

Standard 10: Faculty (Group 6) -- Identification of Information Sources to Answer Charge Questions

Part 1 - The Formation of Our Faculty: Qualifications, Recruitment, and Diversity

Q 6.0	How has the university implemented plans for faculty recruitment and retention as result of the NJIT Strategic Plan, 2004-2010? How was this plan designed to meet the needs of NJIT's academic programs?
Information Sources	NJIT Strategic Plan 2010-2015 (http://www.njit.edu/president/planning/index.php); NJIT Strategic Plan 2004-2010 (http://www.njit.edu/president/docs/2005/strat_plan_revision05.php); Structured interviews with Deans; NJIT Human Resources; MIT Faculty Diversity Study (http://web.mit.edu/provost/raceinitiative/) ADVANCE project
Key Contact	Kamal Joshi
Corresponding Dean Interview Question	3. The NJIT Strategic Plan, 2010-2015, sets the following objective: “Actively recruit women and minority faculty to achieve a hiring rate of as at least 25% women and minorities among qualified faculty.” Would you please describe how you hope to meet this recruitment goal in your college?
Potential Writer	Nancy Steffen-Fluhr / Janice Daniel

Q 6.1	How do the current demographics of our faculty compare to those of our peer universities? If there are differences between departments, what is the cause and effect of these differences?
Information Sources	MIT Faculty Diversity Study (http://web.mit.edu/provost/raceinitiative/); NJIT Human Resources; NJIT Institutional Research; “Diversity in Academe” (<i>Chronicle of Higher Education</i> – available from RBB); http://www.aaup.org/AAUP/issues/diversity/Diversitybib.htm ; http://www.aaup.org/AAUP/issues/diversity/div-aa-resources.htm
Key Contacts	Perry Deess, Kamal Joshi
Potential Writer	Nancy Steffen-Fluhr / Janice Daniel

Q 6.2	How effective are our present strategies for ensuring a diverse faculty?
Information Sources	Murray Center; NJIT Human Resources; NJIT Institutional Research; structured interviews with Deans / Chairs
Key Contacts	Nancy Steffen-Fluhr, Perry Deess, Kamal Joshi
Corresponding Dean Interview Questions	2. Would you describe the strategic plan that exists in your college for enhancing the diversity of faculty?
Corresponding Chair Interview Question	2. When a faculty opening occurs in your department, how do you try to promote diversity in hiring? How does the goal of enhancing diversity affect faculty recruitment?
Potential Writer	Nancy Steffen-Fluhr /Janice Daniel

Q 6.3	In light of the new faculty incentive separation program, what is the institution's strategic plan for the replacement of retiring faculty?
Information Sources	Faculty Meeting Minutes Planning strategy details (T. Johnson) NJIT Strategic Plan 2010-2015 (http://www.njit.edu/president/planning/index.php); NCE Strategic Plan 2025 Visio (http://nce.njit.edu/about/dean/strategicplan.php); CSLA Strategic Plan (http://csla.njit.edu/strategicplan/index.php); Structured interviews with Deans / Chairs
Corresponding Dean Interview Question	1. Is there a plan within your college to replace faculty members who will retire under the faculty separation agreement? If so, please describe that plan.
Corresponding Chair Interview Question	1. How do you plan to replace faculty members who will retire under the faculty separation agreement? Is there a formal plan to this effect within your department?
Potential Writer	Nancy Steffen-Fluhr /Janice Daniel

Q 6.4	How has the utilization of lecturers and adjunct faculty changed since the previous self study? What is the impact of such changes?
Information Sources	NJIT Human Resources; PSA Board; NJIT Institutional Research; Structured interviews with Chairs
Key Contacts	Perry Deess, Kamal Joshi, Michelle Tellefsen
Corresponding Chair Interview Questions	3. How important are university lecturers and adjuncts in meeting the instructional needs of your department? 4. Do you have sufficient lecturer and adjunct resources to meet the instructional needs of your department? If not, how are you coping? What are you not doing instructionally that you feel is important?
Potential Writer	Blake Haggerty

Part 2 - The Health of Our Faculty: Resources, Support, Retention, Growth

Q 6.5	Given expectations for scholarship and service, how effective are faculty assignments designed regarding teaching load?
Information Sources	TAC plans (http://www.njit.edu/about/administration/facultycouncil/index.php); Structured interviews with Deans / Chairs
Corresponding Dean Interview Question	4. How do you work with your chairs to determine faculty teaching load assignments in the departments?
Corresponding Chair Interview Question	5. Please describe how faculty teaching load assignments determined in your department.
Potential Writer	Ann Hoang

Q 6.6	How might mentoring plans be enhanced and communicated to assist new faculty in developing and refining their skills to achieve excellence in instruction, research, and service? Are these plans developed and communicated at departmental, college-wide, and institute-wide levels? Are the plans comparable to those at our peer institutions?
Information Sources	Math/physics mentoring plans Murray Center (http://womenscenter.njit.edu); Advance Program; Lectures for faculty (e.g. proposal writing from VP Research); Provost lecture series (http://www.njit.edu/provost/events/2010/2010-09-27-fall2010-workshop-schedule.php); Teaching, Learning, Technology group (http://www.njit.edu/tlt/)
Key Contacts	Nancy Steffen-Fluhr, Ron Rockland, Don Sebastian, Ian Gatley, Bill Reynolds
Corresponding Chair Interview Questions	6. Do you have a mentoring program for early career faculty? If so, please describe it. 8. How do these mentoring programs address the unique requirements of women and minority faculty?
Potential Writer	Laurent Simon

Q 6.7	How might comparable mentoring plans be put in place to assist established and mid-career faculty?
Information Sources	Structured interviews with Deans / Chairs; University Workshop Series (http://www.njit.edu/provost/events/2010/2010-09-27-fall2010-workshop-schedule.php); Teaching, Learning, Technology group (http://www.njit.edu/tlt/); Master Teachers' Group
Corresponding Dean Interview Question	6. Is it desirable to establish an institute-wide funding plan to assist mid-career faculty to explore new research initiatives? If so, how would you use such a plan?
Corresponding Chair Interview Questions	7. Do you have a mentoring program for mid-career faculty? If so, please describe it.
Potential Writer	Reggie Caudill

Q 6.8	How sufficient are the internal resources available to help early career faculty obtain financial support for their research?
Information Sources	Structured interviews with Deans; interviews of new faculty; Research Office (start-up funds)
Key Contact	Don Sebastian
Corresponding Dean Interview Question	5. Does existing funding for new faculty serve research needs and performance expectations of your college?
Potential Writer	Laurent Simon

Q 6.9	How might sufficient resources be made available for mid-career and senior faculty sufficient to allow exploration of new research initiatives?
Information Sources	Research office; Structured interviews with Deans
Key Contact	Don Sebastian
Corresponding Dean Interview Question	6. Is it desirable to establish an institute-wide funding plan to assist mid-career faculty to explore new research initiatives? If so, how would you use such a plan?
Potential Writer	Reggie Caudill

Q 6.10	What reasons are given for any existing imbalance in internal resource allocation, and are these reasons valid?
Information Source	Research office; Structured interviews with Deans / Chairs
Key Contact	Don Sebastian
Corresponding Dean Interview Question	7. Within your college, do you believe that the mechanisms and resources are in place for maintaining and supporting faculty productivity? How do they work?
Corresponding Chair Interview Question	9. Within your department, how do you allocate resources to promote faculty teaching and research productivity?
Potential Writer	Farzan Nadim

Q 6.11	Are the mechanisms and resources in place for maintaining and supporting faculty productivity sufficient to ensure research growth?
Information Sources	Research office; Sabbatical leaves (NJIT Human Resources); Structured interviews with Deans / Chairs; University Workshop Series (http://www.njit.edu/provost/events/2010/2010-09-27-fall2010-workshop-schedule.php); Teaching, Learning, Technology group (http://www.njit.edu/tlt/)
Key Contacts	Don Sebastian, Kamal Joshi, Bill Reynolds
Corresponding Dean Interview Question	7. Within your college, do you believe that the mechanisms and resources are in place for maintaining and supporting faculty productivity? How do they work?
Corresponding Chair Interview Question	9. Within your department, how do you allocate resources to promote faculty teaching and research productivity?
Potential Writer	Farzan Nadim

Q 6.12	How effectively is success measured in terms of faculty productivity?
Information Sources	Annual faculty summaries (Provost office); Structured interviews with Deans / Chairs; New Faculty performance-based salary increase system
Corresponding Dean Interview Questions	8. How do you determine and measure faculty productivity within your college? 9. Are there differences in productivity expectations among departments in your college?
Corresponding Chair Interview Question	10. Please describe the relationship between faculty productivity and merit allocation within your department.
Potential Writer	Boris Khusid

Q 6.13	When differences are observed in departments in faculty appointment, tenure, and promotion, how are these differences identified and evaluated? Do we know that the evaluation is valid?
Information Sources	Department bylaws; Appendix of Faculty Handbook; PSA Board; impact of new faculty performance-based salary increase system
Key Contacts	Michelle Tellefsen
Potential Writer	William Rapp

Part 3 - The Role of Our Faculty in the Life of NJIT: Curriculum, Research, Service, Governance

Q 6.14	How effective are the processes by which faculty are involved in academic program development, assessment, and improvement? How is such involvement recognized and encouraged?
Information Sources	UCRC chair; Graduate Council chair; Structured interviews with Deans / Chairs; http://www.njit.edu/middlestates/studentlearning/
Corresponding Dean Interview Question	10. How do you incentivize your chairs to ensure that their faculty members are involved in academic program development, assessment, and improvement?
Potential Writer	Boris Khusid

Q 6.15	To what extent are faculty adopting new technologies to enhance instruction and curriculum delivery? Is this extent sufficient to allow students to succeed in the marketplace?
Information Sources	Feedback from departmental IAB's; Alumni surveys; Applications for annual faculty awards for adopting new technologies; Employer surveys (Departments, Career Services); Feedback from Job Fairs; Feedback from CO-OP employers; Structured interviews with Chairs ; course and semester end-of-semester survey; new study on faculty use of technology (K. Williams); course reports from new program assessment process
Key Contacts	Blake Haggerty
Corresponding Chair Interview Question	13. How do you encourage and help your faculty to adopt new technologies to enhance instruction and to make students more marketable?
Potential Writer	William Rapp / Blake Haggerty

Q 6.16	What mechanisms are in place to document and evaluate faculty participation in curriculum development?
Information Sources	Annual faculty reports with focus on new faculty performance-based salary increase system; Structured interviews with Chairs
Corresponding Chair Interview Questions	11. How deeply are your faculty involved in academic program development, assessment, and improvement? 12. How do you encourage your faculty to be more involved in academic program development, assessment, and improvement?
Potential Writer	Bob Barat

Q 6.17	What evidence exists that faculty research interests are considered during the formation of research plans on the departmental, college, and institute levels?
Information Sources	Institute Research Committee; Strategic planning committees; College Research Committees; Structured interviews with Deans
Corresponding Dean Interview Questions	11. How do you ensure that university-level strategic planning efforts are aligned with existing faculty research strengths within your college?
Potential Writer	Judith Sheft

Q 6.18	What are the strategies by which faculty research interests are integrated into the curriculum?
Information Sources	Faculty annual reports (Provost office); Structured interviews with Chairs
Corresponding Chair Interview Question	14. How do you promote researched-based instruction throughout the curriculum so that your faculty can share their research specialties with their students?
Potential Writer	Judith Sheft

Q 6.19	What is the state of faculty governance at NJIT? Is NJIT faculty governance consistent with governance at our peer universities?
Information Sources	Web sites for our “peer” universities; Published AAUP studies/surveys on faculty governance (AAUP web site); Visit with Faculty Council; Structured interviews with Chairs
Corresponding Chair Interview Question	15. How do you feel about faculty governance at NJIT? Does it work? If you familiar with faculty governance at other universities, please comment on NJIT faculty governance compared to these others.
Potential Writer	Bob Barat

Q 6.20	How extensively does our faculty provide service to the institute? How are such efforts recognized and rewarded?
Information Sources	Faculty annual reports (Provost office) with focus on impact of new faculty performance-based salary increase system; Structured interviews with Deans / Chairs
Corresponding Dean Interview Question	12. How do you incentivize your chairs to ensure that their faculty members participate in service activities within your college? 13. Please describe the role that economic development plays within your college as you work with your chairs to match their curriculum and program offerings to the state and regional job market.
Corresponding Chair Interview Question	16. How do you incentivize your faculty to participate in service activities within your department?
Potential Writer	Ann Hoang

Structured Interview Questions: Group 6 (v. 2.2, 10/27/10)

Deans

1. Is there a plan within your college to replace faculty members who will retire under the faculty separation agreement? If so, please describe that plan.
2. Would you describe the strategic plan that exists in your college for increasing the diversity of faculty?
3. The NJIT Strategic Plan, 2010-2015, sets the following objective: “Actively recruit women and minority faculty to achieve a hiring rate of as at least 25% women and minorities among qualified faculty.” Would you please describe how you hope to meet this recruitment goal in your college?
4. How do you work with your chairs to determine faculty teaching load assignments in the departments?
5. Does existing funding for new faculty serve the research needs and performance expectations of your college?
6. Is it desirable to establish an institute-wide funding plan to assist mid-career faculty to explore new research initiatives? If so, how would you use such a plan?
7. Within your college, do you believe that the mechanisms and resources are in place for maintaining and supporting faculty productivity? How do they work?
8. How do you determine and measure faculty productivity within your college?
9. Are there differences in productivity expectations among departments in your college?
10. How do you incentivize your chairs to ensure that their faculty members are involved in academic program development, assessment, and improvement?
11. How do you ensure that university-level strategic planning efforts are aligned with existing faculty research strengths within your college?
12. How do you incentivize your chairs to ensure that their faculty members participate in service activities within your college?
13. Please describe the role that economic development plays within your college as you work with your chairs to match their curriculum and program offerings to state and regional job market.

Structured Interview Questions: Group 6 (v. 2.2, 10/27/10)

Chairs

1. How do you plan to replace faculty members who will retire under the faculty separation agreement? Is there a formal plan to this effect within your department?
2. When a faculty opening occurs in your department, how do you try to promote diversity in hiring? How does the goal of enhancing diversity affect faculty recruitment?
3. How important are university lecturers and adjuncts in meeting the instructional needs of your department?
4. Do you have sufficient lecturer and adjunct resources to meet the instructional needs of your department? If not, how are you coping? What are you not doing instructionally that you feel is important?
5. Please describe how faculty teaching load assignments are determined in your department.
6. Do you have a mentoring program for early career faculty? If so, please describe it.
7. Do you have a mentoring program for mid-career faculty? If so, please describe it.
8. How do these mentoring programs address the unique requirements of women and minority faculty?
9. Within your department, how do you allocate resources to promote faculty teaching and research productivity?
10. Please describe the relationship between faculty productivity and merit allocation within your department.
11. How deeply are your faculty involved in academic program development, assessment, and improvement?
12. How do you encourage your faculty to be more involved in academic program development, assessment, and improvement?
13. How do you encourage and help your faculty to adopt new technologies to enhance instruction and to make students more marketable?
14. How do you promote researched-based instruction throughout the curriculum so that your faculty can share their research specialties with their students?
15. How do you feel about faculty governance at NJIT? Does it work? If you familiar with faculty governance at other universities, please comment on NJIT faculty governance compared to these others.
16. How do you incentivize your faculty to participate in service activities within your department?