

Welcome to the “Creating Strategic Partnerships: Faculty Affairs Offices and Human Resources” Webinar

This webinar will start at 12:00 pm

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Tomorrow's Doctors, Tomorrow's Cures

Creating Strategic Partnerships: Faculty Affairs Offices and Human Resources

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the Medical College of Wisconsin

Tuesday, May 15, 2012



Association of
American Medical Colleges



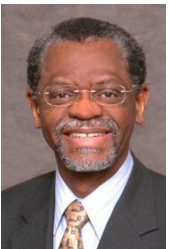
Moderator: Steve Block, M.B.B.Ch.
Senior Associate Dean for Academic Affairs
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Kimara Ellefson
Director of Faculty Affairs, Employment and Diversity
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Senior Associate Dean for Faculty Affairs and Diversity
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Office of Faculty Affairs

Creating Strategic Partnerships: Faculty Affairs and Human Resources

Presented by:

Kimara Ellefson, Director of Faculty Affairs, Employment and Diversity

Alonzo Walker, MD, Senior Associate Dean for Faculty Affairs and Diversity

Sherri DuCharme-White, Vice President for Human Resources and Faculty Affairs

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Agenda

- Background Summary
- Our process to Partnership
- Challenges, Benefits, and Keys to Success

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Background Summary

- Internal and External Reviews
 - Internal Review
 - Group was lead by the then Associate Dean for Faculty Affairs
 - Members included 10 faculty from across campus representing numerous constituent groups
 - External Review
 - Conducted by two Senior Deans of Faculty and Academic Affairs from outside Universities at the request of MCW's Dean.

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Background Summary (cont.)

- Internal Review Recommendations
 - Leadership Alignment
 - Office needs to be led by a Senior Associate Dean
 - Resources
 - Additional resources need to be defined and allocated to the office
 - Operations
 - OFA needs to re-examine and realign its limited resources with the Office of Human Resources

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Background Summary (cont.)

- External Review Recommendations
 - Additional resources and partnerships are necessary for future success.
 - Develop a clearly articulated strategic plan.
 - Define and strengthen the desired organizational structure.
 - Increase the resources of the Office but also to promote and publicize how these resources benefit faculty.
 - The Office of Faculty Affairs needs to play a significant role in creating a diverse and inclusive environment.

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HR Logical Partner Choice

- Employment Expertise
- Development Expertise
- Previous Experience with Rank & Tenure
- Technical Expertise with Web and Data

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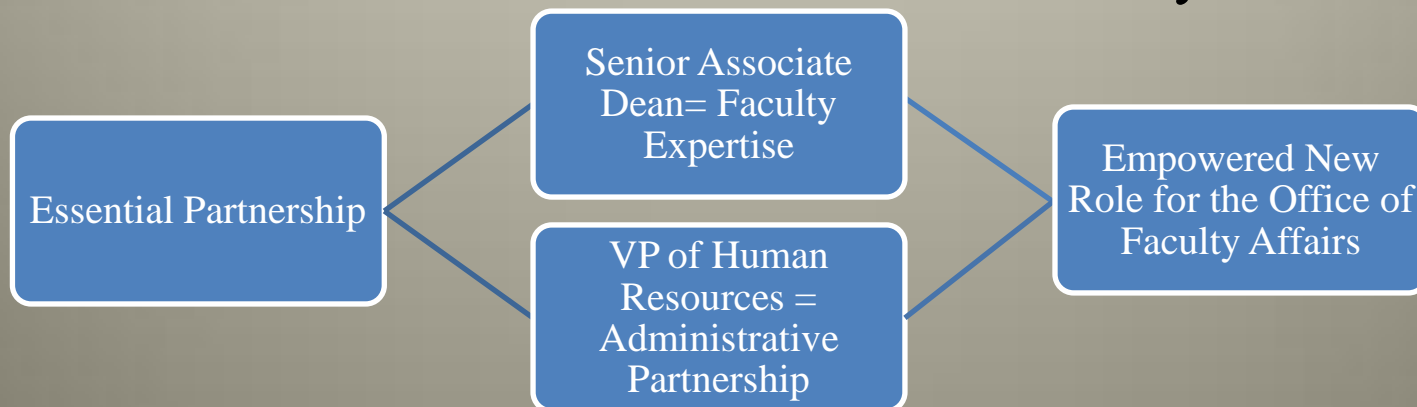
Step 1 –
Align Organizationally with the Office
of Human Resources

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Alignment with HR

- Executive Leadership
 - Appointment of Senior Associate Dean for Faculty Affairs – Reports to the Dean
 - Inclusion of Faculty Affairs responsibilities in the Vice President of Human Resources role to create “Vice President for Human Resources and Faculty Affairs.”



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Alignment with HR

- Leadership
 - Created position of **Director of Faculty Affairs and Employment** (shared FTE with HR)
 - Works across organization to provide thought leadership to faculty committees and strategic direction for the Office. Serves as liaison to partner organizations and executive leaders to advance vision and goals of Faculty.
 - Works with Dean, SAD, faculty
 - Designs development programs
 - Creates supported infrastructure
 - Serves as liaison to governance committee

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Alignment with Human Resources Partners

- Key areas of collaboration
 - **Human Resources Information Systems (HRIS)**
 - OFA drives initiatives
 - HR HRIS staff supports
 - **Compensation**
 - HR compensation staff drive initiatives
 - OFA supports
 - **Faculty Development**
 - OFA drives initiatives
 - HR organizational development staff supports
 - **Web and Media Services**
 - HR web team co-lead with OFA staff

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Step 2 –
Assess the needs of the Faculty

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Faculty Needs Assessment

- Ask and Listen
 - Conducted a series of “listening sessions” with the Senior Associate Dean, Vice President of Human Resources and Faculty Affairs, and Director of Faculty Affairs
 - Asked how OFA can better serve their needs
 - Listened/responded to questions and concerns about the HR/OFA partnership
 - Utilized the information gathered in these sessions to develop a strategic plan and to formulate a plan for redeveloping the infrastructure of the Office.

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Step 3 –

Build the infrastructure of the Office to meet the needs of the Faculty

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Infrastructure Realignment

- **Manager of Faculty Affairs**
 - Oversees day to day operations and serves as a resource for faculty recruitment
- **Faculty Employment Coordinator**
 - Coordinates all appointment and promotion activities and maintains faculty employment database.
- **Faculty Employment Assistant**
 - Provides support to faculty search committees and handles marketing of OFA.
- **Administrative Assistant III**
 - Supports the Faculty Council and it's committees, administrative work related to faculty orientations and awards. Supports the SAD.

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Step 4 –

Establish high service standards and “grow” service offerings to position the Office as a strategic partner

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- Strategic Plan Development
 - Developed with significant input and feedback from faculty
 - Annual review of the plan with faculty stakeholders
 - Regular updates at committee meetings, intranet articles, all faculty emails in an effort to create “brand awareness.”

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Strategic vs. Clerical

- Office traditionally viewed as a “clerical” or transactional Office
 - First year spent studying and revising processes and procedures for the large amount of transactional work that flows through the Office
 - Identified areas of cross-collaboration with HR counterparts to improve most processes
 - Streamlined processes created some capacity to take on more strategic functions.

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Where are we now?

- Developed a new standard for customer service, work product and polish
- Increased hours of operation to better serve faculty.
- Created “Faculty Champions” for the Office
- Built strong relationships with key stakeholders
- Positioned the Office to serve as a business resource and thought leader to Faculty governance and department leaders
- Earned respect of faculty as not only content experts but also as a trusted partner.

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Benefits, Challenges, and Keys to
Success

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Benefits of Partnership

- Subject matter experts within administration viewed as partners
- Increased reputation of President and Dean
- Streamlined current resources to bolster ability to provide new services
- Consistency, standardization and sharing of best practices
- Improved nimbleness, efficiency and utilization of resources

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Challenges in Developing the Partnership

- Faculty perception of administration
- Org Chart publication
- Lack of communication
- Underestimated amount of relationship building and listening at beginning-became one of the hallmarks of success
- Meshing two Offices that previously had minimal interaction or knowledge about each others work

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Keys to Success

- Internal review of the office with actionable recommendations
- Stakeholder and critic involvement in strategic planning and infrastructure design
- Frequent communication and marketing of the tools, services and events available through the Office
- Maintaining two physically separate offices and identities (OFA and HR)
- An elevated faculty leadership position (i.e. SAD) paired with a staff executive

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Questions

Thank you!

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August 9 - 12, 2012

Group on Faculty Affairs (GFA)

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Joint Professional Development Conference

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