

Faculty Work Plan (Draft v2.1 – For Discussion)

Policy

NJIT is a public research university with a four-fold mission of education, research, economic development and service. Each college, and each department, in the university has a mission consistent with that of the university. Instrumental to achieving them with excellence is the faculty of the university.

Faculty work plans must be developed to ensure that the mission of the university, as well as those of its colleges and departments, is realized. For each department, the mission must include teaching its curriculum, administering the department and performing scholarly work. Each member of the faculty has, with varying degrees, responsibilities in the broad categories of teaching, research / scholarship and service. Teaching includes the preparation and presentation of courses that meet the curriculum needs of the department. Research / scholarship includes the creation, presentation, publication and, where relevant, commercialization of ideas, knowledge and information. Such activities help fulfill the research and economic development objectives of the department. Service includes active participation in departmental and university committees, involvement with local, state and federal governmental and community organizations, administrative activities, and contributions to professional societies and industrial associations.

Individual faculty work plans must reflect both the specific talents and abilities of the faculty member, and the needs and objectives of the department, college and university. Chairpersons, deans and the provost must exercise responsibility and good judgment in developing and approving work plans. The following is a *List of Principles* that should be considered in the development of these plans.

Principles

1. The overall process for determining work plans must be transparent so that all colleges, departments and individual faculty members know that they are receiving equitable treatment, and that there is equity across the university.
2. Strategic priorities and objectives may differ for each department, and thus the work plans may be different.
3. Changes to college and departmental budgets should reflect success (or failure) to meet the strategic objectives of the unit. Successful departments should be rewarded and allowed to expand upon their strategic objectives in accord with university parameters. For unsuccessful departments, resources may be re-allocated.
4. The normative maximum teaching assignment is nine contact hours per semester as stipulated in the December 1993 memorandum of understanding between the university and the Professional Staff Association. The average teaching assignment for tenured and tenure-track faculty will become three courses per

year by the end of the three year phase-in period. Teaching faculty and special lecturers whose role is instruction will teach twelve contact hours per semester.

5. In engineering and the sciences, research is principally measured by extramural research expenditures, publications, citations and PhD graduates. The following table should provide a guideline towards establishment of teaching assignments for individual faculty:

Academic Year Research Expenditures (3 year rolling average)*	Number of Courses in Academic Year Teaching Assignment
Greater than \$250,000	2**
\$100,000 - \$250,000	3
Less than \$100,000	4
None, but significant other scholarly work or state-of-art professional practice***	5-6
None; individual focus is on teaching	up to 8

* These expenditures are for 2004-2005 and are examples for natural sciences, mathematics and engineering; other disciplines may have differing amounts.

** While there can be exceptions, a reduction to 2 courses per academic year at any level of research expenditures should require grant funded release time.

*** Significant other scholarly work and state-of-art professional practice can be measured by archival publications, doctoral thesis advisement, books or other work products.

6. Service activities are expected of all faculty members. For administrative activities to form an allocated portion of the work plan for an individual faculty member, the assigned duties must be such that they do not fall within those service activities expected of every faculty member. These administrative assignments will require a position description and an assessment of the faculty member to meet its stated requirements. These assignments must be monitored, be included in budgeting and evaluation processes, meet the overall objective of transparency, and be uniform across departments.

A generic set of administrative job titles appropriate for faculty (i.e., program director, associate chair, etc.) with a broad list of likely job responsibilities for each title will be established by the university. In making administrative assignments to a faculty member, the specific responsibilities are to be identified and any additional duties noted. Each job title will have an associated university compensation schedule that will be based on the specific job responsibilities and the size of the department.

7. Newly hired assistant professors who are expected to establish their research will teach two courses per year for their first two years; thereafter their teaching assignment will be determined similar to that of other members of the departmental faculty. Newly hired untenured associate professors who are expected to establish their research will teach a maximum of three courses per year for their first two years; thereafter their teaching assignment will be determined similar to that of other members of the departmental faculty. Newly hired untenured full professors are expected to teach a maximum of three courses

for their first year; thereafter their teaching assignment will be determined similar to that of other members of the departmental faculty. Newly hired faculty members with tenure will have their teaching assignment determined in a manner similar to that of other members of the departmental faculty.

Process

Work plans for colleges, departments and individual faculty members will be determined by a year-long process as described below. The *Work Plan Process* identified below is intended to be transparent as previously noted.

0. (also last step) Provost meets at least annually with each Dean to review the previous year's budget, accomplishments and failures relative to the framework of strategic goals and objectives that had been established, and to set the budget and objectives for the upcoming year.
 - a. Objectives and metrics can vary for each college.
 - b. A portion of any savings or revenues generated should be kept by the college, similarly excess costs should be borne by the college.
 - c. Exceeding objectives should be rewarded.
1. Each Dean, except NJSOA and SOM, meets at least annually with each Chairperson to review the current year's budget, accomplishments and failures relative to the strategic goals and objectives that had been established, and to set the budget and objectives for the upcoming year.
 - a. Objectives and metrics can vary for each department in the college.
 - b. A portion of any savings or revenues generated should be kept by the department, similarly excess costs should be borne by the department.
 - c. Exceeding objectives should be rewarded.
2. Each Chairperson meets at least annually with each faculty member to review their accomplishments and failures relative to the goals and objectives that had been established, and to set the objectives, overall work plan and courses to be taught in the upcoming academic year. Specific objectives must be determined for each type of activity (e.g., teaching evaluations, external funding, administration, service).
3. The Chairperson posts or otherwise makes available the annual work plans and objectives of all department faculty members to the department faculty and, after a sufficient review period, to the Dean. Faculty who are concerned about their work plan should first address their concerns to the Chairperson; if unresolved then to the Dean and only thereafter to the Provost.
4. The Dean, except NJSOA and SOM, shall review the assignments made by each Chairperson to ensure that the assignments are consistent with the discussions under 1 above, and that the work plans are equitable across the college.
5. The Dean shall post or otherwise make public, the annual work plans, goals and objectives of the college.
6. (Same as Step 0)