Faculty Affairs and Academic Leadership

Jack W. Finney – Vice Provost for Faculty Affairs
New Academic Leaders Workshop – August 12, 2016
My history

- University of Kansas
  - Ph.D., Clinical Child Psychology, 1983

- Johns Hopkins University School of Medicine
  - Instructor, 1983-84
  - Assistant Professor, 1984-87

- Virginia Tech
  - Assistant Professor, 1987-92
  - Associate Professor with tenure, 1992-98
  - Chair of Psychology, 1996-2006
  - Professor, 1998-
  - Associate Dean, College of Science, 2006-10
  - Associate Provost for Faculty Affairs, 2010-13
  - Vice Provost for Faculty Affairs, 2013-
Faculty Affairs Team

- Jack Finney
  - P&T, merit, personnel issues, hiring & retention, work-life policies, dual career program

- Ellen Plummer, Rachel Gabriele
  - Assistant professor mentoring and development, college liaisons, Women’s Center, BOV Academic Affairs Committee

- Peggy Layne
  - AdvanceVT, Future Faculty Development Program, eFARS, COACHE

- Amy Hogan
  - Leadership development, Alumni and Distinguished Professors processes, Academies of Faculty Service and Leadership, senior management searches, senior management reviews

- Peter Doolittle
  - Center for Instructional Development and Educational Research

- Cyndi Hutchison, Kathy Murphy, Judy Taylor
Work-Life Policies

Dual Career Program – 2005
- Guidelines, assistance, bridge funding

Extension of the Tenure Clock – 2006
- Automatic extension for new parents

Modified Duties – 2006
- One semester flexible assignment

Part-time Tenure-Track – 2007
- 50% appointment, 10-year tenure period

Child Care Partnership – 2008
- New Rainbow Riders facility in 2009 = 246 new slots

Megan Dolbin-MacNab, now an Associate Professor in Human Development, was the first to use the modified duties policy.
Work-Life Policies

• Today – several policies and projects in process…
  • Area Child Care collaborative
  • Phased retirement for faculty
  • Parental Leave policies
The Joy of Leadership

- Being “in the know”
- Colleagues
- Making things happen
- Commencement
- Summer
The Pain of Leadership

Being “in the know”

Colleagues

Making things happen

Commencement

Summer
“Managing Up” - Keep your leaders informed.

• The dean, department head, or whoever else you report to should hear things from you.

• Your goal: No surprises.

• Don’t go around or above unless absolutely necessary.

• Work with associate deans and other academic leaders when possible.
Lessons about Leading and Managing Faculty

- Evaluations and decisions
  - Annual review committee
  - Executive committee
  - Toxic faculty members
  - Confidentiality

- Meetings
  - Faculty
  - Individual and program

- Communication
  - E-mail
  - Paper
  - In person

- Panic
  - The End of the World as We Know It
  - Aging faculty members—sickness, disability
  - Last minute changes/problems
Lessons about Leading and Managing Staff

• Time and attention
  • Daily, weekly, monthly
  • Extraordinary contributor/In-band adjustments

• Personal and intra- & inter-office problems
  • Boundaries
  • Role

• Skilled staff and unskilled faculty
  • Clerical support
  • Computer expertise

• Differential work schedules

• Rudeness and bullying
Chairs and other academic leaders can quickly become involved in almost every facet of university business. Use your administrative assistant. **Delegate.**

- Faculty
- Staff
- Undergraduate students
- Parents
- Graduate students
- Budgets
- Purchasing/inventory
- Strategic planning
- Evaluation and merits
- Annual reports
- Committees
- Promotion and tenure
- Hiring and firing
- Grants & contracts
- Department climate
- Endless form signing
- Course scheduling
- Teaching assignments
- Research assignments
- Honorifics
- Travel approvals
- Space assignments
- IT/computers
- Celebrations
- Receptions
- Dealing with problems
- Knowing the rules
- Research/scholarship
Do I have to...

- dress up?         
  sometimes

- go to dept head council forum?       
  usually

- go to receptions?     
  some

- make small talk with __________?   
  depends

- respond to every new initiative?    
  no

- serve food at staff appreciation?  
  depends

- meet every deadline?              
  no

- buy a VT Hokies shirt?            
  no, but why not

- go to Town Hall meetings?         
  depends

- file the annual financial disclosure?  
  yes
Be especially nice to*:

- Provost
- Me
- Faculty Affairs Team
- Shannon Stump
- Kay Heidbreder
- Ken Smith
- Jeff Earley
- Wanda Dean
- Rachel Holloway
- Justin Fuente
- Dean(s)
- Deans’ Assistants
- Staff at all levels
- Human Resources
- Internal Audit
- President
- President’s Office
- Tracy Vosburgh+Mark O.
- CNS?
- Parking?

*NOTE: this is only a partial list, be nice to everybody... 😊
Summary, Lessons in Leadership...

- What I’ve seen contribute to success
- What I’ve seen contribute to derailment
- Setting the tone and creating a culture
- Key leader behaviors
Questions?