

Preparing for an Excellent Review

Outline of Each Process (ESS & Non-tenured track Academic Staff)

	Selective Salary Article XII	Annual Review Article XX.C	Review for Promotion Article XXIII	Review for ESS Article XXI
Purpose	A means for academic staff to get additional pay in their base salary by demonstrating they are meeting or exceeding job expectations.	A means to receive constructive guidance to obtain employment security status (ESS), tenure or continued employment.	A means to advance professionally within a job classification and to receive a 5% pay increase.	A means to obtain economic security similar to tenure. Those with ESS can only be terminated for "just cause," subject to the due-process protections of the grievance procedure.
Eligibility	Academic staff employed the last day of winter term and the first day of the fall term may be considered for a selective salary adjustment.	Academic staff on term appointments - once ESS or tenure is obtained, annual reviews cease, although the contract states academic staff with ESS may request an annual review.	Academic staff members with 3 years in a rank - minimum can be waived at the recommendation of the dean/director and with the approval of the President's office. For promotion to salary grade 3 or higher, the candidate must possess a master's degree.	Academic staff members whose salary is directly funded by the university's general fund - persons whose appointments are subsidy conditioned are not eligible. ESS must be earned by the end of the fifth year of full-time service.
Getting Started	The Academic Staff Salary Committee (sometimes called Personnel Committee) in a particular School/College/Division typically convenes in late winter or early spring to review professional records. The meeting is usually called by The dean/vice-president (or his/her designee) who chairs the meetings <u>with vote</u> . <i>You should have your professional record prepared before the end of the winter term.</i>	Must be conducted annually although no date stipulated in the contract. The process begins with the College/School /Division Academic Staff Tenure/ESS and Promotion Committee (or unit administrator when no committee) preparing a written review. <i>The contract requires your unit administrator to provide you with at least two weeks notice prior to the annual review.</i>	The applicant requests from his/her administrator <i>an application instruction packet</i> that includes a list of materials required in the application and the order in which to assemble the application. Completed packets are due in the fall. <i>You should request your application in the spring before your packet is due.</i> Although "promotions to vacancies" may be submitted at any time.	<i>Eligible academic staff should ask for written application instructions at least 6 months but no more than 12 months prior to the her/his 5th anniversary on the ESS clock.</i> These instructions must be provided by the dean/vice president/director within ten days of receipt of the written request.

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Criteria	<p>Selective salary decisions are guided by unit factors and general University criteria and factors for tenure/ESS and promotion.</p> <p>The committee can also consider equity in recommending selective salary raises.</p> <p>Note: Each year the Provost's Office publishes "Guidelines for Evaluating Academic Staff" which can be a very useful guide.</p>	<p>Based primarily on excellence in job performance; professional achievement is also required, but is given secondary weight.</p> <p>Consideration is given to service that benefits the University (this includes service via the AAUP-AFT).</p> <p>Scholarly Achievement (i.e. publications) is considered at the option of the Academic-Staff member.</p> <p>The committee shall take into account such unit, school/college, and University ESS/promotion factors as are in force.</p>	<p>Consideration based on "qualifications in the light of specific dept/school/college and University considerations" as well as unit factors or detailed job descriptions.</p> <p>Excellence in job performance is primary; professional achievement is given secondary weight. Consideration given to service (including service via AAUP-AFT).</p> <p>Scholarly achievement is considered at the member's option.</p> <p>Assessments "must take into consideration proven professional abilities, professional experience and potential for continued professional growth and leadership as appropriate."</p>	<p>Based primarily on excellence in job performance; professional achievement is also required, but is given secondary weight.</p> <p>Scholarly achievement and/or service, at the option of the Academic-Staff member, will be considered but is not required.</p> <p>Unit factors are also considered in the evaluation for ESS. Detailed job descriptions can stand in lieu of factors.</p>
Committee / Director Review	<p>Unit Salary Committees are required to have 3 or more Academic staff with tenure or ESS. Other academic staff can also sit on the committee but at least half must have ESS or tenure. The dean/vice president or his/her designee shall chair the committee <u>with vote</u>.</p>	<p>The ESS/Promotion Committee In each unit (i.e., school, college, or division) conducts review. This is an elected committee of at least 3 Academic-Staff members holding tenure or ESS. The dean/vice-president or his/her designee shall chair the committee <u>without vote</u>.</p> <p>In units without a committee, the chair/dean/ director/vice-president) operates as the committee BUT must consult with tenured/ESS academic staff.</p>	<p>The unit ESS/Promotion Committee (school/college/ division) evaluates candidate. At least 3 Academic-Staff members holding tenure or ESS are elected, one to be spokesperson. All must hold rank higher than candidate. Dean/vice-president or designee chairs <u>without vote</u>.</p> <p>In units without a committee, the dean/vice-president or designee operates as the committee BUT must consult with tenured/ESS academic staff ranked higher than candidate.</p>	<p>The ESS/Promotion Committee In each unit (i.e., school, college, or division) conducts review. This is an elected committee of at least 3 Academic-Staff members holding tenure or ESS. The dean/vice-president or his/her designee chairs the committee <u>without vote</u>.</p> <p>In units with fewer than three Academic-Staff members holding ESS or tenure, the administrator shall consult with those members before making a decision.</p>

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Process	<p>The elected unit Salary Committee makes recommendations for distribution of this selective pool by ranking each eligible staff member from 1 to 4 for job performance, with one being the highest, and 1 to 3 for professional achievement and service.</p> <p>The President, though the deans/directors, shall make salary adjustments based upon contractual guidelines. The salary committee must be consulted on these decisions.</p> <p>Pooled funds are distributed by weighting categories as follows: 4/7ths awarded for job performance, 2/7ths for professional achievement and 1/7th for service.</p> <p>Salary increases take effect the first pay period of the fall semester.</p>	<p>The Unit ESS/Promotion Committee makes a written review.</p> <p>The unit administrator may concur and/or may add his/her comments to the committee's written review.</p> <p>The unit administrator must discuss review with the staff member. The written review must be given to member at least 5 days prior to the discussion.</p> <p>At the option of the administrator or member, the designated spokesperson of the committee must also be present at the discussion.</p> <p>The written reviews shall be placed in the bargaining-unit member's personnel file.</p> <p>Member can attach supporting or dissenting material to the review.</p>	<p>The unit ESS/Promotion Committee (school/college/division) evaluates candidate and forwards recommendation and supporting documents to dean/vice-president. A 2/3rd affirmative vote is required for recommendation for promotion.</p> <p>Upon receipt the dean/VP attaches his/her recommendations and forwards to President or designee (Provost Office). Note recommendations are typically due late January.</p> <p>The dean/VP must inform the committee of his/her recommendations.</p> <p>Recommendations endorsed by the Committee <u>and/or</u> the dean/VP must be forwarded to President or designee.</p> <p>The dean/VP must notify the candidate of his/her and Committee's recommendation.</p> <p>President or designee makes final decision with input from the Academic Staff University-wide committee.</p> <p>If President does not recommend promotion and a committee or dean/VP did, the candidate may request in writing "compelling substantive reason(s) for not endorsing recommendation."</p>	<p>The chair, director, or equivalent administrator evaluates candidates for ESS in consultation with ESS Committee or if no commit with Academic Staff with ESS/tenure.</p> <p>The elected peer-group committee or Academic-Staff members holding ESS or tenure review candidate's packet.</p> <p>The recommendation of chair or equivalent administrator shall be forwarded to school/college/division committee. Candidate must be notified of recommendation.</p> <p>The unit ESS/Promotion Committee (school/college/division) evaluates candidate and forwards recommendation and supporting documents to dean/vice-president. A 2/3rd affirmative vote is required for recommendation for ESS.</p> <p>The candidate is granted ESS if approved by the dean/VP.</p> <p>Candidates denied ESS must receive written notice by the dean/VP.</p>

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Appeals Process	<p>No salary adjustments under this section may be grieved.</p> <p>A grievance can be filed if the appropriate procedures were not followed.</p>	<p>The failure to conduct an annual written review is grievable at Step One only.</p> <p>A grievance can be filed if the appropriate procedures were not followed.</p>	<p>Appeals to Grade 2 or 3 can be made after 3 years of full-time service in rank, to Grade 4 after 5 years, and Grade 5 after 8 years.</p> <p>If denied, candidate can request reconsideration by unit Committee and/or dean/VP. Request must be written and submitted within 15 days of written notice.</p> <p>Candidate may appear before the Committee with a unit member holding tenure or ESS.</p> <p>If after reconsideration the Committee and/or dean/VP approve and recommendation(s) will be forwarded to the President or designee.</p> <p>Candidate can submit written request to the dean/VP if no Committee and bring a unit member w/ tenure/ESS to meeting.</p> <p>If a negative decision is reaffirm, the candidate can forward application and supporting documents to the President or designee within 15 days.</p> <p>A grievance and arbitration can be invoked when procedures violated. A favorable arbitration decision results in an extensive review by the University-wide Committee and President or designee.</p> <p>The President's decision at the end of this process is final and not subject to grievance.</p>	<p>Only available to Academic-Staff with 4 years of full-time service.</p> <p>If denied, candidate can request reconsideration by unit Committee and/or dean/VP. Request must be written and submitted within 15 days of written notice.</p> <p>Candidate may appear before the Committee with a unit member holding tenure or ESS.</p> <p>In units without a Committee candidate can submit written request to the dean/VP and bring a unit member holding tenure or ESS when meeting with him/her.</p> <p>If after reconsideration the Committee approves (by a 2/3rd vote) but the dean/VP does not, the candidate can appeal to the Provost for reconsideration. The candidate should forward his/her application and supporting documents to the Provost or her designee.</p> <p>The Provost must consult with the AAUP-AFT before making a final decision. If the Provost approves ESS the candidate is granted ESS. If the</p> <p>The Provost's decision is final.</p> <p>Except as specified in this Article, all matters related to employment security status are not subject to the Grievance Procedure</p>

Other “Reviews” You Should Know About....

Budget Advisory Committee: Article XXXI

Upon a majority vote of the faculty and academic staff holding tenure or employment security status in the departments or divisions of a School/College or in the Library or Archives, committee will be elected with which the chair/dean/director will consult concerning the general budgetary priorities of the unit. The chair/dean/director must make available on a quarterly basis any accounting reports that may be needed.

Bylaw Committees: LOA: Bylaws (8/19/02) and Article XXVII

It is understood that the faculty of each department/school/college and the academic staff in each school/college/division have responsibility for the development of bylaws consistent with University and school/college statutes and policies and with this Agreement. Those bylaws, and any subsequent revision of the bylaws, shall be subject to the approval of the chair/dean/director/vice-president and the President or his/her designee.

Chair/Director and Dean/Division Selection and Reviews: Article XIII

Committees comprised of elected faculty and academic staff members and an equal number of representatives appointed by the President or his designee, along with one student representative selected by the student council, form the search or review committee. The President appoints the chair from the committee members. This committee makes recommendations to the president as to whom should be hired in cases of a search, and in cases of a review, evaluates the progress of the department and the effectiveness of the chair/dean and forwards a report to the President or his/her designee. Reviews are to take place one year prior to the end of the Chair/Director/Deans employment contract. Contracts cannot be longer than five (5) years long.

Hiring: Article XX.A.2

Insofar as practicable, no full-time term appointments of prospective academic staff of the bargaining unit shall be made without consultation with the appropriate tenure/promotion committee or the tenured and/or employment-security- status Academic-Staff members of the originating unit. (For the definition of the committee, see Article XXI.D.) The unit administrator is required to call a meeting of the appropriate salary committee to discuss initial salaries of prospective members of the bargaining unit. (See Article XII.B.6)

Lay-offs: Article X

In circumstances other than those stated above it may be necessary because of substantial curtailment or discontinuance of a program or extraordinary financial exigency to make reductions in personnel. No recommendation for program discontinuance or substantial curtailment shall be made to the Board of Governors without prior consultation with the affected unit and appropriate academic councils of the school/college/division and of the University, each of which shall be given the opportunity to submit written advisory reports and recommendations. In such cases the following language shall apply.

In case of impending reductions in a unit which would require the layoff of bargaining-unit members, the President or his/her designee shall appoint a committee according to the following procedures: N members shall be appointed by the President or his/her designee and N members from a slate of nominees furnished by the Academic Senate which shall advise the President or his/her designee on the possible placement of the affected bargaining-unit members in other units within the University. The slate shall contain two names for every person so appointed. There shall also be one Association-appointed nonvoting representative to the committee.

Professional Duties: Article XXIV.II

Allows academic staff to appeal a change in professional duties he/she considers “contrary to his/her responsibilities.” Please note there are short time limits. For instance, a request for a meeting with the dean/director/vice president “must be made in writing within ten (10) working days after notification of the proposed duties change by certified mail or after having been personally served.” If a resolution regarding these changes cannot be reached via meeting with the dean/director/vice president, the AAUP-AFT can appeal the decision to a Review Committee. If the president disagrees with the committee’s recommendation the union may appeal to arbitration. *No changes in duties can take effect prior to the completion of the review process or arbitration.*

Definitions You Should Know

Academic Freedom: The belief that teachers are entitled to freedom of inquiry in research, publication and course content without threat of repression, job loss, or imprisonment. The legal concept of academic freedom originated in Germany around 1850 and spread to the U.S. in the early 20th century. The AAUP issued its first statement on Academic Freedom in 1915 after Stanford economist Edward Ross was fired for speaking against the gold standard and the importation of cheap labor. The principle grew in greater importance during the Cold War/McCarthy era when professors and other intellectuals were targeted.

Academic Governance: Also referred to as “shared governance” or “collegial governance” is a well-established doctrine within institutions of higher education going back to medieval Europe. Its purpose, as articulated in the AAUP’s *Statement on Government of Colleges and Universities*, is “to foster constructive joint thought and action” among governing boards, administrators and faculty, “both within the institutional structure and in protection of its integrity against improper intrusions.” The AAUP-AFT contract extends the rights and responsibilities of academic governance to academic staff. Unlike the traditional “business model” of management, academic governance recognizes the expertise and institutional commitment of employees as a central component to effective decision at a university or college. Academic governance is closely tied with Academic Freedom in that it provides a mechanism for faculty and academic staff to ensure fair standards and to speak critically.

Academic Senate: A body comprised of faculty and academic staff whose purpose is to ensure that university academics participate in the development of academic policy at a university or college. The Wayne State University Academic Senate is an 85-person body with about a dozen standing committees. Faculty and Academic staff, as well as administrators with retreat rights back to the bargaining unit, can be elected to the Academic Senate for three-year terms. Nominations are traditionally called in the spring.

Bylaws: Rules adopted by faculty and academic staff, and approved by the dean/director/vice-president and the President or his/her designee, to “insure orderly conduct” within each division/ school/college. (Faculty members also adopt bylaws for each department/division/center/institute.) Bylaws are required as per Article XXVII of the contract and outline procedures for standing committees, appointments and elections. Bylaws cannot be contrary to the union contract or university policy.

Consult: This word appears throughout the union contract and is defined by Webster’s New World Dictionary as follows, “to deliberate, consider, ... to call together, as in *consulere senatum*, to gather together the senate, hence ask (it) for advice...to talk things over in order to decide or plan something; confer; 1.a) to seek an opinion from; ask for the advice of...; b) to refer to or turn to, esp for information...; 2. To keep in mind while acting or deciding, show regard for, consider; 3.a) to confer about; b) to plan for.” Contrary to what some administrators think, “consult” does not mean notification after a decision is made.

Factors: The contract mandates that each unit draw up factor statements that describe the “particular mission and diverse characteristics” that will be considered in the evaluation of academic staff members in a particular classification. They distinguish and describe the three main categories on which Academic Staff in a particular unit are evaluated: Job Performance, Professional Achievement, and Service. Factors are extremely important in guiding prospective candidates and administrators through the tenure/ESS and promotion. The factor statement should be made available to academic staff early in their employment. (Art XXXIII.B.3.a (pp 8) states, “*Factors used in a given case shall have been issued at least twelve months prior to their use and shall have been distributed to each Academic-Staff member in the unit.*”

Factors are written, reaffirmed and revised by the Academic-Staff members in a unit and/or classification and must receive the approval of the dean/vice-president of the school/college/division prior to implementation. In those units that do not have Academic-Staff ESS committees and in the event that an Academic-Staff member does not concur with the factors delineated by the dean/vice-president, the individual may request a review by a University-wide Academic-Staff Review Committee. See Article XXI.D.

Grievance: A violation of a collective bargaining agreement by either party. A grievance is typically filed against administration/management by the labor organization. A grievance cannot be filed by a labor organization against its own member(s).

University-wide Committees: Committees of faculty and academic staff as stipulated in Article XXX of the AAUP-AFT contract required in decision making procedures as per contract, including committees determining Academic Staff factors and tenure in units without an ESS or tenure committee. Nominations are called by the Provost’s Office before the end of each winter term. Faculty and Academic-Staff members may nominate themselves or be nominated (with their consent) by their colleagues and/or the administration of the unit. The required number of eligible individuals will be selected for each committee by the dean/vice-president in consultation with the appropriate faculty or Academic- Staff committees such as a faculty council or the executive committee of the faculty council or senate of the school, college, or division. The Academic Senate Policy Committee and the Provost will select members of the committees from the slates presented, with membership to start at the beginning of the fall semester. If someone on the list for a given committee is found to be ineligible, the members of the committee will be chosen from among the remaining names on the slate.

Voting/Participation Rights: Article XXVII.B spells out these rights stating: *The rights of bargaining-unit members to participate with vote in the academic-governance activities...shall not be abridged. Their rights to participate with vote in academic-governance activities, including activities addressed in Articles XX (Term Appointments), XXI (Employment Security Status Procedures), XXII (Tenure Procedures), and XXIII (Promotion Procedures), shall be determined under the bylaws of the units and under other provisions of this Agreement and such additional rules as may be agreed upon by the University Administration and the Association.*

Resources

Templates-----

Annual review (used by Financial Aid, can revise for your unit):

http://www.aaupft.org/pdf/Annual_Rev_Template.pdf

Bylaws template, can access from:

http://www.aaupft.org/academic_staff_sc.html

Factors template, can access from:

http://www.aaupft.org/academic_staff_sc.html

Professional Record template:

<http://provost.wayne.edu/academic-templates.php>

Promotion and Tenure Coversheet Template for Academic Staff

<http://provost.wayne.edu/tenure.php>

Standards/Procedures-----

AAUP-AFT Local 6075 2009-2012 Contract:

http://www.aaupft.org/pdf/wsu_aaup2009_2012contract.pdf

AAUP 1940 Statement on Academic Freedom and Tenure:

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/1940statement.htm>

AAUP Statement on Government of Colleges and Universities:

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/governancestatement.htm>

Administrative Policy and Procedures Manual

<http://wayne.edu/fisops/APPM99s.pdf>

Procedures for ESS Application and Review

<http://provost.wayne.edu/academic-templates.php>

Promotion and Tenure Procedures and Factors for Academic Staff

<http://provost.wayne.edu/tenure.php>

Schedule for Promotion and Tenure Procedures

<http://provost.wayne.edu/tenure.php>

University Policy

<http://wayne.edu/fisops/universitypolicy.pdf>