

SOUTH DAKOTA BOARD OF REGENTS

Academic and Student Affairs

**AGENDA ITEM: 6 – M
DATE: October 3-5, 2017**

SUBJECT

Academic Leadership Training

PERTINENT HISTORY

During the 206-17 academic year, the Academic Affairs Council (AAC) coordinated with HR Directors in the system to develop a comprehensive training for Academic Administrators within the Regental system. The structure and agenda for the training were discussed during the [November 2016](#), [January 2017](#), and [April 2017](#) AAC meetings. On July 27-28, 2017, academic leadership from all six Regental universities participated in this event with presentations provided given by Board office staff and experienced academic leaders from around the Regental system on a number of topics that AAC and the HR council had identified as critical for administrators new to their roles (i.e., COHE, conflict of interest, human resources, faculty evaluations and recruitment, and others).

CONTROLLING STATUTE, RULE, OR POLICY

None

BACKGROUND / DISCUSSION

After the training was concluded, the Board office sent a survey to participants to gauge what aspects of the training worked well, what training topics were needed in the future, and what could have been improved. Most sessions were quite well received and respondents noted most frequently that COHE and legal policy, were the most helpful to them. Respondents also noted most commonly that budgeting differs so much between campuses that hearing one university’s strategies was not as useful until they had greater exposure to internal budgets at their institution.

A helpful suggestion was to provide break-out sessions with a university representative to help lead the conversation. Topics suggested for future trainings included: complaints and difficult conversations involving students, hiring/finding adjuncts, managing conflict with upper administration, changing culture. Improvements for future training were also mentioned by respondents, including: the need for the training to be longer which would allow for more time to delve into each topic at greater depth. Several indicated that two

(Continued)

INFORMATIONAL ITEM

This item is for informational purposes only. Any action will be at the Board’s discretion.

days did not afford the time necessary to explore the range of topics covered. Feedback commonly noted that much more time would have been appreciated on various sections of the training, with the potential of having break-out sessions to discuss things in small groups. Some mention of having an opportunity to socialize with the other participants prior to the start of the training would have provided a good chance for people to warm-up toward engaging in discussion on the training topics. Overall, the participants shared their appreciation for the quality of the event and seem eager to engage in future training events. Currently, four additional webinar based training sessions on the topics below are being planned for the 2017-18 academic year.

1. Handling Student/Parent Complaints & FERPA
2. Using Data Effectively: Assessment, Accreditation & Data
3. Recruitment and Hiring of International Faculty/Staff (February 6)
4. Banner Overview

IMPACT AND RECOMMENDATION

AAC members reviewed the results from the participant survey during their August 2017 meeting and discussed additional feedback obtained from those administrators that attended from their institution. The council supported making this an annual event which does result in an institutional commitment for adding an additional contract day to those administrators asked to begin early.

ATTACHMENTS

Attachment I – Academic Leadership Training Agenda

Attachment II – Academic Leadership Training Feedback Report



DAY 1 - July 27, 2017 – 8:00 am – 5:00 pm

- 8:00 – 8:30 am** **Welcome and Introductions – Dr. Paul Turman and Dr. Mike Rush**
- 8:30 – 10:30 am** **Legal and Policy Issues, COHE Agreement – Guilherme Costa (BOR), Nathan Lukkes (BOR) & Alan Aldrich (USD)**
1. Adhering to Institutional Policies & Procedures
 2. Adhering to System Policies & Procedures
 3. COHE Agreement Overview
 - a. Workload – Appendix H
 - b. Constructive plans & Documentation
 - c. Documentation
 4. Conflict of Interest, Commitment and Consulting Time
 - a. Policy overview
 - b. Disclosure and approval
 - c. Management plan development
 - d. Tracking and managing
- 10:30 – 10:45 am** **Break**
- 10:45 – 12:30 pm** **Human Resources Basics – Carl Gutzman (USD) & Marc Serrett (SDSU)**
1. Handling disputes & conflict
 2. Communication – Dealing with difficult conversations
 3. Equal Employment Opportunity/Title IX Overview
 4. Faculty/staff accommodations & FMLA
- 12:30 – 1:30 pm** **Lunch**
- 1:30 – 3:00 pm** **Faculty Evaluations, Department & Campus Leadership – Lew Brown (SDSU), Steve Hietpas (SDSU) & Daluss Siewert (BHSU)**
1. Teaching observations
 2. Objective and consistent reviews and ratings.
 - a. PDP, 3rd year reviews, how to review against approved standards
 3. Salary policy
 - a. Institutional priorities, market and merit components
 4. Constructive Plans
 5. Documentation
- 3:00 – 3:15 pm** **Break**



- 3:15 – 5:00 pm Faculty Evaluations, Department & Campus Leadership (Continued)**
1. Department strategic and operational planning and/or goal and priority setting
 2. Transparency and early inclusion of faculty in decision processes
 3. Curriculum revision
 4. Course scheduling
 5. Program productivity – Marketing and student recruitment

Day 2 - July 28, 2017 - 8:00 am – 12:00 pm

- 8:15 – 10:00 am Faculty, Staff and Graduate Student – Recruitment, Hiring and Retention – Kelly Duncan (NSU), Carl Gutzman (USD) & Jolane Tomhave (SIES)**
1. Best practices for hiring
 2. Department head/chair role in professional development of pre-tenured faculty
 3. Department head/chair role in tenure and promotion processes
 4. Building & maintaining collegial departments
 5. International recruitment
- 10:00 – 10:15 am Break**
- 10:15–12:00 pm Departmental Budgeting – Dr. Jon Kellar (SDSM&T), Mike Holbeck (SDSU) & Kacie Richard (SDSU)**
1. Basics of state accounting, finance and budget, and grants administration systems and practices.
 - a. Fund sources and how they can be utilized
 2. Identify important, recurring budget and payroll process dates
 3. Tracking budgets through the fiscal year
 4. Using data to justify budget requests
 5. Managing travel requests
 6. Research proposals and workload – Jon Kellar
 7. Working with foundations and alumni – Jon Kellar

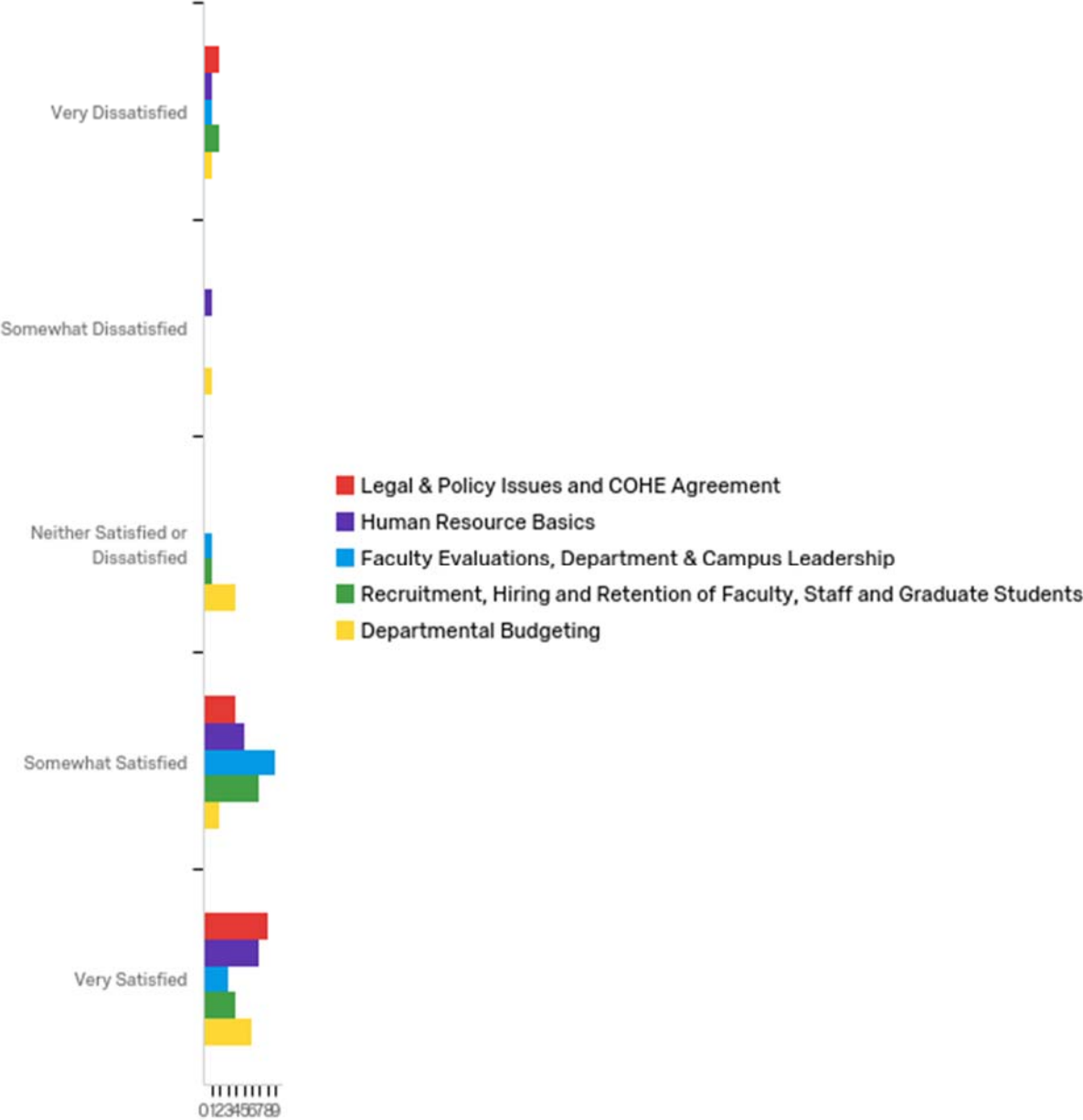


**Future
Webinars**

1. Handling Student/Parent Complaints
 - a. FERPA basics
2. Using Data Effectively
 - a. Assessment – program, curriculum, and student
 - b. Accreditation
 - c. Overview of available data resources
3. Permanent Residency Process Overview (Web training mid-year)
4. Banner overview

Default Report
Academic Leadership Training Survey
August 11th 2017, 12:06 pm MDT

Q1 - Please indicate your overall satisfaction for each of the following sessions?



#	Question	Very Dissatisfied		Somewhat Dissatisfied		Neither Satisfied or Dissatisfied		Somewhat Satisfied		Very Satisfied	
1	Legal & Policy Issues and COHE Agreement	28.57%	2	0.00%	0	0.00%	0	14.81%	4	28.57%	8
2	Human Resource Basics	14.29%	1	50.00%	1	0.00%	0	18.52%	5	25.00%	7
3	Faculty Evaluations, Department & Campus Leadership	14.29%	1	0.00%	0	16.67%	1	33.33%	9	10.71%	3
4	Recruitment, Hiring and Retention of Faculty, Staff and Graduate Students	28.57%	2	0.00%	0	16.67%	1	25.93%	7	14.29%	4
5	Departmental Budgeting	14.29%	1	50.00%	1	66.67%	4	7.41%	2	21.43%	6
	Total	Total	7	Total	2	Total	6	Total	27	Total	28

Q2 - What training sessions did you find to be the most helpful?

What training sessions did you find to be the most helpful?

Human Resource Basics

Legal, HR, and Budgeting

Recruitment, Hiring, and Retention of Faculty, Staff and Graduate Students

COHE, Hiring, Budgeting

Hiring Practices, Legal & Policy Issues, Faculty Evaluation

COHE agreement information as well as the Budgeting info

Legal and Recruitment etc.

Budgeting

For people new to the system some additional time on COHE is probably useful. I did not think the conflict of interest module was useful to me, but that might be isolated to my department.

No single session stands out as more helpful than others.

Conflict of Interest

Q3 - What information did you find to be most useful as you transition into your leadership position?

What information did you find to be most useful as you transition into your...

Legal & Policy Issues and COHE Agreement- I didn't even know where to look for these before this training.

International issues, contract issues, conflict resolution strategies, Budget category explanations

HR, Budgeting

Hiring Practices, sharing with others

Same as above

Legal issues

Performance and evaluations are probably the more challenging issues for me.

Contact people - who to go to with various situations.

PSE and Faculty reviews

Q4 - Were there any training sessions that were not particularly helpful? Please explain.

Were there any training sessions that were not particularly helpful? Please...

Departmental Budgeting- I think it would be more helpful to have a representative from each university and have break-out sessions. They did a good job, but I was still confused by budgets when I left. Also, maybe not have it as the very last session.

if there were, it's only because I'm not exactly new.

No

Evaluation, parts of Policies

Budgeting---most chairs don't deal with budget to this minute a level. Additionally, since only USD and SDSU use RCM budgeting the information may not have fit others in the same way.

I learned information from every session

They were all helpful

Recruiting. Did not address students.

Conflict of interest and recruitment were not particularly useful to me. Conflict of interest is not a particularly difficult issue in my department and recruitment is something I have had a lot of experience with.

I did not find the budgeting session to be helpful - there are too many things that seem to be handled differently on different campuses.

Budgeting, that is not done on the chair level at my institution

Q5 - Are there any topics you would like to see highlighted or provided additional time/coverage in future trainings?

Are there any topics you would like to see highlighted or provided addition.

A session regarding students would be helpful- such as serious student complaints, difficult conversations with students, etc.

Crucial Conversations and hiring/finding adjuncts

I believe there needs to be more time for sharing, questions, and discussion of scenarios. New chairs/deans could learn a lot from discussing how others handled difficult situations or being able to ask very focused questions about the areas they most need assistance.

I wish there had been additional time with the COHA and Budgeting information

Every topic needs more time. I felt the whole process to be rushed.

Conflict with upper administration. Focus was only on faculty. We need assistance when dealing with difficult deans and other upper management.

COHE is particularly valuable to department chairs.

I think it would be helpful to have current chairs talk about how they were able to change the culture of their departments.

Maybe a larger discussion on ratings, across the system and colleges. Are we even all in the same ballpark? Is a 2 at my school the same at the rest?

Q6 - Is there any aspect of the training that could have been done better?

Is there any aspect of the training that could have been done better?

I recommend having HR and finance representatives from all universities next year. There were numerous times when the presenters deferred to the specialists at our own university.

The configuration of the classroom didn't lend itself well to interaction/discussion.

Happy with the training overall. Did run over time though on almost every session.

Care with selection of presenters is important. While all were knowledgeable, not all were strong presenters.

I would like to have the opportunity to break into groups from other universities and hear their challenges and solutions

Every session needs more time. I shutter to day this, but I think you need to make this a three-day event.

Better time management.

Budget is a difficult one to cover since the universities handle budget very differently. I don't have any suggestions since I see no way to provide a coherent message for a very diverse array of approaches in the system.

Yes, more breakout sessions, small group discussion, and breaks.

Q7 - Any additional comments/feedback?

Any additional comments/feedback?

Thank you for holding this- it was very beneficial overall.

This was a great idea and should be continued in the future and throughout the year! Also, there should be additional annual training on special topics for more experienced chairs...

No

Catered lunch on first day would have been nice both as a buffer to keep up on time and also to promote interactions between institutions.

Thank you for hosting the training. I felt it was very valuable, and I sensed all in attendance felt the same. Following up with some webinars later this fall will be very valuable. I'd suggest these be as interactive as possible. By this point in time, many of the new chairs/deans will likely have questions.

I wouldn't mind expanding the length of time. Plus, and I may be in the minority, I rather liked Pierre

How does the system gather feedback on the management tools we have? There have been several major decisions at the system level and it is not clear how anyone has information that would inform if these processes and decisions are making a system benefit. The move to Banner student database, the use of EPAF, the use of Starfish, and many other policy and processes are made at a system level, but it is not clear how anyone is to judge the quality of these decisions at a system level.

If you noticed, people were far more open and sharing on the second day. It looks like most people were scared to talk on day one, which made the day very long. Is there a way to have some sort of social hour first, to get people more comfortable with each other?