Faculty Senate Workload/review committee Report/Recommendations

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The mission of WSU is to be an essential educational, cultural, and economic driver for Kansas and the greater public good. Vision: Wichita State University is internationally recognized as the model for applied learning and translational research.

Committee Charge: to assess Faculty review (workload) structures/policies in relationship to our Mission/Vision.

- Policies that support all faculty
- Seek equity in faculty policies
- Expectation there will be different paths to meet the Mission of the University within Colleges/Departments
- Seek ways to incentivize faculty when meeting the mission of the University
- To move the University forward to meet current and future needs of students, faculty, and community
- Respond to KBOR charge related to faculty development. *The faculty play an important role in the student experience as well as our institutions' successes. Developing their talents both in the classroom and in conducting research is important for the universities and the State. In light of the rapidly changing higher education environment and recognizing the uniqueness of institutional mission, the Board will direct state universities to review their* reward structures to ensure they support faculty members' professional success throughout their career

Committee Report: 5.2019

Current WSU reward structures that ensure and support faculty members' professional success throughout their career, as well as proposed recommendations and next steps:

1. Promotion (incentive) process for non-tenure track teaching faculty (12/2017)
    a. Support the recommendations from faculty committee that brought this policy forward, to provide multi-year Contracts to non-tenure track teaching faculty (i.e. 2 yrs. if promoted to associate; 3 yrs. if promoted to Professor/Senior. Consistent with Regent policy Kansas Board of Regents Policy Manual, Chapter II, Section C
    b. Next Steps work with WSU Leadership on possible implementation
2. Professor Incentive Review (PIR) available every six years for tenured and non-tenure track teaching faculty
3. Unified Faculty Scholarship Model (UniSCOPE) (expanded "incentive" definition of Scholarship) adapted by Faculty Senate (5/2016). Faculty Tenure and Promotion policies being modified at each College to incorporate the UniSCOPE model. As a new incentive – not currently embedded in WSU culture or University Policy

a. Recommendation: Modify WSU Tenure and Promotion Policy to include UniSCOPE model language as suggested by Senate Taskforce on Faculty Workload/Review (Appendix A)

b. Next Steps:

i. Provide town hall meetings to share with faculty draft T & P language changes and seek feedback. This to be followed by recommendations to the Faculty Senate and then vote by Faculty

ii. UniSCOPE not clearly incorporated in University Faculty policy or culture – provide workshops/training sessions to faculty and T & P committees at department, college and University level on the UniSCOPE model

iii. Assess the need to modify the Faculty Annual Review (FAR) form to better incorporate UniSCOPE model

4. Current Policy on Teaching Workload: WSU Policy for Standard Teaching Loads (The standard teaching load normally shall be the equivalent of a 12-hour maximum, with no more than three different preparations) (4.12) https://www.wichita.edu/about/policy/ch_04/ch4_12.php Actual implementation of this policy varies by department and college. Some department/colleges decrease teaching loads to accommodate for their area and faculty needs. For example – faculty with funded research or graduate teaching assignments, may have decreased teaching loads.

a. Recommendations

i. To foster a culture of research and increase credit hour production and meet teaching needs – WSU policy needs to provide flexibility in Workload assignments

ii. Policy language should recognize faculty work in three areas: student-centered work (e.g., teaching), disciplinary/professional-centered work (e.g., research), and community-centered work (e.g., service). And workload refers to "total professional effort, which includes the time (and energy) devoted to class preparation, grading, student work, curriculum and program deliberations, scholarship…, participation in governance activities, and a wide range of community services..." https://www.aaup.org/issues/faculty-work-workload/what-do-faculty-do

iii. Modify WSU Tenure and Promotion Policy to include UniSCOPE model language/

iv. Allow for increased flexibility in the faculty workload based on department/college need as well as involvement from individual faculty based on their expertise/interest areas, through modified Workload policy. (Appendix B and Appendix C- Drafts)

v. Recommend individualized workload expectations be discussed and documented with Faculty at least annually.

b. Next Steps

i. Taskforce finalize draft recommendations and then provide town hall meetings to share with faculty draft language changes and seek feedback. This to be followed by recommendations to the Faculty Senate and then vote by Faculty (By the end of Spring 2020)

Appendix A

Current Policy	Recommendations from Taskforce
It is acceptable to establish differential criteria for tenure and promotion for faculty with different assignments, so long as the differential criteria and the nature of the faculty assignments are clearly identified and recorded on the annual evaluation form. https://www.wichita.edu/about/policy/ch_04/ch4_21.php	
Workload: Tenure and promotion (incentive) process for tenure-eligible faculty- clear incentive policy for promotion including specific criteria for promotion TENURE TRACK The award of tenure normally requires documented evidence of effective teaching/librarianship and a record of research, scholarship, or creative activities which has earned recognition in professional circles at the regional or national level. Assistant Professor Evidence is normally expected of the following: A) demonstrated adequacy in teaching/librarianship; B) potential for achievement in research, scholarship, or creative activity; and C) some University service appropriate to the mission of the department and College/School/University Libraries. Associate Professor Evidence is normally expected of the following: A) documented effectiveness of teaching/librarianship; B) a record of research, scholarship, or creative activities which has earned recognition in professional circles at the regional or national level; and C) some professional or University service. Professor Evidence is normally expected of the following: A) sustained effectiveness in teaching/librarianship; B) a record of substantial accomplishment in research, scholarship, or creative activities which has led to recognition in professional circles at the national level; and C) demonstrated academic leadership in the form of service to the University and the profession	Workload: Tenure and promotion (incentive) process for tenure-eligible faculty- clear incentive policy for promotion including specific criteria for promotion TENURE TRACK*: The award of tenure normally requires documented evidence of effective teaching/librarianship and a record of scholarship of teaching/librarianship, the scholarship of research and/or the scholarship of service which has earned recognition in professional circles at the regional or national level. **Assistant Professor** Evidence is normally expected of the following: A) demonstrated adequacy in teaching/librarianship; B) potential for achievement in the scholarship of teaching/librarianship, the scholarship of research and/or the scholarship of service; and C) some University service appropriate to the mission of the department and College/School/University Libraries. **Associate Professor** Evidence is normally expected of the following: A) documented effectiveness of teaching/librarianship; B) a record of the scholarship of teaching/librarianship, the scholarship of research and/or the scholarship of service which has earned recognition in professional circles at the regional or national level; and C) some professional or University service. **Professor** Evidence is normally expected of the following: A) sustained effectiveness in teaching/librarianship; B) **compelling evidence of significant achievement** in scholarship of teaching/librarianship, the scholarship of research and/or the scholarship of service which has led to recognition in professional circles at the national level; and C) demonstrated academic leadership in the form of service to the University and the profession.

	Modify all Faculty policies that state" **a record of research, scholarship, or creative activities"** Change to: scholarship of teaching/librarianship, the scholarship of research and the scholarship of service *Based on the Uniscope model as approved by the Faculty Senate, 2016
Tenure: A) All probationary faculty must undergo review for tenure during their sixth year of employment at Wichita State University unless their employment at the University is to be terminated at the end of their seventh year of service. Those individuals given credit for prior experience in higher education at the time of initial appointment shall undergo review for tenure according to the policies stated. https://www.wichita.edu/about/policy/ch_04/ch4_21.php C) Under normal circumstances, a faculty member should not expect to be considered for promotion with less than six years in rank. The standards for teaching, librarianship, scholarship, and service for each rank are indicated below. The relative significance of teaching; librarianship; research, scholarship, or creative activities; and service may vary from case to case. Consideration, in context of the candidate's entire career, will be given to teaching, librarianship, research, scholarship, creative activities, and the service conducted while the candidate has been employed at the University.	Tenure A) All probationary faculty must undergo review for tenure during their sixth year of employment at Wichita State University unless their employment at the University is to be terminated at the end of their seventh year of service. The only exception are for individuals who were ~~to this time. Those individuals~~ given credit for prior experience in higher education at the time of initial appointment. ~~shall undergo review for tenure according to the policies stated~~. ~~C. Under normal circumstances, a faculty member should not expect to be considered for promotion with less than six years in rank.~~ The standards for teaching, librarianship, scholarship, and service for each rank are indicated below. The relative significance of teaching; librarianship; research, scholarship, or creative activities; and service may vary from case to case. Consideration, in context of the candidate's entire career, will be given to teaching, librarianship, research, scholarship, creative activities, and the service conducted while the candidate has been employed at the University.

Unified Faculty Scholarship Model Resolution

Approved by the WSU Faculty Senate May 9, 2016

Affirming the seven strategic goals positioned to serve our University's Vision and Mission,

Bearing in mind the need of transformation set forth by these goals, *Cognizant* of the importance of faculty role in achieving these goals, *Recognizing* the increased scope of the faculty's scholarly activities, *Aware of* the rigidity of the current definitions of scholarly activities, and

Having studied the UniScope scholarship model that provides transparency, consistency, and universality across colleges,

Now therefore, the Faculty Senate:

1. Endorses the UniScope Scholarship Model as a framework for scholarly activities;
2. Affirms that this requires "a culture change rather than a paper process change" in order to achieve strategic goal #7;
3. Proposes the deployment of UniScope Scholarship Model for tenure and promotion assessments, incentives, and rewards processes;
4. Requests colleges to revisit and redesign their tenure and promotion policies
    a. Recommends the resolution to be implemented gradually on a rotation academic units/colleges come up to Tenure and Promotion policy review as noted here:
        i. 2016-2017: College of Education, College of Engineering
        ii. 2017-2018: College of Fine Arts, Fairmount College of Liberal Arts and Sciences, University Libraries
        iii. 2018-2019: Barton School of Business, College of Health Profession
5. Accepts that each academic unit or field will have its own examples for different dimensions of scholarly activities in this framework.

UniScope		DISCOVERY OF KNOWLEDGE	INTEGRATION OF KNOWLEDGE	APPLICATION OF KNOWLEDGE	EDUCATION OF KNOWLEDGE
The FORMS of Scholarship	**TEACHING/ LIBRARIANSHIP** Scholarship	- course innovation - course improvement - conceptual insights from course preparation or discussion - faculty insights from supervision of theses and dissertations	- cross disciplinary teaching - multi-disciplinary teaching - integrative courses - capstone courses	- course innovation - course improvement - conceptual insights from course preparation or discussion - faculty insights from supervision of theses and dissertations	- course innovation - course improvement - conceptual insights from course preparation or discussion - faculty insights from supervision of theses and dissertations
	RESEARCH Scholarship	- basic research - original works - evaluation research	- multi-disciplinary and integrating research - cross disciplinary teams - integration of creative works from several fields	- applied research - policy research - performances of original works - demonstrations - technical assistance	- student laboratories - theses and dissertation research (the objective is educating students about research and methods)
	SERVICE Scholarship	- participation in task forces, think tanks, and other problem solving activities - creative, theoretical, or conceptual insights as a result of service to society	- academic governance - assistance to corporations, government, and communities that involves integration across disciplines	- leadership in professional societies - peer review activities - editorship of journals and professional publications - academic administration - assistance in ones' field to groups, corporations, organizations, government, and communities	- student advising and career counseling, advising student activities and organizations - mentoring students - Internships - service learning - expert testimony and

Appendix B DRAFT- POLICY
Faculty Workload

Current policy: ADD to Workload
It is acceptable to establish differential criteria for tenure and promotion for faculty with different assignments, so long as the differential criteria and the nature of the faculty assignments are clearly identified and recorded on the annual evaluation form. https://www.wichita.edu/about/policy/ch_04/ch4_21.php

ADD: Faculty work in three areas: student-centered work (e.g., teaching), disciplinary/professional-centered work (e.g., research), and community-centered work (e.g., service). And workload refers to "total professional effort, which includes the time (and energy) devoted to class preparation, grading, student work, curriculum and program deliberations, scholarship…, participation in governance activities, and a wide range of community services..." https://www.aaup.org/issues/faculty-work-workload/what-do-faculty-do

Appendix C

DRAFT

*Sample teaching model (NOT POLICY)

Assignments based on Department/College needs, faculty expertise and faculty input related to any changes in assignment after an initial appointment; as noted in written documented role expectations

4/4 teaching Load (generally 12 cr. hrs. /semester)
Generally for non-tenure track-faculty
"Teacher"
Service and scholarship duties as determined in the role statement

3/3 teaching load (generally 9 cr. hrs. /semester)
Scholarship and service as determined in the role statement
Generally reserved for tenured, tenure eligible; or non-tenure track faculty with an assigned leadership role)

2/2 teaching load; (generally 6 cr. hrs. / semester)
Scholarship and service as determined in the role statement
Generally reserved for tenured, tenure eligible, involved with graduate programs and/or significant/ funded research; non-tenure track or post-tenure faculty that take on a time-consuming assigned leadership role

1/1 teaching load; (generally 3 cr. hrs. / semester)
Scholarship and service as determined in the role statement
Generally reserved for tenured, tenure eligible, involved in funded research; or non-tenure track or post-tenure faculty that take on a time-consuming assigned leadership role

*Modified Hanover report pg. 15: ASPIRANT UNIVERSITY: FTE Workload levels

Using current WSU Policy; and workload percentages noted by some departments.