

## SWES 6932

### **Special Topics: Research Program Management – Navigating Administrative, Interpersonal and Scientific Challenges in a Faculty Role**

**Instructor:** Dr. Jonathan Judy, Assistant Professor, Soil, Water and Ecosystem Sciences Dept.; Matt Whiles, Professor, Soil, Water and Ecosystem Sciences Dept.

**Office location:** 3169 McCarty Hall A

**Office hours:** Please call or email for an appointment.

**Course Prerequisites:** None

**Credit Hours:** 1 credit

**Delivery Method:** Hybrid (in-person but with Zoom for off-campus enrollees)

**Enrollment Cap:** 30 Graduate Students

**Online meetings/Chat sessions:** Period 4, 10:40 AM on Mondays; room TBD and via Zoom.

#### **Required Texts:**

- *Grit: The Power of Passion and Perseverance*, by Angela Duckworth
- *The New Managers: Mastering the Big 3 Principles of Effective Management--- Leadership, Communication, and Team Building*, by Paul Falcone

#### **Course Overview:**

The course will cover approaches for managing the duties of a principal investigator. Topics will include collaborative platforms, building a program culture, navigating relationships with collaborators, sponsors and administrative staff, dealing with the public, media training, time management and more. This class is meant to provide context for some discussion on some very specific aspects of the day-to-day challenges that faculty face and how we attempt to deal with them.

#### **Course Objectives:**

After finishing this class, you will have gained information regarding how to:

1. Form and execute a plan to deliver a newly-funded project, including the launch and organization of a project via MS Teams
2. Develop a purposeful strategy for development of a respectful and productive program culture
3. Understand professional standards regarding interactions with admin staff, peers, supervisors and collaborators
4. Navigate difficult conversations and interpersonal situations
5. Interact with the public, including both citizens and the media
6. Understand the value of personal character in your work – treating others with kindness, understanding and respect while also having a backbone
7. Manage accounts and project funds – appropriate practices and understanding the different “colors” of research funds including “capacity-related funds”.

**Course Requirements:** Students must have an e-mail account, Internet access, access to a computer that meets the [University of Florida computer standards](#).

**Students Responsibilities:**

Students are expected to study the assigned text prior to lecture coverage in class. Students are expected to actively participate in class chat discussions.

**HW, Class Discussions and Exams:**

This class has 4 required HW assignments (25 points each) and 2 required book reports (50 points each). Final grade will be based on the cumulative score for these assignments.

Grade	Points Required
A	184
A-	178
B+	172
B	162
B-	158
C+	152
C	138

See also UF policies at: <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

**Make-Up Work and Absences:**

A *10% per day* lateness deduction will be assessed for any assignments turned in late. Work more than a week late *will not be accepted*.

Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

**Online Course Evaluation Process**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

**Academic Honesty**

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: *We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.* You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment."*

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <http://www.dso.ufl.edu/SCCR/honorcodes/honorcode.php>.

#### **Software Use:**

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

#### **Services for Students with Disabilities:**

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation

0001 Reid Hall, 352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)

#### **Campus Helping Resources:**

Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

1. *University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575, [www.counseling.ufl.edu/cwc/](http://www.counseling.ufl.edu/cwc/)*
  - Counseling Services
  - Groups and Workshops
  - Outreach and Consultation
  - Self-Help Library
  - Training Programs
  - Community Provider Database
2. U Matter We Care, [www.umatter.ufl.edu/](http://www.umatter.ufl.edu/)
3. *Career Resource Center, First Floor JWRU, 392-1601, [www.crc.ufl.edu/](http://www.crc.ufl.edu/)*

### **Student Complaints:**

Each online distance learning program has a process for, and will make every attempt to resolve, student complaints within its academic and administrative departments at the program level. See <http://distance.ufl.edu/student-complaint-process/> for more details.

### **Tentative Weekly Schedule**

**Week 1 (1/8):** Setting the right tone: Trying to be a good example for the attitude and performance you expect from your team

**NO CLASS 1/15: Martin Luther King Jr. Day**

**Week 2 (1/22):** You and your reputation – Avoiding pitfalls associated with data quality and appearance of bias. Practices related to co-authorship, including publication agreements.

**Week 3 (1/29):** You, your students, your direct supervisor, your institution and your project sponsors – Understanding the self-interests of those in your orbit. **HW 1 on experiences dealing with co-authorship decisions and society guidelines due at the start of class.**

**Week 4 (2/5):** In-class discussion of “Grit”. **Book reports due at start of class.**

**Week 5 (2/12):** So you’ve successfully been awarded a grant – First steps to getting off on the right foot, including awareness of project reporting dates, communication with your team and the use of collaborative platforms

**Week 6 (2/19):** Understanding the nuances of project funding – What funds can be used for what, managing funds appropriately and with allocability. **HW 2 on MS Teams due at the start of class**

**Week 7 (2/26):** Recruiting students and staff and developing the research program culture that works for you

**Week 8 (3/4):** In-class discussion of “The New Managers”. **Book reports due at start of class.**

**NO CLASS 3/11: Spring Break**

**NO CLASS 3/18**

**Week 10 (3/25):** Dealing with the public: Managing citizen requests, media contact and outreach

**Week 11 (4/1)** Resilience: Being strong and maintaining appropriate work-life balance and boundaries. **HW 3 on dealing with various simulated situations dealing with the public and interpersonal conflict due.**

**Week 12 (4/8):** Navigating difficult conversations/situations 1: Managing interpersonal conflict with and within your team

**Week 13 (4/15):** Navigating difficult conversations/situations 2: Managing difficult situations with project sponsors and support staff

**Week 14 (4/22):** Wrap up discussion; **HW 4, “My plan if/when I begin my first faculty position” due.**