UNIVERSITY OF MIAMI

COLLEGE of
ARTS & SCIENCES

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Coral Gables, Florida 33146

April 14, 2014

TO: A&S Department Chairs

FROM: Leonidas G. Bachas
Dean

SUBJECT: **AGENDA** for Department Chairs' Meeting
Wednesday, April 16, 2014 at 1:30 p.m.
Physics Conference Room

1. Approval of the Minutes of the March 19, 2014 Meeting

2. ERP Workday Overview – Executive Director, Bertha Arteta

3. Dean's Remarks

4. Supporting Faculty Career Progression Post-Tenure (DRAFT)

5. Scheduling Classes and Changes into the System

6. Faculty Summer Assignments

7. Professors of Practice (Educator Faculty) -- permission to establish a number of educator faculty in the College

8. Policy on International Travel

9. Midterm Alerts (feedback from Chairs)

10. Announcements:
    o Faculty Scholarly and Creative Activities Recognition Reception – April 29, at 3:30 p.m. at the Wesley Gallery
    o Department Chairs' Retreat May 6th from 10:30 a.m. to 3:30 p.m. Location: TBD
    o Commencement Ceremonies: Graduate Ceremony, May 8th at 4 p.m.; Undergraduate Ceremony, May 9th at 8:30 a.m. at the Bank United Center

LGB/rkg

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To: Department Chairs

From: Leonidas G. Bachas
              Dean

Subject: MINUTES of Department Chairs' Meeting
              Wednesday, March 19, 2014 at 1:30 p.m., Physics Conference Room

Date: March 25, 2014

1. **Approval of the Minutes of the February 19, 2014 Meeting**
   A motion to approve the minutes of the February 19, 2014 meeting was offered by Dean Bachas, seconded and unanimously approved.

2. **Dean's Remarks**
   Dean Bachas spoke about the language requirement and whether to reaffirm or change it. Some Chairs suggested that we consider whether should there be a difference in the language requirement between BS and BA degrees.

   Dean Bachas explained that the salary increase pool for the coming FY will be only 2% merit and up to 1% market. He noted that faculty searches for the coming year will remain as planned.

   Department Chairs will soon receive notice from the Dean's office to conduct elections for College Council and Faculty Senate representatives whose term will expire at the end of this academic year.

   Dean Bachas made notice of a student survey that was done to solicit feedback and identify ways to improve advising. Feedback will be shared with each individual department.

   The Dean referred to the Provost's email that addressed the potential change in course numbering especially at the 500-level courses and above for graduate-level courses and some special programs. The College Curriculum Committee will be reviewing the proposal and work with the departments.

   Senior Associate Dean Fuller thanked the department chairs for their input to the Draft College policy on progress toward tenure reviews. A copy was distributed at the meeting. The policy will be posted on the College website for easy access to the departments.

The Dean asked Chairs to keep track of their department's effort in addressing global, and online activities, and how they contribute as departments to such development. He noted that the Provost requests this type of information in the Dean's self evaluation. Each department will need to report what the department is doing for global and online activities when department chairs submit their own self-evaluation to him.

Maggie Pertierra gave an update on Human Resources and noted that policies and procedures are becoming more rigorous. She asked department chairs to encourage their staff and faculty supervisors to complete the performance appraisals by the due date set by the University. Staff whose performance appraisal is not done will not receive a merit increase. That will also affect the staff supervisor. She also reminded them to include goals in the staff evaluation.

3. Departmental Success Indicators
Dean Bachas expects Chairs to identify, in their departmental strategic plan, which indicators they use and to start tracking them on a yearly basis. This method will enable departments to track their progress and successes in their fields.

4. Faculty Survey Results
The Dean discussed the results of the faculty survey that took place last August. This survey was done by the University of Miami as well as members of the Colonial Group, which partnered together to share results. The results have been sent via email to each Chair so that they identify actions that need to be taken for improvement. Department Chairs were asked to discuss these results at departmental meetings.

5. "W" Courses
Professor Sutcliffe noted that the University Curriculum Committee (UCC) observed the inconsistency in writing courses where difference schools and colleges have different communication skills requirement. The College Curriculum Committee (CCC) is developing a proposal to present to the UCC. This issue will be voting upon at the CCC meeting on Friday, March 28th.

6. Chairs' Report on ACE Workshop
Some Chairs spoke on their experience at the ACE Workshop they attended this past January. Dr. Ardren described a presentation by a provost on the importance of making time to also pursue one's own research. Dr. Callender found the workshop very helpful, especially a session that addressed how the goals of a unit reflect the goals of the institution, as well as a session that dealt with workplace flexibility. Professor Di Benedetto found a session on how the mission statement of a department should align with that of the university. He also noted that incentives and programs available to faculty at the University of Miami are greater as compared to those of other institutions.

7. Comparison of Undergraduate Programs with Peer Department
Dr. Callender requested assistance in locating statistical data about majors at other institutions. He noticed that UM provides lots of information in the factbook as opposed to other institutions. The Dean recommended that Chairs visit Collegenavigator (https://nces.ed.gov/collegenavigator/) where every university provides information on how many graduates they have by major or degree, whether it is undergraduate or graduate. The site also provides information on racial makeup and gender, as well as crime statistics per institution.

8. **Other Business**
   The Chairs workshop will take place on May 6th, from 10:30 a.m.-3:30 p.m., the location is TBA.
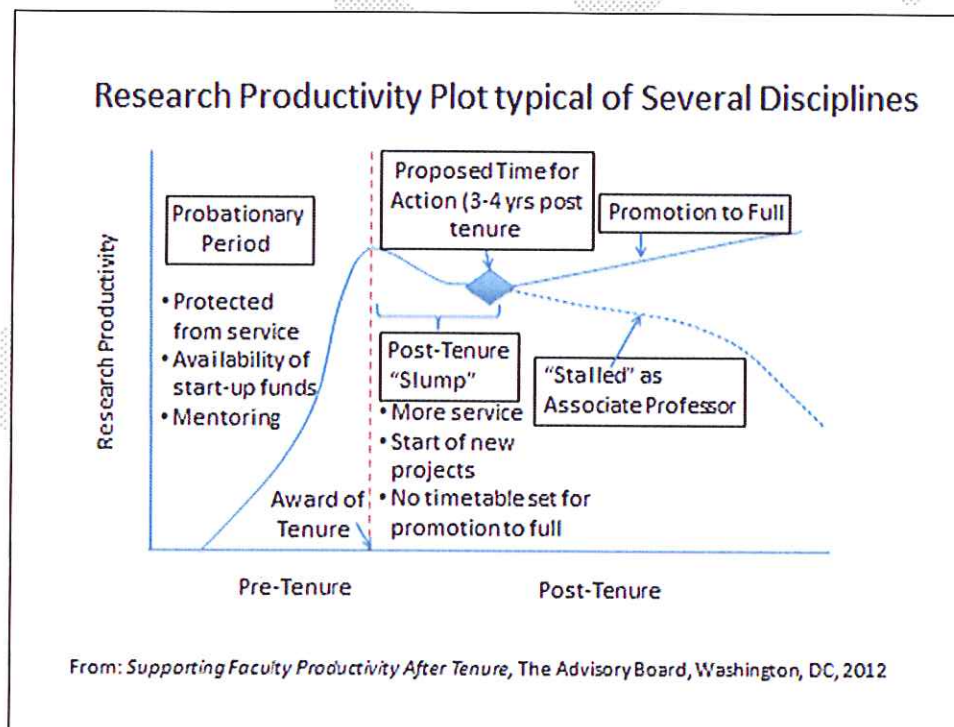
9. **Announcements**
   - Cooper Fellowships- Call for Nominations- Deadline, March 24, 2014
   - Faculty Scholarly and Creative Activities Recognition Reception- April 29, at 3:30 p.m. at the Wesley Gallery
   - Commencement Ceremonies: Graduate Ceremony, May 8th at 4p.m.; Undergraduate Ceremony, May 9th at 8:30 a.m. at the Bank United Center

The meeting adjourned at 3:25 p.m.

Supporting Faculty Career Progression Post-Tenure

A continuous goal of the College is to create a supportive working environment for faculty members throughout the promotion process from assistant to full professor. The College offers a number of successful support programs that aid assistant professors on their path to tenure. After receiving tenure, faculty enter the critical post-tenure phase of their career which is graphically illustrated below (Roger Baldwin, "Mapping the Terrain of Mid-Career Faculty at a Research University," *Change*, Sept/Oct 2008). The post-tenure phase is often characterized by the addition of departmental and/or institutional service responsibilities, the need for re-evaluation of the direction of scholarship/research, and the lack of a definitive time period for advancement in rank (note that many top universities deem six-eight years to be optimal timing for the promotion). As seen from the graph, there is a potential for a "slump" in productivity at this career juncture, and, therefore, it is important that newly tenured professors are provided with the guidance, resources and support they need to be promoted to full professor.

Research Productivity Plot typical of Several Disciplines

Probationary Period

- Protected from service
- Availability of start-up funds
- Mentoring

Proposed Time for Action (3-4 yrs post tenure

Promotion to Full

Post-Tenure "Slump"

"Stalled" as Associate Professor

- More service
- Start of new projects
- No timetable set for promotion to full

Award of Tenure

Research Productivity

Pre-Tenure   Post-Tenure

From: *Supporting Faculty Productivity After Tenure*, The Advisory Board, Washington, DC, 2012

To begin addressing the needs of our associate professors, the College ran three pilot programs designed to support individual creative works, scholarship and research. The pilot programs were tailored to the major areas of knowledge and learning within the College: arts, humanities, social sciences and the natural and fundamental sciences. These programs were intentionally designed to be short in duration and emphasize the

individual faculty member who may be working on a book, a series of articles, or a grant proposal. With this step completed, the College is instituting a permanent mid-career program for all associate professors at the critical mid-career juncture which will complete the overall support structure for regular faculty. The new program works by: (1) emphasizing the need for formal mentoring, (2) encouraging the creation of a comprehensive development plan and (3) providing a research leave for one semester.

To be eligible for the research leave, the faculty member should:

- Be three-to-five years post-tenure

- Carried a full load of courses (as defined by departmental standards)

- Have a career (or research) plan that has been reviewed and approved by the department chair

- Have a formal mentor which would include, but is not limited to, following:

    - the faculty member and the mentor define research agenda or refocus past agenda

    - meet at least twice a semester to review progress

    - mentor reviews and provides feedback on the faculty member's career (or research) plan

- Submit a short research proposal (no more than five pages) prepared in consultation with the department chair and mentor, which includes: career goals, research agenda and a proposed timetable to promotion

- Submit a one-page summary of scholarly productivity post-tenure

Note on eligibility:

Faculty members who have received course reductions for service or sabbatical leaves are still eligible as well as faculty members who have been granted a family leave. However, faculty members who have been granted research leaves or internal fellowships that come with course reductions are not eligible.