CALES Academic Unit Head Management Expectations

# Being a unit head in CALES is a unique position with its own set of expectations and success metrics. Each CALES unit head should proactively develop mastery over their administrative role. As experienced professionals it is their responsibility to proactively seek training.

**Primary Rights and Responsibilities**

* Assert the Mission, Vision, Values of UA and CALES
* Manage all dimensions of the role of unit head
* Team Building
* Assume delegated authority to manage the unit; developing and leading change consistent with the College and University
* Manage human and financial resources to achieve the vision/mission
* Prevent and resolve problems; or elevate to the dean when appropriate
* Be aware of and implement UA Policies found [here](https://policy.arizona.edu/)
* Support the [safe conduct](https://compass.arizona.edu/emergencies) of educational, research, and business activities at the UA.

**Academics**

* Faculty appointments and workload distributions: assign workload according to established workload guidelines and maintain records for tracking of workload. Be fair and neutral in assigning workload.
* Champion for [Collegiality](https://compass.arizona.edu/dbs/policies/collegiality). Consistent with unit guidelines, reference the [Faculty and Staff Consensus Statement on Collegiality](https://compass.arizona.edu/dbs/policies/collegiality) in all faculty Position Descriptions.
* All faculty must have a Position Description from the time their employment begins. Position Descriptions must be signed by the faculty member, unit head, and if they have an Extension workload, by the Director, UA Cooperative Extension. Scans forwarded to Division Business Services. Service appointments of greater than 10% need approval by Associate Dean, Faculty Advancement.
* Support the Dean of Students in employing the:
  + Student and Faculty Code of Ethics
  + Student Disciplinary Process
  + Grade Appeals
* Role of Academic Service regarding:
  + Sabbaticals/Faculty Leaves of Absence
  + Faculty Affairs
* Management for all unit graduate and undergraduate academic programs
* Management for all associated student services handled by the unit (advising, mentoring, coordination with CALES and campus units, awards)
* Management for all unit outreach education efforts
* Mentor TE, CE, and Career Track faculty through the appropriate process to tenure, continuing status, and advancement
* Work with the Associate Dean of Career and Academic Services

**Finance & Budgets**

* Connected at the hip with business officer regarding business strategy, financial decisions, and operations. Business officers should be “at the table” as early as possible to help guide and support unit heads as one important partner.
* Colors of Money: understand how higher education is funded
* Perm v. Temp; Budget v. Cash
* Unit contribution to strategic plans, Regents metrics, and College finances and financing
* Revenue generation and activity based budgeting in CALES.
* Using Data to Inform Decisions
* Employee Related Expenses (ERE)
* Common Cost vs. Unit Funded
* Public Stewardship: Financial Ethics
  + Misuse Policy
  + Delegated Signing Authority Policy
* Grants and Contracts award accounting and reporting
* Rate Studies, connecting revenues to costs

**Human Resources**

* Employee Types and Expectations
* Performance Reviews
  + Promotion & Tenure/Continuing Status Processes
  + Career Track Faculty Reviews
  + Staff Career Conversations
  + Using APRs to Improve Performance; mentoring
  + Having constructive but difficult conversations
* Discipline and Terminations
  + Avoiding Grievances
  + Written Warnings & Progressive Discipline
  + Layoffs
  + Non-renewals
* Professional Development that Makes an Impact
* Supervision and Organizational Hierarchy
* FLSA, Nepotism, Whistleblowing, and FERPA
* Family Medical Leave Act; disability resources; playing doctor: don’t diagnose people, use the professionals
* Vacation payouts, RASL sick leave payouts, time sheet reporting
* Institutional Equity and issues of discrimination
* Sexual harassment training
* Ombuds program
* Conflicts of Interest and Commitment
* Referrals and reports to Office of Institutional Equity

**Purchasing & Contracting**

* Multiple bid requirements and thresholds
* PCard responsibilities/oversight/fraud reporting
* Surplusing University Property
* Federal Excess Property Program
* Sole source justifications/purchases
* Conflicts of interest

**Research Administration**

* Pre award proposal preparation and submission process for grants and contracts. 10 day submission policy.
* Indirect cost recovery (also known as F & A, ICR or IDC), stipulations versus waivers, and their impact on IDC returns to the College and Units.
* Risk Management, lab safety
* Ethics and Conflicts of Interest and Commitment
* Intellectual Property
* Tools to identify funding opportunities: Pivot (pivot.cos.com)
* Faculty and staff workshops and training developed by the CALES Research Office
* Contact the CALES Research Office right away, when in doubt

**Communications & Branding**

* State open records law: Be professional with what you put in writing, it might wind up on the front page.
* Privileged communications; maintain confidentiality of attorney correspondence.
* Media, corporate, constituent, and community relations: you are an ambassador for CALES all the time
* UA and CALES branding and websites – Trademarks & Licensing
* UA and CALES logos: university guidelines for use; approval needed for any exceptions for units, programs
* Marketing and brand management; consider brand on marketing materials (including websites) and use of all affiliations when speaking with the press
* Copyright violations; resources for images CALES personnel are free to publish and distribute
* UA commitment to achieving full accessibility of websites, Zoom meetings, course materials, documents, videos, and events. Disability Resource Center is your partner.

**Entrepreneurship in Higher Education**

* Business Plans and Financial Modeling (assumptions)
* What is entrepreneurship? Cultivating an entrepreneurial culture in your unit.
* What is innovation? Cultivating environment that supports innovative thinking.
* Public Limitations on Entrepreneurship
  + ABOR “do not compete with private industry”

**Advancement, Advocacy, Alumni Affairs, Corporate Relations & Development**

* You MUST coordinate all development efforts with the ALVSCE Office of Advancement, Advocacy, Alumni Affairs, Corporate Relations & Development
* Contact ALVSCE Advancement, Advocacy, Alumni Affairs, Corporate Relations & Development to discuss what your development plan should be.

**IT and Risk Management**

* Lead unit efforts in the safeguarding of sensitive information and systems. Understand and implement the UA IT Information Security Officer’s best practices and expectations.
* Understand and support adoption of Export Control policies for foreign travel, intellectual property, and secured or secret information and technologies.

**Political**

You are all deeply embedded in, and central to, your communities. By virtue of your position, you are community leaders. You must:

* Be able to describe the local political situation and players in depth.
* Understand all rules pertaining to facility use by political entities.
* Be able to work with Government & Community Relations lobbyists.
* Be familiar and enforce the guidance found in the [UA Political Fact Sheet](https://policy.arizona.edu/sites/default/files/uploads/Political-Activity-Fact-Sheet.pdf), et seq
* **Immediately notify the Central administration office of all items of political importance by contacting Bethany Rutledge, Chief of Staff, Division of Agriculture, Life and Veterinary Sciences, and Cooperative Extension. O (520) 621-7198; C (520) 403-6668; E** [**rutledge@arizona.edu**](mailto:rutledge@arizona.edu)**.**