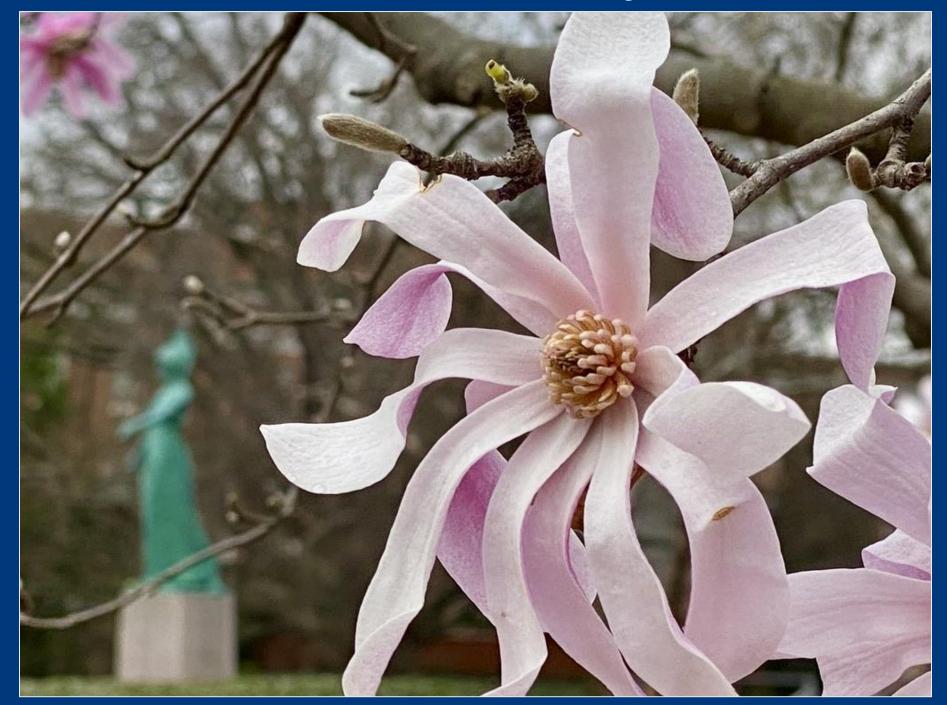# Faculty Assembly

Wade Maki – w_maki@uncg.edu

"What happens at System, doesn't stay at System"

Faculty Assembly Chair

- Rep to System/BOG/Leg

- Keep Faculty Seat at Table

- FAEC advises Chair

- Strategic Engagement

- Faculty Policy Initiative

Six Policy Workgroups

- Faculty Retirement Incentive Program (FRIP)

- Faculty Workload

- Post Tenure Review

- Evaluation of Teaching

- Teaching/Professional Track

- Faculty Recognition

Structure

- Steering Committee including workgroup chairs

- Faculty & 1 Provost per workgroup

- Policy drafting group (includes 2 faculty)

- Policies to BOG

- Regulations from System

- FA included in feedback

Faculty Workload

- Bad data

- Outsourced

- Not individual

- BOG Review

Old Workload

Appendix B1: Average Sections per Semester per FTE Faculty – Tenured/Tenure-Track Faculty Only

Carnegie Group	Institution	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Research - Very High	UNC-Chapel Hill	2.6	2.7	2.5	2.6	2.6	2.6	2.5	2.7	2.7	2.7
	BOG Standard	*2*	*2*	*2*	*2*	*2*	*2*	*2*	*2*	*2*	*2*
	North Carolina State University	2.1	2.3	2.2	2.1	2.3	1.9	1.9	1.9	1.9	1.9
Research - High	UNC Wilmington	3.7	3.4	3.5	3.4	3.5	2.8	3.4	3.3	3.5	3.4
	North Carolina A&T State University	3.1	2.8	3.1	2.9	2.8	2.7	2.6	2.8	2.6	2.7
	East Carolina University	3.5	3.1	3.1	2.8	2.9	2.7	2.6	2.7	2.5	2.6
	BOG Standard	*2.5*	*2.5*	*2.5*	*2.5*	*2.5*	*2.5*	*2.5*	*2.5*	*2.5*	*2.5*
	UNC Greensboro	3.7	4.1	4	2	2.3	2.6	2.7	2.7	2.4	2.4
	UNC Charlotte	2.5	2.1	2.1	2	2.1	2	1.9	1.9	1.9	2
Master's - All Levels	UNC Pembroke	3.8	3.8	3.8	3.7	3.6	3.8	3.5	3.6	3.6	3.9
	Winston-Salem State University	3.8	3.8	3.8	3.3	3.2	3	2.8	3.3	3.1	3.1
	Fayetteville State University	3.8	3.9	3.9	4.1	4	3.9	2.6	3.1	2.9	3
	BOG Standard	*3*	*3*	*3*	*3*	*3*	*3*	*3*	*3*	*3*	*3*
	Western Carolina University	2.8	2.9	2.8	2.7	2.8	2.8	2.8	2.9	2.8	2.8
	Appalachian State University	3.2	3.2	3.3	3.2	2.9	2.9	2.9	2.7	2.6	2.5
	North Carolina Central University	4.3	4.5	3.8	3.7	2.9	2.9	3.1	3	3	2.4
Baccalaureate	Elizabeth City State University	4	4.3	4.1	6.1	5	4.9	5.5	5.5	4.5	4.4
	BOG Standard	*4*	*4*	*4*	*4*	*4*	*4*	*4*	*4*	*4*	*4*
	UNC Asheville	4.2	4.4	4	3.9	3.9	3.8	3.5	3.4	3.5	3.4

Notes: The Carnegie Classifications are updated every few years. Institutions are grouped by their most recent Carnegie Classification. In the 2018 update, ECSU moved to the Baccalaureate Colleges: Diverse Fields category, and UNCW moved to the Doctoral Universities: High Research Activity category.

Faculty Workload Committee

- Diane Marian (Chair), Vice President & Chief Data Officer, UNC System Office

- Mimi Chapman, Chair of the Faculty and Frank A. Daniels Distinguished Professor for Human Service Policy Information, UNC-Chapel Hill

- Susan Harden, Associate Professor of Education, UNC Charlotte

- Jeff Konz, Director of Institutional Research and Professor of Economics, UNC Asheville

- Chad Leslie, School of Design and Production, UNC School of the Arts

- Charles Maimone, Vice Chancellor for Finance and Administration, NC State University

- Meghan Millea, Professor of Economics, East Carolina University

- Carmen Monico, Associate Professor of Social Work, North Carolina A&T State University

- Debbie Storrs, Provost and Executive Vice Chancellor, UNC Greensboro

New Workload

- Individualized

- 100% in system (Not Delaware or Carnegie)

- BOT & System Office oversight

- Annual workload plan

- Campus committees working now

Workload Policy

As teaching and instruction are the primary mission of the constituent institutions, teaching shall serve as the first component of determining faculty workload expectations. In general, a teaching load of 24 credit hours (or equivalent contact hours) per academic year, along with routinely expected faculty duties such as advising, committee work, and professional development together constitute a full workload and a 1.0 FTE appointment. Faculty members holding additional responsibilities for research/creative activities and service as identified in their annual work plan can have their teaching workload adjusted on a commensurate basis.

- 24cr is the currency we measure work

- Comprehensible to external stakeholders

- Not about teaching more or teaching 4-4

- Had to account for all institutions

Workload Policy

Differential teaching loads may be authorized in recognition of differing individual circumstances including student success considerations, course level (bachelors, master's, doctoral), course pedagogies, programmatic accreditation requirements, team-taught courses, research productivity, time bought out by external grants, significant administrative or service assignments, significant advising responsibilities, or other activities aligned with the institution's mission and/or critical to student success as provided for in this policy and identified in the faculty member's annual work plan.

- Non-exclusive list of subs for credit hour

- Campus responsible to determining what work counts and how it substitutes for credit hours

- Campus policy due to system by Spring

Example Workload

- Research/Creative Activity (6cr)

- Service as Dept Head (6cr)

- Teaching in MA program (3cr)

- +Teaching 9cr/yr = 24cr of work or 1.0 FTE

Post Tenure Review

Post Tenure Review

Table 2. Number of Faculty Not Meeting Expectations in Post-Tenure Reviews, 2012-13 to 2021-22

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total Faculty Not Meeting Expectations
ASU	2	2	1	-	1	-	3	-	1	1	11
ECU	-	16	-	-	-	3	8	-	-	-	27
ECSU	-	1	-	-	-	-	-	-	-	1	2
FSU	2	1	-	-	-	1	-	2	-	1	7
N.C. A&T	-	3	3	-	-	1	-	-	-	2	9
NCCU	1	2	-	2	3	-	-	-	-	-	8
NCSU	7	4	2	5	3	6	12	10	14	8	71
UNCA	2	1	2	2	2	-	1	-	-	-	10
UNC-CH	7	5	4	8	4	6	6	7	2	3	52
UNCC	3	1	2	-	3	5	3	3	1	3	24
UNCG	-	-	-	-	-	-	-	-	-	-	-
UNCP	-	1	-	1	1	1	1	-	-	-	5
UNCW	-	1	1	-	-	-	-	1	1	1	5
WCU	-	-	1	2	-	2	1	-	1	1	8
WSSU	-	-	-	1	-	-	1	1	1	1	5
TOTAL	24	38	16	21	17	25	36	24	21	22	244

Table 1: Ten-Year Post-Tenure Review Trends, 2012-13 to 2021-22[3]

Year	# Faculty Reviewed	# of Faculty Not Meeting Expectations	% Not Meeting Expectations
2012-13	698	24	3.44%
2013-14	1,434	38	2.65%
2014-15	715	16	2.24%
2015-16	772	21	2.72%
2016-17	801	17	2.12%
2017-18	774	25	3.23%
2018-19	1,222	36	2.95%
2019-20	644	24	3.73%
2020-21	548	21	3.83%
2021-22	742	22	2.96%
10-Year Total	8,350	244	2.92%

Source: Survey of tenure-granting UNC institutions, July 2023

More PTR Data

Appendix A

2021-22 Post-Tenure Review Information by Institution

	ASU	ECU	ECSU	FSU	N.C. A&T	NCCU	NCSU	UNCA	UNC-CH	UNCC	UNCG	UNCP	UNCW	WCU	WSSU	TOTAL
1. Number of PTR conducted																
Tenured Professor	30	16	0	11	16	16	104	9	136	41	25	5	35	16	3	463
Tenured Associate Professor	22	27	4	8	22	5	35	4	46	32	25	10	8	19	5	272
Tenured Assistant Professor	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Tenured Professional Librarians	1	0	0	0	2	0	0	0	0	0	0	2	0	1	0	6
Total reviewed	**53**	**43**	**4**	**19**	**40**	**22**	**139**	**13**	**182**	**73**	**50**	**17**	**43**	**36**	**8**	**742**
2. Outcome																
Exceeded expectations	33	16	1	13	24	12	18	12	118	21	31	12	34	26	0	371
Met expectations	19	27	2	5	14	10	113	1	61	49	19	5	8	9	7	349
Did not meet expectations	1	0	1	1	2	0	8	0	3	3	0	0	1	1	1	22
Total	**53**	**43**	**4**	**19**	**40**	**22**	**139**	**13**	**182**	**73**	**50**	**17**	**43**	**36**	**8**	**742**
3. Faculty who did not meet expectations																
Did not meet expectations for the first time	1	0	1	1	2	0	2	0	3	3	0	0	1	1	1	16
Did not meet expectations for the second time or more	0	0	0	0	0	0	6	0	0	0	0	0	0	0	0	6
Total	**1**	**0**	**1**	**1**	**2**	**0**	**8**	**0**	**3**	**3**	**0**	**0**	**1**	**1**	**1**	**22**

Source: Survey of tenure-granting UNC institutions, July 2023

Post Tenure Review

- Carol McNulty (Chair), Associate Provost for Undergraduate Education and Faculty Affairs, UNC Wilmington

- Leigh Cellucci, Associate Dean for Academic Affairs, College of Allied Health Sciences, East Carolina University

- Sarah Daynes, Professor and Director of Graduate Studies, UNC Greensboro

- Kimberly Grainger, Associate Vice Provost for Academic Personnel and Policy, NC State University

- Tonya Smith-Jackson, Provost and Executive Vice Chancellor for Academic Affairs, North Carolina A&T State University

- Jim Westerman, James E. Holshouser Distinguished Professor in Ethics, Appalachian State University

- Erin White, Associate Dean, Lloyd College of Heath, Science, and Technology, Fayetteville State University

PTR Policy Goals

A. Assist faculty members in meeting university performance expectations;

B. Recognize and **reward** exemplary performance when faculty members exceed expectations;

C. Provide for a clear plan and timetable for improvement of performance when faculty do not meet expectations; and

D. Provide for the imposition of appropriate sanctions, consistent with Chapter VI of *The Code* of the University, when faculty members do not meet the goals established in a faculty success plan.

PTR in the media

- NCNewsline

- Inside Higher Ed

- Carolina Alumni Review

How It's Going

Status Feb 2024

- Most policies approved

- Most regulations nearly final

- Campus implementation underway.

- Workload policies by end of spring term

- UNCG Workload Draft

Tale of Two Projects

- Faculty Policy Initiative

- Foundations for American Democracy (FAD)

- Open & Inclusive vs Secret & Selective

- One by preference One by Necessity

Foundations of American Democracy

- Educational need for Civics

- Prepare for Democratic Life

- Doing our part

- Meet stakeholder expectations

NC Reach Act

- NC Reach Act (Senate Version link)

- Updated FA & Senates last spring

- Law in SC (2021)

- Passed NC house, stalled in Senate (2023)

(Over)-Reach Act

- Legislative curriculum mandate

- Mandates Readings, Final Exam, Fire Chancellors for "failure to comply"

- Usurps authority of BOG, System, Campuses, and Faculty

Project Background

- This is a System Office initiative

- FA Chair invited to help address the issue

- Conversations led to faculty involvement

- Faculty consulted at every step

Faculty Involvement

- FA Chair recommended an FAEC content expert

- Wanted experts from large, small, R1 & HBCUs

- Faculty experts nominated by campus admins

Faculty

- Molly Worthen – History (UNC)

- Sean Colbert-Lewis – History (NCCU)*

- Ashley Moraguez – Political Science (UNCA)

- Charles Reed – History (ECSU)

- Wade Maki – Philosophy (UNCG)*

*From Faculty Assembly

Faculty Goals

- Preserve Faculty Control of Curriculum

- Ensure Course is College Level

- Capture existing courses

- Use SLO model

- Faculty submit courses

- Campus approve courses

Disciplinary Flexibility

- No disciplinary requirement by design

- Expect History, Political Science, African American Studies, and more will have courses that fit

Latest FAD

9.   For students entering on or after July 1, 2025, UNC institutions will require, as a condition of awarding a baccalaureate degree, that students successfully complete a course or courses covering the foundations of American democracy.

    a.   The course or courses that fulfill this requirement must include substantively the following student learning outcomes:

      i.   Evaluate key concepts, principles, arguments, and contexts in founding documents of the American Republic, including the United States Constitution, the Declaration of Independence, and a representative selection of the Federalist Papers; and,

      ii.   Evaluate key milestones in progress and challenges in the effort to form "a more perfect Union," including the arguments and contexts surrounding the Gettysburg Address, the Emancipation Proclamation, and the Letter from Birmingham Jail, as well as other texts that reflect the breadth of American experiences.

FAD Draft

b.   The student learning outcomes may be met in a single course, or each student learning outcome may be met separately in a total of two courses; and

c.   The president shall issue regulations implementing this requirement. Without limitation, the regulations shall determine exemptions to this requirement for a student's prior learning, including appropriate exemptions for postsecondary courses taken at non-UNC System institutions and Qualified Advanced Course Examination Scores, as that term is defined in Section 700.10.1[R] of the UNC Policy Manual.

FAD

- Get students thinking about core questions of public life

- Strong humanities tradition bring multi-disciplinary lens to these SLOs

- College level rigor – deeper approach than HS

Collaborative process

- Briefed Provosts Jan 10, FAEC Jan 12, FA Jan 19th.

- BOG & Public reveal on Jan 24th.

- Campus feedback in Feb

- Changes were made based upon feedback.

- Faculty engagement makes a positive difference

Next Steps

- BOG Ed Planning Com vote Feb 28

- Full BOG vote April 18

- Campuses identify & certify course(s)

- Implementation Fall 2025

Notes

- Other states had legislative interventions

- Leg, Bog, Sys could have acted alone

- They came to us, We worked together - the NC Way

- This proposal landed where we need to be.

Notes for criticisms

- Criticism of process & texts in SLOs is fair

- When offering criticisms of this project please:

- Acknowledge the <u>importance of learning civics</u>

- Note the appropriateness of government funded institutions ensuring students know about that government.

- Consider saying something positive about America so message isn't twisted in media

Campus Considerations?

- What courses already do this?

- Where should this requirement live?

- How to interpret SLOs?

- Campus process for determining the above?

FAD Resources

- Faculty team looking for recommended resources faculty can use

- Additional readings on indigenous peoples, women, and other civil rights traditions

- Exploring resource options with PBS-NC

- SLOs are a common content floor to build on

REACH Reaction

- https://www.carolinajournal.com/opinion/is-unc-system-sidestepping-reach-act-with-weak-civics-requirement/

Chancellor Searches

2023 UNC System Search Process:
https://www.northcarolina.edu/apps/policy/doc.php?id=74

UNC System President in consultation with BOT Chair Selects Committee

13 members max – President, BOG Chair, BOG Liaison, Sitting/Retired UNC System Chancellor, Rep from BOT, Faculty, Staff, Student, and Alumni

President & BOG Chair can designate a rep to fill in for them

2023 searches in practice

UNCA Search: 4 Trustees, 2 BOG, President, Chancellor Philip Dubois, Fac Sen Chair, Staff Council Chair-Elect, SGA President, Alumni Board Chair-Elect, Senior Administrator for Campus Enterprises/Athletics Director

NCAT Search: 6 Trustees (some are alumni), 2 BOG, President, Chancellor Randy Woodson, Fac Sen Chair, Staff Sen Chair, SGA President, Local CEO

WSSU Search: 4 Trustees, 2 BOG, Presidents Rep, Chancellor Harold Martin, Fac Sen Chair, Staff Sen Chair, SGA President, Alumni foundation Chair, Local CEO

NCCU Search: 4 Trustees, 2 BOG, Presidents Rep, Chancellor Todd Roberts, Fac Sen Chair, Staff Sen Chair, SGA President, Faculty/Alumni, former Dean, Alumni Board of vis.

UNC Search: 3 Trustees, 2 BOG, President, Chancellor Frank Gilliam, Fac Chair, Staff Chair, SGA President, Alumni President, Alumni, Prof/Dean,

Trend: 1 Faculty, Staff, and student from campus. 3 of 5 searches included someone from campus admin. Two included a second faculty.

Qualifications & Qualities

- <u>UNCA</u>   <u>NCAT</u>   <u>WSSU</u>

- Leadership statements from NCCU & UNC forthcoming

- Trending terms: Integrity, Innovation, Finance/Fiduciary Stewardship, Understands UNC System Gov Structure, Student Success, Economic Development, Government Relations, Operational Excellence, Strategic Partnerships, Transparency
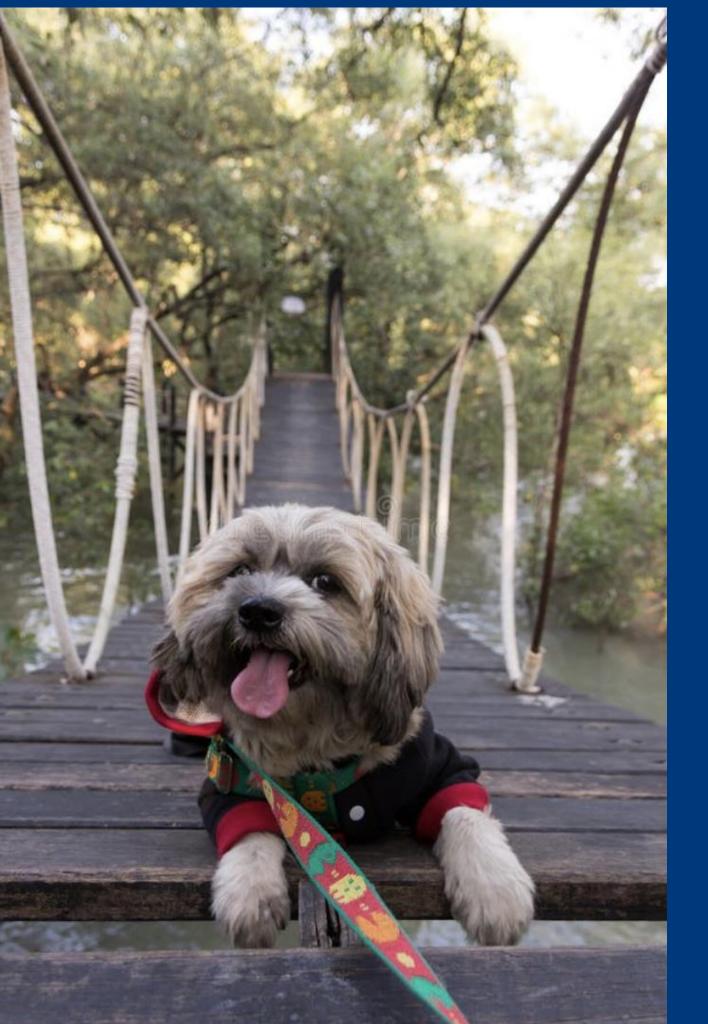
Typical Process

- Listening tour & Leadership statement

- 3 candidates from committee to BOT, 3 from BOT to President, President takes one to BOG for vote

- Possible small group visits under NDA with finalist(s)

Search Notes

- Searches are closed and under NDA

- UNCA and WSSU had interim Chancellor Appointments made by the President. UNCA Interim was made Chancellor in Nov.

- All Faculty Chairs involved report positive experiences

Build Bridges Not Walls

Questions?