W. P. Carey Forward Faculty Task Force

Coffee Chat: Task Force Progress Brief

Thursday, February 1, 2018
Topics

- Overview
- Space Planning
- Governance
- Management
- Development
- Q&A / Open Discussion
Overview - Intro

• Start with overview of task force & move to committees

• Breadth of Initiative is Significant

• Today is an opportunity
  – Share highlights
  – Answer questions
  – And generally foster dialogue
Overview - Task Force

- Formed end of September
  - Broad departmental representation
  - Volunteers

Overarching Goal:

Given the proposed initiative, provide guidance on how to best enable its success
Overview - Charges & Committees

Space Planning
- Make recommendations on space planning

Governance
- **Make recommendations on the matrix structure** to retain strong discipline identification and rich connections with research units
- Work with department chairs to **establish roles for discipline-specific teaching leads** who will be the chief liaisons with the research units

Management
- Area leader and associated national/internal search

Development
- Decide if “Professionals in Practice” should be the ongoing moniker; recommend alternates if not
- Set priorities for teaching development workshops
- Begin working on a mentoring program for all new teachers (and related onboarding activities)

Final Proposal Due: 3/2/2017
## Overview - Scope

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<th>Finance</th>
<th>IS</th>
<th>Management</th>
<th>Marketing</th>
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Space Planning - Overview

• Address needs of NTT faculty, administrative staff and students.

• Address space challenges for NTT faculty including need for:
  – Quiet workspaces for planning, research, writing and projects
  – Meetings and office hour space for engagement with students and colleagues
  – Convenient co-location of staff, tutors, TAs and needed resources
Space Planning - Work Done

- Site Visits
  - Seeing multiple open office concepts

- Research and Process Blueprinting
  - Understanding of workflow and resource needs

- ASU Herberger Design School Partnership
  - Developing options for space plans by leveraging design school expertise
Space Planning - Challenges

• Diverse work-space needs
• 4th floor of BA is insufficient for anticipated space demands
• Student confusion in locating NTT faculty versus TT faculty
• Limited access to department staff and resources
• Shifts in academic identity due to relocation
• Limited budget/architectural resources
Governance - Overview

Governance deals with issues of identity, structure, authority, reporting, accountability, and interaction with other WPC Units.

In a sense: Who are we? What can we do? How do we do it?
Governance - Matrixed Organization
Governance - Organizational Structure

- Solutions Center
  - Group Business Manager
    - Support Staff (8)
    - Operational Staff
  - FL: SCM
  - FL: FIN
  - FL: MKT
  - FL: MGT
  - FL: IS
  - FL: ACC

- Group Leader
Governance - Collaborative Work

Much of the work is done collaboratively with departments

- Assigning faculty to courses
- Hiring of new non-tenure track faculty
- Retention of non-tenure track faculty
- Evaluation of research for non-tenure track faculty
- Service assignments for non-tenure track faculty
Governance - Structure of Interactions

- Teaching Group Leader
  - Function Liaison: SCM
  - Function Liaison: FIN
  - Function Liaison: MKT
  - ... Function Liaison: MGT

- Department Chair
  - Department Scheduler(s)
Governance - Work Specifically Within Group

• Teaching evaluation
  • Evaluation offered as a service to tenure-track faculty
• On-boarding of new group faculty
• Mentoring and “buddy” programs
• Committees:
  • Personnel
  • Development
  • Student engagement
  • Recruiting
  • Strategy and Innovation
Governance - Curriculum

• Curriculum is owned by departments

• We presume that group faculty will be represented on the department curriculum committees
Governance - Budget

Non-discretionary/operational:
  - Salaries (faculty/staff)
  - Technology
  - Furniture
  - Office Supplies

Dean’s Office

NTT Faculty Group

Departments

Tax rate from departments for “teaching development:”
  - Workshops
  - Teaching Conference
  - Teaching development
  - Teaching-focused research
  - TA/GA/Student workers
Governance - Budget Wish List

• Discretionary budget amount for each FT faculty (~$2,000)
  • Conference travel, teaching materials, additional technology,

• Summer development
  • (research or teaching), new course materials development.

• Overload pay per section of a course:
  • standardize across school to 12.5% of salary with a cap of $17,500, also requires Teaching Load Standardization
Management - Primary Committee Charge

• Identify and articulate desired attributes for the Teaching Area Lead

• Construct the formal position announcement

• Conduct national/internal search, Summer 2018

• Hire for Fall 2019
Management - Secondary Committee Charge

- Identify and articulate desired attributes for the Discipline Area Leaders
- Work with the Dean’s Office, Department Chairs and Teaching Area Lead to determine optimal candidates, for Fall 2019
1. Collaborate with the Governance Committee on the implications of their choices for these roles

2. Explore general practices and principles around the types of positions envisioned
## Management - Description of Role

<table>
<thead>
<tr>
<th>Visionary for Teaching Unit</th>
<th>Faculty Budgetary Issues</th>
<th>AACSB and Faculty Research Agenda</th>
<th>Community Relationship Building</th>
<th>Online Pedagogical Issues</th>
<th>Necessary Skills that Cut across All Responsibilities:</th>
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<tbody>
<tr>
<td>Build the brand of the Teaching Unit across all constituencies</td>
<td>Professional Development for conference presentations/travel</td>
<td>Knowledge of AACSB requirements and procedures</td>
<td>Business consulting/engagement experiences for NTT faculty</td>
<td>Familiarity with Best Practices for online course delivery, Blackboard/other course delivery platforms</td>
<td>Highly collaborative</td>
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<td>Represent NTT at the college level</td>
<td>Equipment procurement</td>
<td>Communicate individual and group baseline goals</td>
<td>Application of faculty Use-Inspired research</td>
<td>Tech Support Integration including textbook publisher offerings</td>
<td>Manage multiple deadlines</td>
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<td>Develop well-defined overall unit goals</td>
<td></td>
<td>Identify potential pedagogical issues with NTT faculty</td>
<td>Project-based coursework opportunities</td>
<td></td>
<td>Effectively deal with diverse personalities of academic professionals</td>
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<tr>
<td>Invest in and develop teaching methods (e.g. workshops)</td>
<td></td>
<td>Pursuing research</td>
<td></td>
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<td>High trust/integrity and sense of equality across departments</td>
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### Scheduling

- Collaborate with Teaching Leads, University Programs Office

### Onboarding, Mentoring and Recognition

- Develop onboarding procedures and instructional resources
- Teaching specific awards
- Continue to shape policies and techniques

### Academic Integrity

- Dean of Academic Affairs in-house
- Manage dept-specific service roles (e.g. Student Org Faculty Advisor)
- Develop programs to handle increasing number of WPC Honors students
- Develop the process for evaluating in-class performance/setting teaching standards

### Honors Thesis and Service Roles

- Develop the process for evaluating in-class performance/setting teaching standards

### Performance/Course Evaluations

- Open line of communication/accessibility
- True love for students with a positive, problem-solving orientation
Development - Goals

- Improve the Onboarding Process (all faculty)
- Improve the Professional Growth Options (all faculty & PhD students)
- Create a Faculty Mentoring Program
- Incorporate an expanded Recognition Program
- Provide a list of possible names for the new W.P. Carey area
- Suggestions for:
  - Improving Culture/Community
  - Enhancing Performance Review Process
  - Paths for NTT Faculty in AACSB credentialing process
  - Aligning AACSB with Performance Reviews
Development - Progress

Improve the Onboarding Process:

- Incorporate four additional topics to the current 4-Hour W.P. Carey Training.
- Using Technology (e.g. Blackboard, In-Classroom technology….)
  - Teaching Methods (e.g. Best Teaching Practices….)
  - Where to go for supplies/help
  - AACSB Certification Process and the ASU faculty resources available to achieve the criteria
- In-person training preferred; consider scalable online options

Improve the Professional Growth Options:

- Workshop Series
- Podcast Series
- Lunch and Learn (Brown Bags)
- Webinars
- YouTube Channel
Create a Faculty Mentoring Program

- To coincide with 9 month contract
- New faculty member would be matched to a faculty mentor at the W.P. Carey Orientation

Incorporate an Expanded Recognition Program

- Peer recognition
- Teaching
- Student Engagement
- Master Teacher (Dean’s List for Teaching)
- Outstanding Faculty Mentor
- Outstanding Buddy Award

Provide a List of Possible Names for the New W.P. Carey Area

- Three names were selected
  - W.P. Carey School of Business | Catalyst
  - W.P. Carey School of Business | AU (Gold)
  - W.P. Carey School of Business | Omnex
- Further exploration may be necessary
Suggestions for Improving W.P. Carey Culture and Community

- Coffee Chats
- Faculty Buddy Program (an informal/friendly relationship for new faculty)
- Tailgates, Retreats, Parties.....

Suggestions for Enhancing Performance Review Process

- Areas to revamp: Teaching, Service, Industry Partnerships, Publications, Department Administrative Duties...
- For maximum efficiency it is suggested the performance review is revamped in accordance with the AACSB credentialing process
Development - Current Focus

Suggestions for Paths for NTT Faculty in AACSB credentialing process

- Interdisciplinary Journal Publications (to encourage collaboration among/between disciplines)
- Honors Contracts
- Honors Thesis
- Student Advising/Mentorship
- Social Media Activity that is ASU Endorsed/Linked via the ASU Knowledge Mobilization Initiative
  - Blogs
  - WP Carey ‘Ted Talks’
  - YouTube
  - Twitter
- Pedagogical Presentations to include Brown Bags
- Serve on Committees
- Student Club Advising
- Award for Teaching and/or Advising/Mentoring…….
Concern: Addition of development tasks risks exacerbating misalignment between the concentric standards we face:

- External Accreditations, University Standards, School Standards, Department Standards (latter of which drive Performance Reviews)
- Misalignment compromises outcomes, including research, teaching, learning, recruiting, and retention.

Suggestions for Aligning AACSB with Performance Reviews

- Form a committee to elaborate the suggested enhancements & align them
- One NTT faculty member from each department (ideally with experience with department process)
- AACSB personnel deemed appropriate by the Dean’s Office

Note:

- Proposed collaborative environment will change the workloads of faculty
- Issues of teaching/service load/distribution with respect to Standards-based goals need to be further considered, e.g. faculty contracts, teaching assignments/loads & course reductions, professional development funds, stipends
Remember

• We’re here for your feedback, thoughts and concerns

• Details (including our recent progress report)
• Anonymous feedback survey

.. available:

https://employees.wpcarey.asu.edu/forward/overview