

# Subject: Strategic Partnerships: Faculty Affairs Offices and Human Resources - May 15

Start Time: Tuesday, May 15, 2012 12:00:00 PM GMT-4:0

1. What specific processes were streamlined? How difficult was this transition? What computer applications (work flow, document management, database systems) were used to streamline processes? Thank you.

*We evaluated nearly every process and transaction handled by the Office and have made adjustments to all of them. This is an on-going process. As we built more trust and credibility we make further changes. There are still areas we would like to make greater change in.*

*The transition to a strategic partnership was challenging and not always smooth. However, through active listening, delivery of superior service and the willingness to accept our critics, we have made great strides.*

*We utilize Taleo (Applicant tracking system), Angel (Learning Management System), SharePoint, a survey tool to obtain feedback (Survey Monkey), and MS Office.*

2. Are the positions you noted all full-time, particularly the Senior Associate Dean? What is the size of your ladder faculty?

*The Senior Associate Dean role is .5FTE. The Manager and other support staff are all full-time and fully dedicated to Faculty Affairs. The Director of Faculty Affairs splits her time between Faculty Affairs and Human Resources. So technically, she is .5FTE.*

*We have roughly 1,300 full and part-time faculty and another 1,300 volunteer faculty.*

3. HR partnering on faculty compensation, maybe an overview of appropriate guidelines.

*Currently our Director of Compensation staffs the compensation committee for our adult practice and is working collaboratively with them as they shape and craft their guidelines. In addition, Compensation consults with Chairs and Administrators on their compensation plans. We recently added a Sr. Faculty Compensation Analyst to the staff who will focus on this new body of work for the Office.*

4. Great presentation - can you share some examples of updated faculty development programs (e.g. you mentioned the faculty orientation - others?) that were successful and examples of your successful faculty parity compensation programs/strategy?

*While there have been many faculty development events presented by the Office of Faculty Affairs since the transition there are a few that stand out.*

- *Faculty Orientation held in early July attended by 75-100 faculty.*

- a. *This is a day long program which include morning presentations from various campus leaders from key areas (i.e. research, practice plans, education)*
- b. *Early afternoon is a lunch and “Information Fair” at which various departments and groups from across campus have a booth and interact with new faculty.*
- c. *After the information fair we hold breakout sessions for areas that need to deliver more detailed information that can’t be included in the morning session or information fair (i.e. benefits, CTSI, library services).*
- *Faculty Leader Orientation*
  - d. *This is a 12 session course held every other week for 6 months. Leaders from across campus and from our partner organizations speak with new leaders and answer questions. This program is designed to inform new leaders, introduce them to leaders they may not normally have an opportunity to interact with, and to build a “support group” among themselves.*
- *Emerging Faculty Leader Program*
  - e. *This program is in partnership with the University of Wisconsin Milwaukee business school designed for emerging faculty leaders. This program is in essence a “:mini MBA” certificate program.*
- *Other programs include:*
  - f. *Mid Career Seminar for those seeking promotion to Associate Professor*
  - g. *Crucial Conversation seminars*
  - h. *A lecture series supported by OFA on behalf of our Women’s Faculty Council and the Faculty Career Development Committee*

5. How is the budget allocated?

*Currently, all of the staff with the exception of the Senior Associate Dean are budgeted through the Office of Human Resources cost center(s) as well as the majority of programmatic funding. The funding for the Senior Associate Dean as well as some specific development and recognition programs/awards resides in the Office of the Dean cost center.*

6. How long did the whole process take?

*The reviews of the office began about one year prior to the transition. We are two years into the transition right now. Due to some unique organizational circumstances, we made the transition in about 4 weeks.*

7. How did you budget for the 2 additional FTE's--Faculty Employment Coordinator and Faculty Employment Assistant. One budget or joint budget?

*Both of the positions are budgeted in the Office of Human Resources budget.*

8. You mentioned intranet articles and all-faculty emails as part of your efforts. What was the substance of these communications?

*The content of our communications varies but in general we have a heavy focus on promoting the efforts of the Office of Faculty Affairs. This could be anything from an event we are hosting*

*to a service we are now offering for faculty. It could also be promoting external promotional opportunities for faculty (i.e. ELAM, AAMC Minority Career Development).*

9. Does MCW use an electronic CV system? Does this or any other mechanism help collapse forms so one has multiple functions or does information pre-populate traditional 'paperwork' information forms/needs, such as the AAMC FAMOUS form/database, credentialing forms, appointment forms? What electronic system is used in general?

*We do have an in-house system that is used for Faculty to populate their CV's and share information with other Faculty about their areas of interest. It is called the Faculty Collaboration Database and is designed to allow for increased collaboration among faculty outside of department lines.*

*We do not, however, have anything that fully populates other forms, requirements yet. This is on our list and I would love to hear what others are doing!*

10. Was there a significant reduction in force when combining offices?

*Ultimately, we added FTE to the office, but nowhere near the equivalent of the increased services and programs.*

11. How much of the hiring/search is done centrally vs in the Departments?

*Currently we only handle leadership roles such as Chair openings and other critical leadership roles. This is an area that we do hope to expand.*

12. We are very decentralized here - in terms of HR as a campus vs. within the schools themselves. How would you recommend our starting a cooperative operation between the faculty affairs and the HR piece in such a decentralized environment?

*This is hard to answer because I think each organization's culture is unique. That said, I would take it one step at a time. In our culture, a grass roots type effort always seems to have greater success than a top down approach. Find one or two areas that are willing to try something out. Gain some success there and use that to sell to a larger audience. Before you know it, you might be all working together without some of the politicking that can go on with a large institutional effort. There is no doubt this way is harder and likely longer, but it may bring greater success in the long run.*

13. Could you provide a summary of which HR/Faculty Affairs are shared and those that are not? Also where does diversity and inclusion efforts reside?

*All resources within Human Resources are shared. Some are visible and others do this more in a support role behind the scenes. Currently, Diversity and Inclusion is also part of this shared model with resources allocated to Human Resources, Faculty Affairs, and Academic Affairs.*