

ACAO Board Meeting

Saturday – Mar 10, 2018

Washington, DC

Update for Sunday Annual Meeting - BJ

- May begin meeting a bit early if attendees have finished breakfast early
- Reviewed Agenda for the Business Meeting on Sunday, 11 March
- Will review financials, but will do so as a report, not to be approved
- Casey and Laura will review Digital Fellows
- Sharon will discuss Advisory Board report with Connie's assistance
- Will recognize existing and new Board members and thank those leaving the Board
- Martha will discuss programming for the day
- BJ will talk about ACAO and encourage membership for those who have not yet joined the organization.
- Will have the changing of the guard with BJ handing over the presidency to Martha

Update on Digital Fellows - Laura

- Focus is shifting to the next convening in New Orleans
 - Will be focusing on the campus projects that each of the Fellows is implementing
 - Two speakers focusing on effective digital pedagogy
- There is a convening today, 10 March, for Presidents to learn more about the Digital Fellows as a Master Class. Will be covered by Inside Higher Ed with nice potential for publicity for ACAO.
- Final convening will be in July in Seattle. ACAO will hold Board meeting in conjunction with this convening on 26 July. If Board members wish to attend the convening, please notify Laura or Casey.
- Gates Foundation is changing how grant recipients are chosen. There is now a network of organizations that makes the choices, Digital Solution Network. ACAO has two members among the 14 involved in making the choices. Laura is among them.
- Next grant application to Gates Foundation will focus on coaching/supporting faculty members in the effective adoption of best practices.

Debrief on Webinars - Connie

- Discussion was focused on issues related to tenure
- Approximately 20 attendees
- Will target 25 attendees for future sessions
- March 27 - Unionization, April 24 – Case Against Higher Ed, and May 22 – Professional Transitions are dates for future webinars
- Doreen is asked to facilitate the technology platform for each of these.

- Currently make these available to non-members. At what point do we make these members-only events. Kelli suggests that we follow up with those who have attended webinars who are not members. This is an opportunity to encourage them to join.
- Sharon is leading the Advisory Council that is developing the suggestions for content. She wishes to have a break in summer.
- Will promote ACAO membership at the conclusion of each of the webinars.
- “Ask a Provost” is a topic they wish to move forward with. The Advisory Council wants to use this as a means of marketing ACAO. The Board wishes to have Sharon provide more info to the Board. The Board wishes to have this content available only to members.

Budget Review - BJ

- Average expenditures are \$6200/month.
- New membership is needed for a sustainable level of revenue.
- This annual meeting is critical in generating new members.
- Doreen suggested considering a want to monetizing what we do. This may include sponsorships, etc.

Vice Provosts of Academic Affairs - Kathy

- This is a continuation of the discussion at the Florida Board meeting
- Kathy convened a group of five who are in these roles that focus on faculty support and development.
- Most indicate they are targeting a Provost role, but wish more support in their current roles and the following topics:
 - Faculty development
 - Chair development
 - Mentoring
- Kathy poses question of whether ACAO wishes to offer such content. Do we also wish to offer membership to Vice Provosts?

Discussion with ACE (Martha & BJ)

- Martha and BJ had meeting with ACE representatives
- Discussed relationship between the two, especially in our work in programming for CAOs for the annual meeting
- Wish to make sure ACAO is more deeply involved. ACE recognizes value of ACAO in both programming for annual meeting and ACE’s work in programming for CAO leadership development
- ACE wishes to strengthen the relationship. ACE sees two critical constituencies are presidents and provosts.
- Two initiatives
 - Meeting with Ted Mitchell’s Chief of Staff. Positive discussions on future of relationship
 - Conversations with Sherry about revamped leadership development programming
- BJ and Martha were clear that they wish for ACE see us as contributing partners and should be recognized for our contributions.

- Rick suggests that we be very specific in our proposals (e.g., Sunday programming at ACE that is branded as ACAO; Having an ACAO Board member on the ACE Council).

Possible Committee Chairs for Coming Year - ALL

- Postpone to next Board meeting

Review of Administrative Support (Executive Session)

- Discussed options for ongoing support for the organization.

Attending:

BJ Reed

Martha Potvin

Kathy Johnson

Todd Diacon

Kelli Brown

Risa Palm

Paul Starkey

Rick Miranda

Connie Johnson

Laura de Abruna

Exploration of Supportive Programming for Vice Provost/Associate Vice Chancellors for Academic and Faculty Affairs

Association of Chief Academic Officers

February 2018

Background:

At the January 2018 ACAO Board meeting, we considered opportunities to expand the work that we do to better support individuals in the position of Vice Provost for Academic Affairs (or similar titles), particularly since individuals in this position are poised to step into the role of Acting Chief Academic Officer if CAOs suddenly become ill or resign. Board members suggested that we engage a handful of individuals in an informal needs assessment in order to potentially inform future programming and the creation of networking opportunities. We were interested in soliciting feedback on what professional development opportunity(ies) ACAO might develop for individuals in such roles, and whether it could be helpful to create a network comprised of individuals holding similar positions. While leaders in enrollment management, graduate education, international affairs, and undergraduate education have professional organizations to support vice provosts, leaders for faculty and academic affairs do not have a specific organization – we were intrigued with thinking about whether this might be a niche that ACAO could begin to help fill.

On February 11, Kathy Johnson (IUPUI) convened a Zoom meeting with 5 individuals:

- Stacy Burton: Vice Provost for Faculty Affairs, University of Nevada Reno
- Dan Bush: Vice Provost for Faculty Affairs, Colorado State University
- Margie Ferguson: Senior Associate Vice Chancellor for Academic Affairs, IUPUI
- Kavita Pandit: Associate Provost for Faculty Affairs, Georgia State University
- Gina Toman: Faculty Human Resources Officer, University of Nebraska Omaha

We began with brief introductions and description of current areas of responsibility:

- 1) Margie Ferguson: hired from within 2 years ago after serving as department chair, associate dean, and as an assistant vice president for statewide academic relations. Responsible for faculty affairs (faculty HR), promotion and tenure, new academic program proposals, academic policies. Center for Teaching and Learning, ePortfolios and Office for Women also report to this position.
- 2) Kavita Pandit: has been in role for 2 years, but was an external hire. Responsible for promotion and tenure, recruitment, reviews, guidance on policies, faculty HR, new faculty orientation, programming for new department chairs and senior administrators. The Center for Excellence in Teaching and Learning is also part of the portfolio.

- 3) Gina Toman: has been in role since October, 2017. Past roles included assistant dean as well as other positions in student affairs and academic affairs. Has worked extensively with adjunct faculty. Currently provides support to the Vice Chancellor for Academic Affairs, with a focus on HR and working with the collective bargaining unit for faculty (in collaboration with the General Counsel office). Serves as liaison between senior vice chancellors and deans.
- 4) Stacy Burton: has been in role for 4 ½ years but at same institution since 1990. Chief responsibilities are in the area of personnel (hiring and terminations), academic policy – including managing the implementation of new policies from the university system – and campus policies. Also work on space allocation and am often working in collaboration with human resources and the general counsel office.
- 5) Dan Bush: has been in role for 14 years after serving as chair of biology. Has led promotion and tenure, chair workshops, training workshops for new faculty that focus on promotion and tenure, leadership development for chair. Spend lots of time dealing with problems; sit on president's cabinet; responsible for budgetary affairs and organizing leadership activities. Assumed oversight responsibility for Center for Teaching and Learning. Serves on lots of committees, including a co-chair role on the space committee that considers functions for repurposed space.

We next turned to discussing some of the biggest “surprises” associated with service in these positions, as well as what some of the biggest perceived needs are:

- Kavita Pandit- In prior roles I've had responsibility for international programs and there are extensive opportunities for professional development related to that work. I miss the scholarly association (e.g., with AIEA) and having a professional network that is made up of faculty affairs professionals. I would love to be connected with others in my role – e.g., through a listserv.
- Dan Bush – I have gone to APLU several times, but mostly am drawn to sessions focused on research. There typically is not a lot there on faculty affairs (e.g., not many workshops focused on mentoring, how to deal with difficult issues within the faculty. We want our departments to be successful and relevant programming at national conferences could be quite useful.
- Gina Toman – Budgets are strained and the positions can be so unique to their institutional context. For example, I need to develop expertise on how to support the faculty union. Ultimately I can call legal counsel, but there are not many opportunities to develop the expertise I really need.
- Stacy Burton - Often the people in senior leadership roles are hired externally. They come to our institution not knowing our personnel policies and procedures, our bylaws and governing code. It's challenging to provide them with support in learning this information as they onboard, and this challenge is replicated as we bring on new chairs and even new faculty.
- Margie Ferguson – The development of department chairs really is a high priority. We need stronger capacity there and it would be helpful to me to tap into resources that exist already.

We next turned to a discussion of what ACAO could best do to help fill these needs:

- Start with something at the ACE meeting (don't to create yet another conference) – it could be a lunch session or networking reception.
- Needs are less salient for HR (where policies can vary so much across institutions). Rather, focus on faculty and leadership development as our needs are consistent in this space and there is tremendous benefit in not having to reinvent the wheel.
- It is interesting that all of us come from large public institutions. ACE is much broader in scope, with many different institutions represented. It's important to remember that the issues may be quite different for small private institutions, and for community colleges.
- It may be helpful to have opportunities to learn more about budgeting or fiscal matters, including fundraising.
- There are "rising to the provost" workshops out there (e.g., through AASCU, ACE) but it might be most helpful for ACAO to focus on ensuring that people in these roles function as effectively as possible. Need as much help as we can get in supporting the faculty – how to help them grow, develop and advance.
- There may be some institutions to learn from, particularly with respect to supporting faculty development/leadership development: University of Arizona, Michigan State University, Emory University, Arizona State University (might consider tapping leaders from these institutions to share what they do and what they've learned over time)
- Oftentimes we must work with faculty who are behaving very badly. It may be helpful to have support around managing conflict, training in the area of mediation, and dealing with stress.
- I would find it helpful to learn more about diversity – one VP actually also holds the role of chief diversity officer. For another the work of diversity is by default in her portfolio since there is no associate provost for diversity on the campus. How can we ensure that pools are diverse and that we hold chairs and deans accountable to diversity plans.
- 90% of what I do is for the greater good – 10% is the "bad stuff." I just don't allow the 10% to overwhelm the other 90%. I learned early on to manage stress by staying active and in good physical health.
- Job is generally quite satisfying as I'm in a position where I can mentor (and back up) department chairs, who have the much harder job. I'm able to keep more of a distance (am literally in another building). I love the mentoring role.
- Most challenging aspect of job is dealing with senior leaders who don't come to consult with you soon enough and then you're focused to focus on "clean up."
- I love how I can work with chairs and deans and serve as intermediary to the provost. I also am a "litmus test" or "bellweather" of sorts – people run things by me before going to the provost. It takes time to develop trust in order to do this well.

Next Steps Recommended:

- Kathy will circulate notes from this meeting to ensure that voices/thoughts were captured accurately.
- Kathy will share notes with ACAO board.
- Kathy will request that ACAO establish a listserv for individuals in the Vice Provost for Academic/Faculty Affairs role to provide a safe space for networking and sharing of ideas
- It seems preferable to ensure that ACAO can offer sessions/programming through existing national higher education conferences: ACE, AASCU, APLU, AAC&U. Sessions should focus primarily on faculty development, chair development and mentoring.
- Kavita, Margie, Dan, Stacy and Gina may be able to continue to suggest topics and focal points for programming (e.g., webinars and zoom meetings in between national meetings)
- Need to engage others from small private institutions, community colleges and online institutions, though the needs may vary considerably across institution types