

WRITING PROGRAM ADMINISTRATION

INVENTORY: WHAT DO I HAVE (AT MY COMMAND)?

TYPE OF PROGRAM/DEPARTMENT (Read about Best Practices in your type of program)

- +Independent Writing Program [BEST PRACTICE]
- +Independent Writing & Reading Program [GOOD PRACTICE]
- +Writing Improvement Program (WIP) [GOOD PRACTICE]
- +English Department (with a Writing Program) [GOOD PRACTICE]
- +English Department (without a Writing Program)
- +Other Department Program (e.g., Humanities Department, etc.) with a Writing Program
- +Other Department Program (e.g., Humanities Department, etc.) without a Writing Program
- +Writing across the Curriculum Program - University-Wide (WAC)
- +Writing across the Curriculum Program -- Department-Specific (WAC)
- +Writing across the Disciplines Program -- University-Wide (WAD)
- +Writing across the Disciplines Program --Department-Specific (WAD)
- +Writing in the Disciplines Program (WID)
- +Writing Center/Centre
- +Reading Program (with some Writing courses)
- +Community Writing Program
- +Urban/Rural Literacy Program

TYPE OF FACULTY

- Professors (Full-time)
- Associate Professors (Full-Time)
- Assistant Professors (Full-Time)
- Senior Lecturers (Full-Time)
- Lecturers (Full-Time)
- Instructors (Full-Time)
- Adjunct Instructors (Part-Time)
- Teaching Assistants (Part-Time or Full-Time)
- Tutors/Consultants/Assistants (Part-Time)

TYPE OF STAFF

- Work Study Student Workers (Graduate or Undergraduate)
- Budget-Based Student Workers (Graduate or Undergraduate)
- Clerks/Administrative Assistants (I, II, III, etc.)
- Researchers
- Research Assistants (Graduate or Undergraduate)

FOCUS: WHAT AM I DOING (USUALLY)?

JOB CONSIDERATIONS

[* Asterisks refer to items which can be delegated to staff members (e.g., receptionists, administrative specialists, etc.), Junior Faculty Members, and Senior Faculty Members].

[ht] = high time commitments

PRIMARY CONSIDERATIONS

- +Budget
- +Book Orders & Supply Orders*
- +Political Meetings [ht]
- +Protection of Faculty and the Department/Program [ht]
- +Delegating Authority to Senior Faculty and Senior Staff (and Oversight of Duties/Tasks)
- +Assessment and Placement of Students*
- +Hiring and Training of Faculty & Staff*[ht]
- +Assessment of the Part-Time and Full-Time Faculty & Staff [ht]
- +Scheduling Faculty & Staff*[ht]
- +Scheduling Rooms*
- +Accreditation and Certification of the Department/Program*
- +Accreditation of the College
- +Overseeing Tenure and Development of Faculty*
- +Rewarding Good Work (for Faculty & Staff)
- +Program Review by the Institution [ht]
- +Mentoring of Junior Faculty with Senior Faculty*[ht]
- +Troubleshooting for Faculty [ht] (e.g., complaints, problems with students, etc.)
- +Locate Ways to Innovate in Your Department/Program

SECONDARY CONSIDERATIONS

- +Finding Ways to Improve the System and Make things Easier for Yourself
- +Grants and External Funding*
- +Funding Projects for Faculty & Staff*
- +Oversight of Senior Faculty and Senior Staff*
- +Troubleshooting for Students (e.g., withdrawals, petitions, complaints, etc.)
- +Requesting Additional Full-Time Positions and Staff Positions from Administration

TRITERY CONSIDERATIONS

- +Proposals for Federal Work-Study and Departmental Grants*
- +Planning Social Interactions for Faculty/Staff (Maybe combined with training or not)
- +Overseeing delegated activities (individuals, pairs, committees, etc.)
- +Coordinating Release-Time for Scholarship/Research/Other
- +Your Own Scholarship
- +Your Own Teaching
- +Your Own Service

OTHER CONSIDERATIONS

- +The Writing Center Programs* (e.g., professional tutoring/consulting, editing services, peer tutoring, open computer lab, etc.)
- +Writing Center-Faculty Relationships*
- +Faculty Well-Being/Relationships with Other Faculty*
- +Troublesome Students (Know your university policy)
- +Organizing Retreats* or Rewards for Faculty/Staff
- +Technology Repair* (e.g., Copiers, Community Printers, Staff Needs, Faculty Needs, etc.)

SCHEDULE: WHAT DO I DO WHEN? (USUALLY)

BEGINNING OF THE SEMESTER TASKS

1. View Your Budget (Determine how many instructors you can afford -> Full-Time, Part-Time, and Adjunct)
2. Communicate Important Information to Instructors
3. Train New Instructors (Enlist Faculty & Staff to Help/Mentor)
4. Obtain copies of all faculty syllabi (in their final form)
5. Send out any job announcements (if hiring)
6. Run reports for administration (if needed).

MIDDLE OF THE SEMESTER TASKS

1. Find available classrooms & Schedule them
2. Gather their personal contact information & Make a call/email list of All Instructors (Update contact information if you already have a list).
3. Solicit Availability/Willingness of Instructors
4. Schedule Sections of Courses
5. Schedule and Conduct Training Events
6. Check Your Budget and Begin Planning for Next Semester
7. Schedule and Conduct Meetings with Full-Time Faculty & Staff (Discuss Concerns, Discuss Curriculum Changes, Discuss Assessment Changes, Discuss Program Entrance Criteria, etc.).
8. Coordinate Book Orders with Faculty & Coordinate Desk Copies with Publishers (if text is standard across the department).

END OF THE SEMESTER TASKS

1. Check Your Budget and Spend Any Additional Money Needed.
2. Conduct Any Needed Hiring for the coming semester (full-time/adjunct).
3. Make sure all grades are submitted properly.
4. Decide who you need to retain and who you need to "let go."
5. Ask Book Representative for Desk Copies for Instructors
6. Evaluate/Assess Instructors Individually and Conduct Annual Reviews/Interviews/Classroom Visits

7. Checking enrollment (for staffing the next semester)
8. Submit any needed institutional reports
9. Hiring and Staffing next semester with adjuncts

CONTINUOUS TASKS

1. Evaluating and Responding to Faculty/Student Complaints
2. Adding/Dropping Students*
3. Administrative Engagements (Representing the Department)
4. Checking the Department/Program Budget
5. Meetings with Faculty & Staff
6. Evaluating Faculty/Mentoring Faculty
7. Review changes in policy

ANNUAL TASKS

BEGINNING OF THE YEAR TASKS

1. Set up any interviews (if hiring).
2. Orienting New Full-Time faculty.
3. Run Workload reports to approximate staffing needs for the year.

MIDDLE OF THE YEAR TASKS

1. Hire any new employees (if hiring)
2. Mid-Term, Tenure, and Post-Tenure Review Paperwork & Appraisals

END OF THE YEAR TASKS

1. Hire and train any new employees (if hiring)
2. Conduct Performance Appraisals of your faculty/staff
3. Attend (and Plan) Commencement Activities.

CONTINUOUS YEARLY TASKS

1. Review Assessment Criteria (for placement testing and entrance)

2. Curriculum Review
3. Outcomes Review & Report Writing

HIRING AND TRAINING: HOW DO I ORIENT THESE PEOPLE?

(for Full-Time [New] + Full-Time [Continuous] + Adjunct)

1. Orient Faculty to Department Curriculum/Goals
2. Orient Faculty to Each Other
3. Orient Faculty to Classroom Technology
4. Orient Faculty to University/College Support Services (e.g., Accessibility/Disability Services, Writing Lab/Center, etc.)
5. Orient Faculty to Library Resources/Databases, etc.
6. In-Service on Grading Papers (Explain the Norms - Use Models for an Explanation of Outcomes/Level of Ability at the end of the course)
7. In-Service on Other Concerns: _____
8. Retreats

RETREAT IDEAS (Locations)

- +Private Room in a Restaurant
- +Trip (Local, Regional, etc.)
- +Resort (Local, Regional, etc.)
- +Home of a Colleague
- +Private Room in the Institution
- +Outdoor Meeting (e.g., Picnic Area, etc.)
- +Day-Camping Session
- +Fishing/Camping/Hunting Trip
- +Overnight (Urban or Rural Setting)
- +Rental Cottage/Home/Cabin, etc.

RETREAT/INSERVICE/TRAINING IDEAS (Activities)

- +Refreshments
- +Meals
- +Curriculum Review/Discussion
- +Textbook Discussion
- +Scheduling Discussion
- +Review of Policy
- +Brainstorming Improvements in the Department/Program
- +Hiring/Training Discussions
- +Discussion of New Disciplinary Procedures/Processes/Trends
- +Presentations by Individual Staff

- +Assessment Discussion (e.g., Placement Testing Procedures, etc.)
- +Norming Sessions (for Placement, Assessment Training, etc.)
- +Discussion of Student Work (e.g., Problematic, Exemplary, etc.)
- +Meeting with another Department (e.g., Advising, English, Sciences, etc.)
- +Student Conduct/Safety Concerns
- +Sexual Harassment Policy Discussion
- +Human Resource Concerns/Benefits Discussion
- +Emergency Preparedness Training
- +Plagiarism Training
- +Constructing Syllabi
- +Discussion of Specific Assignments
- +Current Scholarship in the Field/Discipline
- +New Technology/Existing Technology
- +New Tasks Associated with Field/Discipline or Place of Employment.
- +CPR Certification
- +Student Suicide Prevention
- +Self-Defense/Confrontation Management
- +Relaxation/Renewal
- +Other

ASSESSMENT: HOW CAN I APPRAISE/ASSESS MY SUBORDINATES?

METHODS

Classroom observations

Focus-Group with the instructor's students

Surveys/Questionnaires to Students

Interview Faculty Member (e.g., ask about methods, focus, etc.)

Encourage instructors to swap classes for a week (then, ask the students: How was that?)

LOYALTY: HOW CAN I REWARD MY SUBORDINATES?

IDEAS

Christmas Parties/Potluck (Your Home or On-Campus)

Halloween Parties/Potluck (Your Home or On-Campus)

St. Patrick's Potluck (Your Home or On-Campus)

Take a subordinate to lunch (faculty or staff) once per week/month.

Take them for a non-alcoholic drink (e.g., coffee, soda, etc.) and a snack; sometime when they are not busy.

Daily Praise.

Intermittent Praise

End of the semester Praise

Christmas/Valentine/Other Cards

Send a subordinate to a conference (on the department dime)

Send subordinates (random new pieces of office equipment - e.g., new staplers, new trash can, etc.)

Call catering/pizza.

Say "Hi!" randomly, and ask: How are you doing? Are you in need of anything? (or send a secretary/specialist to do it on your behalf).

Try to listen to faculty/staff.

Make yourself available as much as possible for faculty/staff.

ALLIES AND COMBATANTS: WHO CAN HELP ME OR HURT ME?

RESOURCES (PEOPLE TO BE KIND TO AND TO COMMUNICATE WITH WEEKLY)

- +Dean
- +Vice President/President
- +Classroom Scheduling Person
- +Human Resources
- +Facilities Management
- +Student Support Services
- +Advising/Counseling
- +New Faculty (Juniors) -> Clean Slates mean more loyalty
- +Old Faculty (Seniors) ->

Note: Send flowers, provide "Thank you's," invitations, etc. Try to keep these people close to you. Don't forget to email any accolades to the bosses of people you work with...

WHERE CAN I FIND MORE MONEY? WHO TO APPROACH:

GIVERS/PATRONS

- +Presidents
- +Vice Presidents
- +Deans (School or College)
- +Associate Deans/Assistant Deans
- +Other Departments (with Interests in faculty/staff Welfare - e.g., Human Resources, Faculty Centers, Professional Development, etc.)
- +External Donors
- +Internal Organizations (Student Associations, Cultural Centers, Title Grants, etc.)
- +External Organizations (Local, Regional, National, International Businesses, etc.)

OTHER MONEY IDEAS

- +Apply for Awards/Recognition
- +Ask the Community
- +Self-Publish a Textbook for Department Use (and collect the cash)
- +Add a fee to the student's registration costs
- +Add a departmental computing fee
- +Add a computer printing fee
- +Add a student computing fee
- +Fundraising Dinners

AID: WHAT MATERIAL THINGS DO I NEED?

WHAT ITEMS ARE ABSOLUTELY IMPERATIVE?

- Computer with Email (At home & At Work)
- Cellular Phone
- Pens/Pencils
- Post-It Notes
- Campus Phone Books
- University/College Catalogs (new & old)

Copies of All Pertinent Policies (in paper form in a binder, dated by year).
Recent Copies of all budgets (within the department)
Desktop Calendar (for appointments)
University/College Academic Calendar
Extra Copies of Textbooks/Readers (for new faculty and faculty who lose their books).
Sample Syllabi (for new faculty every semester)

RECOMMENDED MATERIALS

The following books:

The Art of War (Sun Tzu)

The Games People Play (Eric Berne)

Surviving the Toxic Workplace (Linnda Durre)

48 Laws of Power (Robert Greene)

The 33 Strategies of War (Robert Greene)

Multiple Intelligences (Howard Gardner)

The Lucifer Principle: A Scientific Expedition into the Forces of History (Howard Bloom)