# Addressing the Academic Leadership Palimpsest: Creating a Job Book for Chairs and Program Directors

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## Abstract:

In many cases, faculty members who take on administrative positions have little to no training and often no tangible or updated reference materials to aid them in their transition or doing their job. Even faculty members who have served in the role of Chair or Program Director will be met with new systems, personnel, and procedures upon resuming that position. In essence, this project addresses that problem through the creation of a job book template for faculty leadership positions. This template will be modular as not all jobs are the same, but will share common elements regarding academic calendars, budget processes, human resources, etc. Ultimately, it will be a template that academic leaders continually add to and revise.

In addition to being a day-to-day resource, this job book will compile and transmit valuable institutional knowledge (often lost upon leadership transition) and relieve administrative assistants and other workers of having to do significant onboarding work beyond their job responsibilities. This will facilitate faculty leader effectiveness by allowing them to focus their time on other duties including medium and long-term planning to improve departments and programs.

## Primary Stakeholders:
- Academic administrators (Deans, Chairs, PDs, Advisors, Dept. Admin)
- Full and part-time Faculty
- Students

## Key Steps/Activities:
- Soliciting key info from current leaders and supervisors so that the template can be deployed in different programs, depts., and disciplines
- Gathering and collating common elements (ie: academic calendars, contract renewal dates)
- Circulating drafts and receiving feedback from stakeholders
- Develop and implement a pilot program

## Effectiveness Measures:
- Assess challenges, successes, and possible changes via:
  - Written qualitative feedback from users
  - Stakeholders and user discussions and focus groups to assess challenges, successes, and possible changes

## Communication/Engagement:
- Deans and other academic leaders must be briefed and encouraged to promote the job book among their academic leaders

## Proposed Timeline:
- Year 1 – Create template
- Year 2 – Pilot
- Year 3 and 4 – Revision and distribution

## Current Status/Future Directions:
- Template is being created
- Once piloted and revised, it will be widely distributed for use
- Periodic feedback and revision for standardized template