

TO: Faculty Roles, Responsibilities, and Rewards Task Force

FROM: Denise A. Battles, Provost and Vice Chancellor for Academic Affairs

DATE: September 23, 2013

SUBJECT: Faculty Roles, Responsibilities, and Rewards Initiative

UNCW has undergone tremendous change in recent years. The period since 2000 has seen substantial growth in student enrollment; expansion in the number and modality of our academic offerings including the implementation of our first two research doctoral degree programs; growth in our participation in research, scholarly, and creative activity and extramurally-funded work; and increased engagement with the greater Wilmington community. While the nature of faculty work is more complex than it was even a decade ago, our system of defining faculty roles is largely unchanged. As well, the manner in which faculty roles articulate with our systems of evaluation and rewards has been relatively static. My discussions with the Faculty Senate's *ad hoc* Committee on Retention, Tenure and Promotion as well as other stakeholders in the faculty roles, evaluation, and rewards processes have made clear the desirability of reviewing those processes and clarifying and better aligning them. Such modifications offer significant potential for supporting the professional achievement and satisfaction of our faculty.

Providing additional rationale for and urgency in revisiting our processes is the fact that the UNC system's faculty workload policies (Monitoring Faculty Teaching Workloads, UNC Policy Manual 400.3.4) have recently changed, and institutions are charged with ensuring their compliance with the new workload policies and procedures. System institutions have been provided with a deadline of September 30, 2014 for the submission to the UNC General Administration of proposed faculty workload policies that are responsive to the revised policies. A preliminary examination of our current policies and procedures indicates that modifications will be necessary to reach compliance.

The UNCW Faculty Roles, Responsibilities and Rewards Task Force is being established as an advisory committee to the Provost. The Task Force will study and recommend changes to enhance our systems of faculty roles, responsibilities, and rewards and to ensure our compliance with UNC Policy 400.3.4 as well as other relevant system-level policies and procedures. I appreciate your willingness to participate on the task force and provide here the elements of the charge. It should be noted that, while the system's policy emphasizes teaching workload and rewards, the intention of this initiative is to consider all dimensions of faculty work and productivity, inclusive of teaching, research, scholarly, and creative activity, service, and administrative duties and the way that those areas of performance are assigned, evaluated, and rewarded.

The Faculty Roles, Responsibilities, and Rewards Task Force is asked to address the following charge elements:

- 1) **By October 31, 2013**, provide your analysis of the institution's level of compliance with UNC Policy 400.3.4 and a summary of actions required to reach full compliance.
- 2) **By December 13, 2013:**
 - a. Generate a summary of current campus policies, procedures, and practices used to establish faculty roles. That summary should address the following questions:
 - i. What is the current distribution of faculty effort among the areas of teaching; research, scholarly, and creative activities; service; and administrative duties?
 - ii. How does that distribution correspond with other standards for faculty workload, including those imposed by our system?

- iii. What are the processes by which faculty effort assignments are established (how, when, and by whom)?
 - b. Identify any internally-controlled disconnections and deficiencies among our institutional systems of faculty roles (effort assignment), evaluation, and rewards.
- 3) Based on the above information, recommend **by March 21, 2014** a model for faculty effort assignment that will comply with UNC Policy 400.3.4, address any disconnections and deficiencies identified in #2, align with institutional evaluation and reward structures, and foster faculty achievement. Such a model should be consistent with and reflect our institutional mission, priorities and productivity needs, as well as the emerging UNCW and extant UNC strategic plans.

As you conduct this work, it is important that you work within the following parameters:

- Expectations for workload reporting by the UNC General Administration. Any workload model implemented at UNCW will need to accommodate GA's reporting expectations and support UNCW's own documentation needs
- The university's challenged fiscal environment. Our present and anticipated budget picture make it essential that the recommended model for faculty roles, responsibilities, and rewards be cost neutral or generate savings.

I also ask that you consider the following items that are relevant to your charge:

- The opportunity to formalize a system of differentiated (individualized) faculty roles.
- Whether there is a need to clarify our definitions that relate to faculty effort.
- The challenge imposed by the institution's practice of defining a full workload as the equivalent of 12 credit hours per semester but only formally accounting for the teaching load of those whose contributions to research, creative activities and/or service do not rise to the level of "significant" engagement (UNCW Faculty Workload Policy).
- The UNC System's decision on the manner in which institutions are to calculate part-time faculty work hours (Suzanne Ortega and William Fleming memo of June 24, 2013 on "Calculating Adjunct Work Hours"). While that communication specifies that a direct comparison of the relationship of clock hours and FTE for adjunct and permanent faculty is not valid, the 13.33 per-semester credit hour equivalency for the full-time appointment of part-time employee is distinct from that normally utilized by UNCW for full-time faculty (12 credit hour equivalents), and that discrepancy may bear on your work.

Finally, I ask that you structure your work such that key stakeholders are kept informed and have substantive opportunities for input and feedback. For example, to guide your development of a recommended model, I encourage you to consider informational meetings with key constituencies, including the Faculty Senate's *ad hoc* Committee on RTP; data collection via surveys and/or focus groups; development and maintenance of a Faculty Roles, Responsibilities, and Rewards website; and feedback opportunities via open forums and/or email.

Thank you once again for your participation on this important group. I look forward to the task force's contributions.

Attachments: UNC Policy 400.3.4
Ortega memo of June 24, 2013 on "Faculty Teaching Workload Policies"
Ortega and Fleming memo of June 24, 2013 on "Calculating Adjunct Work Hours"

C (w/out attachments): Chancellor Gary L. Miller
Academic Deans, Directors and Department Chairs
Faculty Senate President Gabriel Lugo