Proposed Initiative:
Develop and institute an ongoing leadership program to train and inform all UWRF personnel who are responsible for managing academic departments, units, and colleges of their responsibilities, duties, the responsibilities of those whom they supervise, and the personnel policies of UWRF and UWS.

Proposed by:
David P. Rainville, Chair - Faculty Welfare and Personnel Policies Committee

What strategic goal does this initiative support?
Innovation and Partnerships

Describe how the initiative supports the goal(s).
This initiative would primarily support the goal of Innovation and Partnerships by partnering all personnel in a shared union of understanding as to what each persons’ responsibilities, duties, and expectations are within their department, unit, and college. Through a thorough understanding, we may better avoid some of the problems that exist between supervisors and personnel with whom they interact. Specifically, I would draw attention to numerous problems that have occurred when department chairs and deans have not followed or implemented personnel policies properly resulting in the improper decisions being made with respect to retention and tenure of faculty. This would also be innovative at UWRF as while we may have some limited training of new department chairs, it is not comprehensive nor is it ongoing. Often department chairs assume authority not theirs causing additional problems.

Based on the definition of university-wide initiative, indicate how the proposed initiative has a university-wide impact.
As this will require that all departments, colleges, and units be impacted directly it will reach necessarily to the entire University. It will also result in a program that is sustainable as it will be ongoing, providing a well informed and trained leadership team for the University.

Please provide a set of benchmarks and/or indicators of success to support your initiative.
Success of a program such as this may be difficult to gauge beyond actually implementing the initiative and carrying out the proposed actions. Putting together a team to do the training and having all personnel who need to be trained/informed having been done so, would be the most immediate benchmark indicating successful implementation. Secondary success which would be a reduction in personnel problems, a reduction in poorly administered retention and tenure decisions would be clearly a secondary success benchmark. This would however be difficult to quantify as it a negative.
What elements are involved in the initiative?
Sustainability, Inclusiveness, Human Capital, Finance

Indicate how each element would be/would not be affected by the initiative.

- **Sustainability:** This initiative will be ongoing by its description. It will be sustainable in that it will provide a consistent level of training and information to all involved.
- **Inclusiveness:** Inclusiveness is not directly affected by this initiative unless there are particular problems with an individual department, unit, or college. This may be an opportunity to emphasize through education the need of inclusivity in hiring.
- **Human Capital:** Human Capital is affected as this will require individuals to do the training.
- **Technology:** Technology is unaffected.
- **Facilities:** Facilities will be unaffected, but obviously there will be space required to carry out workshops etc.
- **Finance:** This can be implemented through Human Resources which can be compensated if necessary.
- **Other:**