

CALES Academic Unit Head Management Expectations

Being a unit head in CALES is a unique position that requires leading the unit AND managing the resources and people in the unit to achieve goals. Each CALES unit head should proactively develop mastery over their administrative role.

University [Required Trainings](#) to be completed within 30 days of your date of hire: These trainings are required of all faculty and staff employees at the university. Each is accessed and tracked in UAccess Edge Learning. If the links don't work, you can type the name of the course into the search box in Edge.

1. [Arizona Public Service Orientation](#)
2. [Mandatory Annual Information Security Awareness](#)
3. [Preventing Harassment and Discrimination](#) (biennial)
4. [Safety Preparedness: Active Shooter](#) (annual)
5. [Title VI](#) Civil Rights Training (annual)
6. [Title IX](#) Sex Based Discrimination (annual)

Additional Trainings required by CALES to be completed within 30 days of your date of hire. These trainings are specific to your title/role as a leader. As a leader, you may have requirements under university or ABOR policies to take certain actions or report certain activities. Failing to perform these functions could result in violations and even disciplinary action to you. Please ask for assistance if you are unsure.

7. [FERPA Training: For Staff](#): allows you access to student data and informs you of your responsibility to comply with student data privacy laws. (If you are also an instructor, please take the FERPA Training: For Instructors and Instructional Support Teams instead of the training for staff.)
8. [Time and Labor: Supervisor Responsibilities](#): authorizes you to review and approve timesheets as the supervisor of faculty and staff
9. [Campus Security Authority](#): provides training on your responsibility to report Clery Act crimes and support crime victims with information and resources
10. [Institutional Conflict of Interest Training for University Administrators Certification](#): informs you of your administrative role to manage the university's policies on conflicts of interest and commitment. Faculty and staff are required to disclose potential and actual conflicts. This includes things like being paid by another university or company for work or consulting, working jobs outside of the University, holding positions on boards and professional associations, being related to principals of a company that does work with the university, etc. Failing to disclose can result in disciplinary action up to and including termination.

11. [Conflict of Interest Required Disclosure Training Certification](#): required if you are involved in research activities or have financial interests outside the university
12. [Driver Certification](#): authorizes you to drive a personal or university-owned vehicle while on university business. You will not be reimbursed for vehicle mileage if you have not completed this training.
13. [Child Abuse Prevention and Reporting](#): trains you for CALES programs that interact with underage minors and informs you of your reporting requirements as a CALES leader.
14. Career Conversation [Website](#) & [Training](#): the formal performance appraisal process for staff and administrators. Required to be completed annually for all staff and administrators.

As a unit leader in CALES, you are also a supervisor of people. This will require a growth mindset on your part to keep growing as a manager and leader, representing our [values](#) of trustworthiness, responsiveness, compassion, egalitarianism, respect, pluralism, and different is good.

Familiarize yourself with **common university or ABOR policies**. A full set of policies can be found at the university [website on policies](#). Please also familiarize yourself with the CALES policies posted to [Compass](#) – the CALES intranet for faculty and staff.

- [Nepotism](#): defines nepotism and the procedures for reporting and managing familial relationships. Leaders have a duty to report and enforce the management of potential violations of this policy.
- [Political Activity](#): defines what political activities are and restricts efforts by employees to lobby or influence elected and appointed officials. Leaders must consult UA [Government and Community Relations](#) or the [Office of Native American and Tribal Engagement](#) when responding to questions from elected or appointed officials or extending event invitations.
- [Misuse of University Assets](#): defines what constitutes the misuse and personal use of university assets. Assets include employees' time as well as material resources. Violations of this policy are a serious offense that can result in discipline up to and including termination. Leaders have a duty to report potential violations of this policy.
- [Management of Personal Conflicts of Interest](#): requires the reporting and HR management of intimate relationships between employees to avoid bias and favoritism in the workplace. Leaders have a duty to report potential violations of this policy.
- [Naming of Facilities and Programmatic Units Policy](#): the procedure for seeking approval to name academic spaces, buildings, or units after a donor or in honor of an employee. Leaders must consult this policy prior to naming anything to ensure the appropriate approvals are sought. Please work with the dean's office if you are considering naming anything.
- [Protection of Employees from Retaliation for Whistleblowing](#): an ABOR policy protecting employees who whistleblow from retaliation and reprisal. Leaders have a duty to report potential violations of this policy.

Campus Resource Offices

- [Ombuds Office](#): a voluntary and confidential group of trained peers to support UA faculty, staff, and students to amicably resolve concerns. They do not hear issues involving employment, promotion, and disciplinary or compliance matters.
- [Office of Institutional Equity](#) (OIE): the office formally assigned to hear and investigate concerns of discrimination, harassment, and relationship violence.
- [Office of Youth Protection](#): the office formally assigned to hear and investigate concerns involving underage minors that are potentially harmed while at the university or involved in university activities.
- [Threat Assessment & Management Team](#) (TAMT): the office responsible for the investigation and response to concerning behaviors, including actual and implied threats of violence, stalking or other intrusive behaviors, harassing conduct, and concerning electronic communications. Leaders must report these kinds of behaviors so that TAMT can take preventative actions.

Expectations of Leaders

- **Budgetary Literacy**: Academic Unit Heads are expected to have a thorough understanding of the financial resources within their assigned unit(s). Unit Heads and Business Officers are expected to be close working partners – “joined at the hip” – with matters pertaining to financial resources and decision-making.
- **Human Resource Practices**: Unit Heads supervise the faculty and staff within their unit(s). This requires understanding the university HR policies and practices and practicing sound judgment when working with employees. Unit Heads are encouraged to meet regularly with their HR consultants and seek their recommendations prior to acting. The current Senior HR Consultant for CALES is Veronica Mays who oversees a team of HR Generalists that can support you if you have questions/concerns.
- **Legal Matters**: CALES intersects with numerous issues that may involve legal matters. To avoid duplicate work and ensure clear communication and coordination within CALES, Unit Heads should speak first with either the Dean or the Associate Dean for Finance and Administration prior to contacting the UA Office of General Counsel (OGC). They will refer you to the OGC based on their review. You will also be directed to consult with our Senior HR Consultant if the matter involves faculty or staff employment issues.
- **Ethics and Integrity**: as stewards of the public trust, Unit Heads must demonstrate unimpeachable ethics and integrity. This includes compliance with all university and ABOR policies. Many leadership decisions have uncertain outcomes. Please get in the habit of consulting with experts before you act (e.g. Business Officers, HR Consultants, the Dean, etc.). You are not alone and many issues you confront may have been solved before or involve others.
- **Transparency**: open and timely communication is a hallmark and an aspiration within CALES. Unit Heads are expected to be transparent with information, which means that the information is timely, relevant and filtered to make sense to the audience, responsible and constructive without creating *us v. them* situations, and maintains sensitive and confidential information. As a Unit Head, confidential information will be shared with you. It is your responsibility to maintain the trust of

that confidence while also balancing the expectation to be transparent. When in doubt, consult with experts including the Dean before sharing information. Information should rarely be “passed straight through.” Most information will need to be translated into meaningful information that the audience can understand and use.

- **External Relations:** external advisory councils provide essential input to help us achieve our goals. However, they cannot make managerial or budgetary decisions for the university, nor obligate or formally represent the university. To maintain positive working relationships, new members of these groups are required to review and agree to the document: [External Advisory Council, and Equivalent, Guidance](#).
- **Development Activities:** include and coordinate all potential and actual development activities with the CALES Development & Alumni team. Your assigned development officer (DO) will work with you to coordinate interactions with donors. This ensures that we avoid duplicating outreach to donors and optimizes our “asks.”