UNIVERSITY *of* WASHINGTON

OFFICE FOR ACADEMIC PERSONNEL AND FACULTY
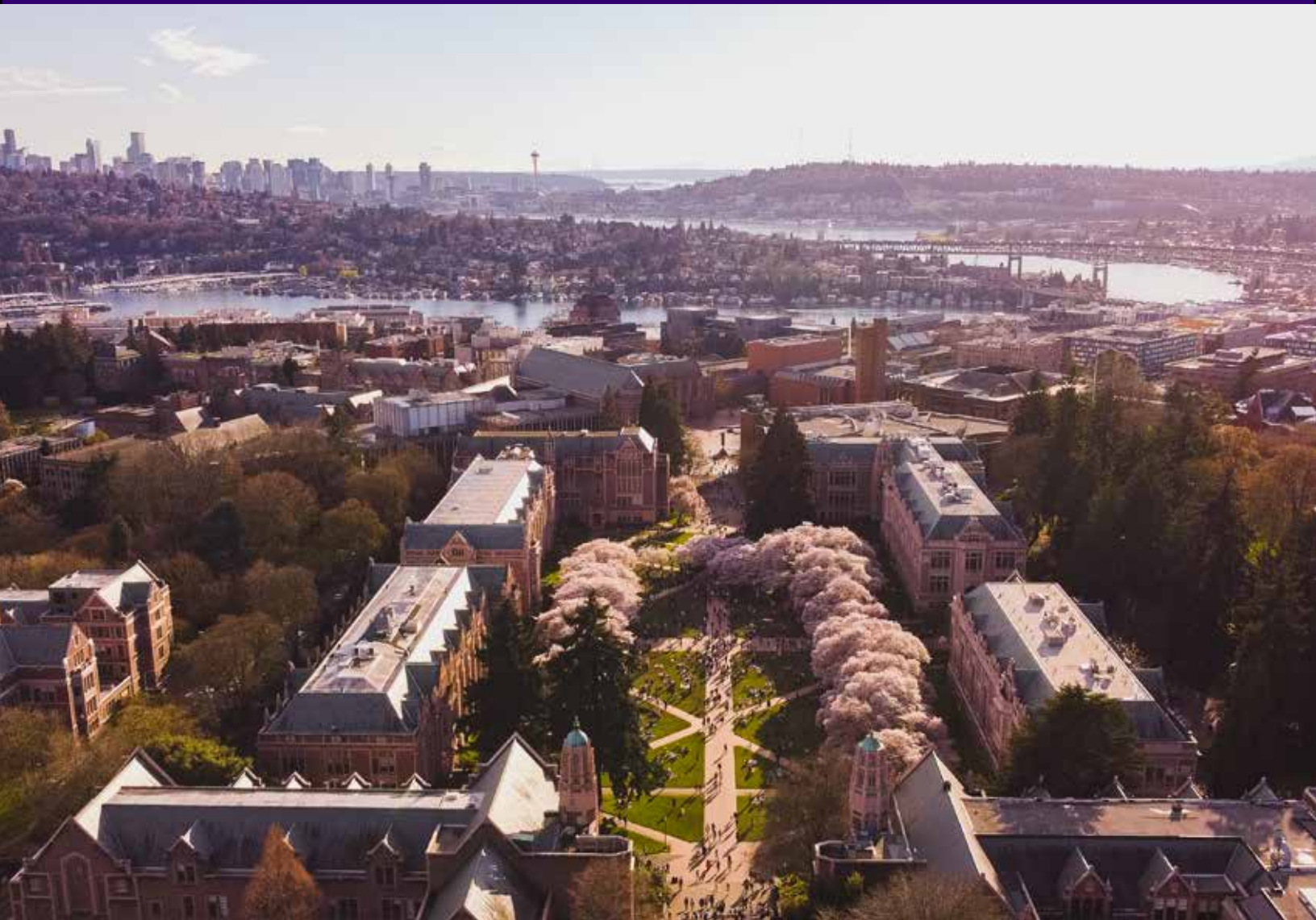
STRATEGIC PLAN
2025 - 2030

W

KEY GOALS

To achieve our purpose, we will:

1 **Foster and provide professional development for academic personnel and faculty**

2 **Serve as a trusted partner to the UW community**

3 **Anticipate and meet the dynamic needs of academic personnel and faculty**

OUR PURPOSE

Engage, elevate, and support a thriving community of academic professionals

GOALS
2025-2030

FOSTER AND PROVIDE PROFESSIONAL DEVELOPMENT FOR ACADEMIC PERSONNEL AND FACULTY

- Invest time and resources in academic personnel and faculty

- Ensure an ecosystem and working climate for academic personnel and faculty that fosters belonging and wellbeing

- Invest time and resources in academic leaders

- Serve as the central resource, point of contact, and coordinator for academic personnel and faculty development in the UW ecosystem

IMPERATIVES

1. We must have buy-in, support, and engagement among key stakeholders

2. We must have dedicated and sustained resources to facilitate professional and leadership development

3. We must have the right tools and technology to support professional and leadership development

4. We must foster a culture of continuous learning

5. We must have strong campus-wide collaboration, partnerships, and connections

6. We must facilitate and support thoughtful, timely, and relevant professional development programs across the university

FOSTER AND PROVIDE PROFESSIONAL DEVELOPMENT FOR ACADEMIC PERSONNEL AND FACULTY

STRATEGIES AND TACTICS

1. Provide robust professional and leadership development opportunities
   a. Reassess/refocus/re-prioritize initiatives and programs that no longer serve the needs of UW
      i. Conduct an inventory of existing professional development programs and services
      ii. Look for opportunities to reduce duplicative efforts for non-specialized programs (e.g., onboarding)
      iii. Reallocate resources accordingly
   b. Ensure robust leadership development programming
      i. Support emerging academic leaders through structured leadership development programs tailored for faculty assuming administrative roles
      ii. Develop leadership development programs for Chairs/Directors/Division Heads/Deans
      iii. Engage experts in conflict resolution
      iv. Develop conflict engagement resolution training for faculty and academic leaders
      v. Facilitate train-the-trainer support for leadership development programs when possible
      vi. Cultivate leadership development programming for emerging leaders
      vii. Develop onboarding programs for new academic leaders
      viii. Develop and offer robust training for search committees and faculty evaluation committees (e.g. Leverage the Faculty Hiring Toolkit documents)
   c. Continue to expand mentorship and peer coaching programs
      i. Develop incentives to encourage mentors to participate in programs
      ii. Create a climate of mentorship and coaching
      iii. Encourage academic leaders to reinforce and model a culture of continuous learning and coaching
      iv. Assess options for coaching support for academic personnel and faculty (e.g. internal coaches, external coaches, a hybrid model, and peer coaching)
   d. Establish a structure of career development programming that aligns with career stages (early career, mid-career, advanced career) and career tracks (e.g., librarian track, research track, teaching track, tenure track, etc.)
      i. Identify gaps in career stage or career track professional development programming and develop opportunities to address those gaps
      ii. Tie into existing career development programming such as promotion workshops, affinity and community groups, and other activities
      iii. Connect schools, colleges, and campuses with each other to share information and learn from each other

2. Proactively communicate, educate, and engage with units to respond to their professional and leadership development needs
   a. Position APF as the first point of contact and connector for academic personnel and faculty professional and leadership development information
      i. Develop an effective communication strategy for APF career arc offerings
      ii. Conduct an inventory of academic personnel and faculty professional development resources and events across UW
      iii. Maintain up to date professional development resources, events, and other content on the APF website
      iv. Engage in outreach to communicate APF's centralize space for professional and leadership development information
      v. Create resources and guides on how to create academic personnel and faculty professional development programs at the unit level (department, college, school, campus, etc.)
   b. Help enhance and support existing programs across campus
      i. Cross-promote and aggregate content related to existing programs across campus
      ii. Engage in more deliberate storytelling to showcase localized work and successes
      iii. Leverage various communication channels
      iv. Communicate best practices for running events to reduce the need to re-invent the wheel when there are existing programs that have been successful
   c. Integrate APF resources with existing programs across campus where appropriate
      i. Clarify UWHR and APF's domains with respect to academic personnel and faculty professional and leadership development
   d. Create a communication and outreach plan
      i. Focus communications around "who" and "why"
      ii. Identify the appropriate tools to support purposeful communication
      iii. Target and tailor communications based on career stages, career tracks, units, and type of programming (e.g., career arc programming, search committee programming, leadership development programming)
   e. Strengthen communication data gathering infrastructure (e.g., identifying audiences, maintaining listservs, website, etc.)
      i. Review the current data skills and competencies related to data analytics
      ii. Enhance our data analytics/data interpretation capacities
      iii. Develop a structure to easily and quickly access relevant data to support quick decision-making on academic personnel and faculty policymaking
      iv. Create additional capacity for data reporting, data quality, and consistency of data across systems

GOAL #2
SERVE AS A TRUSTED PARTNER TO THE UW COMMUNITY

- Continue to build and maintain strong collaborative relationships with the UW community

- Enhance the reputation of APF

- Increase awareness and promote understanding of APF services and offerings

- Improve transparency and clarity by ensuring that academic processes, policies, and guidelines are accessible, clear, and understood

IMPERATIVES

1. We must have transparency and accessibility of processes

2. We must have clearly defined metrics and data sources to guide our investments and efforts

3. We must have identified people who can help interpret and navigate processes, policies, guidelines, practices, and cultures

4. We must proactively educate the UW community on the work being done in our office and the services and supports we provide

5. We must provide and promote high quality and visible work to the UW community

6. We must support the infrastructure, retention, and development of APF staff to maintain strong relationships and a culture of support

7. We must establish and leverage existing effective communication channels

8. We must have lead time and planning for all communications efforts

9. We must be able to be honest and transparent in our conversations which enable us to work towards co-creative resolutions

10. We must ensure our processes, policies, and guidelines are simple, accessible, and easily understood

11. We must identify clear and agreed upon interpretative authorities for relevant sources of law to ensure consistency in application across UW

SERVE AS A TRUSTED PARTNER TO THE UW COMMUNITY

STRATEGIES AND TACTICS

1. Streamline administrative processes
   a. Regularly audit processes to identify and reduce unnecessary steps, redundancies, and complexity
   b. Create standardized templates and resources for routine procedures
   c. Develop best practices for streamlining academic personnel and faculty-related processes, ensuring consistency and efficiency across units
2. Regularly review and update academic personnel and faculty policies to ensure clarity and accessibility
3. Create consensus around the appropriate balance between risk aversion and customer service
   a. Foster a culture of trust and empowerment within APF
   b. Support informed decision-making
4. Ensure consistency in the application of processes, policies, and practice suggestions
   a. Create clarity around authority and what should be determined locally (at the unit level) vs. centrally (at the Provost/APF level)
   b. Internally define "guidelines" and "suggestions" and publish the definitions for audiences
      i. Clearly communicate where there is flexibility (what are the guidelines or suggestions vs. what is a rule)
      ii. Provide clarity around the source of decisions (e.g., Faculty Code, University policy, Executive Orders, state and federal law, past precedence, practice, etc.)
   c. Maintain detailed documentation of policy interpretation and precedence
   d. Establish a mechanism for regularly monitoring and updating documentation and include a revision date when updating
   e. Develop an FAQ reference document of commonly asked questions
   f. Ensure APF staff understand changes before they are published externally
   g. Encourage open communication and discussion within APF to leverage expertise within APF, keep AFP staff updated and informed, and ensure clear understanding
5. Leverage technology to optimize the implementation of processes and procedures
   a. Use technology to alleviate the work of administrators and ensure there is clean and consistent academic personnel and faculty-related data
   b. Automate workflow system where possible
   c. Enhance user experience

6. Provide excellent customer service by anticipating needs and effectively communicating information
   a. Identify agreed-upon customer service standards and expectations (communication, timeliness, and other cultural norms of the office
   b. Create service level agreements for response times, communicate expectations, and ensure units are staffed appropriately to meet the expectations
   c. Improve access to academic personnel policies and procedures through an enhanced digital presence and user-friendly communication strategies
7. Rebrand APF by communicating, celebrating, and showcasing important milestones and accomplishments (e.g., the number of promotions, 100,000th ticket, etc.)
   a. Establish a content strategy, including defining a mechanism for gathering stories
   b. Review and evaluate existing communications channels and build new communications channels as needed
8. Ensure a robust APF infrastructure

GOAL #3

ANTICIPATE AND MEET THE DYNAMIC NEEDS OF ACADEMIC PERSONNEL AND FACULTY

· Offer updated services to support the career arc of academic personnel and faculty

· Ensure APF is a thriving and well-resourced unit

· Identify and enhance tools and resources for campus partner engagement

· Identify, reduce, and remove barriers to academic personnel and faculty success

IMPERATIVES

1. We must have the appropriate resources (personnel, financial, technological) within APF to provide support and services to our academic personnel and faculty

2. We must have a supportive, collaborative, and empowering work environment and professional development opportunities within APF

3. We must clearly define and communicate about the career arc of academic personnel and faculty and identify differing needs and desires within each phase of the career arc

4. We must identify the support and services that our leadership, academic personnel, and faculty want and need (on an ongoing basis)

5. We must continuously engage with our stakeholders to ensure we understand their evolving needs

6. We must maintain a forward-looking approach to anticipate future academic workplace trends and prepare accordingly

ANTICIPATE AND MEET THE DYNAMIC NEEDS OF ACADEMIC PERSONNEL AND FACULTY

STRATEGIES AND TACTICS

1. Clarify APF's scope and priorities
2. Develop an approach and mechanism to continuously identify and anticipate the evolving needs of our stakeholders
   a. Anticipate evolving needs and create proactive approaches to identify future academic workforce needs
   b. Ensure APF is represented in different groups, meetings, or other forums to connect across campus
   c. Partner with other institutions to share best practices and information (AAU, Big 10 Alliance, etc.)
   d. Create internal partnerships across UW campuses (e.g., FAAC)
3. Identify and address systemic administrative barriers hindering academic personnel and faculty success, ensuring equitable access to resources and opportunities
4. Align APF resources, professional development activities, and services with the dynamic needs of academic personnel and faculty
5. Evaluate APF programs and services to enable continuous improvement
   a. Identify metrics to evaluate outcomes and impact
   b. Collect quantitative and qualitative feedback
   c. Capture input from sources internal to APF and external to APF
6. Identify, evaluate, and leverage technologies and tools to ensure a positive user experience both inside and outside of APF
7. Secure and allocate resources (staffing, tools, technology) to support the future model and structure
8. Offer ongoing support to APF staff to promote their career development and success
   a. Establish professional development plans to support future services
9. Regularly communicate and socialize changes and updates to APF support, services, and programs to enable awareness, uptake, and resonance
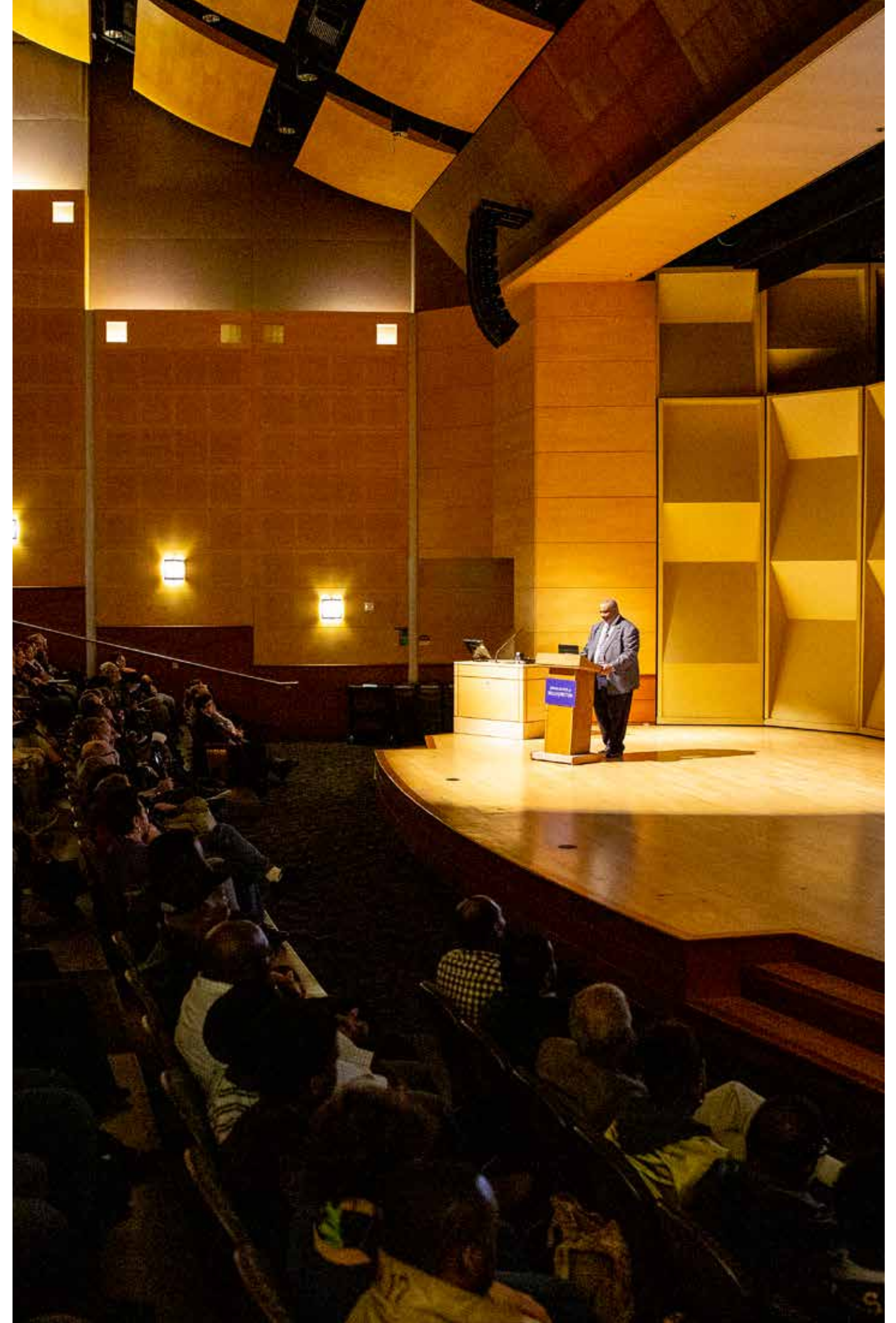
UNIVERSITY *of* WASHINGTON

The University of Washington
Gerberding Hall Ste 240
Seattle, WA 98195

Phone: 206.221.8927
Email: vpap@uw.edu