Recording date of this workshop is September 2, 2015

Some of the rules and procedures discussed in this workshop are subject to change.

Please check university resources before relying exclusively on this recorded presentation.

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Chairs and Directors Series

University Overview, Recruitment and Retention, Tips on Your Job

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Today's Objectives

• Brief University Overview
• Faculty Recruitment and Retention
• Tips on your job
• Networking
Washington’s Land Grant University

The Morrill Acts (1862 and 1890)

Universities that teach “agriculture, military tactics, and the mechanic arts” as well as classical studies so “members of the working classes could obtain a liberal, practical education...that has direct relevance to their daily lives.”
Interim Co-Provosts

Erica Austin

Ron Mittelhammer

Our Colleges
Agricultural, Human, & Natural Resource Sciences (CAHNRS)
Arts & Sciences (CAS)
Carson College of Business (CCOB)
Communication (Murrow)
Education (COE)
Honors (HC)*
Medical Sciences
Nursing (CON)
Pharmacy (COP)
Veterinary Medicine (CVM)
Voiland College of Engineering & Architecture (VCEA)

Our Programs
• 95 Undergraduate Majors
• 100 Certificate Programs
• 120 Graduate and Professional
• 47 Doctoral degrees
2014 Enrollment

<table>
<thead>
<tr>
<th>Location</th>
<th>Number</th>
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<tbody>
<tr>
<td>Spokane</td>
<td>1,458</td>
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<tr>
<td>Tri-Cities</td>
<td>1,426</td>
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<tr>
<td>Vancouver</td>
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<td>Everett</td>
<td>78</td>
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<tr>
<td>Global Campus Online</td>
<td>2,794</td>
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<tr>
<td>Pullman</td>
<td>19,756</td>
</tr>
<tr>
<td>Total</td>
<td>28,686</td>
</tr>
</tbody>
</table>

27% Minority and 7% International

New Students

- Expect 4600 new freshmen*
- Expect 2600 new transfers*
- 30% More from out of state
- 38% Underserved population
- 3.30 Average high school GPA

*Includes all campuses

Faculty Senate

Representing our 2300 Faculty

Richard Zack, Chair (Entomology)
Sheila Converse, Executive Secretary (Music)
Senate Committees

- Academic Affairs
- Budget
- Catalogue
- Committee on Committees
- Faculty Affairs
- Graduate Studies
- Libraries
- Research and Arts

Faculty Manual

- The letter of offer and the Faculty Manual are the faculty member’s contract with the university.
  - Consult the Manual when you have a question.
  - In the A – Z index on the webpage
  
  Faculty Manual 2014-2015

Faculty Manual (continued)

- Policies for tenure-track faculty appear early in the manual (sections II – IV)

- Policies for fixed-term faculty appear in section V
  - It’s unclear which of the earlier policies apply to fixed-term faculty.
Important Policies

- Policy prohibiting discrimination and sexual harassment

- Policy on faculty-student and supervisor-subordinate relationships

- Disciplinary process/procedures
  - Serious and repeated neglect of duties
  - Discrimination and Sexual Harassment

Recruitment and Retention

- Approximately 45% of our faculty leave WSU before they stand for tenure.

  - That’s wasteful of:
    - Recruiting time
    - Recruiting expenses
    - Mentoring time
    - Start up costs

Faculty Friendly Policies
Key Policies
- Spousal and Partner Accommodation
- Mentoring
- Modifying the tenure clock
- Modified Duties
- Professional Leave
- Phased Retirement
- Select Plus (formerly Sitter City)

Partner & Spousal Accommodation Policy
- BPPM 60.15 Partner and Spouse Accommodation

How Does It Work?
- The partner must look for existing jobs.
- If no job is found, the Provost will provide (pending available funding) either:
  - 0.5 funding for 2 years, or
  - 0.33 funding for 3 years.
**Requesting Funds**

- Locate a position.
- Send a memo to the Provost through your dean.
  - The policy indicates what you need to address.

**Your Commitment**

- All funds are matching funds.
- The department helps to find someone with matching funds.
- The department that receives the funds must make a good faith effort for a permanent accommodation.

**Mentoring**

- [https://faculty.wsu.edu/mentoring/](https://faculty.wsu.edu/mentoring/)
Who is it for?

• All non-tenured tenure track faculty
• Associate Professors
• Others

Department Decisions

• One mentor or more?
• Mentors from other departments?
• Mentors from other campuses?
• Who selects the mentors?
• What do the mentors do?

A Good Mentor is

• Someone who:
  Is more senior than the mentored.
  Knows the rules.
  Is willing to commit the time.
  Is willing to give honest feedback.
  Is not the department chair.
Mentors Provide:

- Understanding of “the system, especially the informal rules.
- Help with socialization.
- Encouragement.
- Honest feedback.
- Advice.

Mentors Provide (continued):

- Help with specific problems (e.g., teaching, publishing, or grant tips; introductions at conferences).
- Help with setting priorities and professional goals.
- Long-range career planning.
- Support and advocacy.
- Collaboration.

The Tenure Clock
Tenure Consideration

- Date in initial offer letter
- Can be altered only through the agreement of the candidate, chair, dean and provost

Early Consideration

- Early consideration permissible
  - Usually only one year
  - Extraordinary merit (?)
- AAUP guidelines state that a candidate can be considered for tenure only once

Stopping the Clock

- Primary caretaker for a new child
  - Maximum of two times
- Extraordinary circumstances
  - Catastrophic illness
  - Family emergency
  - Unexpected professional problems
  - Usually only one year
Modified Duties Policy

- Check HRS website for Faculty Friendly Policies

Modified Duties

- A faculty member may request modification of their duties when:
  - They have a new born or adopted child
  - A family member has a serious health condition
  - Serious health condition in a family member
- Duties may be modified for up to a semester or equivalent.
- Negotiated on an individual basis.
- No additional duties in subsequent semesters.

- Requests granted no more than twice in 10 years.
- Requests must be approved by the chair, the dean and the provost.
- Written reasons must be provided if the request is not supported.
Faculty Member with Modified Duties

- No employment with outside agencies
- Must remain in community to be available to students and colleagues.
- Should request stopping of the tenure clock if needed.

Professional Leave

- Faculty, administrative professional employees who are:
  - On permanent appointment, and
  - Have completed 5 years of active service at the time of the leave (unless they’re pre-tenure).

Who is Not Eligible?

- Those working on degrees
- Those who will not remain at WSU
  - Employee must agree to return for a period equal to the leave.
- Deadline: January
Leave Basics

• Leave may be taken for:
  – 2 semesters or 12 months at 75% pay, or
  – 1 semester or 6 months at 100% pay.
  – Pay is capped at the average salary of the highest paid quartile of teaching faculty (currently $13,973/month).

What Happens on Leave?

• The recipient is relieved of all WSU activities except for the sabbatical project.

• Employee is bound by:
  – Faculty Manual

Don’ts

• Use state funds to travel to site.
  – Can be reimbursed for travel at site.
• Engage in external employment.
• Grant funding is OK if:
  – compatible with sabbatical project
  – Pay plus grant funding do not exceed 100% salary.
Leave Recipient

- Must submit a proposal.
  - 2 recommendation letters
  - Letters of support from people to be visited
- Must certify in writing that (s)he will return to the University.
- Must submit a report after the leave.

More

- Leaves should line up with University calendar.
- Leaves cannot be postponed without a new application.
- The chair, dean, and provost must approve later changes in a leave plan.

Phased Retirement

- A process for reducing workload prior to retirement.
  - Can reduce in any steps down to 50%.
  - Reductions occur over a maximum of 7 years (but can be renewed on a yearly basis).
Who’s Eligible?

- Faculty and administrative professionals who:
  - participate in the WSU Retirement Plan
  - are 55 years old with at least 10 years service to WSU
  - would not create a detrimental impact to WSU.

Why Do It?

- Can draw retirement benefits if eligible
- Still accumulate benefits
- Retain tenure and its privileges
- Remain eligible for promotion

How To Apply?

- Details are worked out among the applicant, chair and dean.
- A memo with the appropriate signatures comes to Provost.
- The Attorney General’s Office generates the paperwork.
What makes a good Department Chair?

- Don't just manage, lead towards a vision
- Build on your departmental strengths.
- Be consistent with the vision of the College and the University.

Have a Vision

- Know the likely outcome before bringing up an issue in public.
  - Solicit opinions in their offices.
Know the Rules
Ask for Help

• Consult the:
  - Faculty Manual,
  - Business Policies and Procedures Manual,
• Call someone.
  - You’ll meet them later in the Workshops.

Communication

• Communicate relentlessly in both directions
  - Communicate clearly.
  - Never surprise your dean.
  - Never surprise your faculty.
  - Repeat important messages.
  - No one heard it the first time.

Be Transparent

• Make sure everyone knows the rules and what’s expected.
• Transparency increases trust and reduces an us-vs.-them climate.
Always Listen

- Get both sides before making a decision.
- Don't assume malicious intent.
  - Problems are usually created by stupidity and disinterest, rather than by evil intentions.
- Don't assume that a complainant expects you to fix the problem.
  - People often just want you to listen.

Consultation

- Consult department members on proposed changes.
  - They usually won’t comment.
  - They will be angry if they don’t have the opportunity to do so.

Build Consensus

- Try to reach agreement on important decisions.
  - Those who go away angry will create problems in the future.
- Diffuse tension with humor.
  - Do not make a joke at someone else’s expense.
Build Good Will

• Go beyond the annual review
• Build a relationship.
• Smile and say hello.
  - If you fail to say hello, a faculty member may believe that (s)he is out of favor.
• Praise in public. Criticize in private.
• Think of good will as a bank.

Departmental Culture

• You will anger people if you violate your departmental culture.
• Be careful when adopting policies and procedures that work in other departments.
  - What works in one department may cause problems in another.

Be Positive

• You set the tone
• Treat problems as challenges
• Don’t sweat the small stuff
  - You’ll have plenty of large stuff to sweat.
Delegate

- Use an advisory group
  - Advisors will think of things that you will not
  - You will have allies.
  - Don’t create an in group.

Lose Gracefully

- Apologize if needed.
- Let things go when the battle’s over.
- Don’t hold a grudge.
- Learn from your mistakes.

Use resources wisely

- Reward good behavior.
  - Small amounts of money can make a big difference
Chain of Command

• Discuss all issues with your Dean before going to the Provost.
• Always tell your Dean if you are going to go over his (her) head.
• Consider resigning if you don’t share your Dean’s or the University’s vision.

When involving the Dean

• Offer solutions.
  • If you ask for something
    - Show connection to strategic plan.
    - Split costs if possible.

Nurture Your Staff

• You depend on them.
• Select them carefully
• Improve their lives whenever possible.
Manage Your Time

• Block out time for important, but not immediately demanding, work (e.g., research).
• Do your most difficult work at the time when you are at your best.
• Come to the office when others are not around.

Manage Emails

• Be careful what you write in emails.
  • All email is public
• Avoid having critical conversations over email.
  • Talk to the person.
• Remember everything sounds harsher in email.

Be a Cheerleader

Take charge of the fun, not just the problems.
Lead by Example and the Golden Rule

- Don’t ask people to do things that you wouldn’t do.
- Treat others as you would like to be treated.

Guard Your Reputation

- Establish a reputation for integrity.
  - Be fair, honest, and consistent.

- Build and maintain trust by dealing honestly with your faculty and dean.

- Treat faculty members similarly.
  - They talk to each other. They will soon uncover inconsistencies in your words or actions.

Take Care of Yourself

- Try not to stress over things that you cannot control.
- Get plenty of sleep and exercise.
- Have a life outside the office
If you wish to have your attendance documented in your training history, please notify Human Resource Services within three days of today's date:

hrstraining@wsu.edu