



SOM Policies for Faculty Management

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Faculty Management

Introduction: The University of Alaska (UA) system was established in 1917 and is made up of three campuses: the University of Alaska Fairbanks (UAF), the University of Alaska Anchorage (UAA), and the University of Alaska Southeast (UAS). In the Academic Year 2009 (AY09), the School of Management at UAF employed 23 tenure-track faculty, three term instructors, 11 adjunct faculty, 11 teaching assistants, five staff members and a variety of student workers. This report will cover the management of the tenure-track, term and adjunct faculty.

United Academics: The faculty (tenure-track, term and adjuncts) in the UA system are governed by the Collective Bargained Agreement (CBA) <http://www.unitedacademics.net/>. United Academics-AAUP/AFT Local 4996 was organized in 1996 and is the largest higher education faculty union for the University of Alaska statewide system. The current CBA, effective from January 1, 2008 to December 31, 2010, has twenty-three articles that govern faculty.

Faculty Handbook: The School of Management has a *Faculty Handbook (HB)* that is consistent with the policies of UAF and the CBA (see <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/faculty-handbook/>). The HB contains SOM policies which address the following ten areas:

- SOM Committee Structure
- Faculty Workload
- Faculty Expectation
- Annual Activities Reporting for Tenured Faculty
- Annual Evaluation of Faculty
- Guidelines for Promotion/Tenure Review
- Sabbatical Leave Policy
- Conditions for New Hires and Pay Equity
- Faculty Mentoring
- Expectations of AQ and PQ Faculty

Changes made during the year by the Strategic and Executive Management Committee are relayed to the faculty by email and postings of the meeting minutes and are incorporated during the summer for the following year's updated Faculty Handbook.

Faculty Ethics and Conduct: United Academics covers ethical conduct under Responsibilities, Rights and Privileges of Tenure (Article 9.3.1 Professional and Ethical Standards) as follows: "A tenured unit member has a responsibility to maintain high standards of professional and ethical performance and conduct." Additionally, SOM expects all faculty to uphold the highest standards in all their academic and scholarly endeavors and relationships with other faculty, staff, and students. In particular, the SOM fully supports the ethical standards found in the Board of Regents policy <http://www.alaska.edu/bor/policy-regulations/> <Chapter 04.10. Ethics and Conduct>, the

UAF Faculty Senate Policy <http://www.uaf.edu/uafgov/faculty/policyindex/ethics.html> <Meeting #72> and the American Association of University Professors Statement on Professional Ethics <http://www.aaup.org/AAUP/pubsres/policydocs/contents/statementonprofessionalethics.htm>.

Any allegation of faculty ethical misconduct will first be referred to the Peer Review (T&P) Committee for an initial discussion and recommendation which will subsequently be forwarded to the Dean. Additionally, all faculty with employment outside the University must complete the ethics disclosure form (See http://www.alaska.edu/hr/forms/hr_ethicsforms.xml).

Faculty Expectations and Workload Assignments: Each Spring the faculty, in consultation with the Program Heads, prepare an annual workload to guide their activities for the following academic year. The Strategic and Executive Management Committee review the workloads for consistency, and the final workloads are signed by the Associate Dean (the UAF Faculty Workload form may be found on the Provost's web site). It is the policy of the School of Management that all substantive evaluations be conducted in a clear and objective manner. Evaluations of faculty effectiveness will consider contribution in the classroom, the external validation of a professor's research agenda and contribution to the service mission of the School and University, the community and the profession. These evaluations will be used to guide faculty mentoring and offer continuous feedback to the professor and the Peer Review Committee for the purposes of promotion and to the School in its effort to allow each faculty member to best contribute to the portfolio of services offered by the School. For the purposes of peer review for promotion, the collection of ongoing assessments will be used in their entirety to produce an equivalent average performance measure.

Workload Assignments: SOM supports individual faculty tripartite strengths by allowing flexibility in terms of research, teaching and service assignments. In particular, in support of SOM's approved tenure and promotion criteria, the School actively recognizes research by offering course reductions when possible. Thus, the standard course load expected of tenured or senior level untenured faculty depends upon the research productivity (number of peer-reviewed journal articles published or demonstrated equivalent) over the last 5 calendar years, which are entered in the Sedona database by 12/31 of the preceding year. For faculty with no published peer-reviewed journal articles the standard course load is 7 courses an academic year or 6 courses an academic year and a special project assigned by the Dean. For faculty with 1 published peer-reviewed journal article the standard course load is 6 courses an academic year. For faculty with 2 to 4 published peer-reviewed journal articles the standard course load is reduced to 5 courses. For faculty with 5 or more published peer-reviewed journal articles the standard course load is reduced to 4 courses an academic year. Additionally, faculty members who are no longer considered academically qualified, as defined in the Faculty Handbook, Appendix II, will not be approved to be a Chair of a Ph.D. committee.

For junior tenure-track faculty the standard work load is 4 courses an academic year to help foster a strong research agenda for tenure.

Research: Although SOM encourages all types of research, the School's primary focus is on peer-reviewed applied research that contributes to the practice of a given discipline. In addition, the School encourages research related to Alaskan economic development and sustainability and research that contributes to UAF's overall educational mission (graduate, undergraduate) commensurate with a Level II-accredited research university. Research productivity is measured by published peer-reviewed journal articles. Faculty members may make a written justification for equal credit for equivalent publications (e.g. chapter in a refereed book) to be considered by the Strategic and Executive Management Committee.

Teaching: SOM seeks to develop a strong culture of excellence in teaching. In particular SOM is dedicated to enhancing its use of experiential/active learning techniques as well as other learning opportunities, such as those in student organizations, designed to increase hands-on experiences. SOM faculty members participate in Assurance of Learning activities. SOM will attempt to minimize class preparations while meeting the delivery requirements of the School's programs.

Service: SOM recognizes that service is an integral part of faculty duties, particularly for tenured faculty. Service with committees, student advising and student and professional organizations is strongly encouraged. SOM expects new tenure-track faculty to join one SOM committee in the first year and one University-wide committee in subsequent years before tenure. Post-tenure service should be two SOM and one University committee per year, or equivalent service.

A tenured faculty member should devote approximately 10-15% of an annual workload to service.

Academic and Professional Qualifications: The Strategic and Executive Management team determines the qualification status for each faculty member to one of the following three: Academically Qualified (AQ), Professionally Qualified (PQ) or neither (none). The Strategic and Executive Management Committee makes this determination at the beginning of each new calendar year based on the faculty activity for the preceding five years. New to the qualification status will be an automatic Dean's review each year for any faculty that receive a qualification status of "none." The complete SOM AQ/PQ policy can be found in "Qualification Standards for SOM Faculty.doc" and the AQ/PQ calculations by faculty are in "SOM AQ PQ by Faculty.doc" at <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/faculty-qualifications/>.

Faculty Evaluation Process: Procedures governing faculty evaluation are found in the CBA and summarized on the UAF Provost web site found at <http://www.uaf.edu/provost/aboutprovost.html>. Again, the complete set of evaluation procedures is summarized in the SOM Handbook.

Annual Evaluations: Annual evaluations are performed for all tenure-track junior faculty members. Each faculty member prepares an Annual Activities Report (set

guidelines are found at the UAF Provost Website), a curriculum vitae and a self-evaluation. The self-evaluation assesses faculty success or difficulty in meeting the expectations of the workload plan. The Dean performs a written review and also meets with each faculty member to discuss performance.

Fourth Year Evaluations: All faculty in the United Academics-AAUP/AFT bargaining unit, in a tenure-track position, undergo retention review in their 4th appointment year. This process is parallel to those in place for faculty undergoing promotion and tenure review (see below). The committee judges the candidates on their progress towards tenure.

Tenure and Promotion Evaluations: Decisions concerning tenure and promotion are linked to faculty member productivity in teaching and advising, research and other creative activity and School of Management and professional service or outreach. The responsibility of faculty members for each of these activities will vary, depending upon the mission and needs of the academic unit and the expertise and interests of the faculty. The School of Management recognizes that a faculty member's activities may change over a career and is committed to the use of differentiated responsibilities for individual faculty. However, the School of Management requires that all faculty members standing for tenure meet both the general requirements of the University for tenure found at the UAF Provost website and the special requirements stated in the School of Management's Unit Criteria (see <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/unit-criteria/>).

At the School level candidates are first reviewed by the Peer Review Committee (PRC), made up of all tenured faculty in the School of Management with the PRC Chair elected annually at the first meeting of the academic year. The Candidate may request an open meeting at the meeting where his/her file is presented. At the conclusion of the candidate's evaluation process the PRC votes up or down on the tenure and/or promotion and writes a letter summarizing the evaluation. The next level of School review is by the Dean. The candidate's file is then reviewed by the University-Wide Tenure and Promotion Committee before being passed on to the Provost and Chancellor.

Post Tenure Reviews: Tenured faculty at UAF are evaluated post-tenure on a three- and six-year cycle. For the three-year review the faculty submit an activities report, CV and a self-evaluation. At the end of the second three-year cycle, or in the sixth year, faculty will participate in a comprehensive post-tenure review, whereby a file is prepared and reviewed by the various levels of reviewers on the same schedule as the fourth-year review.

Adjunct and Term Evaluations: Adjunct and term faculty are evaluated each Spring and evaluations are placed in their files. If there are any concerns, the Associate Dean will contact the faculty and determine whether additional teaching development activities are warranted.

Recruitment: The determination to replace faculty is the choice of the Dean, one made with the consultation of the faculty and the Strategic and Executive Management

Committee. Faculty replacement is dependent on budget and the direction the School has committed to as set forth in the Strategic Plan (<http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/strategic-plan/>).

Also of consideration is that the SOM courses in the BBA core requirements and the concentrations are covered. Accreditation issues are also important, such as maintaining the Academic Qualification (AQ) and Professional Qualification (PQ) minimum requirements, maintaining the minimum sufficiency requirements for the programs and the School and maintaining a portfolio of intellectual contributions.

Currently, the AQ/PQ percentages for the School of Management are just at the level minimally required by AACSB. AQ/PQ, faculty sufficiency and intellectual contributions are shown in Tables 1 to 3.

Table 1. Academic and Professional Qualification Summary for SOM in AY09.

	AQ	PQ	AQ or PQ
Accounting	92%	8%	100%
Business Administration	67%	21%	88%
Economics	83%	0%	83%
Total School of Management	78%	12%	90%

Table 2. Summary of SOM Sufficiency by Program 2009.

	% Participating
Accounting	100%
Business Administration	74%
Economics	100%
Total School of Management	86%

Table 3. SOM Summary of Intellectual Contributions by Program (2004-2008).

Member Name	Portfolio of Intellectual Contributions									Total	Summary of IC Types		
	PRJ	Mono	Book	Chap	PRP	PRPP	FW	NPRJ	Other		LPS	CTP	DBS
Accounting Totals:	30			2	3	2			1	38	1	36	1
Business Administration Totals:	45			7	6	9	4		4	75	2	68	5
Economics Totals:	36		1		1	2	10			50		43	7
SOM Totals:	111	0	1	9	10	13	14	0	5	163	3	147	13

Retention and Development: The School of Management strives to foster an atmosphere in which faculty, staff and students thrive. These values are best stated in “Environment” under our Core Values and Guiding Principles: “We promote respect, value diversity, foster communication and openness, encourage personal and social responsibility and support creativity and innovation. We promote a collegial, supportive environment in which faculty, staff and students are able to work together and develop to their fullest potential.”

Much of retention and development can result from nonmonetary sources; SOM atmosphere and collegial and administrative support both play major roles here. However, both retention and development sometimes involve resources and can be affected by salaries and operating budget.

Salary: Faculty salary at UAF is substantially tied to Union negotiations. Initial salary offers must be close to those of similar positions, as determined by the Oklahoma State Faculty Salary Survey by Discipline. Annual increases (cost of living and market adjustments) are determined by negotiations between the Union and Labor every three years.

Retention Offers: Under rare circumstances retention offers can be made to faculty who have achieved exceptionally high merit and have documented job offers that are of a level greater than their current salary. The Dean can request from the Provost a retention offer to match the job offer that would be funded by the School.

Development: All first-year faculty take several faculty development research and teaching seminars and workshops given by the UAF Office of Faculty Development. In addition, each first-year faculty member is assigned a mentor from the School. Additional development activities may be related to areas of concern for the faculty member, areas in which he or she may be having difficulties obtaining a level needed for tenure and promotion. Development activities may also be tied directly to maintaining academic and professional qualification status for AACSB accreditation.

Travel: All junior faculty in their first-year of hire are allowed up to \$3,000 for one professional travel event. All other travel by faculty is competitive; proposals are submitted to the Strategic and Executive Management Committee. Usually travel for research purposes must be to attend a conference at which the attendee will be delivering a paper. Preference for travel is given to junior faculty. Travel for faculty development is also proposed to the Strategic and Executive Management Committee. Preference is given for development that contributes toward either AACSB Academic or Professional Qualification.

Research Money: Periodically, when the School has been well-off in terms of budget, summer research grants have been granted on a competitive basis by the Strategic and Executive Management Committee. However, it has been quite a while since the budget has supported this activity. SOM makes external research grants attractive by returning 90% of the indirect overhead recovery back to the researcher.

Sabbatical Leave: The School of Management encourages faculty to apply for regular sabbatical leaves. The opportunity to develop and further research agendas and to return to the School skills, procedures and state-of-the-art practices is invaluable for the School of Management. Guidelines are outlined on the UAF Provost website. The SOM Sabbatical Leave Committee (a subcommittee made up of Peer Review Committee members who have taken a sabbatical leave) reviews the files and makes its recommendations to the Dean. The file then proceeds to the Provost and Chancellor.