

Chapter 7: Governance

Management Team Structure

For much of its history, UCAT has had a very flat management structure, with all professional and administrative staff members and graduate associates reporting to the director. By 2010, it became clear that we had outgrown that system, both in staff size and demand for and range of services provided. In December of that year, we made a formal proposal to reorganize our structure and to reclassify several of our professional staff positions to better match our needs and actual activities (see Appendix P for the full 2010 proposal).

We created four standing teams, each charged with coordinating a significant functional area of our work. Table 7.1 below lays out this structure:

Table 7.1
UCAT Team Structure

	Management Team	Administrative Team	Consultant Team	Graduate Student Team
Function	<i>The management team oversees the work of the entire unit and coordinates the efforts of the other teams, to assure that the efforts of UCAT staff align with the unit and university mission and strategic goals.</i>	<i>The administrative team provides the fiscal, logistical, and administrative functions of the office necessary to focus on high performance, through transparency, accountability, and stewardship of university resources.</i>	<i>The consultant team shares responsibilities for core functions of the unit (consultation, events, resources), supports the core principles of our philosophy (community, service, and scholarship) and also coordinates specific topical initiatives.</i>	<i>The graduate student team leads the unit's mission to provide teaching support to GTAs directly and through programming, support, and organizational development in academic units.</i>
Manager	Director	Director	Associate Director	Assistant Director
Members	Director Associate Director Assistant Director	Director Office Administrative Associate Program Coordinator Office Assistant	Associate Director Assistant Director Instructional Consultants (3) Director	Doctoral Interns Graduate Consultants

Coordination

In addition to the teams, several of the professional consulting staff members more formally took on responsibilities for coordinating areas of our work and for assuring that we collectively maintain the necessary expertise in their respective areas (see Table 7.2). While we had long had areas of focus in addition to all functioning as generalist teaching consultants, and some consultants had been hired with these specialties in mind, we have attempted to increase the clarity of these areas since the reorganization.

Table 7.2

UCAT Coordination Structure

Position Title	Responsibilities
Director	Coordinates strategic planning for the unit Advocates for teaching across the institution
Associate Director	Coordinates professional development and ongoing training in consultation Oversees internal assessment of unit success
Assistant Director	Coordinates programming in support of graduate teaching associate development Supervises and mentors Graduate Consultants
Coordinator for Assessment and SOTL	Administers specified unit program areas relating to assessment and SOTL Participates in development of programs, timeline and budget, implementation, and evaluations Develops and prepares submissions for external funding
Coordinator for International Faculty and Teaching Associates	Teaches in Spoken English Program Administers unit programs relating to international faculty and TAs: Participates in development of programs, timeline and budget, implementation, and evaluations Serves as primary liaison between UCAT and SEP and other constituencies to support international instructors and students

Recent Leadership Changes

In October 2011, long time Associate Director Kathryn Plank left UCAT to become director of the Center for Teaching and Learning at Otterbein University. Prior to her departure, the UCAT management team, working with our Human Resources consultant, evaluated the full range of tasks performed and skills and experience required by the Associate Director. Assistant Director Stephanie Rohdieck was the by far the best qualified candidate for this position, and she was promoted to Associate Director.

This left us with a vacancy for Assistant Director. At about the same time, the three-year term of our Visiting Consultant expired. We were able to receive funding to convert this to an ongoing position, and national searches were conducted for both positions. Eventually,

Lindsay Bernhagen was appointed as Instructional Consultant and Phillip Edwards as Assistant Director.

Internal Management

In the three years since our reorganization, we have found the management structure and processes to be generally effective. We have not engaged in a formal assessment of the structure, but the follow suggest that it is useful:

- Holistically, the management team feels it is working
- New reporting structure allows for more frequent feedback and coaching cycle, with senior staff each meeting with their respective supervisors monthly
- Anecdotally, staff members feel more involved in their own professional growth
- UCAT uses a 360° feedback process to augment the university's standard personnel review process, including for the past two years a separate questionnaire about supervisor effectiveness.

Succession Plan

Given the very small size of our unit, we have no formal succession plan. As personnel are needed at whatever level, we plan to review our needs and likely will hold national searches to fill those needs.