ALVSCE Experiment Station Unit Director or Superintendent, or other unit Director Management Expectations

# Being an Experiment Station Unit (ESU) director or superintendent is a unique position. It has its own set of expectations and metrics for success. Each ESU director or superintendent should proactively develop mastery over their administrative role and actively seeking training in areas of inexperience.

**Primary Rights and Responsibilities**

* Assert the Mission, Purpose, Values of UA, ALVSCE, and the Arizona Experiment Station (AES)
* Manage all dimensions of the role of director or superintendent
* Team Building
* Assume delegated authority to manage and lead the ESU; developing and leading change consistent with the College and University
* Manage human and financial resources to achieve the vision/mission/purpose
* Prevent and resolve problems; or escalate issues to your supervisor as appropriate
* Be aware of and implement UA Policies found [here](https://policy.arizona.edu/)

**Finance & Budgets**

* Connected at the hip with business officer regarding business strategy, financial decisions, and operations. Business officers must be “at the table” as early as possible to help guide and support directors as one important partner.
* Colors of Money: how is higher education funded?
* Perm v. Temp; Budget v. Cash
* Unit contribution to strategic plans, Regents metrics, and College finances under an RCM environment
* Revenue generation and activity based budgeting in ALVSCE.
* Using data to inform decisions
* Employee Related Expenses (ERE)
* College lines vs. department lines
* Public Stewardship: Financial Ethics
  + Misuse Policy
  + Credit Cards & Data Privacy: PCI-DSS
  + Signing Authority

**Legal and Risk Issues**

* Facilities and land use agreements; water rights and limitations
* Caretaker agreements
* Land leases
* Risk mitigation
  + Attractive nuisances and how to avoid
  + Air, ground, and water quality: storage, application, and disposal of pesticides and chemicals
  + Dust, noise, and smell control
  + Maintaining friendly neighbors
  + Signage and entry barriers; maintenance of property

**Human Resources**

* Employee Types and Expectations
* Performance Reviews
  + Non-tenured and Staff Reviews
  + 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
* Supervision and Organizational Hierarchy
* FLSA, Nepotism, Whistleblowing, FERPA, and OSHA issues
* 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: relationships and human resources

**Purchasing & Contracting**

* Multiple bid requirements and thresholds
* PCard responsibilities/oversight/fraud reporting
* Inventorying and Surplusing equipment: State vs. Federal
* Federal Excess Property Program
* Sole source justifications/purchases
* Conflicts of interest: purchase awarding
* Contracts vs fixed price agreements.

**Research Administration**

* Pre award proposal preparation and submission process for grants and contracts.
* Indirect cost recovery (also known as F &A, ICR or IDC), stipulations versus waivers, and their impact on IDC returns to the College.
* Establish, maintain and implement **rate studies** for all ESU infrastructures.
* Risk Management
* Ethics and Conflict of Interest
* Intellectual Property
* Faculty and staff workshops and training developed by the ALVSCE Research Office
* Contact the ALVSCE Research Office right away, when in doubt

**Communications & Branding**

* State open records law: all work can be disclosed to anyone who asks. Be professional with what you put in writing.
* Privileged communications; maintain confidentiality of attorney correspondence.
* Media, corporate, constituent, and community relations: you are an ambassador for ALVSCE all the time
* UA and ALVSCE branding and websites – Trademarks & Licensing
* UA and ALVSCE 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 ALVSCE personnel are free to publish and distribute

**Entrepreneurship in Higher Education**

* Business Plans and Financial Modeling (assumptions)
* Public/private and public/public partnership concepts
* Farm Sales
  + ABOR “do not compete with private industry” and what’s allowable per policy

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

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

**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 ALVSCE 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: Director of Administration and Communications, Office of the Vice President for Veterinary Sciences and Cooperative Extension and Dean, College of Agriculture and Life Sciences. O (520) 621-7198; C (520) 403-6668; E** [**rutledge@ALVSCE.arizona.edu**](mailto:rutledge@cals.arizona.edu)**.**