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Introductions

1. Name and department
2. How long you've been Department Chair

Some aims of these workshops

1. Share information and network
2. Expand knowledge of leadership and chair expectations (per UC policy)
3. Provide updates from UCOP or senior UCM leadership
4. Identify issues that need attention

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Highlights from June 2020 chair survey

Workshops useful	80%
Frequency → about right	67%
Time allocation → about right	80%
Feel supported by Dean	80%
Feel supported by staff	80%
Familiar w. APM 245 duties	87%
Meeting asst. profs one or more times a semester	73%

Challenges: COVID-19 disruptions and extra work beyond standard duties; climate issues

Successes: Recruitment; award nominations; large research grants; cultivated and maintained good departmental culture; helped faculty deal with COVID-19

Other support from VPF? 1:1 meetings w. VPF; more say on administrative and university processes; help with allocation of resources to depts; deans should give more financial responsibility, staff

Suggested topics for future workshops: Administrators (EVC, Chancellor, EVC/Provost, dean panel); visitors from other UCs; managing conflict and climate issues; mentoring early career faculty of color; handling committee assignments; writing transmittal letters; time management and prioritization

Suggested topics for future workshops: Go through list of chairs' duties and have workshops on them; how to treat job candidates; discuss how depts function/what they do (variability); learn from experienced UC chairs; put what we discuss into a three-hole binder (permanent reference)


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Department chairs meeting with CAP, VPF, APO

September 3, 11-12 <https://ucmerced.zoom.us/j/98491583702>

Ashlie Martini, CAP Chair
Simrin Takhar, Principal Analyst
Teenie Matlock, VPF
Kelly Anders, Assistant VP of Academic Personnel

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Workshop #2

SEPTEMBER 23

Noon

Herbie Lee, Senior Leadership, UCSC
Discussion topic: How to be an effective leader

Herbert Lee, [Professor of Statistics](#) in the [Jack Baskin School of Engineering](#), has been [Vice Provost for Academic Affairs](#)(VPAA) at UCSC for 10 years.

As VPAA, Lee provides administrative leadership in key academic areas, including program development and review, resource allocation, leadership development, accreditation, administrative processes, and faculty policy; in the position, he also oversees the [UCSC Arboretum](#). Lee also served as the campus's chief diversity officer for faculty — helping promote diversity, equity, and inclusion at UCSC.

Lee's B.S. is from Yale University, and his PhD, from Carnegie Mellon University. He was a post-doc at Duke University before joining the UCSC in 2002. His research interests include Bayesian statistics, computer simulation experiments, inverse problems, spatial statistics, and neural networks.

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APM 245

Academic Personnel Manual (APM)
Academic Personnel and Programs develops, implements and manages policies and procedures pertaining to the employment relationship between academic appointees and the University of California.


Supporting early career faculty

"The chair of a department of instruction and research is its **leader** and administrative head."

As **leader** of the department, you are

1. in charge of planning teaching, research, and other functions [...] expected to keep the curriculum of the department under review, and to **maintain a climate that is hospitable to creativity, diversity, and innovation.**
2. responsible for the recruitment, selection, and **evaluation faculty** and staff... **In consultation with colleagues, you recommend appointments, promotions, merit advances, and terminations** [...] responsible for maintaining a departmental affirmative action program for faculty and staff personnel, consistent with University affirmative action goals. [...] **make sure that faculty members are aware of the criteria prescribed for appointment and advancement**, and you make appraisals and recommendations in accordance with the procedures and principles stated in the President's Instructions to Appointment and Promotion Committees.
3. **receptive to questions, complaints, and suggestions** from members of the department

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Supporting early career faculty

Meet 1:1 regularly (+1 a semester), and in groups?

Show concern for career and success at UC Merced and beyond

Check in, ask what they need

Encourage them to speak up in faculty meetings

Nominate them for awards

Point to funding opportunities (e.g., extramural funding, Hellman, CITRIS)

Provide mentoring options

Know of/discuss accommodations they may need

Stop-the-Clock (APM 133-17-h[3])

ASMD (Active Service Modified Duties, APM 760-28)

AFTER MCA: GIVE FEEDBACK!

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EVENTS FOR EARLY CAREER FACULTY

On the Path to Tenure: <i>Getting started</i>	Aug 11, 18	done
New Faculty Orientation	Aug 24	8:45-2:30
On the Path to Success: <i>Q&A w. CAP, VPF, APO</i>	Sept 10	Noon, 1:00
On the Path to Success: Managing work during COVID-19	Aug 17, 18, 20	Noon
Coffee Hour w. VPF & AVPF	Sept 8 (10:00) Oct 6(1:00) Nov 3(10:00)	
On the Path to Tenure: Self-Statement Writing Workshops	Spring 2021	TBD

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Mentoring for your early career faculty

- Collaborative process aimed at sharing knowledge & guidance
 - hierarchical/vertical, formal/informal, short/long-term, internal/external
- Several units offer mentoring programs on campus
 - SSHA Mellon Program
 - VPF Faculty Mentoring and Networking Program
 - Departments – assign advisor/mentor to new assistant profs
- National Center for Faculty Development and Diversity
 - www.FacultyDiversity.org/Join

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Teaching resources**Faculty Support Resources for Remote Instruction**Center for Engaged Teaching and Learning <https://cetl.ucmerced.edu>Office of Information Technology <https://it.ucmerced.edu>Sign-up for online support
<https://app.acuityscheduling.com/schedule.php?owner=14058897>

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**Climate, conflict, complaints, grievances**

Try to work with faculty on issues
Educate people
Be familiar with APM 015 Faculty Code of Conduct

Magnified? Need input?

Contact Vice Provost for the Faculty Office

Zulema Valdez, Associate Vice Provost for the Faculty lead

Work your dean when it makes sense

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Have an academic personnel question?

You can contact

APO academicpersonnel@ucmerced.edu
 Kelly Anders, Assistant VP of Academic Personnel
 Teenie Matlock, Vice Provost for the Faculty

Work with your AP School Staff

SNS Dora Lopes, SSHA Becky Smith, SOE Rosanna Barron

Don't go to EVC/Provost Gregg Camfield for pedestrian questions – busy with high level strategic planning, COVID-19 planning, etc.

How many UC letters are really needed for tenure review?

How do Stop-the-Clocks work?

What's the process for hiring Visiting Professor?

What counts as a conflict of interest on a review committee?

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