

## Report of the Senate Committee on Faculty and the Academic Mission (SCOF)

### General Committee Charge

The Committee oversees and advises the Executive Committee on matters relating to the University's policies and procedures concerning the academic mission, including the structure of the academic staff, the tenure system, faculty appointments and promotions, faculty research, and faculty governance. In general, the Committee deals with the matters covered by the following sections of the University's *Handbook for Faculty and Academic Administrators*: I.E.-F., H.2., II.A.-D.

### Specific Charges for 2011-2012 and Work Accomplished

1. Complete its evaluation of the role of non-standing faculty in undergraduate teaching by encouraging the four undergraduate schools to shape their data into a common format, using the Wharton report as a model. Complete the full comparative analysis by focusing on getting time-series historical data from SEAS and reformatting the SAS data to conform to the Wharton model. Upon completion of this analysis, review all data from the four undergraduate schools and develop recommendations if appropriate.

*We have requested SEAS data over time from Vijay Kumar, deputy dean for education, SEAS, so the Committee would have a set of data comparable to those generated by Wharton. Follow-up on this request is part of the charge for next year.*

2. Make recommendations concerning how to get reports from the four undergraduate schools on an ongoing basis to monitor trends in teaching roles in consultation with the Office of the Provost. Confidentiality agreements for use of the data should be established and communicated to Vice Provost for Faculty Affairs Lynn Lees.

*We reviewed the confidentiality agreements that were made with the four deans of the undergraduate schools and it was agreed that the data would be shared in broad terms with SEC. SCOF deferred discussion on how to get reports on an ongoing basis until the data from SEAS are received.*

3. Review the 1997-1998 SCOF Report in which it endorsed a set of guidelines specifying what information would be needed when a school proposes changes for faculty tracks. Consider what changes, if any, might be appropriate in the needed information. Consult with the Provost's Office to finalize this list. This specified information from the school would allow the Provost's Office to enable full and fair review from SCOF/SEC.

*SCOF reviewed the draft Guidelines for requests from schools for faculty track changes that were drafted in 1997-1998 and revised in 2011. The final Guidelines were sent to the Office of the Provost on October 25. These guidelines were implemented this year in time for the proposals from the GSE and the Perelman School of Medicine and it greatly expedited the Committee's process for review (vide infra). The Guidelines are attached as an addendum to this report (see next page).*

4. Examine past, current, and planned organization of major full and part-time faculty tracks in the Perelman School of Medicine including proportions of faculty in each track, rules for assignment to and promotion within specific tracks and practices for switching faculty tracks. Similar information ought to be collected from the other health schools.

*This charge was not addressed this year. SCOF notes that the new Dean of the Perelman School of Medicine, J. Larry Jameson, has engaged the PSOM faculty in strategic planning which may address some of the concerns in this charge. As a result, we recommend that this charge be deferred until the completion of the PSOM study.*

### Additional Charges

• Dean Andrew Porter of the Graduate School of Education requested a change in the language of the *Faculty Handbook* to increase the Senior Lecturers within the school from four to eight, with the Senior Lecturers at any time not to exceed twenty percent of the standing faculty. SCOF reviewed and evaluated this request. The Committee met twice to discuss this proposal and

requested additional information from the GSE. After reviewing the information, SCOF agreed that the proposal is adequate and justified. The suggested revision was forwarded to SEC for a vote on March 21, 2012.

• Dean J. Larry Jameson of the Perelman School of Medicine requested a change in the language of the *Faculty Handbook* to amend the School's Academic Clinician track to permit part-time employment. The Committee met twice to discuss this proposal and, after considerable discussion and deliberation, we agreed that the proposal is adequate and justified. The suggested revision was forwarded to SEC for a vote on May 9, 2012.

• We explored the question of the role of health benefits (and the lack thereof) on retirement decisions. We met with Leny Bader, director of Benefits, Sue Sproat, executive director of Human Resources; and Jack Heuer, vice president of the Division of Human Resources to discuss the impact of the extra cost of health benefits on faculty considering retirement. The data that they presented suggested strongly that post-retirement health care costs are not a barrier to retirement, and that quality of life issues were much more prominent in the decision-making process.

• Review and discuss this Committee's general charge, as provided in the Senate Rules, and identify what you believe to be the most pressing issues facing the Faculty over the next few years. In light of your discussions, recommend to the Senate Executive Committee two or three high-priority charges for the Committee on the Faculty to undertake in academic year 2012-2013. In explaining these charges, outline any appropriate actions you suppose the Senate might conceivably take after its review.

### Recommendations for the 2012-2013 Academic Year

• Finalizing the specification of the data that should be regularly collected to permit characterization of the role of non-standing faculty remains an important charge of SCOF in the coming year. Once the SEAS data have been obtained, a mechanism for the systemization of the regular accumulation of this data will be implemented.

• Examine past, current, and planned composition of all major full- and part-time faculty tracks in the Perelman School of Medicine, the rules for assignment to and promotion within each track, as well as and the rules and practices for switching between tracks. Similar information ought to be collected from the other health schools. SCOF notes that the new Dean of the Perelman School of Medicine, J. Larry Jameson, has engaged the PSOM faculty in strategic planning which may address some of the concerns in this charge. As a result, we recommend that this charge be deferred until the completion of the PSOM study.

• Provost Price has just announced a new initiative in which Penn, along with Princeton, Stanford, and the University of Michigan, will participate in Coursera, an open-access web platform for online classes, led by university faculty members, that draw on their areas of expertise and existing courses. SCOF was not consulted on this program, and it is incumbent on us to examine the effect of the faculty on this program, and vice versa.

### SCOF Membership 2011-2012

Jeffrey Winkler, School of Arts & Sciences/Chemistry, *Chair*

Amy Sepinwall, Wharton School

Harold Feldman, School of Medicine/Epidemiology

Max Mintz, School of Engineering and Applied Science

Reed Pyeritz, School of Medicine/Genetics,

Greg Urban, School of Arts & Sciences/Anthropology

Barbra M. Wall, School of Nursing

*Ex Officio Members:*

Camille Z. Charles, School of Arts & Sciences/Sociology, *Senate Chair*

Susan Margulies, School of Engineering and Applied Science/Bioengineering, *Senate Chair-Elect*

**Addendum:**

**Guidelines for requests from schools for faculty track changes**

The Senate Committee on Faculty and the Academic Mission (SCOF) wishes to provide guidelines for proposed requests for faculty track changes in order to expedite the review process. The Committee agreed to require that, before it can advise on new requests for track changes, it should be provided sufficient information about the current distribution of the teaching roles in that school, including the most recent available information about the numbers of enrollments taught by personnel in various statuses, and the projected changes in those enrollments associated with the new appointments.

The questions and chart provided below comprise the guidelines for information that the Committee requires.

1. Why is the proposed faculty track change needed at this time? Assuming a strategic plan for the School is motivating the request, what are the principal elements at issue?

2. What is the cap for the new line as a percentage of the Standing Faculty? How was the cap set? How will the cap be monitored and enforced?

3. What will the effect of the new faculty track be on part-time faculty? Were the part-time faculty consulted?

4. Please include in your proposal the outcome of the faculty vote. If the vote of the faculty of the School submitting the request was not unanimous, what were the concerns of those who dissented?

5. Will the new faculty track affect the teaching of undergraduate and graduate students and if so explain how this will change.

6. Explain how the roles of the new faculty track will differ from current faculty tracks. How will the criteria for promotion differ?

In the chart below please provide specific numbers of current and projected number of faculty and other teaching staff for all faculty track categories (including part-time and full-time status), and please correct the categories if they are incorrect or inapplicable. Please fill in current data and (to give some sense of your future expectations) for expected numbers and distribution for five years from now.

Status	# in current year	# in five years
1. Full-time standing faculty		
a. Tenure track		
b. Clinician Educator track		
2. Full-time academic support/associated faculty		
a. Academic Clinicians		
b. Research faculty		
c. Lecturers		
d. Instructors		
e. Adjunct faculty		
f. Practice Professor		
g. Other		
3. Part-time academic support/associated faculty		
a. Active emeritus faculty		
b. Adjunct faculty (with professor as part of title)		
c. Clinical faculty (with professor as part of title)		
d. Other		
4. Part-time academic support/associated faculty		
a. Clinical Associate		
b. Other		