

# HUCK--AD-P008: Huck Institutes Faculty Roles as Directors of Centers, Institutes, Executive, Kitchen Cabinet, & Chairs of Huck Graduate Programs



**PennState**  
Huck Institutes of  
the Life Sciences



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## 1.0 Overview

There are many leadership roles within the Huck Institutes of the Life Sciences that provide faculty an opportunity to lead, influence and guide interdisciplinary research and graduate education. These roles can be immensely rewarding and can help build excellence and novelty in a discipline. These leadership roles are important since it is in the Centers and Graduate programs that much of the exciting work takes place.

The primary roles available for leadership within the Huck Institutes are:

- Center Director
- Institute Director
- Graduate Program Chair
- Huck Executive Board member
- Kitchen Cabinet Member

## 2.0 Eligibility

- 2.1 Tenure-track faculty affiliated with any of the Huck Centers, Institutes or Graduate Programs are eligible to serve in a leadership role.
- 2.2 In most instances, The Huck seeks to appoint leaders who already have tenure and not burden pre-tenure faculty with leadership roles.
- 2.3 Faculty are eligible from any campus or college and do not have to be Huck co-hires to serve in these roles. They should have a track record of interacting productively with Huck activities.

## 3.0 Nomination & Selection Process for Center Directors and Graduate Program Chairs

3.1 Each Center, Graduate Program or Institute should form a steering or program committee that consists of faculty who are active and deeply invested in the program. The term program is used here to represent any group activity within the Huck and used for all Centers, Institutes and Grad programs. The program committee could include all of the faculty involved in the program or a subgroup of the faculty. Alternatively, the program committee can be either elected or selected by the Director but must be representative of the key activities of the program and be representative of all components of diversity. In general, the program committees do not include postdocs and graduate students although representatives of these groups can be included in activities at the discretion of the Director and may have an ex-officio role. In general students and post docs re not expected to have a major role in selecting leaders.

**3.2** Note that since the Huck is not an academic unit, all chairs of Graduate programs are appointed by the Vice Provost and Dean of the Graduate School with the Huck Institutes acting as the administrative unit. The Vice Provost and Dean of the Graduate school is expected to consult with The Director of the Huck Institutes or their designee on Program Chair appointments.

**3.3** A Center Director may also act as an Institute Director. Multiple appointments are permissible, and the Huck Director and the Huck Exec are available for consultation when necessary.

**3.4** Several Centers/Institutes are large with multiple activities and in this instance, there may be a need for one or more Associate Directors. Approval to appointment an Associate Center/Institute Director is at the discretion of the Huck and Center Directors, and the program committee. In some instances, the Associate Center/Institute Directors may rotate into the role of Director after a reasonable period, not usually less than three years but this is flexible. Associate Center/Institute Directors may also act as interim Directors during periods when the Director is absent, on sabbatical or involved with other activities.

**3.5** While the Huck seeks flexibility in the appointment of Directors and Associate Center/Institute Directors, the Huck Director and Huck Exec would prefer not to have co-Directors but a single person responsible.

**3.6** The Director of the Huck Institutes, in consultation with the Huck Exec, is expected to confirm all appointments. The Huck Director can veto an appointment although this will usually only occur after consultation with the chair of the program committee.

**3.7** The Huck Exec suggest the process of appointing a new Institute or Center Director would follow the following lines:

**3.7.1** The current Director should initiate discussions with the Program Committee resulting in the solicitation of nominations. When necessary the Huck Director and Exec can appoint the chair of the group.

**3.7.2** The Program Committee will review nominations and discuss position responsibilities with candidates. The list of candidates can be discussed informally with the Huck Director.

**3.7.3** Candidates should discuss their roles with their Head of Department, Dean or other supervisors.

**3.7.4** The ideal situation is when the preferred candidate is identified by the program committee in consultation with all potential candidates. In instances where there is disagreement, suitable candidates could be asked to present their vision and goals for the Center/Institute to a meeting of the program committee. If necessary, this could be a public presentation.

**3.7.5** In most instances, The Huck Executive feels that a public debate between candidates is not always beneficial to harmony within the Center and does not always lead to the appointment of the best person.

## **4.0 Appointment of Huck Executive Members**

**4.1** Huck Executive members are appointed by the Huck Director in consultation with The Huck Executive and The Huck Kitchen Cabinet

**4.2** In general, the Huck Executive consists of Associate Directors and Director of Administration although this can include Assistant Directors at the discretion of the Huck Director.

**4.3** The Huck Executive acts as an advisory committee to the Huck Director for all matters coming related to Huck operations.

**4.4** Any faculty or staff in the field of Life sciences can nominate potential members to the Huck Executive and the number and role of these appointments are determined by the Huck Director.

## **5.0 Appointment of Huck Kitchen Cabinet**

**5.1** The Huck Kitchen Cabinet acts as a faculty advisory group to the Huck Institutes Director and Executive

**5.2** The committee should be predominantly senior faculty with expertise in life sciences and will tend not to include faculty with an administrative role. It can include center Directors, program Chairs or Institute directors.

**5.3** The members are appointed for a three-year term with renewal as an option.

**5.4** The Huck Director makes all appointments and seeks nominations from The Kitchen cabinet and others.

**5.5** The Kitchen cabinet should be representative of the breadth of activities within the Huck and does not need equal representation from different colleges but should reflect intellectual diversity and leadership across life science research at Penn State.

## **6.0 Guidelines**

**6.1** Academic roles shall be reviewed at regular intervals consistent with *Policy AC14 Academic Administrative Evaluation*. The typical period between reviews shall be five years with some flexibility afforded depending on circumstances. In general, the Huck director and Executive will review all appointments annually and this can be informal. Any issues arising from review of appointees will be followed by discussions with the appointee and members of the program committee.

**6.2** An exit interview will be conducted when an appointment is vacated, e.g., by resignation or retirement, or when significant changes are proposed.

## 7.0 Duties & Expectations

### 7.1 Graduate Program Chair

The chair is the academic leader and administrative head of the graduate program. Chairs should appoint a steering committee representing the breadth of the program. This committee should meet at least twice annually to review program performance and advise the Chair. The Chair may also appoint admissions and curriculum committees and other committees as deemed necessary. Chairs should seek to engage program faculty to develop an innovative graduate training program. Chairs should work with other Chairs and the Associate Director for Graduate Education to develop and promulgate best practices. Chairs should ensure compliance with all relevant Graduate School policies and procedures. Program Chairs are appointed for a term of 5 years with possibility for reappointment. In some cases, Associate Chairs may be appointed following consultation with the Huck Director and Associate Director for Graduate Education.

Graduate Program Chairs advise program faculty and students on:

- Policies that govern graduate education as outlined in the Graduate Student Handbook
- Student recruitment, records and student progress and advising
- Funding and tuition remission policies
- Options and processes for student educational leaves
- Student disqualification procedures
- Campus resources and student services
- Mentoring guidelines and best practices
- Course curriculum and degree requirements

### 7.2 Center Directors

Center Directors are expected to provide leadership in all Center activities including:

- Scheduling and leading Center meetings at regular intervals
- Development of Seminars, Journal Clubs, Workshops and other activities that strengthen and support Center goals
- Identification of instrumentation needs and future faculty appointments
- Interviewing and discussion with potential faculty appointments
- Coordinated and facilitate Graduate students into Center activities
- Promote translational science and entrepreneurial activities by Center faculty

### 7.3 Institute Director

Institute Directors are expected to be experienced and visionary leaders in broad and cross-cutting life science disciplines. Activities can include:

- Facilitating and integrating innovative interdisciplinary research between the Centers and among faculty.
- Lead development of retreats addressing transformational issues that cut across the centers and seek to broadly build excellence in life science research.
- Ensure that needs for instrumentation and new faculty hires supporting Institute missions are conveyed to the Huck director, other Institute directors, Deans and Heads of Department.
- Work with Huck Director to maximize use of space and facilities to build collaborative environments supporting excellence in research and graduate training.

7.3.3 The Institute Directors meet with Center Directors regularly.

## 8.0 Resources

8.1 It is incumbent upon all in leadership roles within the Huck Institutes to utilize resources that are available as judiciously and efficiently as possible, and according to Huck policies that regulate expenditure of Huck funds.

8.2 Graduate Program Chairs are provided with funds from the Huck Institutes and the Graduate School to support graduate education by providing opportunities to foster networking, professional development and collaboration with faculty and graduate students and facilitate disciplinary and scholarly engagement. Specific guidelines and restrictions apply.

## 9.0 Our Commitment to Each Other

9.1 Strive for excellence in all activities.

9.2 Promote and model respect, inclusion and diversity in their broadest definitions.

9.3 Stay informed about and follow Huck and PSU policies regulating expenditure of funds or human resources policies. Inquire with Huck staff when questions arise.

9.4 Conduct activities in a fair and transparent manner.

9.5 Create a safe, supportive and enjoyable work environment.

9.6 Respectfully challenge any policy or activity that hinders any of the above commitments.

Visit the Huck Institutes of the Life Sciences on the web at <http://www.huck.psu.edu>.

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