

HIGHER EDUCATION LEADERSHIP SERIES

The Academic Affairs Success Framework

The Central Office
Workbook

WORKSHEET EXCERPT

Juline E. Mills, PhD.

A Four-Pillar Model for
Institutional Effectiveness in
Higher Education



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Citation Note: The concepts presented throughout this workbook are informed by established research and best practices in higher education leadership, accreditation, and organizational effectiveness. References are provided to acknowledge key works that align with these ideas; however, all narrative text, framework design, and interpretations are original to the author. No direct quotations from cited sources are used unless otherwise indicated.

IV. FACULTY AFFAIRS

Faculty are the foundation of academic life and institutional reputation. This domain highlights hiring, development, promotion, and engagement practices that foster faculty excellence. *Apply this checklist to support faculty success while advancing institutional goals.*

TASK	NOT STARTED	IN PROGRESS	COMPLETED
Recruit and Hire Qualified Faculty. Develop transparent recruitment processes that attract mission-aligned candidates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Faculty Onboarding and Orientation. Provide structured onboarding programs to integrate new faculty into institutional culture, policies, and expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage Tenure, Promotion, and Reappointment Processes. Ensure fairness, consistency, and compliance in all evaluative procedures for continuing and contingent faculty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor Faculty Workload and Contract Compliance. Track teaching, research, and service assignments to ensure equity, adherence to contracts, and workload balance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain Faculty Credentialing and Qualification Records. Verify credentials and ensure alignment with accreditor and disciplinary standards for each course and program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support Faculty Development and Continuous Learning. Offer professional growth opportunities in pedagogy, scholarship, leadership, and community engagement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster Excellence in Teaching, Scholarship, and Service. Recognize and incentivize high performance through awards, grants, and mentorship initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote Faculty Inclusion. Implement equitable hiring, retention, and advancement practices that reflect institutional values and demographics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure Clear Faculty Evaluation and Feedback Systems. Maintain transparent annual review, peer evaluation, and feedback mechanisms that guide improvement and recognition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage Faculty Grievance and Conflict Resolution Processes. Provide accessible and fair procedures for addressing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

workplace disputes, appeals, and academic concerns.			
Plan for Faculty Succession and Leadership Development. Build pipelines for department chairs, program directors, and academic leaders through mentoring and training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain Comprehensive Faculty Data and Reporting Systems. Keep accurate, centralized faculty records for compliance, accreditation, and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DOMAIN PROGRESS SUMMARY ANALYSIS

STATUS	NUMBER OF TASKS	GROWTH PERSPECTIVE
Not Started		Opportunities for growth and development.
In Progress		Momentum is building. Keep advancing.
Completed		Demonstrated strength and institutional capacity.

Interpretation Guide

- If many tasks are **Not Started (5 or more)**. This signals an opportunity to strengthen foundational practices.
- If most are **In Progress (7 or more)**. You are on the path forward. Consistency and follow-through will build results.
- If many are **Completed (8 or more)**. Celebrate these accomplishments. Consider advancing initiatives that deepen, broaden, and enhance institutional success.

Every status point indicates progress, whether in growth, momentum, or strength.

About the Author

Juline E. Mills, PhD is a higher education leader with more than two decades of experience in academic affairs, accreditation, and institutional strategy. She has served as a senior academic administrator guiding infrastructure, accreditation, curriculum, and student success initiatives. Her work has helped colleges and universities strengthen governance, ensure compliance, and build cultures of excellence that support both students and faculty.



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