Unit Personnel Documents: Recommended Changes

The Ad Hoc Personnel Policies Committee which throughout spring and summer 2008 made a number of recommendations to the Provost, some of which may require units to make some changes to their procedures, while others actually may require both changes to practice and changes to unit personnel documents. None of the recommendations made by this committee will require changes to The Redbook.

Units may need to revise both unit and departmental personnel documents to implement these recommendations from the Committee:

**Part-time Faculty:**

- Per Redbook 4.1.2., all units that have not yet done so should define criteria for the appointment of part-time faculty in the unit personnel document.

- Likewise, criteria for promotion of part-time faculty should be specified in unit documents. (See recommendations from Faculty Senate regarding part-time titles and promotion).

- Unit documents should specify that part-time faculty may be elected to the Faculty Senate and should specify the extent to which part-time faculty may serve on unit committees. Part-time faculty should not be given committee assignments without remuneration, and all such service should be recognized and accounted for in the individual contract (Redbook 4.1.2).

**Full-time Faculty:**

Recommendations Regarding Teaching:

- Personnel policies should encourage, reward, and support interdisciplinary teaching and program development within and across units. Unit documents should provide explicit criteria for how such work (including the mentoring of students in interdisciplinary programs) will be documented, evaluated and rewarded.

- Personnel documents should specify how work that is essential to Ideas to Action, the component of the university accreditation process required by SACS, will be encouraged, evaluated, and rewarded. Unit documents should provide explicit criteria for how such work will be documented and evaluated.

- Personnel documents should specify multiple criteria to be used to evaluate teaching. Student evaluations should not be the sole criterion for evaluation of teaching. As appropriate, units should also use peer evaluations, teaching-related grants, pedagogical papers, syllabi, analyses of student performance assessments, licensing exam outcomes, board scores, and nationally-normed
progress assessments, peer reviews, and teaching portfolios. Additional criteria used to evaluate teaching efforts may include curriculum development, participation in teaching circles and mentoring students, part-time faculty, and junior faculty.

• Whatever methods are used to evaluate teaching, assessment should take into account desired learning outcomes.

Recommendations Regarding Research and Creative Activity:

• Personnel policies should encourage, reward, and support interdisciplinary research and collaboration between faculty both within and across units. Unit documents should provide explicit criteria for how collaborative, team-based, and interdisciplinary research and scholarship will be documented, evaluated and rewarded in merit and promotion reviews.

• Personnel documents should specify how entrepreneurial activities factor into the Annual Work Plan and how such activities and the products of those activities may factor into merit and promotion reviews. Unit documents should specify explicit criteria for documenting, evaluating and rewarding such work.

• While the primary source of evidence demonstrating peer acceptance of research, scholarship, and creative activity may continue to be peer-reviewed journal or book-length publications, the committee recommends an expansion of what counts as scholarly activity. Unit personnel documents should specify additional types of activity and the products of those activities that are acceptable or encouraged: grants, licenses, patents, demonstrations of replicable models, technological or intellectual innovations with practical applications, textbooks, curricular models, scholarship that impacts the public, on-line publications, and so on. Unit documents should specify criteria for documenting, evaluating, and rewarding such work.

• Principal investigators on multiple-principal-investigator grants should be rewarded commensurately to those on single-principal-investigator grants.

Recommendations Regarding Service:

• Personnel documents should require and specify a minimum threshold of service to the university for all faculty members; service to the unit and department (e.g., participation in faculty meetings, shared governance, colloquia, recruitment activities, commencement) should be expected of all faculty members, and should be considered at merit review and promotion.

• Personnel documents should provide explicit criteria for how service contributions will be documented, evaluated and rewarded. Service should be evaluated on the basis of quantity and quality, as defined by units, and the impact of such service should be documented and evaluated.
• Personnel documents should specify how work that is essential to the university's strategic goals (e.g. Ideas to Action, Signature Partnerships) or to the unit's strategic goals will be encouraged, evaluated, and rewarded. Unit documents should provide explicit criteria for how such work will be documented and evaluated.

The Ad Hoc Committee also issued some recommendations and reminders of items already in Redbook that do not necessarily require changes to personnel documents, but might require some changes in unit personnel practices or in unit/university culture.

• Annual Work Plans must articulate teaching, research, and service assignments and should state the intended outcomes of the work effort.

• Annual merit evaluations should be weighed according to the percent work effort in each area of the work assignment. A faculty member who demonstrates optimal performance on the work assignment should be eligible for the maximum salary increase specified by the unit's merit policies. In other words, if a faculty member's work assignment is heavily weighted toward teaching or service and they demonstrate optimal performance in those areas, they should be eligible for the maximum salary increase.

• It is the responsibility of the faculty member to provide evidence of the quality and impact of his or her teaching, research and creative activity, and service.

• Units should be reminded that The Redbook does not require superiority in research for faculty to be promoted from Associate Professor to Professor.

• Faculty should be made aware of their responsibilities regarding shared governance, and should be encouraged to participate. At the same time, the colleges and schools should re-evaluate their committee structures, adding, changing, or dissolving committees to make sure that they are serving present governance needs effectively.

• Units should review their mechanisms for evaluating service to the university, community, and profession. Because service contributions and impact are often difficult to measure, units should encourage faculty to describe and document their contributions in service for merit and promotion considerations.
In November 2006, the Faculty Senate made several recommendations concerning Part-time Faculty; we ask units to explore the possibilities of implementing these recommendations.

1. The University’s Peoplesoft system contains three uniform, university-wide titles for part-time faculty: Lecturer I, Lecturer II, Lecturer III.

2. The Faculty Senate recommends that units develop performance criteria (according to 4.1.2 in The Redbook) and a process that will allow part-time faculty to change status from Lecturer I (i.e., to be promoted to Lecturer II or Lecturer III). The criteria should include the following:
   a. The positions of Lecturer I, II, and III should be differentiated based on factors such as education, experience, and other performance criteria as determined by the unit.
   b. The positions of Lecturer I, II, and III should be differentiated based on remuneration.
   c. The system should apply to current part-time faculty who would be assigned an appropriate status (Lecturer I, II, and III) based on unit criteria.
   d. Part-time faculty should be included in the development of these performance criteria and the process for changing status from the position of Lecturer I.

3. Units should rehire a Lecturer at the same status he or she held in the most recent contract if it has been determined that the Lecturer has satisfactorily met the performance criteria for that status.

4. Units may develop internal titles in addition to the university-wide Peoplesoft titles of Lecturer I, Lecturer II, Lecturer III. For instance, some units may use titles such as Lecturer, Advanced Lecturer, and Senior Lecturer internally.

5. Units should provide electronic or other form of notice of part-time teaching opportunities to part-time faculty, and make the hiring process as open as possible.
Revisions to Chapter 4 of *The Redbook*

Revisions to Chapter 4 of *The Redbook* which were approved February 21, 2007 by the Board of Trustees, require changes to unit documents.

1. Section 4.1.2 establishes a separate section for part-time appointments and now requires units to define in their documents the criteria for appointment and promotion of part-time faculty.
2. Section 4.2.1 now requires that part-time faculty (in addition to term, probationary and tenured faculty) be reviewed in writing annually. Further, copies of these annual evaluations must be maintained in the office of the Dean of each unit.
3. Section 4.2.2 F (Criteria for Tenure) no longer lists “collaboration with colleagues and students” or “adherence to professional standards” as criteria for tenure.
4. Section 4.2.2.H.5 removes the requirement that tenure reviews include evaluation by the EVP for Health Affairs OR review by the Dean of the School of Interdisciplinary Studies (formerly the Graduate School).
5. Section 4.2.3.A (Criteria for Promotion in Rank) no longer lists “collaboration with colleagues and students” or “adherence to professional standards” as criteria for promotion in rank.
6. Section 4.6.2 (Unit Documents) requires that all unit personnel documents include a) the types of personnel appointments in that unit (full-time temporary; term; probationary; tenure; part-time; emeritus); b) the criteria for initial appointments; and c) the extent of franchise in unit governance and personnel matters for part-time faculty if the unit includes part-time faculty.

If they have not yet done so, units must make these changes to their personnel documents and forward them to the Associate Provost for Faculty Personnel, who will make sure that they are reviewed by the Faculty Senate’s Redbook Committee before going before the Board of Trustees.