

UNDERGRADUATE DIRECTOR ROLE OPTIMIZATION

DEPARTMENT OF RETAILING

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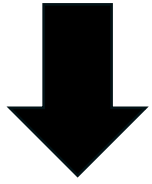
March 2024



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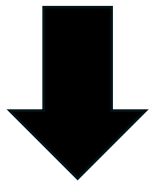
PURPOSE

Role Optimization



RATIONALE

Silo Role



NEEDS

Clarity
Consistency
Efficiency
Effectiveness



OUTCOME

Undergraduate Director Manual



Image:
<https://www.empowerid.com/en/role-management>



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PEOPLE INVOLVED



Project Sponsor(s)

Dr. Jeff Campbell, Department Chair/Department of Retailing

Team Members.

- Karen Edwards, Interim Assoc. Dean HRSM
- Joohyung Park, Ph.D., M.S, former UDRETL

Subject Matter Experts

- Michael Sagas, Dean, HRSM
- Kathy Smiling, Assistant Dean of Student Services, HRSM
- Bill Knapp, Undergraduate Director, HTM
- John Grady, Undergraduate Director, SPTE
- Matt Brown, Department Chair, SPTE/HTM
- Lyndsey Herring, Departmental Administrator, Department of Retailing
- Alexander Bree, Assistant Professor and Undergraduate Program Director, Social Work



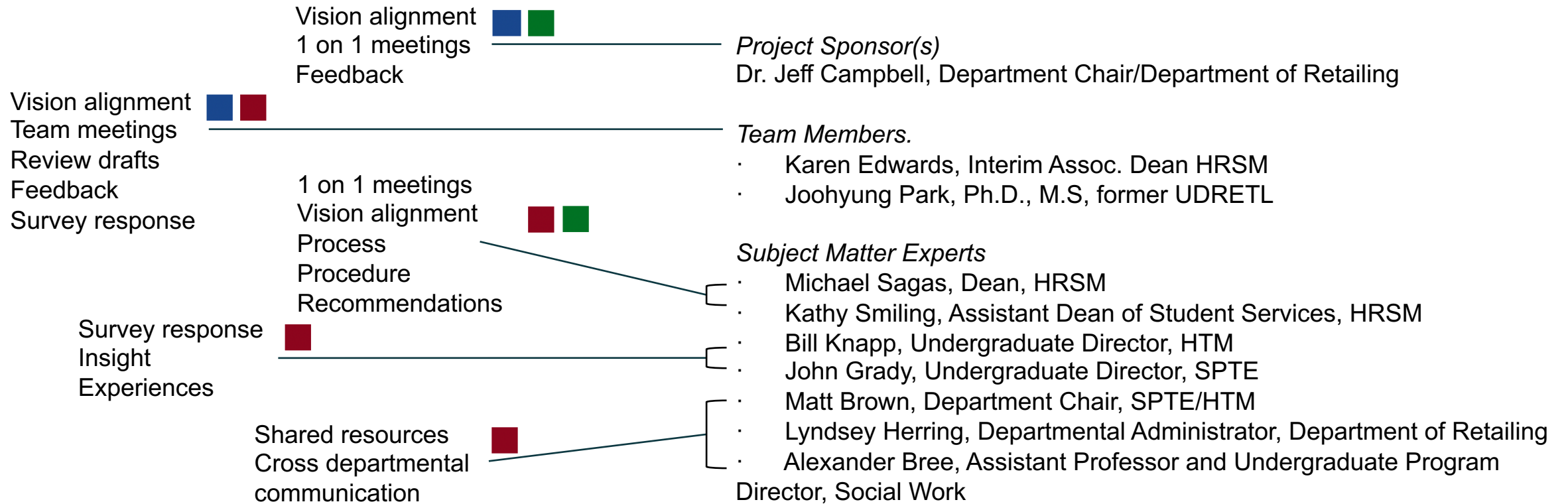
PROJECT PATH

Facilitator 
Mike Watson

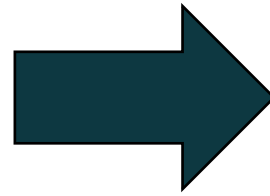
DEFINE THE FOCUS CREATE PROJECT CHARTER

1st phase: **DISCOVERY**
2nd phase: **POSSIBILITY**
3rd phase: **PLANNING**

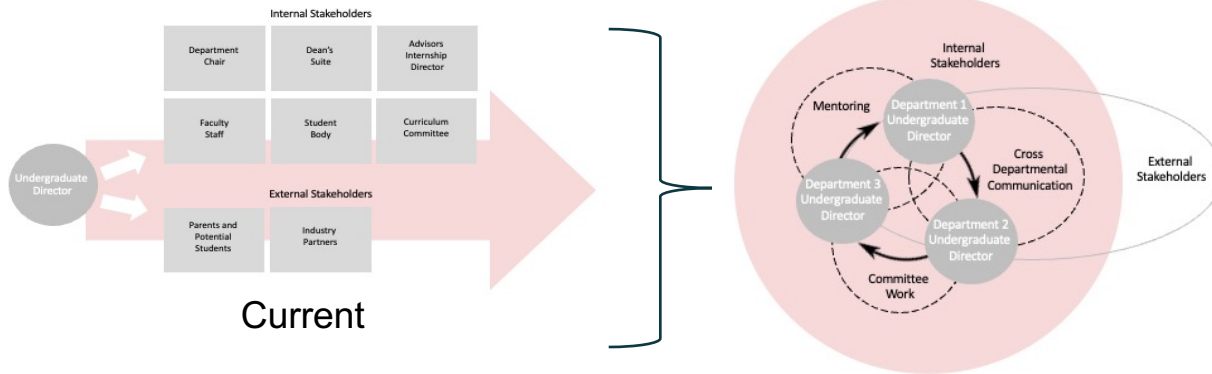
PRESENTATION **IMPLEMENTATION**



KEY IMPROVEMENTS



1. Communication Channels

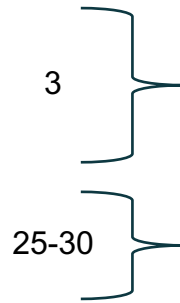


Undergraduate Director Manual

The Undergraduate Director Manual embodies the essential elements and key responsibilities associated with the role of undergraduate director, individually and collectively, the department and the university. It establishes the areas of focus, frequently used procedures, and standards in association with the position. It clarifies the role of undergraduate director allowing for flexibility and adaptability in terms of aligning with stated departmental vision, goals, and objectives.

2. Time Allocation

- Curriculum Oversight, and Curriculum Committee Work
- Student Recruitment, Orientation into and through the Major
- Development and Support of Experiential Learning
- Additional responsibilities within department, with students, outside of department



70-80% of time spent in role, research confirmed the top 3 key responsibilities

20-30% of time spent in role, research identified "other" responsibilities (by stakeholder/audience) that each department can use to customize the role

3. Development and Support

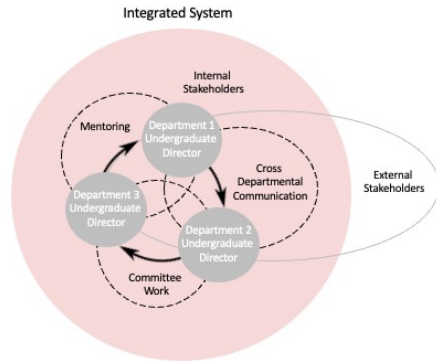
- Dedicated training on FERPA, EAB, DegreeWorks, APPS, curriculum assessment, plus mentoring
- Increased compensation. Position pay has not increased in over a decade.



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RESULTS

1. Communication Channels



2. Time Allocation

Position Startup Time
On average, savings from
3 months to 3 weeks =
75% faster time to task,
more efficient onboarding

3. Development and Support

Integrated System Communication (Transparency)

Positively impacts

- Curriculum Oversight, and Curriculum Committee Work
- Student Recruitment, Orientation into and through the Major
- Development and Support of Experiential Learning

Improves

- Role engagement, efficiency, effectiveness, confidence and builds trust

Supports

- Interdepartmental collaboration, mentorship and removal of silos

On average, 60-70% of employees are not engaged, as per Gallup's 2023 State of the Global Workplace report.

Key Role Responsibilities (Clarity)

Ensures

- Focus on high impact behavior

Allows

- Flexibility to match departmental vision and goals

Role ambiguity was reported by 40% of employees in recent Gallup Workplace Report.

Training, Mentoring (Persistence)

Empowers

- Deeper learning, innovative problem solving

Fosters

- Peer relationships, collaborative culture

A study in Forbes showed that 76% of people think mentors are important, but only 36% of people have one.



NEXT STEPS

1. Build on current director's commitment and perspective

ID ↑	Name	Responses
1	John Grady	It is the best part of my job. I see the difference my initiatives have made in the lives of my students and have helped contribute to their success in their early careers.
2	William Knapp	I want the curriculum to work for the students and being on the Student Advisory Board gives me a more direct link from their concerns to recommendations.
3	Joohyung Park	Over the last few years, I observed RETL students' confidence and pride toward the major substantially improve, largely due to curriculum updates and industry partnerships, which made me even more proud of being part of this department.

2. Share findings with key stakeholders

3. Develop implementation plan, 3-month period

2-3 weeks

- Review and package key findings
- Deliver final recommendations to Dean and Department Chair
- Meet and discuss findings with Dean and Department Chair
- Hand over project for development of implementation plan

OUTCOMES

1. Summary Report
2. Proposal, Undergraduate Director Manual
3. Key Recommendations Sheet
 - Operations and Onboarding
 - Role Development
 - Appointment and Evaluation
 - Compensation
 - Mentoring, Personal Development and Peer Support

WHY IT MATTERS

1. Continuity of service delivery to students
2. More efficient use of key partner time especially during personnel change
3. Enabling director's to be more efficient and effective
4. Empowering personal development and growth
5. Potential impact across departments, colleges, university



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REFLECTIONS



1. What has been your biggest learning (so far) from the project?
 - **People are willing to support.**
2. What's an example or two of how you plan to use these ideas and tools going forward?
 - **Project management.**
 - **Experiential learning.**
3. How has this program changed how you think about improvement?
 - **Hasn't changed but has confirmed. 😊**



GRATEFUL

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