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To: Dr. Tim Hudson, Chancellor
Arkansas State University

From: Jeffrey Pittman, Chair
ASU Shared Governance Oversight Committee



Subject: Shared Governance Proposal - 14 FA 06 – Proposal for adding evaluation of administrative duties to PRT



Last year, the ASU Promotion, Tenure, and Retention Committee proposed changes in the ASU Faculty Handbook regarding evaluation of administrative duties. Under shared governance, this proposal was forwarded from the SGOC to the ASU Faculty Senate and the councils of the deans and the chairs. After comments and various changes in the proposal, the Faculty Senate approves this proposal with a unanimous affirmative vote. The Chairs Council approves the proposal with 15 affirmative votes, and 1 negative vote. The Council of Academic Deans opposes the proposal as being too restrictive, believing the proposed language only allows administrative duties to go into one area (from teaching, service and intellectual contributions).

Council of Academic Deans – Alternative Proposal (below):

"The University recognizes that great diversity among departments and colleges exists and that duties in respective units will be given value as they fit the college mission. Thus, each college or department PRT document should incorporate into their own documents an appropriate evaluation of the assigned administrative duties. Faculty administrative duties should be aligned within the three areas to be evaluated: teaching, research, or service as designated by their department/college evaluation system."

The SGOC sends this proposal, and the alternate proposal above from the Council of Academic Deans, to you for your consideration.

“Rational for the Proposed Change

Changes in academia over the past decade or so have resulted in faculty performing more and more administrative tasks. These duties are no longer the sole domain of the few faculty members who move into administrative roles such as chairs, deans, and provosts. There are numerous examples of faculty who carry out administrative duties as part of their total workload. For example, faculty who participate in funded research or creative activities are required to perform such duties as budgeting, hiring, employee evaluation, writing and submitting reports, and meeting with external constituencies. Those faculty members who direct a center or coordinate a section of classes or labs have many of these same duties, as well as coordinating the activities of other faculty. Faculty given the task of leading program assessment efforts in their departments are tasked with gathering data, coordinating assessment instruments, and writing internal reports

The duties of those faculty who have moved into administrative slots have also changed over the years, with a greater percentage of their workload now allocated to administrative tasks. Chairs have 50% of their time every semester committed to administrative tasks, while deans have 92% of their workload committed to these. Faculty in associate chair, associate dean, and a variety of coordinator and director positions have varying amounts of their workload also committed to administrative tasks. In all cases, these duties take the place of workload that is devoted to the other three areas.

These demands for faculty to assume more administrative duties are likely to increase in the future, as federal and state authorities continue to require more documentation of performance measures. For example, Title IV funding now is linked to salary and job placement information, both of which will determine how Pell Grants are allotted and how much money students can borrow to attend an institution. Similarly, the HLC, along with the six other regional accreditors, just endorsed a national call to increased assessment documentation. Two of five criteria for accreditation now are linked to outcomes assessment. These demands from outside agencies to increase our documentation of activities and achievements will result in greater administrative roles for faculty in years to come.

Without PRT guidelines that address the administrative portions of faculty workloads, these faculty members who are taking on these duties, whether officially or unofficially, are being put at a disadvantage when it comes to issues of evaluation, promotion, tenure, and retention. Their PRT documents will only address a portion of their total workload. In cases where a majority of the workload is devoted to administrative tasks, this means that the evaluations come nowhere close to accurately reflecting the value of work performed by the faculty member. In light of this, faculty members are reticent to assume these roles, as it will not help their promotion and tenure prospects. In order to be fair to these faculty members, the PRT document needs to formally address administrative duties.

Ideally, this would be done by carving out a fourth area of evaluation in the PRT process like is being done at other institutions. However, it is unlikely that such an idea would be able to pass through the SGOC process for the entire campus. Rather than attempting to do that, this proposal seeks to incorporate administrative duties directly into the existing three areas of evaluation as listed below. At the same time, it seeks to more fully define what types of documentation can be found under the existing areas, as the current document fails to give any guidance in this area.”

The following is a comparison between the current ASU Faculty Handbook language and the proposed language. If you are viewing this document in electronic format, you may need to adjust your Word settings for review (select “all markup”). You should be able to see the new language underlined.

The University PRT Committee will prepare a guide for the recommendations to be submitted by the department and college committees. It will ask the department and college committees to provide evidence on areas including, but not limited to:

- teaching
- research, scholarship, and other creative professional activities
- department, college, university, professional, and community service

Department and college PRT Committees may choose to weight the criteria for post-tenure promotion (teaching, scholarship, and service) as appropriate to the discipline and mission. No area can be weighted at zero; there must be some contribution in all three areas. Faculty need not be outstanding in all three areas. In making judgments, the university, college and department PRT Committees and administrators will be aware of the diversity of disciplines.

The University recognizes that great diversity among departments and colleges exists and that duties in respective units will be given value as they fit the college mission. Thus, each college or department PRT document should incorporate into their own documents an appropriate evaluation of the assigned administrative duties. Faculty administrative duties should be aligned with one of the three areas to be evaluated: teaching, research, or service as designated by their department/college evaluation system.

**Current ASU Faculty Handbook
Page 75
Existing wording as of 2:25 p.m. on March 9, 2015**

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**Proposed ASU Faculty Handbook Changes
Appendix C**

Changes are not noted below – this will be the final version, if accepted.

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