

2002

## Faculty Roles and Rewards Task Force Discussions

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# Faculty Roles and Rewards Discussions

4/25/2002: Dr. Vaughn Vandegrift (Provost) congratulated the newly elected Senate leaders and added that he looks forward to working with them. He also congratulated Mike Mills on his election to the Strategic Planning Council. He plans to appoint two other members to the council soon. Dr. Vandegrift announced the date and time of a reception to honor Lane Van Tassel and his contributions as Dean of the Graduate School. He also announced that the Task Force for Faculty Roles and Rewards should be appointed within the next week. Finally, he announced that Dr. Robert Haney has been designated Associate Provost and he thanked Bob for the profound role he plays in Academic Affairs.

9/27/2002: He then introduced Dr. Denise Battles, chair of the task force on faculty roles and rewards. Dr. Battles noted the task force has met twice and is meeting on a twice monthly basis. They are reviewing current documents that govern workload and will be developing a survey to identify and characterize faculty roles as they currently exist. Provost Vandegrift noted that last year, when the promotion and tenure criteria were approved by the Senate, referenced in that document were two works regarding faculty roles and rewards: Scholarship Reconsidered by Ernest Boyer, and Scholarship Assessed by Glassick. Each of the persons on the task force has been given those two monographs to read, and each Dean; additional copies of those monographs will be put on reserve in the library.

10/24/2002: The SEC also decided that the Task Force on Faculty Roles and Rewards, which will be giving regular reports to the Faculty Senate, should not be a separate agenda item but be in the Provost's report since he initiated the task force.

President Grube introduced an update on the Task Force on Faculty Roles and Rewards, reported by Cone (CHHS, not "Cheese"): The Task Force is meeting bimonthly to take a look at the current structure used to determine faculty workloads. A website is being set up for faculty input and the Task Force will have the first thirty minutes of the Provost's open forum on November 12<sup>th</sup> at 2:00. Task Force members are also coming to the faculty at college or departmental meetings. A survey is being prepared to send out to the faculty in the spring to help come up with a model or recommendation to give to the Provost.

11/25/2002: There was also a presentation by Denise Battles about the Faculty Roles and Rewards Task Force, and some questions were brought up and there was discussion. Provost Vandegrift asked Diana Cone (CHHS) to make a report about the Roles and Rewards Task Force. Cone noted that the Task Force has met twice since the last Senate meeting and are finalizing a compilation of workload policies; they hope to have it available on their web site prior to the Christmas holidays. (<http://www2.gasou.edu/acadaff/frr/>) In addition, they have drafted surveys for the Deans and Department Chairs to complete and are getting ready to pilot test those instruments in early December. They remind all faculty to review the web site and send suggestions, comments, and any questions for the committee.

3/5/2010: updated link:<http://academics.georgiasouthern.edu/provost/frr/>

4/24/2003: Provost Vandegrift introduced Diana Cone (CHHS) to speak re: the Faculty Roles and Rewards Task Force. They had developed four different instruments to gather data from the faculty, the chairs, and the deans. They will have the information over the summer, so that by fall they hope to have a report to make.

9/16/2003: Provost Vandegrift deferred to Faculty Senate Representative to the Faculty Roles and Rewards Committee, Deborah Thomas. She noted changes in the composition of the committee: Kyle Hancock for Jane Hudak in CLASS; Mary Hazeldine for Ralph Byington in COBA; Cheryl Aasheim joining from CIT, and she is taking over for Diana Cone as a Senate Rep. One of their charges was to characterize faculty roles and identify any disconnection, which led to administration of several data collection instruments. This included a faculty effort allocation form on which chairs and directors indicated the effort distributions (teaching, service, etc.) of their faculty members. Data analysis is ongoing, and a draft report will likely be available mid-Fall. Development of a model for faculty effort assignments is also part of their charge and they expect to make their recommendations by the end of this academic year. Opportunities for faculty discussion and participation will be available.

10/16/2003: Provost Vandegrift deferred time to Mary Hazeldine (COBA), who gave an update on the Roles and Rewards Task Force. Data collection and analysis is complete and a draft report prepared, which will be finalized at their next meeting. The campus community can expect to receive that in early November via their web site. Opportunities for discussion of the draft will be provided prior to its finalization, and those discussions will be the basis for completion of their charge, which is recommendation of a model for faculty effort assignment.

The Provost expressed his appreciation to the committee for its work, and moved on to note that the final forum on budget reductions had been held, and the ideas provided will be summarized and made available by next week.

Additional suggestions from the campus committee can be e-mailed to him or any other vice president. He noted that the suggestions made it clear that a lot of thought had been given to the budget reductions, and he was grateful for the input.

**11/17/2003:** Provost Vandegrift deferred to Mary Hazeldine (COBA) for an update on the Roles and Rewards Task Force. She reported that the task force recently made available on their web site a draft report that summarizes the results of data collection efforts, and encouraged all faculty to review the material and provide feedback. She noted two upcoming forums at which the draft document will be discussed: Wednesday, November 19, from 1:00 to 3:00 p.m. in the CIT auditorium, which is the Provost's open forum at which the task force will have a discussion, and November 20th from 3:00 to 5:00 p.m. in COBA, Room 1124 to discuss the draft document. The web site includes an electronic feedback form. The draft document will facilitate a campus-wide discussion regarding Faculty Roles and Rewards, which will assist in studying and recommending a model or models for faculty effort assignment.

Provost Vandegrift noted that the report that is on the web contains self-reported data, and that the temporary faculty self-report that they do not work as many hours a week as the tenured and tenure-track faculty, adding that he provided that information with the hope that it will provoke everyone to read the report.

**2/9/2004:** Mary Hazeldine (COBA) reported that the Task Force on Faculty Roles and Rewards finalized the report on their data collection efforts and it is now on their web site. The Task Force is currently focused on studying and recommending one or more models for faculty effort assignment, and anticipates having those available for comment in March. All faculty are encouraged to participate in those discussions.

4/22/2004: Annette Laing (CLASS) wondered when the Task Force on Faculty Roles and Rewards would be presenting their findings. Deborah Thomas (Senate Representative on the Faculty Roles and Rewards Task Force) provided that the report would be coming out next week.

Provost Vandegrift deferred to Deborah Thomas (Senate Representative on the Faculty Roles and Rewards Task Force) who added that the Task Force on Faculty Roles and Rewards has completed its charge, which had three components: (1) compiling a summary of current faculty roles through conducting a faculty assignment survey; (2) identifying any disconnections between current faculty activities and those activities that faculties desire; and (3) studying and recommending a model for faculty effort assignment that will address any disconnections identified in the second part of the charge. With regard to the model for effort assignment, the parameters they were working with included:

- Maintenance of the institutional student credit hour production,
- Cost-neutrality,
- Adherence to institutional work load standards,
- Maintenance of the expectation for faculty activity in teaching, scholarship, and service,
- Accommodation of disciplinary differences and accreditation requirements, and acknowledgment of the distinct role of temporary faculty members,
- Appropriate fit of the model within our current reward structure, and
- Development of guided principles for this model to reflect equity, flexibility, responsiveness to the work load needs of the academic unit, decentralization, linkage of work load assignment and evaluation processes. accountability tied to productivity outcomes and activities, and consistency with Georgia Southern's mission, priorities, and Strategic Plan. The model will be available within a week, and the Task Force looks forward to lively and robust conversation about the model. Provost Vandegrift acknowledged the work Task Force and encouraged all faculty to read the report and recommendations.

2/29/2005: Mike Nielsen (CLASS) asked how faculty activities related to the QEP would be monitored and evaluated. Bleicken replied this issue would be folded into the development of the Faculty Roles and Rewards model being developed.

10/25/2005: Provost and Vice President for Academic Affairs Linda Bleicken then provided an update on the activities of the Academic Affairs division. Issues she discussed include: academic program review, faculty roles and rewards, professional development opportunities, and research funding.

11/27/2007: Jean-Paul Carton (CLASS) reported that the committee found that not all colleges and not even all departments within the same college seem to view service uniformly. In some situations there are possible discrepancies and inconsistencies, but overall we do feel that the faculty service policies and procedures outlined in the Faculty Roles and Rewards document are adequate. The committee recommends that Drs. Grube and Bleicken must positively convey to the Deans, Directors, and Department Chairs (and all the way down) that service is valued and that all individuals and committees involved in

personnel actions (contract-renewal, annual evaluation, pre-tenure review, promotion review, tenure review, post-tenure review) need to be reminded annually to follow established policy. Furthermore, shared governance requires all parties to be involved. Deans, Directors, Department Chairs, and faculty need to continue to be educated on the philosophy embodied in the Roles and Rewards recommendations. The committee found that what discrepancies and questionable practices they uncovered were most often a result of the policies in place not being followed or, in some instances, not even known.

Marc Cyr (CLASS) Senate Moderator called for discussion and comments, reminding senators that there was no motion on the floor.

Clara Krug (CLASS) asked whether new faculty have copies of the Roles and Rewards report. How would they even know? Senators Marc Cyr (CLASS) and Jean-Paul Carton (CLASS) assured her that it is online and that the recommendation of the committee was that all faculty and administrators were to be apprised of the report's availability.

Michael Moore (COE) pointed out the importance of encouraging "culture of service" in addition to the formal guidelines, and noted that service isn't as highly valued as it should be.

Marc Cyr (CLASS) Senate Moderator commented that even in the examples offered in the Faculty Roles and Rewards document service is shortchanged. After further discussion, Dr. Cyr thanked Dr. Carton for the report.