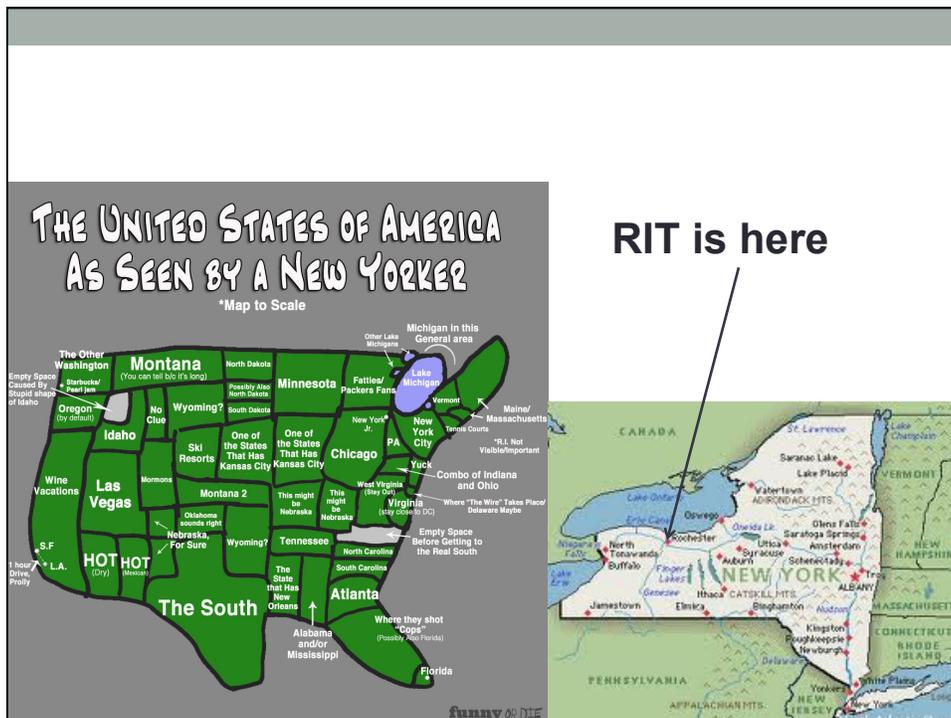# EVERYONE COUNTS OR NOBODY COUNTS*

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*Quote from Michael Connelly's fictional LAPD detective Hieronymus "Harry" Bosch

RIT is here

Agenda

12:45 Presentation about our current efforts at RIT
1:05   Breakout groups to identify common challenges
1:25   Top four challenges are selected from all groups
1:45   Four groups reform around interest in challenges
2:05   Groups report possible solutions
2:20   Summary by the facilitators

About RIT

- 1,300-sq-acre campus in suburban Rochester
- Enrollment: 15,400 UG; 3,200 grad
- 9th largest enrollment of US private universities
- Nine colleges, large enrollment in STEM disciplines
- Known for cooperative education
- Quarter-based academic calendar converts to semester calendar in Fall 2013

About the College of Science

- Academic Units
  - Gosnell School of Life Sciences
  - School of Mathematical Sciences
  - School of Physics & Astronomy
  - School of Chemistry & Materials Science
  - Chester F. Carlson Center for Imaging Science
- Faculty
  - 132 tenured and tenure-track
  - 48 lecturers
  - 10 Research Faculty and 7 Visiting Faculty
- Staff
  - Advisors
  - Facilities Management
  - Administration
  - Research Scientists
  - Postdoctoral Fellows

The Goal

- Make all faculty, staff, and administrators feel like they count
- Find solutions that
  - Meet the needs of individuals
  - Respect the concerns of all groups
  - Address the expectations of our students, their parents, and all our constituents
- Communicate and implement these solutions
- Help faculty and staff understand the challenges that administrators face
- Help administrators understand the challenges that faculty and staff face

"I know crime doesn't pay, Dean Fenton,
but neither does being an adjunct
educator of philosophy at a community college."

http://www.jantoo.com/cartoons/keywords/adjunct-educator

Competing Goals in the College of Science

- Maintain Quality Teaching in Light of
  - Rising Research Expectations
    - More Ph.D. Programs
    - Pressure to win funding
    - Higher publication requirements for tenure and promotion
  - Increasing Enrollment
  - Improving Retention
- Autonomy vs. Sense of Belonging
- Culture shift
  - Technology
  - Social media
  - Societal attitudes about education and college loans

Our Approach to Meeting These Challenges

- Monthly College wide meetings
- Meetings with specific groups
  - The Dean meets monthly with all the pre-tenure faculty
  - The Dean holds separate meetings each semester with NTT faculty, associate professors and full professors over lunch
  - Weekly meeting with the department heads and the dean
  - Each department head meets 1:1 with the dean each month
  - Monthly reading sessions with the heads and the dean on topics related to leadership in higher education

Our Approach to Meeting These Challenges

- Advisory Boards
  The Dean has formed advisory boards that meet regularly with her.
  - COSSAB (College of Science Student Advisory Board)
  - COSSAC (College of Science Staff Advisory Council)
  - COSLAC (College of Science Lecturers Advisory Council)

1/30/16

Our Approach to Meeting These Challenges

- Centralized Academic Advising
- Workload Portfolios
  - Scholar, Blended and Teaching
- Research Symposia
  - COS faculty returning from sabbatical or with COS funding
  - RIT Undergraduate Research Symposium
- Funding
  - Competitive funding for NTT faculty
  - Dean Research Initiation Grants to help tenured and tenure-track faculty
  - Competitive funding for Staff Professional Development

Ground Rules

- Everyone participates
  - Each of you writes out your answers to the questions
  - Everyone shares in your small group
- Look for common challenges
- Seek common solutions
- Goal – each of you leaves with something concrete that you can implement on your own campus

Breakout Groups

- What are the **top two challenges** that you face in providing for the needs and concerns of your faculty and staff?

- Record your findings on a large 2' x 3' post-it notes

Selection of 4 Top Challenges

- Review the findings of each group
- Look for commonalities
- Select the top 4 challenges by vote
- Form new breakout groups that focus on each of the 4 challenges

1/30/16

Top Challenge Breakout Groups

- Is this a universal solution or specific to your own campus?
- If you solve a problem for one group, will it create problems for others?
- What type of support will you need from your Dean to implement this solution?
- Can you project a timeline for implementing our solution?
- Share best practices – what has worked for you?

Presenting Group Findings

- Identify your challenge
- Suggest solutions
  - General vs. local
  - Best practices to report (are you doing this already?)
  - Support you would need
  - Timeline
  - Unintended consequences

Summary