COLLEGE OF LITERATURE, SCIENCE, & THE ARTS
EXPECTATIONS FOR KEY ADMINISTRATORS
AS A GUIDE FOR KEY ADMINISTRATOR WORK PLANNING & PERFORMANCE EVALUATIONS

The following document is intended to outline the general expectations for Key Administrators in LSA Units. This document should be seen as a starting point, rather than a substitute for a specific job description or work plan for each position, as duties and emphases vary somewhat across our units. The skills and expertise outlined in each section of this document are intended to serve as a guideline for Key Administrators in aligning personal strengths and weaknesses, and assisting in the development of individual professional development plans toward general mastery over time of the expectations of this role. Expectations differ somewhat across the disciplines in LSA and vary to some degree based on the size and complexity of the Unit.

The following expectations, along with individual work plans, provide the basis for annual performance evaluations by the Unit Chair/Director in collaboration with the Administrative Director in the Dean’s Office.

1. The Key Administrator serves as a strategic partner to the Unit Chair/Director and is responsible for managing the overall non-instructional operations of the Unit, maximizing existing operations, recommending and implementing new initiatives, and providing efficient administrative and fiscal support and resources to the Unit and College.

The following general areas of skill and expertise are also important expectations for Key Administrators:

- Business process re-engineering
- Strategic planning – Strength/Weakness/Opportunity/Threat (SWOT) analysis skills, etc.
- Analytic and data mining skills
- Project management skills
- Skill in applying technical solutions to work problems
- Ability to work with faculty leadership in a strategic partnership
- Skill in accessing University and College websites and database systems
- Knowledge of, and collaborative working relationship with, the appropriate Dean’s Office contacts and resources
- Understanding of University policies, SPG, and compliance expectations
2. The Key Administrator **inspires a shared vision and purpose** by: engaging all staff in support of a focused, shared vision of future outcomes and goals; influencing others without direct reporting relationships; gaining support and commitment from others; mobilizing people to take action; and ensuring that all staff are aware of and can integrate their work with the mission, vision, values, goals, and objectives of the Unit and College.

   Necessary skills include:
   - Leadership
   - Delegation
   - Written communication & presentation skills
   - Change management
   - Stewardship

3. The Key Administrator **communicates effectively and maintains good working relationships** with all people they work with, including: the Unit Chair/Director, faculty, staff, alumni, other administrators, staff from other Unit (internal and external to UM/LSA), and the Dean’s Office staff.

   Necessary skills include:
   - Teamwork
   - Dual reporting line understanding/communication and cooperation with the Dean’s Office
   - Problem solving
   - Respectful communication
   - Transparency
   - Awareness of faculty/staff work challenges/professional time clocks
4. The Key Administrator’s Unit provides comprehensive, proactive, and responsive service to students, faculty, and others.

Necessary skills include:
- Timeliness/Responsiveness
- Sensitivity to diversity
- Problem solving and effective prioritizing
- Adaptability/Flexibility

5. The Key Administrator is an active member of the University and College community, supports staff participation and involvement in University, College and Unit committees and programs, promotes participation in and provides educational, training and professional networking opportunities for themselves and their staff.

Necessary skills include:
- Staff professional development and mentoring
- Personal planning and planning for staff
- Fostering a culture of professionalism and cooperation
- Creating a positive work culture
- Maintaining current practice through continual training and professional development (training and access to current systems for best practice)
6. With varying emphasis, depending on the Unit, responsibilities include **effective management of: budgets, personnel, sponsored program administration, academic services and curriculum support, facilities, equipment, information technology, communications, development and alumni relations and general administration**. These areas of competence are outlined in additional detail in the sections below:

A. **Fiscal/Budgetary Expectations:** Effectively, accurately, and confidentially manage the planning, budgeting, and expenditures of the Unit. Provide Unit with maximum resources to conduct its teaching and research operations optimally. Oversee provision of all necessary administrative and fiscal resources of Unit. Provide administrative expertise, fiscal consultation, and management reporting information to Chair/Director. Play a leadership role in establishment and maintenance of internal controls and good stewardship of all University resources. Oversee post award research, Unit purchasing, and travel/hosting expenditures.

Necessary skills include:

- Budget and financial forecasting
- Technical spreadsheet skills and data analysis
- Financial and accounting skills
- Understanding of University budget and finance system, processes, and policies
- Understanding of internal controls – gap analysis
- Understanding of research management issues including A-21
- Understand effort reporting
- Understand and follow University procurement guidelines
- Understand space survey and room classification
- Ability to make decisions based on good stewardship even if University or LSA policy is not explicit
B. Human Resources/Non-Academic Expectations:
   To support achievement of department objectives, Key Administrators must be competent in the following functional areas of the HR profession:
   a. Workforce Planning and Employment:
      Developing, implementing, and evaluating recruitment and selection activities necessary for assuring a Unit identifies and attracts the workforce required to achieve its objectives.
   b. Human Resource and Organizational Development:
      Developing, implementing and evaluating activities that address employee needs in the following areas to assure that units maintain and enhance the knowledge, skills, and abilities of its workforce: employee training and development, Unit organizational structure/design, change management, and performance management.
   c. Total Rewards:
      Developing, administering, and evaluating compensation and recognition programs for retaining quality employees.
      Employee and Labor Relations: Analyzing, developing, implementing/administering, and evaluating the workplace relationship between employer and employee, in order to maintain an organizational culture and working conditions that balance employer and employee needs.

Necessary knowledge and skills include:
- Knowledge of the employment life cycle from pre-hire to retirement
- Basic understanding of change management theories and practices
- Experience managing employee performance
- General understanding of compensation practice
- Conflict management
- Negotiation/mediation
- Understanding of HR regulatory issues –Work Connections process, labor law (FMLA, etc.), immigration requirements and relevant labor and employment laws
- Ability to analyze and forecast Unit staffing needs
- Assessing unit climate and facilitating positive employee relations
- Applying diversity concepts and strategies
- Managing workplace health, safety, and security issues
- Training and adult learning techniques
- Policy development
- Delivering candid feedback and coaching
- Employee career development
C. **Human Resources-Academic Affairs**: Assist Chair/Director or oversee staff support of the Chair/Director's Office in managing key elements for the tenure-track faculty, research faculty, and other instructional faculty life cycle with active oversight and direction for the processes related to each of the key elements such as: position requests, recruitment, hiring, third-year reviews, appointment renewals, leaves and sabbaticals, promotions, retentions, resignations, retirement memoirs, Collegiate professorship, and other award nominations. Ensure timely, accurate processing of paperwork for all faculty personnel actions. Assist faculty in understanding and complying with Unit, College, and University policies and procedures. Advise and assist Chair/Director with faculty relations issues.

**Necessary skills include:**
- Understanding of the “faculty life cycle” and related issues
- Understanding of hiring process
- Understanding of dual career issues and policies
- Understanding of promotion and tenure process
- Understanding of leaves, sabbaticals, and other faculty appointment changes
- Understanding of HR regulatory issues – Work Connections process, labor law (FMLA, etc.), immigration requirements and relevant labor and employment laws
- Ability to access, decipher, and understand the various University and College data base systems as a means to verify academic personnel information and analyze trends to make decisions
D. **Research Administration:** Provide active oversight and direction for pre- and post-award research administrative support processes in the Unit. Advise and assist faculty in understanding and complying with Unit, College, and University policies and procedures as they relate to research and post-doctoral fellows.

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<thead>
<tr>
<th>Necessary skills include:</th>
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<tbody>
<tr>
<td>• Understanding of faculty research management issues</td>
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<td>• Knowledge of College and University policies and procedures for research grant submissions both internal and external</td>
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<td>• Familiarity with agency guidelines for the various research disciplines</td>
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<td>• Knowledge of policies and procedures for post-doctoral fellows</td>
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<td>• Knowledge of policies and procedures for the employment of undergraduate and graduate students</td>
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<td>• Knowledge of policies and procedures for effort reporting</td>
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<td>• Understanding of grant financial management/reporting and expenditure restrictions</td>
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E. **Academic Student Services:** Key Administrators have an oversight role in student services, requiring an understanding of the processes and relevant partner units across campus. Working with the Chair/Director and Associate Chairs (Undergraduate and Graduate), Key Administrators assist the staff in carrying out the activities that support the success of students, including curriculum and program planning, financial activities, and an awareness of resources that promote the academic, social, and mental well-being of students.

Necessary skills include:
- Understanding of the undergraduate and graduate student “life cycle” and related issues
- Understanding of undergraduate and graduate curriculum support work
- Understanding awareness of graduate program recruitment and admissions processes
- Understanding of graduate enrollment and funding forecasting (and continuous enrollment management)
- Understanding of expendable account management for support to undergraduate and graduate programs and students
- Understanding of Rackham/LSA interface, resources, and contacts
- Knowledge of policies, resources, and contacts related to academic student services and student affairs
- Understanding of student employment and Graduate student funding and benefits
F. **Facilities:** Provide efficient management for facilities, space, renovations, and construction projects. Work collaboratively with the Chair/Director regarding space utilization issues to determine the most efficient use of space for the Unit. Oversee renovations and/or relocations.

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G. **Service on LSA or UM committees:** Participation in both the LSA Key Administrators Group and academic division-related small groups is an expectation for all Key Administrators. In addition, as appropriate and when asked to serve, Key Administrators will actively participate by assuming leadership or contributing roles on committees, working groups or task forces that will ensure that the charge to the group is fulfilled.

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Necessary skills include:
- Understanding faculty recruitment/retention facilities needs
- Knowledge of space survey process
- Understanding of curricular space issues (classrooms, labs, computer resources)
- Understanding of information technology issues and management for the Unit
- Knowledge of emergency planning principles and policies

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Necessary skills include:
- Teamwork
- Understanding of dual reporting line/communication and cooperation with the Dean’s Office
- Transparency
H. **Outreach:** (Note: There are a variety of mission critical outreach programs not necessarily common across Units.) Provide leadership in meeting program goals, and provide direct or oversee support in the planning, implementation, and effective administration of outreach programs. Examples include: museum public outreach programs and exhibit coordination; development activities including newsletters, alumni boards, and solicitation campaigns; major conferences or lecture series.

Necessary skills include:
- Ability to work collaboratively with appropriate areas of the Dean’s Office (Development, Marketing, and Communications/Undergraduate Education/Student Academic Affairs/etc.)