

**Annual Report to the Faculty Senate**  
**University Standing Committee on Faculty Roles and Rewards (CFRR)**  
Academic Year 2025–2026 (Including Summer 2025)

**Committee Charge**

The University Standing Committee on Faculty Roles and Rewards is charged with ensuring the implementation of the processes and timelines proposed to achieve the five goals laid out in the Fall 2022 Task Force on Reimagining Faculty Roles and Rewards final report.

These five core goals are:

1. Creating transparent and equitable workload guidelines that include all faculty appointment types.
2. Redesigning Renewal, Reappointment, Promotion, and Tenure (RRPT) guidelines that represent more inclusive frameworks for all faculty work.
3. Developing a strategy for implementing continuous contracts for full-time instructional and clinical faculty.
4. Clarifying the relationship between the annual review criteria and the RPT criteria.
5. Creating a robust culture of faculty cohesiveness through career development for all.

The Committee shall report to the Faculty Senate on the progress toward these goals at least once each year and shall confer and collaborate with the appropriate committees and campus offices. The Committee shall recognize tenure as a major safeguard of academic freedom, the quality of education offered, and the continuity and stability of the institution.

The Committee shall be co-chaired by a member from the Faculty Matters Committee and the Vice Provost for Faculty Affairs and Development. The overall composition of the committee must include representation from at least 6 different schools and colleges. There are also three additional Provost appointees for the committee: 1) an Associate Dean for Faculty Affairs or Dean's office representative who can speak about faculty issues; 2) another LAU head/department chair; and 3) a Research Council representative.

**I. Membership**

**Co-Chairs:**

- Kim Eby (she/her), Vice Provost for Faculty Affairs and Development, Office of the Provost
- Mohan M. Venigalla, Professor, Civil, Environmental and Infrastructure Engineering, College of Engineering and Computing (CEC) — Faculty Senator; Co-Chair, Faculty Matters

**Faculty Members:**

- Elizabeth F. Alman, Associate Professor of Theater, College of Visual and Performing Arts (CVPA); elected by Faculty Senate
- Lisa A. Billingham, DMA, Professor of Music, CVPA — Faculty Senator; Chair, Faculty Handbook Committee; appointed given role as Faculty Handbook Committee chair
- David Powers Corwin, Associate Professor, School of Integrative Studies, College of Humanities and Social Sciences (CHSS); new member AY 25–26

- Emily S. Ihara, Professor and Chair, Department of Social Work, College of Public Health (CPH) — Department Chair Representative (appointed)
- Naoru Koizumi, Schar School of Policy and Government — Research Council Representative (appointed)
- Kathleen A. Ramos, Associate Professor, School of Education, College of Education and Human Development (CEHD); new member AY 25–26
- Kevin W. Rockmann, Professor of Management, Assistant Dean of Research, Costello College of Business (CCB); elected by Faculty Senate
- Kelly Schrum, Assistant Provost for Graduate Academic Affairs; Professor, Higher Education Program, CHSS; elected by Faculty Senate
- Mark D. Uhen, Professor and Chair, Atmospheric, Oceanic, and Earth Sciences, College of Science (COS) — Department Chair Representative; elected by Faculty Senate
- Kathleen E. Wage, Professor of Electrical and Computer Engineering, CEC; elected by Faculty Senate

#### **Staff Liaison:**

- Kylie Sertic, Administrative and Program Specialist, Faculty Affairs and Development

Membership Notes: Daniel J. Garrison (CEC) and Regina D. Biggs (CEHD) completed their terms and were thanked for their service. Similarly, Melissa Broeckelman-Post (CHSS) served as a representative of the Faculty Handbook Committee (chair). New elected members (AY 25-26) include Kathleen Ramos (CEHD), Kevin Rockmann (CCB), and David Powers Corwin (CHSS). Lisa Billingham joined given her election as chair of the Faculty Handbook Committee. Naoru Koizumi (Schar) was off duty between January and September 2025 due to her IPA assignment at NSF.

## **II. Meetings**

The committee held full-committee meetings approximately once every four weeks throughout the academic year as well as working sessions during the summer. All regular meetings were conducted via Zoom during the academic year; summer working sessions were held in person. Co-chairs held additional monthly planning meetings throughout the year. Committee meeting dates were as follows:

- Summer 2025 (planning): May (co-chairs planning session), June 17 (full committee), July (co-chairs working session), August (co-chairs working session)
- Fall 2025: September 17, October 8, October 22, November 5, December 3
- Spring 2026: January 23, February 11, March 27 (note: the scheduled March 4 meeting was cancelled due to Faculty Senate overflow session); April 15

## **III. Annual Functions and Major Activities**

At the end of last AY, the committee prioritized Goals 2 and 3 for AY 25-26.

The CFRR's work this year centered on fulfilling its charge to redesign reappointment, renewal, promotion, and tenure (RRPT) guidelines (Goal 2) that represent more inclusive frameworks for all faculty work. This culminated in a successful Faculty Senate vote on March 25, 2026. All proposals advanced by the CFRR passed unanimously.

Note regarding Goal 3 (*continuous contracts for full-time instructional and clinical faculty*): This goal was not directly pursued by the CFRR this year. Instead, CFRR Co-Chair Kim Eby, who also served as co-chair of the Term Faculty Committee (TFC), pursued this goal through that separate body. Proposals

for Multiyear Continuous Contracts (MYCC) were successfully developed and advanced through the TFC. The CFRR acknowledges and supports this work, which advances shared goals for full-time instructional and clinical faculty.

### **A. Summer 2025 Preparatory Work**

During the summer, the co-chairs and select committee members conducted an extensive review of RRPT practices at 18 AAU and peer R1 institutions (including Georgia Tech and the University of Arizona) to identify best practices for holistic faculty evaluation. This review produced a comparative synthesis document and informed draft definitions for research, scholarship, and creative activity (RSCA), teaching and student success, and service and leadership. New Key Definitions and a Framework Document were circulated to the committee before the fall semester.

### **B. Development and Approval of Faculty Handbook Language**

Over the course of the fall semester, the full committee worked iteratively to develop two substantive documents submitted to the Faculty Handbook Committee:

- Faculty Profiles (Section 2.2): Proposing clearer, more transparent expectations for faculty at different ranks and appointment types. Submitted to the Faculty Handbook Committee on November 14, 2025; acknowledged as received and under review.
- Updated RRPT Criteria (Section 2.4): Proposing substantially revised and expanded definitions of RSCA, teaching and student success, and service and leadership, with emphasis on interdisciplinary work, public and community-engaged scholarship, digital scholarship, entrepreneurial activities, and the scholarship of teaching and learning. Submitted December 17, 2025.

In late fall 2025 and early spring 2026, the committee completed a third document:

- Case for Holistic Excellence (Section 2.4 rationale and “overall excellence” framework): Submitted to the Faculty Handbook Committee on January 26, 2026, for their January meeting. This document made the case for replacing the dual-pathway tenure structure (genuine excellence in research, and/or genuine excellence in teaching) with an “overall excellence” framework, supported by a two-year implementation period and LAU-defined standards.

Both the Faculty Handbook Committee and the Provost approved the proposed language. The revisions were presented at the Faculty Senate as a first read on February 25, 2026.

### **C. Outreach and Advocacy**

In the weeks leading up to the March 25 vote in the Senate, committee members conducted extensive outreach to Faculty Senators and faculty at large across all colleges and schools. The co-chairs and committee members reached out to their respective unit’s senators, answered questions about the “overall excellence” framework and the scope of the CFRR’s contributions, and clarified distinctions between CFRR-recommended language (Sections 2.2 and 2.4) and separately proposed language in Section 2.7. The co-chairs also communicated directly with Vice President Andre Marshall, who oversees the Research Advisory Committee of the Faculty Senate and the Research Impact Working Group, and to those groups directly to build broader awareness of the proposed RSCA expansions.

### **D. Faculty Senate Presentation (December 3, 2025)**

Committee members Kathleen Wage and Kelly Schrum delivered remarks to the Faculty Senate in December 2025, providing an overview of the CFRR’s work and forthcoming Faculty Handbook proposals.

## IV. Matters Brought to the Faculty Senate

On March 25, 2026, the Faculty Senate voted to approve all revisions to the Faculty Handbook advanced by the CFRR, specifically:

- Section 2.2 (Faculty Profiles): Updated to establish clearer, more transparent expectations for faculty at all ranks and appointment types.
- Section 2.4 (RRPT Criteria): Significantly revised and expanded definitions of RSCA, teaching and student success, and service and leadership, with an “overall excellence” framework replacing the prior dual-pathway structure. A two-year implementation runway was included to allow Local Academic Units (LAUs) to develop discipline-specific standards.

The Faculty Senate vote was decisive in favor of all motions pertaining to the revisions proposed by CFRR.

These revisions represent major, transformative changes to the university’s promotion and tenure framework. The updated definitions, criteria, and overall structure of promotion and tenure in the Faculty Handbook are the culmination of five years of sustained work by this committee and its predecessor task force. Throughout this process, faculty across the university—including numerous Faculty Senators—have reached out to express their appreciation for the committee’s efforts and to applaud the clarity, thoughtfulness, and vision reflected in the proposed framework. The committee is deeply proud of this accomplishment, and the significance of this work was underscored by the congratulatory messages received from multiple senators and faculty members immediately following the vote.

## V. Cases

The CFRR does not review grievances or appeals. No cases were brought before the committee this year.

## VI. Continuing Business

With the successful passage of the Faculty Handbook revisions, the committee’s foundational work on RRPT language is substantially complete. However, several important matters remain for future consideration:

- **LAU Implementation Guidance:** Each Local Academic Unit must now develop its own standards for evaluating expectations under the new “overall excellence” framework. The CFRR may have a role in supporting the creation of institutional resources, as well as supporting LAUs in their conversations during the two-year implementation period.
- **Workload Guidelines (Goal 1):** The committee’s charge includes creating transparent and equitable workload guidelines for all faculty appointment types. This work was deferred during AY 25–26 to prioritize the RRPT revisions and remains an active charge.
- **Continuous Contracts for Full-Time Instructional and Clinical Faculty (Goal 3):** Although the CFRR’s formal charge includes developing a strategy for implementing continuous contracts, this goal was advanced this year through the Term Faculty Committee (TFC), co-chaired by Kim Eby. The MYCC proposals developed through the TFC represent significant progress on this goal. At this point, the MYCC proposals will be shared with the Faculty Senate Executive Committee (FSEC). Ultimately, this goal will need to be considered by the incoming Provost.
- **Annual Review / RRPT Alignment (Goal 4):** Clarifying the relationship between annual review criteria and RRPT criteria remains part of the committee’s charge and was not fully resolved.

- **Creating a robust culture of faculty cohesiveness through career development for all.** The CFRR will need to revisit the Task Force report and identify any next steps related to this goal in prioritizing our future work. It will be important to consult with Dr. Xiaomei Cai, Director of Faculty Development and Career Enhancement, about institutional plans for faculty support and her work on the Faculty Success Framework.
- **Transition Planning:** Co-Chair Kim Eby has announced her departure from the role of Vice Provost for Faculty Affairs & Development. A continuity plan for the co-chair role and institutional knowledge retention will be necessary for the committee's ongoing work.

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*Submitted on behalf of the Committee on Faculty Roles and Rewards (CFRR) | AY 2025–2026*