

FACTORS FOR ACADEMIC STAFF COLLEGE OF LIBERAL ARTS AND SCIENCES

For Promotion, Employment Security Status (ESS) and Selective Salary Adjustment

Preamble:

This document delineates factors for the academic staff in the College of Liberal Arts and Sciences (CLAS) that will be considered in evaluating a candidate's qualifications for appointment, reappointment, promotion, ESS and selective salary increases.

While the specific responsibilities of academic staff members in CLAS differ according to the needs of the various units of the College, the primary function of all academic staff is to provide student services and support for the academic programs, departments and units of the College. Such positions require a high level of competence and professional flexibility to meet the varying needs of the College and its students. The following factors are not restrictive in nature, but rather reflect those general characteristics to be demonstrated by successful candidates for promotion, employment security status and selective salary adjustments.

University Classifications:

Numerous classifications of Academic Staff are established by the collective bargaining agreement between Wayne State University and the American Association of University Professors – American Federation of Teachers (WSU/AAUP-AFT). Five of the eleven classifications delineated in Article XXII.B.3 are currently represented by staff in CLAS. They include Academic Advisor, Academic Services Officer, Extension Program Coordinator, University Counselor Assistant and University Counselor. They are reviewed here to give an overview of the projected career path from initial hire to advanced status. In general, advancement in rank may be achieved through performance, experience, continuing education, increased knowledge and recognized professional achievement.

There are four classification ranks of Academic Advisor (AA) and Academic Services Officer (ASO), three ranks of Extension Program Coordinator (EPC) and University Counselor (UC) and two ranks of University Counselor Assistant (UCA) at Wayne State University (WSU). According to Article XXIII.B.2 of the WSU/AAUP-AFT collective bargaining agreement "all academic staff hired after August 1, 1992, must possess the master's degree or higher to be eligible for promotion to salary grade level 3 or higher" (as defined in Article XII.B.3). Therefore at least a master's degree is required for advancement to the rank of AA II, ASO II, EPC II and UC I. A bachelor's degree is sufficient for both classifications of UCA.

Classifications for Academic Advisor and Academic Services Officer

Qualifications for Rank I

- Bachelor's degree required.
- Potential to develop a record of excellence in job performance.
- Potential to begin establishing a record of professional achievement and service.

Qualifications for Rank II

- Master's degree required.
- Demonstrated record of excellence in job performance.
- Demonstrated ability to work independently, to make sound decisions and to have constructive and productive interactions with colleagues.
- Continuing record of professional achievement and service.

Qualifications for Rank III

- Master's degree required.
- Demonstrated record of excellence in job performance.
- The ability to work independently, to make sound decisions and to have constructive and productive interactions with colleagues.
- Established record of professional achievement and service.
- Recognition of appropriate achievement within the profession (preferably, at the local or regional level).
- Appointment at, or promotion to, this level is based upon the candidate's cumulative professional record rather than any single accomplishment.

Qualifications for Rank IV

- Master's degree required.
- Highest level of excellence in job performance with evidence of leadership in addition to demonstrated broad understanding of overall department/unit operations.
- Continuing ability to work independently, to make sound decisions and to have constructive and productive interactions with colleagues.
- Professional record reflecting recognition of excellence in professional achievement, service and contributions to the profession.
- Achievement of appropriate recognition within the profession at the local and regional or national level.
- Appointment at, or promotion to, this level is based upon the candidate's cumulative professional record rather than any single accomplishment.

Classifications for Extension Program Coordinator and University Counselor

Qualifications for Rank I

- Bachelor's degree required.
- Demonstrated ability to competently carry out the range of necessary professional duties.
- The ability to work independently, to make sound decisions and to have constructive and productive interactions with colleagues.
- Continuing record of professional achievement and service.

Qualifications for Rank II

- Master's degree required.
- Demonstrated record of excellence in job performance.
- The ability to work independently, to make sound decisions and to have constructive and productive interactions with colleagues.
- Established record of professional achievement and service.
- Recognition of appropriate achievement within the profession (preferably, at the local or regional level).

- Appointment at, or promotion to, this level is based upon the candidate's cumulative professional record rather than any single accomplishment.

Qualifications for Rank III

- Master's degree required.
- Highest level of excellence in job performance with evidence of leadership in addition to demonstrated broad understanding of overall department/unit operations.
- Continuing ability to work independently, to make sound decisions and to have constructive and productive interactions with colleagues.
- Professional record reflecting recognition of excellence in professional achievement, service and contributions to the profession.
- Achievement of appropriate recognition within the profession at the local and regional or national level.
- Appointment at, or promotion to, this level is based upon the candidate's cumulative professional record rather than any single accomplishment.

Classifications for University Counselor Assistant

Qualifications for Rank I

- Bachelor's degree required.
- Potential to develop a record of excellence in job performance.
- Potential to begin establishing a record of professional achievement and service.

Qualifications for Rank II

- Bachelor's degree required.
- Demonstrated record of excellence in job performance.
- Continuing record of professional achievement and service.
- Experience in the field.

Ethical Standards:

The Academic Staff of the College of Liberal Arts and Sciences have established ethical standards to which its members are expected to adhere:

- Represent the University in a professional and positive manner and ensure the fair, objective, and impartial treatment of all persons with whom they interact.
- Ensure confidentiality of all student records and communications and maintain the highest principles of ethical behavior in the use of technology.
- Practice honesty and integrity in all aspects of their professional lives.

Classification Promotion Factors for ESS and ESS-Track Academic Staff:

Pursuant to the WSU/AAUP-AFT collective bargaining agreement, Article XXIII.B.3.a, "For academic staff not on a tenure track appointment, the assessments of a candidate's qualifications shall be based on excellence in job performance. Excellence in professional achievement is also required, but is given

secondary weight in promotional decisions. Excellence in scholarly achievement, at the option of the academic staff member, will be considered but is not required.”

Knowledge and Skills Requirements:

Academic staff should be undertaking a full scope of job responsibilities. This includes, but is not limited to, the areas of job performance, effectiveness and efficiency; self-improvement; professional achievement; service to the University and/or community; and, at the option of the candidate, scholarly achievement. No candidate can or should be expected to perform all of the activities listed below. There must, though, be clear evidence that the candidate meets the standards of excellence and shows a high level of competence and professional flexibility to meet the varying needs of the College and its students.

A. Job Performance

CLAS academic staff members should perform their job responsibilities at or near the highest levels of persons in their profession or field at comparable complex research universities. In addition, they should engage in substantial innovation to improve the functionality of their department/unit, cooperate with the University to implement new systems, make vigorous efforts to improve their job skills through study or other activities, progress and be committed to a program of self-improvement, demonstrate a cooperative attitude in achieving department/unit and University objectives.

Professional Knowledge

Each staff member should have the professional knowledge to effectively perform his/her job and understand its relationship to the mission of the department/unit. He/she should have sufficient understanding of College and University policies and procedures to apply that knowledge. The staff member's performance in prioritizing and completing assignments should be such that it improves the efficiency of the department/unit. A candidate's responsibilities should be evidenced by a growth in job requirements and/or scope of duties and show evidence of becoming an increasingly valuable member of the University.

Collegiality

The staff member must be committed to engaging in cooperative efforts to achieve the goals of his/her department/unit, the college and the University. A successful staff member works effectively with colleagues in his/her own department/unit or in comparable units and responds to problems or directives in a timely fashion with a cooperative attitude.

Communication Skills

The staff member communicates, in both oral and written forms, in an articulate, concise and appropriate manner.

Supervisory Skills

The staff member effectively trains, guides, motivates and assists fellow employees and resolves personnel-related problems and issues in a timely and effective manner.

Unit Improvement

Each staff member innovatively seeks ways to improve the department/unit procedures or activities, and recommends and implements those improvements. He/she should demonstrate responsibility, creativity, initiative, sound judgment, the ability to plan ahead and complete tasks in a timely and professional

manner. The staff member readily participates to implement new systems or procedures that are developed within the University.

Performance Effectiveness

The staff member effectively and thoroughly performs his/her full range of responsibilities. A staff member should demonstrate dependability and good judgment.

B. Professional Achievement

CLAS academic staff members should demonstrate ongoing training that advances professional knowledge in his/her field of expertise and/or demonstrated acquisition of skills beneficial to job performance. Attainment of an advanced degree, or pursuit of non-degree professional development or continuing education programs, and participation in or attendance at professional meetings are examples of this achievement as are execution of in-house research, analyses or studies focusing on the department/unit, college or university. Demonstrations and presentation of papers or reports at professional meetings, preferably for associations with regional or national recognition, should also be considered. Application for and receipt of internal or external funding, where applicable, may be considered but is not required.

C. Service

CLAS academic staff members should demonstrate involvement in one or more levels of extracurricular activities: University, Professional and Community. In evaluating service, the importance and the duration of the activity, the candidate's effectiveness and quality of service rendered, as well as the significance of the committee(s) should be considered. Distinctions should be made between very important and nominal service, between brief and extended service, between regular and erratic participation and between effective and ineffective involvement. Merely holding a committee, or other, assignment does not meet the standard for service. The candidate should delineate the character of the responsibilities and his/her contributions meeting those responsibilities in his/her promotional materials.

University

A staff member is expected to serve on a variety of department/unit, College and/or University committees or activities. Professional participation in AAUP-AFT activities "shall be credited as University service in the same manner that other professional service is credited" (Agreement, Article XI). The standing of the unit, the importance of the committee and the effectiveness of the staff member's service should all be considered in the evaluation.

Professional

Service to a profession may involve participation in academic and/or professional associations. It may include election to or appointment as an officer, committee member, editor or reviewer in an appropriate professional organization at the local, regional and/or national level. It may also include serving on examining or licensing bodies of a profession, advising governmental agencies or private entities, or similar activities that advance a profession and enhance its contributions to society at large. The standing of the organization, the importance of the position or committee and the effectiveness of the staff member's service should all be considered in the evaluation.

Community

A staff member may demonstrate community service through the application of a candidate's knowledge of his/her profession on behalf of individuals, foundations, institutions, agencies, organizations or other entities in the public or private sector not limited to the Detroit metropolitan area.

This includes consultancies, testimony or studies that assist community organizations in obtaining knowledge and information pertinent to their activities. It may also include membership on community boards or commissions that otherwise enhance the University's public service mission or bring credit to the University. The standing of the organization, the importance of the position or committee, and the effectiveness of the staff member's service should all be considered in the evaluation.

D. Scholarly Achievement (discretionary consideration)

For academic staff in tenure-track or ESS positions, the assessment of a candidate's qualifications shall be based on excellence in appropriate scholarly achievements. For academic staff on tenure-track appointments, excellence in scholarly achievement is required. For academic staff under ESS, excellence in scholarly achievement will be considered at the option of the staff member but is not required.

Scholarly achievement includes high-quality research, writing, studies, citations or academic awards in the candidate's field. Books, published studies in journals, articles in practitioner magazines, newsletters, bulletins, and/or compendia are examples that may also be considered. Academic staff members in a field where publication is not the norm should, at a minimum, be producing studies of the operations of their department/units or the University, that bear on improvements in institutional practices and services.

Classification Factors for Attaining Employment Security Status (ESS):

Pursuant to the WSU/AAUP-AFT collective bargaining agreement, Article XXI.C "Employment security status shall be made on the basis of excellence in job performance; excellence in professional achievement is also required, but is given secondary weight. Excellence in scholarly achievement and/or service, at the option of the academic staff member, will be considered but is not required." and Article XXI.D "Applicants may submit evidence of job performance, professional achievement, scholarly achievement and service that has not been specifically listed among the factors."

While the specific responsibilities of academic staff members in the CLAS differ according to the needs of the various department/units of the College, the primary function of all academic staff is to provide support for the academic programs, departments and units of the College. Such positions require a high level of competence and professional flexibility to meet the varying needs of the College and its students. Assessment of a candidate's qualifications must consider performance to date and prospect for continued excellence based on that performance. These factors include, but are not limited to, reliability in completing work assignments, quality of work performed and commitment to the candidate's department/unit and College. The factors should not be restrictive, but should reflect the general characteristics demonstrated by successful candidates who attain employment security status.

A. Job Performance: (required)

- Knowledge of the job and its relationship to the mission of the department/unit, as well as competent working knowledge of the College and University.
- Effective and efficient completion of assignments and job functions; meeting the expectations of the department/unit director; significantly contributing to the operations of the academic department/unit, College or University.

- Evidence of creativity and innovation; suggestions for improvement in procedures or activities, and implementation of those that are approved.
- Working effectively with colleagues in the department/unit and throughout the University; responding to problems or directives in a timely fashion with a cooperative attitude.
- Demonstration of supervisory skills, where appropriate.
- Dependability and good judgment.
- Potential for continued growth in the position and evidence of becoming an increasingly valuable member of the University.

B. Professional Achievement: (required, but given secondary weight)

- Acquisition of skills beneficial to job performance or professional expertise.
- Participation in appropriate professional organizations at the local, regional and/or national levels.
- Presentation of papers, talks, workshops or other activities that enhance the candidate's professional stature.
- Execution of in-house research, analyses or studies focusing on the department/unit, the College or the University.

C. Service: (considered, but not required)

- Service on departmental/unit, College and University committees (both the candidate's effectiveness and quality of service rendered and the significance of the committees shall be considered).
- Professional service such as election or appointment as an officer, committee member, editor or reviewer in an appropriate professional organization, or other similar contributions.
- Membership in community organizations or boards or other forms of service that enhance the University's public service mission or bring credit to the University.

D. Scholarly Achievement: (considered, but not required)

- Research, publication, citations, and/or academic awards.
- Published books, studies in journals, articles in practitioner magazines, newsletters, bulletins, and/or compendia.
- Where publication is not the norm, studies of the operations of their department/units or the University, which bear on improvements in institutional practices and services, are applicable.

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