

**SAN JOSE STATE UNIVERSITY
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SAN JOSE, CA 95192**

SS-S11-6, Sense of the Senate Resolution, Support for Research, Scholarship, and Creative Activity

Legislative History: At its meeting of April 18, 2011, the Academic Senate approved the following Sense of the Senate Resolution presented by Senator Heiden for the Curriculum and Research Committee

**Sense of the Senate Resolution
Support for Research, Scholarship, and Creative Activity**

- Whereas:** engagement in research, scholarship, and creative activity (RSCA) with faculty mentors is highly correlated with student success, and
- Whereas:** student and faculty participation RSCA is central to our mission at San José State University [“To enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship” – Mission of SJSU posted on President’s web site], and,
- Whereas:** retention, tenure, and promotion of tenured and tenure track (T/TT) faculty is based, in part, on engagement in RSCA [“There are two basic criteria for evaluation: effectiveness in academic assignment and scholarly or artistic or professional achievement.” – S98-8], and
- Whereas:** the current CFA-CSU Collective Bargaining agreement specifically includes RSCA in the responsibilities of faculty, stating: “The primary professional responsibilities of instructional faculty members are: teaching, research, scholarship, creative activity, and service to the University, profession and to the community” [Contract- Article 20.1.a.], therefore be it
- Resolved,** that the San José State University Academic Senate considers facilitating and enhancing RSCA to be a high strategic priority for the University so as to enhance student success, faculty engagement, and the University’s reputation, and be it further
- Resolved,** that the SJSU Academic Senate endorses the recommendations below aimed at facilitating RSCA at San José State University and recommends that they be implemented as soon as practicable.

Recommendation 1: Inclusion of research, scholarship, and creative activity in assignment of weighted teaching units (WTU) of tenured and tenure-track (T/TT) faculty*

The workload of each T/TT faculty member will remain 15 WTUs per semester, of which 3 WTUs are normally assigned for service responsibilities. The remaining 12 WTUs will be assigned to faculty members by the department chair or program director each semester for a combination of assign time for RSCA and teaching according to the following conditions:

- 1) The assigned time for any T/TT faculty member's RSCA will be a minimum of 0 WTUs and a maximum of 6 WTUs** (This assigned time will be in addition to any release time derived from other sources, such as grants).
- 2) The department or program will generate a well-defined plan for allocation of assigned time to tenured faculty based on accomplishment in RSCA. This plan shall include measures of RSCA achievement appropriate to the discipline and must be approved by the responsible Dean, the Senate Professional Standards Committee, and the Provost.
- 3) Newly hired, untenured T/TT faculty members will be assigned 6 WTUs for RSCA every semester of their tenure probationary period.

*This recommendation pertains specifically to tenured and tenure-track (T/TT) faculty. However, we recognize that many lecturers at SJSU are engaged in RSCA and contribute an important part of our University's scholarly activity. Accordingly, we encourage departments and programs with RSCA-active lecturers to consider including them in their plan for allocation of assigned time, as appropriate.

**For T/TT librarians and counselors who do not count their assignments in WTU, this would be a minimum of 0% time and a maximum of 20% time.

Financial

Impact: Significant. As WTUs currently assigned to faculty for classroom teaching are reassigned for RSCA, additional resources will be needed to hire instructional faculty to fulfill the teaching duties. However, some faculty will be able to engage in more proposal writing to support their RSCA potentially increasing external revenues flowing into the university, including "buy out" funds that will also enable the hiring of additional instructional faculty.

Workload: Will increase for administrative staff during the planning process, but will either maintain or decrease for RSCA-active faculty after implementation, since these faculty are already performing RSCA without its inclusion in their WTUs. There should be either no change in the workload of non-RSCA-active faculty or a redistribution of workload as some faculty initiate their RSCA.

Rationale: A policy to include RSCA in WTU assignments for RSCA-active faculty will (1) resolve a major disconnect between the current workload assignment of T/TT faculty and the criteria by which they are judged for RTP; (2) will strengthen the University's ability to recruit and retain world-class faculty, which will in turn enhance the University's scholarly reputation and enhance SJSU's reputation as a "destination school"; (3) will provide incentive for faculty to continue RSCAs after promotion to full professor, thus improving currency of the faculty and overall scholarly activity at the University, in concert with our mission; (4) will provide additional opportunities for students to participate in faculty-led RSCAs, an essential part of their education in many fields of study; (5) will lead to an increase in the level of extramural funding at SJSU as grant proposal

writing becomes desirable for RSCA-active faculty to maintain their activities. This last outcome will effectively diversify the University's income stream, an essential feature if SJSU is to thrive in the face of diminishing state support for higher education. Numerous examples from other universities show that the financial benefit of these outcomes more than compensates for the initial cost. We note that the current CFA-CSU Collective Bargaining agreement specifically permits inclusion of RSCA in the assigned workload of faculty, stating: "Consideration for adjustments in workload shall be given to at least the following: preparation for substantive changes in instructional methods, research, student and service on a University committee." [Contract – Article 20.3.b.]

Recommendation 2: Inclusion of research, scholarship, and creative activity in assignment of weighted teaching units (WTU) of tenured and tenure-track (T/TT) faculty – Interim Plan

If individual departments modify the delivery of curriculum in ways that reduce needed WTUs while maintaining or enhancing the success of students in their programs and classes, then the funding for the reduced WTUs shall not be redistributed elsewhere in the University but rather will remain in the department to be distributed to faculty as assigned time for RSCA according to a department-defined plan to be approved by the responsible Dean, the Senate Professional Standards Committee, and the Provost.

Financial Impact: None.

Workload: Will increase only during the period that curricular changes are conceived and implemented.

Rationale: A policy to include RSCA in WTU assignments for RSCA-active faculty will have all of the benefits listed in the rationale for Recommendation 1. However, full implementation of Recommendation 1 is expensive and may take some time to achieve. Recommendation 2 is a revenue-neutral interim plan to begin to accrue the benefits immediately, where possible.

Recommendation 3: Revision of Travel Policy

That the San José State University President modify the existing travel policy by replacing Presidential Directive 1998-03 with the directive below and replacing the policy description on the Provost's web page with the revision below.

Financial Impact: None.

Workload: Will decrease paperwork significantly for faculty, and reduce review burden for Dean and Provost.

Rationale: The paperwork and review procedures required by the existing SJSU travel policy^{3,4} is excessively burdensome to both faculty and administrative review personnel,

leading to a negative effect on faculty RSCA. Since professional travel is an essential responsibility of RSCA-active faculty and not a privilege of employment, and the CFA-CSU contract¹ specifies that the procedure for authorization for short-term absences with pay for faculty attendance at professional development events such as conferences, workshops, and other professional meetings shall be determined by the President, we suggest a change in PD-1998-03 as a mechanism to alleviate the problems with the current procedures. Note that CSU Chancellor's Executive Order EO-688,² specifically permits delegation by the president of the authority to approve travel.

¹CFA-CSU Collective Bargaining Agreement, Article 25.2 "Application procedures by which an eligible faculty unit employee may request a professional development opportunity shall be determined by the President..."

²Executive Order No. 688 changes Executive Order No. 156 as follows:

- The authority of presidents to sub-delegate authority is not limited to delegation to a single officer at the vice president or dean level.
- Only international travel for presidents needs to be approved by the chancellor or the executive vice chancellor in advance, not domestic travel.
- Criteria for travel requests have been expanded to include trips that relate directly to campus programs including development activities and objectives.
- Presidents no longer need to certify to the chancellor actions taken with respect to campus travel requests.

³Presidential Directive PD-1998-03:

The attached CSU Executive Order, No. 688, delegates to each campus President the authority to approve out-of-state and in-state travel requests.

By this Presidential Directive, I am sub-delegating the authority to approve out-of-state and in-state travel requests on this campus to the appropriate Dean, or Vice President.

International travel must be approved by the Provost or Vice President for the employee's unit.

These authorizations may not be sub-delegated further.

Please note that the criteria for travel requests has been expanded to include trips that relate directly to campus programs, including development activities.

⁴Current procedures are described on the Provost's Web Site at:

<http://www.sjsu.edu/provost/forms/#travel>

Proposed Revision of Presidential Directive PD-1998-03 (changes in *italics*)

By this Presidential Directive, I am sub-delegating the authority to approve out-of-state, in-state, and international travel requests on this campus to the appropriate *Chairs and Directors*. *Travel by Chairs and Directors must be approved by the appropriate Dean.*

Requests for approval of travel should be made on the attached form and copies of the approved forms should be forwarded to the appropriate Dean and the Provost for informational purposes.

International travelers must be covered by travel insurance.

These authorizations may not be sub-delegated further.

Proposed Revision of Travel Procedure on Provost's Web Site:

Request for Approval of Travel (Domestic & International)

The Request for Approval of Travel (pdf) [*form would be replaced by new, streamlined form consistent with the revised presidential directive, requiring only chair's signature and signature of person with the account signing authority*] is required for every trip taken, *personal or professional, that requires an absence from the University on a faculty duty day.*

Any trip for which any cost reimbursement is requested must be approved, in advance, by the official with signing authority for the account to be charged.

If you are planning to use personal or state vehicle for business during travel, you are required to take a defensive driving course and provide certification of completion prior to travel. For more information on defensive driving, please visit Safety & Risk Services Unit (HR). Defensive Driving courses provide certification for 4 years.

Travel Insurance:

Foreign Travel Insurance is required for all international travel. **If you are planning international travel, you must** forward a copy of your travel request to Safety and Risk in Human Resources to arrange the travel insurance.

The following insurance premiums will be recharged for each traveler to the appropriate department:

- Faculty and Staff trips up to 15 days duration is \$50.00 per trip.
- Faculty and Staff trips up to 30 days duration is \$65.00 per trip.
- Student trips up to 15 days duration is \$40.00 per trip.
- Student trips up to 30 days duration is \$50.00 per trip.
- Trips of more than 30 days in duration require insurance underwriter approval.

For more information on the foreign travel insurance program and coverage, contact University Risk & Compliance at 924-2159.

Recommendation 4: Operating Funds to Support RSCA

The SJSU Academic Senate recommends that the President direct the VP of Finance to revise the University budget to include the following line items in support of RSCA and to budget for them appropriately.

Financial Impact: Potentially large with the need to allocate funds on an ongoing basis to support RSCA

Workload: Potential increase to implement and manage RSCA related activities

Rationale: The proposed line items are both essential to support RSCA and rarely allowable direct costs in sponsored research and thus must be borne by the institution.

RSCA-Related Operating Funds Line Items

- Start-up funds for new faculty including the cost of assigned time for RSCA for new faculty (University and college)
- Professional travel for new or newly RSCA-active faculty (college and department)
- Matching funds for grant proposals (University, Academic Affairs (AA division), and college)
- WTU allocations to RSCA-active faculty (Recommendation 1; AA and University)
- Seminar programs with national and international expert speakers (University, college, and department,)
- Intramural RSCA-based faculty gatherings/symposia (AA and University)
- Internal faculty development grants
- Enhanced funding for library resources
- Funding to support open access publication

Recommendation 5: Capital Funds to Support RSCA

That University Advancement be notified that the Academic Senate endorses the list of RSCA-related capital fundraising priorities below, and requests that this list become part of the Acceleration campaign. The Academic Senate further recommends that the President direct University Advancement to prioritize capital fundraising in support of RSCA activities.

Financial Impact: Modest. Would require allocation of resources from University Advancement to fundraise for these items.

Workload: Substantial initially (integrated with ongoing Acceleration campaign activities) while the funds are being sought, then modest to administer the endowments.

Rationale: The proposed items are important to support RSCA and generally not able to be funded from operating funds.

RSCA-Related Capital Fundraising Priorities

- Professorial chairs for new and existing eminent RSCA-active faculty
- Major endowed lectureships
- Renovation and construction of RSCA facilities
- Endowed scholarships for student participation in RSCA
- Endowed “teaching-postdoctoral” positions
- Endowed temporary funding for faculty involved in faculty development program

Recommendation 6: Accounting for Indirect Research Expenditures

We recommend that the specific portions of the budget being expended to cover Facilities and Administration (F&A) costs, whether recovered from the sponsor or not, be specifically identified in the University and college budgets and reported as part of the annual budget report.

Financial

Impact: None

Workload: Modest. Would require allocation of accounting resources from University Administration and Finance Division.

Rationale: Faculty and administrators proposing or approving sponsored RSCA would be mindful of the real indirect costs involved and seek recovery of those costs from the sponsor, where possible. The process of budgeting these expenditures should lead to a far more strategic approach to the University's allocation of funds in support of RSCA. F&A funds, whether recovered from the sponsor or from University match, will be explicitly accounted for in the budget and transparently spent on RSCA. Each University unit would have a clear understanding of what portion of their budget is provided for RSCA and therefore what fraction of their effort should be expended in support of RSCA.

Recommendation 7: Support for Students Engaged in RSCA

- Provide tuition remission scholarships to students employed as research assistants (RAs) to make their position comparable to teaching assistants (TAs).
- Allocate a portion of the available work-study funding for support of RAs.
- Defining students enrolled in RSCA courses (to be defined) for a semester as "Group 1: Priority Students; Category B" as defined by Senate Policy F09-1 so that they are afforded the same priority registration privileges as student athletes.

Financial

Impact: Modest. Work study jobs currently supported by funds that would be redirected would need to be supported in other ways.

Workload: None.

Rationale: The Academic Senate recognizes that our students involved in RSCA are collaborators in our success and accordingly, we should to afford to them the privileges we provide to other students whose activities benefit the University, such as student athletes or teaching assistants. Priority enrollment enables students to set aside blocks of time for RSCA activities.

Recommendation 8: Establish a Peer-to-Peer Faculty Development Program

A faculty development program with the following features should be developed.

- Run by experienced faculty with demonstrated success in both teaching and RSCA at SJSU.
- Consist of infrequent (perhaps monthly) but highly focused meetings between participants for 1-2 years.
- Voluntary, but strongly recommended of new faculty.
- Available to mid-career faculty desiring to re-engage in RSCA.
- Focused on how to be efficient and succeed in teaching, RSCA, and service and most importantly, how to find a balance between these.
- Include feedback functions such as visiting participant's lectures, or pre-submission proposal review if requested by participant.
- A proposal to be written by organizers to fund the development of this program (e.g. from the A. P. Sloan Foundation) but to be funded by the University initially if external funding is not obtained.
- Endowment would be sought to fund the program (i.e. pay for assigned time for faculty mentors) in perpetuity (see Recommendation 5).

Financial

Impact: Modest. Approximately 20% assigned time for 2 or 3 faculty peer mentors would be needed, but could be funded through an endowment.

Workload: Modest for participants and large for organizers.

Rationale: We are seeking to change the culture at SJSU to encourage career-long RSCA by our faculty. A faculty development program of this type would both prepare new faculty for this goal and afford a mechanism for mid-career faculty to re-engage their RSCA