Associate professor, step IV O/S with an additional Half step O/S.

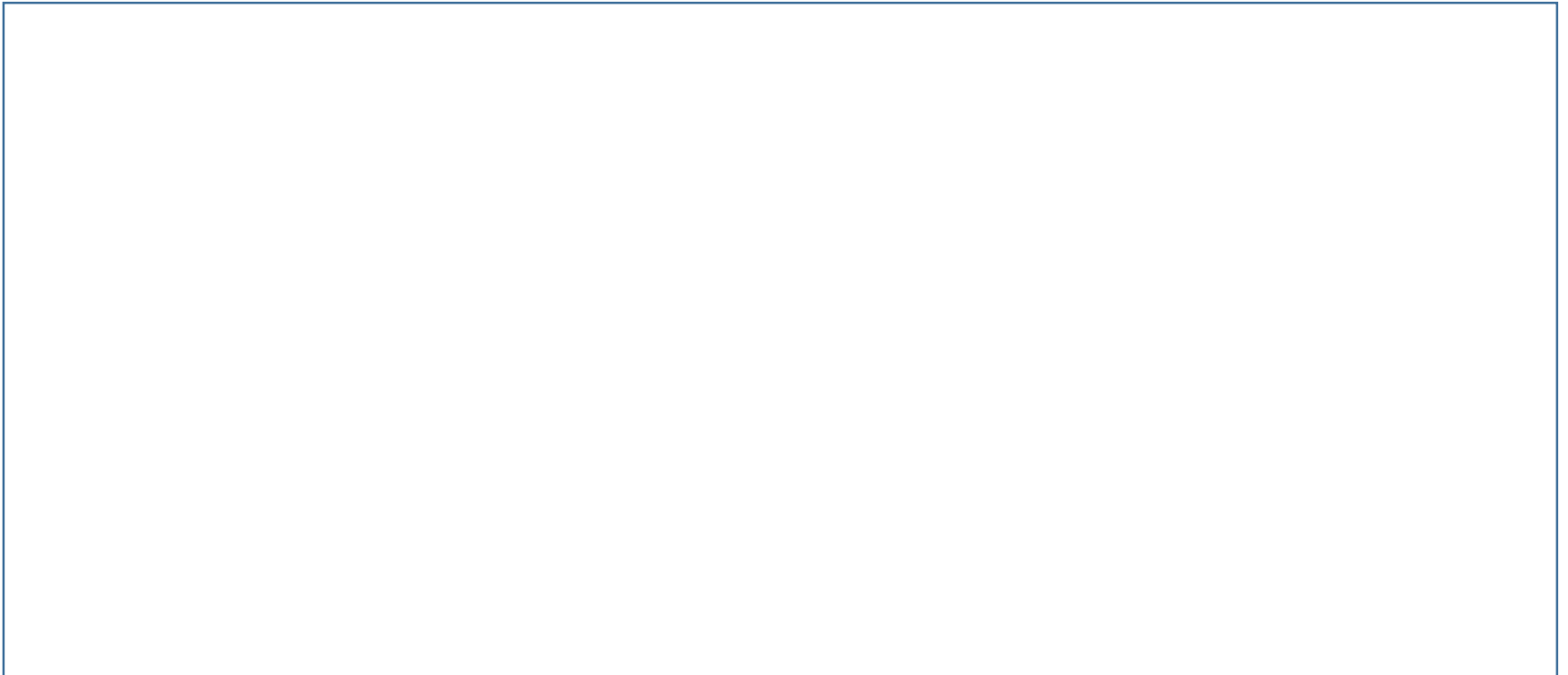


# Department letters - interactive

- Professor F is a full professor, step II in a laboratory science and hence needs grant funding to sustain his research. He has been without grant funding for 3 years and is so frustrated that he refuses to write any more grants. Nevertheless, he has published what most would consider a sufficient number of impactful, high quality papers from his previously-funded work and participated in some interesting collaborative studies. His teaching is excellent and he is an excellent department and campus citizen. What do you say about his lack of grant funding? How do you help?

# Department letters - interactive

- Critique the following excerpt from a departmental letter.
- Professor G is on 4 department committees, one senate committee and one campus committee. He has reviewed 16 manuscripts for journals, given 2 talks at National meetings and participated in a workshop in Greece. His service is therefore considered excellent



# Department letters - interactive

- How are contributions to diversity included in the letter?



# How do you share the department letter with the candidate?

- Best if in person. This is not the job of staff – it is an opportunity for you to interact with and counsel and mentor the faculty member and maybe prepare them for potential eventual bad news. Develop an action plan, if needed. Don't shirk this responsibility even though sometimes unpleasant.



- Providing the letter in person also allows you to obtain the signature on the Procedural Safeguards Statement if the candidate does not wish to write a rebuttal.

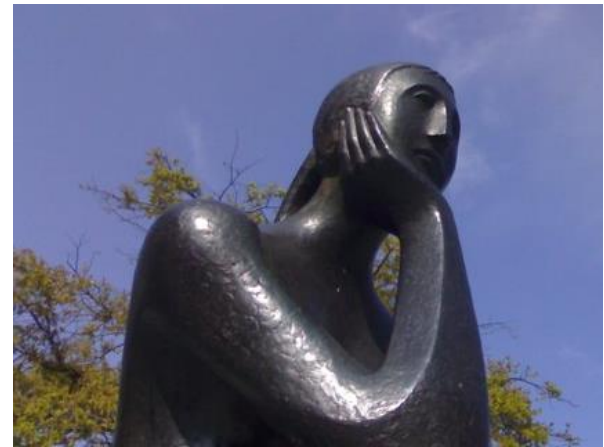
# Questions about Less Common Actions?

- Additional merit offscapes and accelerations
- Deferrals
- Reappointment of Assistant professor
- Career reviews
- Quinquennials
- Above scale





# Know yourself



- Why did you accept the position? i.e. keep an eye on that goal
- What are your weaknesses? Organize compensation for your weaknesses. E.g. Are you a people pleaser? Now, you won't be able to please everyone nor should you, especially the overly-entitled. Your job is to be fair and provide equitable solutions. **Discussion of how to allow yourself time to consider what is fair and equitable.**
- What are your triggers? The more aware you are, the less you are likely to react

# Time Management Tips – or how not to be nibbled to death by administrivia



- Create a schedule of activities with due dates for the year so you can plan and work ahead – reduces stress
- Schedule your day and only let true emergencies interfere with the schedule. If you don't, you will work hard and accomplish little! Include time to meet with individual faculty members so that you don't only interact with them in a faculty meeting or in a situation with some urgency. Include time for new initiatives or even thinking about them
- Scheduling includes when to deal with e mails. Turn off the sound and maybe also the pop-ups if you cannot resist looking at them. Don't give out your cell phone number (except to campus emergency services) and don't have it ping when an e mail comes in
- Keep e mail folders to manage the relative urgencies of them and/or subject matter

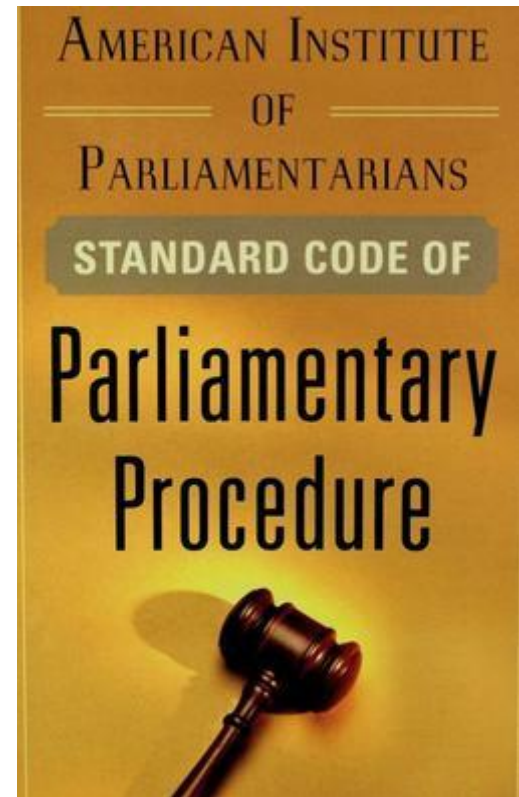
# Order at Faculty Meetings

You are now an authority figure and it is your duty to keep order and somehow manage to

- 1) maintain the focus of discussion
- 2) Ensure respectful discussion
- 3) Keep to the allotted time frame

## Tips

- 1) Be very prepared in regard to the items on the agenda
- 2) Remember **you** are running the meeting
- 3) Immediately censure any inappropriate comments or behavior. **Discuss**
- 4) Make sure you keep minutes because people hear what they want to hear
- 5) If your department is a difficult one to manage, stick closely to Sturgis' rules of order



# Difficult people – we could spend a day on each of these – read the book!

- Do you have a bully? Who is the target? Everyone? You? Another faculty member? Graduate student? Undergraduates? **Discuss what constitutes bullying**
- Do you have a very entitled faculty member?
- Do you have an incompetent staff or faculty member?
- Often, there may be combinations of these and long histories of conflict that have created camps

# Exercise from Book

# What do you do?



- Evaluate the issue from your new perspective and position of authority and remember what you thought you knew may not be correct because the previous chair/dean etc had to keep things confidential.
- Do your best to stay calm. Listen carefully and patiently while placing limits on the amount of time spent – giving someone the feeling that they are heard goes a long way towards building trust
- Gather facts and not emotions. Explain that your doing so does not mean you disbelieve any person's version of the facts

# Useful Tactics

- After listening, ask the person what they expect out of the meeting – sometimes they just want to feel heard
- Ask the person to make a presentation at a faculty meeting about the university policies on the issue
- Ask them to develop a plan that would be fair to all e.g. how to manage space, how to assign teaching, how to mesh teaching needs, student graduation rates and sabbatical requests etc
- If they want special treatment, ask them to put in writing why they should receive special treatment considering the entirety of their jobs-if a faculty member that includes teaching and service as well as research.

# Chair's Responsibilities

## Stewardship

- **Stewardship** is an ethic that embodies the responsible planning and management of resources (physical, financial and human) so that you leave the department in good shape for the future.

# STEWARDSHIP



Time ♦ Talent ♦ Treasure



# Chair's Responsibilities

## Morale



The Chair can have a huge influence on general morale. Key issues that contribute to a positive atmosphere

- 1) Transparency in everything. If the chair cannot justify why something happened, then likely it should not have happened. Only caveat is required confidentiality.
- 2) Equality of treatment
- 3) Encouragement of full discussion of issues
- 4) Agendas for faculty meetings, minutes that accurately reflect the outcome of discussions, maintenance of a respectful environment during discussion
- 5) Trust that the Chair is an advocate for the faculty and department within UCR and in Professional Societies
- 6) Give praise and say thank you as often as possible

# Chair's Responsibilities

## Academic Plan

The department should maintain a regularly updated academic plan stating the short and long term expectations for growth and development.

In this regard, the chair is responsible for the recruitment of new faculty, overseeing faculty development, and making an effort to retain the current faculty. Cluster-

hiring and shared services add complications to the traditional situation, requiring adaptation and evolution



# Chair's Responsibilities

## Recruitment



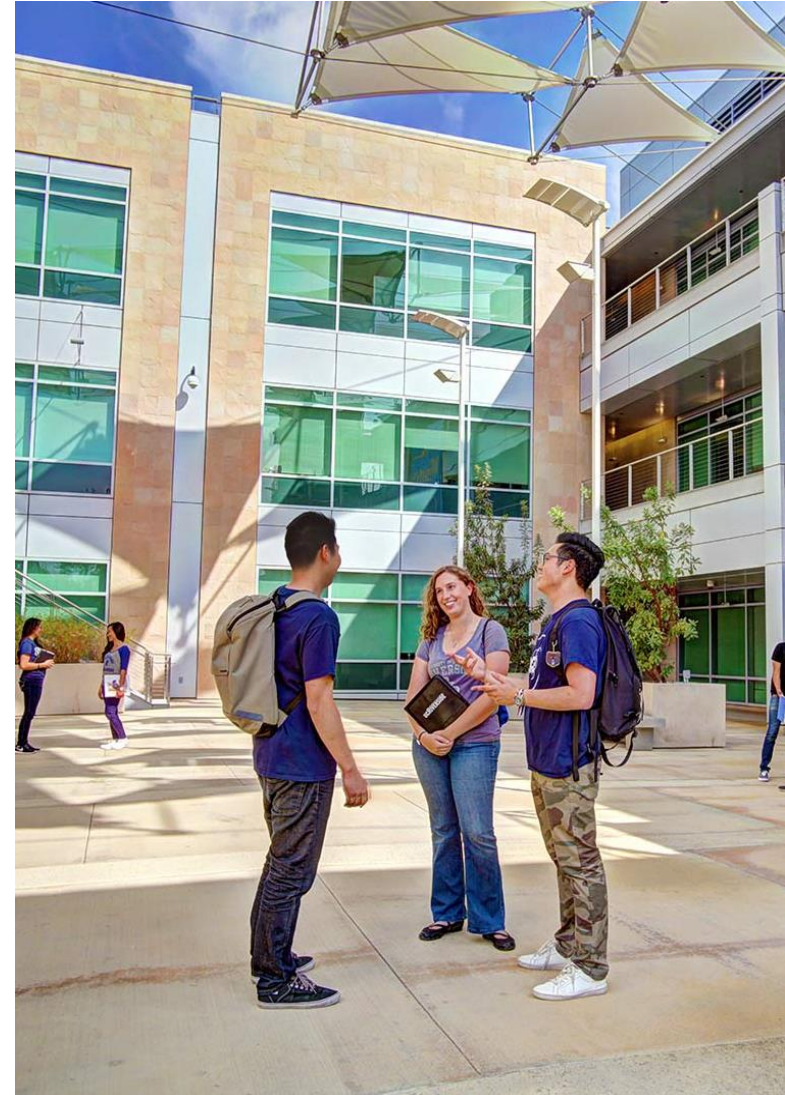
The chair should ensure that the policies and hiring procedures of the university are followed.

The chair should ensure that search committees are not just compliant with affirmative action and equal opportunity policies, but that they actively work to build a diverse pool when hiring. It is important in this regard, that search committees (and not staff) compose the advertisement and search plan for APRecruit and that the department faculty endorse these documents after **thorough discussion and consideration of how the search criteria will be applied in a uniform manner.** Again a little trickier with cluster searches or college searches.

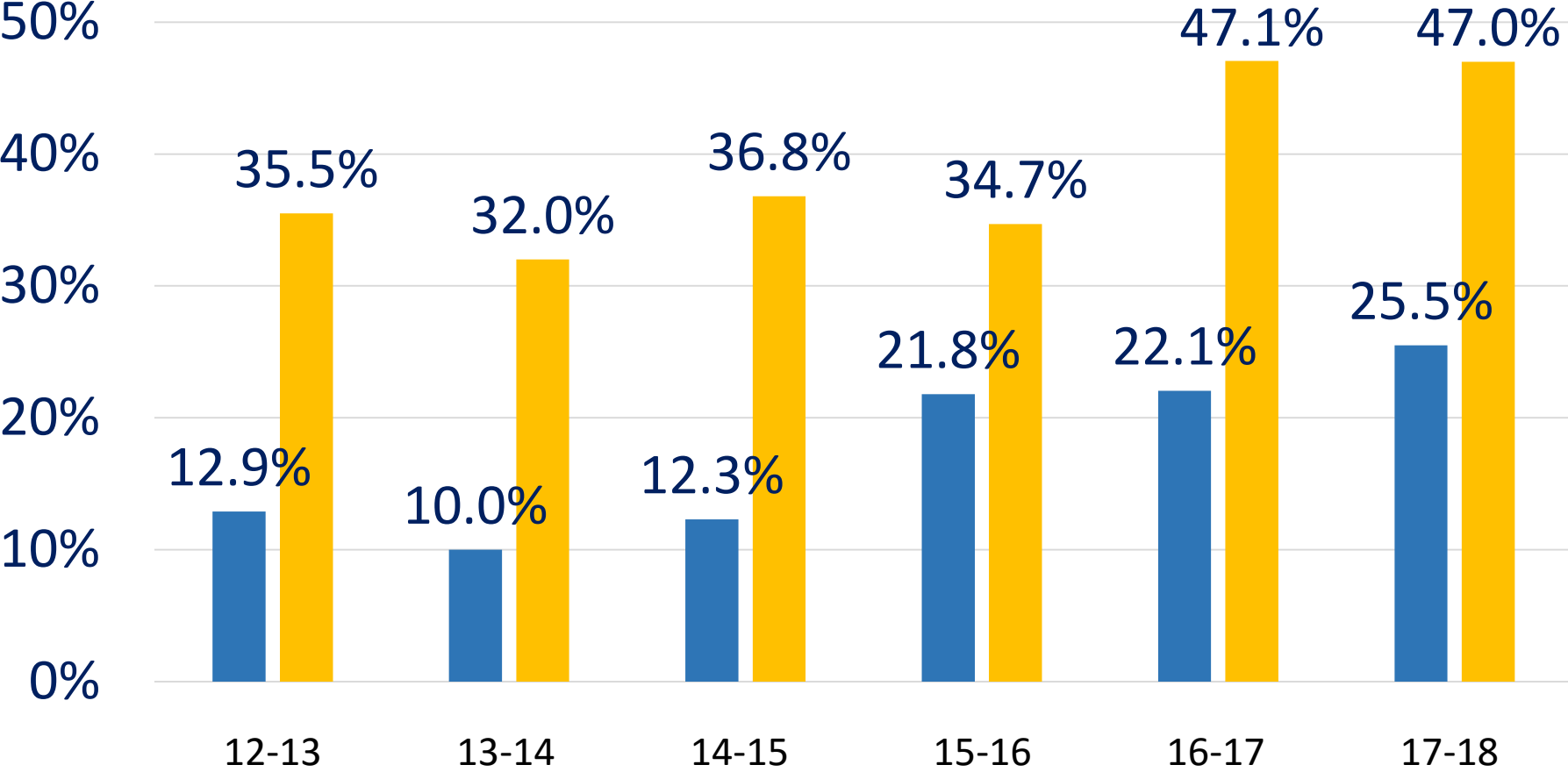
# Recent diversity and inclusion efforts in faculty hiring

- Strong, consistent message from campus leadership
- Clusters selected, in part, for potential to diversify the faculty
- Deliberate emphasis on diversity/inclusion and peer-based merit review in advertising
- Require diversity statements from all candidates and evaluation of these statements in all searches
- Require workshops for search committee members focused on incorporating diversity/inclusion into the recruitment process

- 
- Emphasize PFP/CPFP candidate pools
  - UCOP-funded PDEF program in engineering in 2016-17
  - Similar program in math upcoming in 2018-19



# Pattern of increase in URM ■ new faculty members and increase in 16-17 in women ■ faculty members.





# Partner Employment Opportunities

- We now have a Faculty Assistant to the VPAP for partner employment [PEO@ucr.edu](mailto:PEO@ucr.edu) Declan McCole in SOM

## Duties:

- Create a database of employment websites for other institutions of higher learning, local large businesses/government offices, K-12 schools, medical facilities etc
- Create relationships with the academic personnel or human resources units at these various institutions.
- For partners qualified for a UCR faculty or other academic position, be the point of contact during recruitment/retention who facilitates interest in employment of the partner. For faculty/academic placement, this would include discussion with appropriate deans and chairs. Partner hires are eligible for search waivers.
- For partners interested in a staff job at UCR, be the point of contact with the Talent Acquisition Department in HR to help identify any current and upcoming openings that are a match with the partner's skills and experience. Direct the partner to the identified postings and encourage them to apply.



# Chair's Responsibilities

## Development of current faculty



In collaboration with the faculty, the chair should set expectations for the department and encourage the faculty to contribute to realization of these expectations.

The chair should be a mentor. This may be accomplished by establishment of a mentoring program to provide effective assistance to faculty in their development as scholars and teachers.

Chairs should develop mechanisms to incentivize raising the academic profile of the department.

The chair should follow the professional development of each faculty member and recognize faculty achievements, when appropriate, or provide assistance and corrective measures, if needed.

The chair should mentor the faculty in relation to the UC academic personnel review procedures.

The chair should be proactive in nominating the faculty for fellowships and other honorific titles in professional societies and academies. This is often best facilitated through the establishment of a department faculty awards committee.

# Awards

- We also have two Faculty Assistants to the VPAP for Awards
- John Ganim – CHASS, SPP & GSOE
- Michael Pirrung – CNAS, BCOE, SOM

## Duties:

- Nominate/organize the nomination of faculty for National and International awards – as many as possible.
- Further expand and continually add to the database of potential awards and cross-reference this to faculty research interests (on individual and department websites).
- Keep track of nomination deadlines and check with Chairs of likely nominees (based on research area) to determine whether they feel the nomination may be successful, enlist their help in the nomination process and ensure sufficient lead time for a strong nomination.
- Annotate the database such that a record is kept of who was nominated and any additional information that may improve chances in the future. Many awards (even campus ones) require multiple nominations before success.
- Liaise with RED's efforts/contacts for awards (rather than grants).
- Liaise with other campuses/universities if UCR does not have someone in that society or academy in order to overcome our size and critical mass issues that hinder nominations.
- Write text to appear on website – see <http://academicaffairs.ucdavis.edu/awards/index.html>
- Help to winnow the Dean's nominations for Chancellor's awards ceremony each year by establishing which are the most meaningful/prestigious etc.





# Chair's Responsibilities

## Retention



The chair should maintain awareness of the academic market for the expertise within the department and should have the foresight to utilize preemptive actions (be aware of an academic record that deserves an acceleration, or early promotion, or when a career review is called for) to retain the most deserving faculty.

The chair should keep communication channels open so that s/he is aware of any reasons a faculty member may wish to leave.

# Chair's Responsibilities

## **Administrative Personnel**



- The responsibilities of the chair cannot be carried out without the assistance of a competent and well-managed staff, whether within the department or in a service center.
- The chair should establish guidelines for management of the department staff (if any) in conjunction with the staff supervisor, and work with the shared services center with an eye to always improving service to faculty and students.
- The chair should endeavor to help develop the careers of staff members, to recognize excellence, be concerned about morale, and to retain excellent administrative personnel.

# Chair's Responsibilities

## Budget Management



- Together with the faculty, the chair should ensure that priorities are established for allocation of resources available to the department, and the budget should be transparent.
- The chair should supervise resource allocation, be cognizant of budget management principles and understand the different “colors of money” and the constraints on their usage.
- The chair should ensure that budget appropriations and expenditures are monitored and implement corrective actions, if needed.
- The chair should understand basic auditing rules and practices.

# Chair's Responsibilities Undergraduate Program

Together with the faculty, the chair is responsible for ensuring maintenance of a sound, updated and relevant curriculum.



- The chair is responsible for all teaching assignments of the faculty and the efficient deployment of teaching resources. **Discuss**
- The chair should work with the faculty to create and maintain an academic environment that promotes research opportunities and internships for undergraduates.
- The chair is responsible for ensuring that any necessary information to facilitate internal and external reviews and accreditation procedures of the program is provided to reviewing/accreditation bodies.
- The chair should facilitate the use of mechanisms to assess learning outcomes, monitor satisfaction levels in the major, and implement corrective measures, if necessary.
- **The chair is expected to attend commencement whenever possible.**

# Chair's Responsibilities

## Graduate Program



Together with the faculty, the chair is responsible for ensuring a sound, updated and relevant graduate curriculum is maintained. Commonly, this is done through the establishment of a graduate committee.

- The chair is responsible for ensuring that a sound academic advising program for graduate students is maintained.
- The chair should ensure that mechanisms for recruiting and retaining the very best graduate students are designed and maintained.
- The chair is responsible for ensuring that any necessary information, such as monitoring outcomes, to facilitate internal and external reviews and accreditation procedures is provided to appropriate bodies.

# Chair's Responsibilities

## New Initiatives



- Chairs are not only caretakers of the status quo, but also leaders looking to further the academic profile of the department and enhance the research, teaching and service mission of the faculty.
- The chair should engage in fundraising activities to enable new initiatives, especially those that may seed innovative programs, create synergies within and outside of the department, serve the community, or which otherwise help to fulfill the mission of UCR.

# Chair's Responsibilities

## Grant Activity



- The primary responsibility for initiating grant proposals within the department rests with the faculty. However, the chair should develop incentives to promote applications, especially for grants that support shared equipment, a core facility, and training grants-i.e. where the PI stands to gain little from the grant in comparison to something like an RO1. The chair must sign off on all extramural grant proposals through the eCAF system.
- Some faculty do not seem to know they must submit grants through the university
- If you don't have many grant writers in your department, make sure you set up a system to communicate possible submission opportunities
- When funded, make sure grant management support is available (can join forces with another dept or the dean's office etc)



# Chair's Responsibilities

## Facilities and Equipment



- The chair should promote a departmental consensus approach to resource allocations. Guidelines, such as when someone receives bridge funds, are very helpful
- The chair is the primary representative for the department to establish resource needs with the dean and other levels of the university administration.
- The chair should work with the dean to manage space allocations within the department. In order to be effective in this regard, the chair needs to appreciate the scope and direction of the programs of individual faculty.
- The chair is responsible for maintaining a safe environment and responding to safety concerns promptly.
- The chair is responsible for maintaining a chemical hygiene plan, if applicable.

# Chair's Responsibilities

## Safety – not just a lab sciences issue



Department chairs are accountable for establishing, enacting maintaining and enforcing a **written injury and illness prevention plan** <http://www.ehs.ucr.edu/safety/IIPP/iipp.html>.

Department Chairs shall

- Ensure areas under their management subscribe to and follow the five steps of the UC Riverside Integrated Safety and Environmental Management Program <http://www.ehs.ucr.edu/safety/ISEM/iseem.html>;
- Hold periodic meetings, at least quarterly, or use other means of communication to discuss safety related issues;
- Establish safety planning procedures, as well as work rules and procedures, for all operations and exposures within their areas of responsibilities;
- Ensure that health and safety practices are consistent throughout the Work Unit;
- Monitor environmental health and safety performance;
- Include compliance with health and safety procedures as part of the annual performance evaluation;
- Designate a responsible person (Departmental Safety Coordinator or Lab Safety Officer), within each work unit under their management to partner with EH&S to implement the work unit - specific component of the Injury and illness prevention plan;
- Recognize those who consistently perform good safety and healthful work practices;
- Discipline and educate faculty/staff/students who knowingly violate safety rules or polices.

# Chair's Responsibilities

## Internal Relations



- The chair should develop procedures and assign faculty responsibility for maintaining and improving the various program components of the department, e.g. instruction, research, and professional activities.
- The chair should be responsive to concerns of faculty, staff, and students and know when to take issues to the dean or other administrators.
- The chair should encourage faculty to be fully present on campus so that they are available for collaborative interactions and service activities, and to contribute to the general intellectual and social life of the institution.
- The chair should create an atmosphere where all faculty feel entitled to use the family-friendly and medical leave programs
- The chair is responsible for ensuring reasonable access to sabbatical and research leaves, while also ensuring appropriate coverage of courses so that student progress is not impaired.

# Chair's Responsibilities

## External Relations



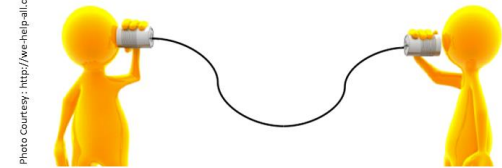
- The chair is the primary spokesperson and advocate for the department in dealing with constituencies external to the university. These interactions may take several forms such as certifications, publicity for departmental programs, public policy issues, public service, alumni relations, and fund raising.
- In this regard the chair must be cognizant that in some situations they may be considered a representative of the entire institution. **Discuss**
- In the role of departmental communicator, the chair should develop appropriate presentations, brochures, videos, newsletters etc. and liaise with the college and campus development personnel.

# Chair's Responsibilities

## Communication

+ Effective communication

The right people,  
getting the right information,  
at the right time



The chair has the dual role of representing the administration to the department and articulating the department's achievements and needs to the administration.

- In this critical role, they must explain and interpret information so that the intended audience has a full understanding and appreciation of the message. This is often a difficult and time-consuming task.
- In addition to this critical role, the chair is responsible for facilitating communication among the various constituencies that relate to department activities, including students, faculty, staff and other individuals throughout the institution

# The Help Site help.ucr.edu

UNIVERSITY OF CALIFORNIA, RIVERSIDE

UNIVERSITY OF CALIFORNIA  
**UCRIVERSIDE**

Help@UCR

Search for:  Google™ Custom Search

UCR Home > Help @ UCR

**I am a Student**  
I have been affected by...  
(Select an Option) ▾

**I am an Employee**  
I have been affected by...  
(Select an Option) ▾

**I am a Faculty Member**  
I have been affected by...  
(Select an Option) ▾

**I am a witness**  
I want to report...  
(Select an Option) ▾

**GET HELP NOW**

- If you are in immediate danger, call **911**.
- Campus Police: [\(951\) 827-5222](tel:9518275222)

**Confidential Resources**  
**CARE Advocate**  
[advocates@ucr.edu](mailto:advocates@ucr.edu)

At UCR, we are committed to fostering an inclusive, equal-opportunity atmosphere for students and staff regardless of race, religion, color, national origin, disability, or sexual or gender identity. The Office of

# Who you gonna call?



- Your Dean

It is important that matters of concern that cannot be readily resolved or which may have legal or other broader consequences be brought to the attention of the Dean. The Dean will consult with higher administration or campus counsel, if required.



# Who you gonna call?

Ombuds if



- 1) You want to confidentially explore your options
- 2) You want to confidentially acquire information about a process
- 3) You want a confidential sounding board on a challenging matter.
- 4) There is no formal process for dealing with the problem.
- 5) You want to address a problem through an alternative informal approach



# Ombuds if



- 6) You believe the situation could benefit from an impartial mediator or facilitator.
- 7) There is a problem with the formal process.
- 8) You want to improve departmental climate.
- 9) You want a sounding board for designing a process.
- 10) You would like workshops relating to conflict management.

# Who you gonna call? Climate issues

---

**VC for  
Diversity  
and  
Inclusion,  
Mariam  
Lam**

She plans, implements and oversees the development of programs and activities that support a culture of open inquiry, pluralism, mutual respect and engagement throughout the campus.

Also, 3 colleges now have equity advisors

---



# The VPAR



## **Addresses Issues of:**

- Inappropriate & improper faculty behavior
- Breakdowns in collegial faculty relations
- Violations of the Faculty Code of Conduct (APM-015)

## **Through:**

- Consulting & Advising
- Mediation & Informal Resolution
- Formal Disciplinary Procedures

# You are not alone! Chairs 201 sessions noon-1pm in Hinderaker 0154. Lunch provided with RSVP

- Oct 5<sup>th</sup>. Department Letters: The good, the bad and the ugly.
- Nov 5<sup>th</sup>. Academic Labor Relations
- Dec 4<sup>th</sup>. Reviewing Interdisciplinary Files
- Jan 8<sup>th</sup>. Strategies for Growing Student Enrollment
- Feb 4<sup>th</sup>. Chair's Responsibilities and Purview
- Mar 4<sup>th</sup>. Dealing with Difficult Faculty: Scenarios
- Apr 4<sup>th</sup> Evaluation of Staff
- May 8<sup>th</sup>. What was your worst problem this year and how did you solve it? This one 4-6pm





Take Care of Yourself!