The Academic Affairs Success Framework

The Central Office Workbook

Juline E. Mills, PhD.

A Four-Pillar Model for Institutional Effectiveness in Higher Education

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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.	☐	☐	☐
Oversee Faculty Onboarding and Orientation. Provide structured onboarding programs to integrate new faculty into institutional culture, policies, and expectations.	☐	☐	☐
Manage Tenure, Promotion, and Reappointment Processes. Ensure fairness, consistency, and compliance in all evaluative procedures for continuing and contingent faculty.	☐	☐	☐
Monitor Faculty Workloadand Contract Compliance. Track teaching, research, and service assignments to ensure equity, adherence to contracts, and workload balance.	☐	☐	☐
Maintain Faculty Credentialing and Qualification Records. Verify credentials and ensure alignment with accreditor and disciplinary standards for each course and program.	☐	☐	☐
Support Faculty Development and Continuous Learning. Offer professional growth opportunities in pedagogy, scholarship, leadership, and community engagement.	☐	☐	☐
Foster Excellence in Teaching, Scholarship, and Service. Recognize and incentivize high performance through awards, grants, and mentorship initiatives.	☐	☐	☐
Promote Faculty Inclusion. Implement equitable hiring, retention, and advancement practices that reflect institutional values and demographics.	☐	☐	☐
Ensure Clear Faculty Evaluation and Feedback Systems. Maintain transparent annual review, peer evaluation, and feedback mechanisms that guide improvement and recognition.	☐	☐	☐
Manage Faculty Grievance and Conflict Resolution Processes. Provide accessible and fair procedures for addressing	☐	☐	☐

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.	☐	☐	☐
Maintain Comprehensive Faculty Data and Reporting Systems. Keep accurate, centralized faculty records for compliance, accreditation, and strategic planning.	☐	☐	☐

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.
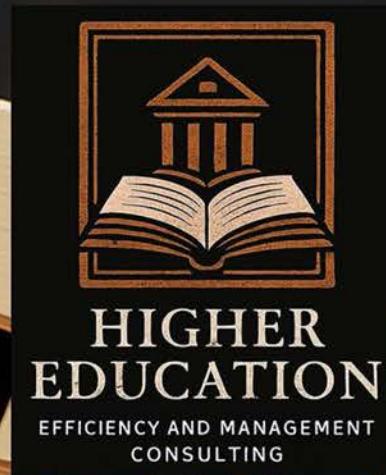
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