



DEPARTMENT OF THE NAVY
OFFICE OF THE ACADEMIC DEAN AND PROVOST
UNITED STATES NAVAL ACADEMY
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ACADEMIC DEAN AND PROVOST INSTRUCTION 12550.1

From: Academic Dean and Provost

Subj: CIVILIAN FACULTY PAY SYSTEM

Ref: (a) ACDEANNOTE 12451 (Faculty Performance Expectations: Practical Guidance)
(b) ACDEANNOTE 12452 (Annual Performance Review Expectations)
(c) ACDEANINST 5314.1D (Faculty Activity Records)

1. Purpose. To publish policy and implementation instructions regarding civilian faculty pay.

2. Cancellation. ACDEANINST 12500.

3. Background.

a. The Naval Academy civilian faculty pay scale is determined by the Secretary of the Navy. Individual salary levels and salary increases are determined locally by the Naval Academy. Annual performance based merit step increases are predicated on available funding and an annual review of faculty performance, and are awarded for excellent performance and meritorious accomplishments. Salary increases also normally accompany promotion from one academic rank to the next. Salary increases also may be awarded to redress demonstrated inequities in salary levels within a department or discipline.

b. To recruit and retain the high quality civilian faculty essential to accomplish the Naval Academy mission, USNA faculty salaries must remain competitive with those offered at comparable academic institutions. Like the salary systems for military personnel and federal government graded (GS) civilian employees hired under Title 5, U.S. Code, the Naval Academy civilian faculty salary system should provide, as well, a predictable framework for career advancement. Unlike most other personnel systems, Naval Academy career civilian faculty members generally have only two promotions, to associate professor and to professor, available to them over a long career. As a result, the civilian faculty performance based merit salary system, predicated on annual performance based merit step increases, should be stable, predictable, and within federal limits, robust enough to ensure competitiveness with comparable academic institutions.

c. Except for the annual Congressionally-mandated federal civilian employee cost of living adjustments, the Naval Academy civilian faculty salary system does not provide for automatic pay increases; the faculty performance based merit step system is predicated on the assessment of meritorious performance by the cognizant chain of command, and does not include so called "longevity raises." Faculty recommended for annual merit pay step increases should have significant, demonstrable accomplishments on behalf of Midshipmen, the Naval Academy, and the discipline they represent. In order to ensure a fair and equitable process, all levels of the chain of command must share a common set of expectations in assessing the civilian faculty's meritorious accomplishments and contributions during the

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performance year under consideration for salary increase recognition. Consistent with past practice and the Academy's academic mission, these criteria are:

(1) Demonstrated excellence in teaching. Demonstrated excellence in teaching is the most important of our performance criteria; no amount of research, scholarly, or extracurricular accomplishment can outweigh mediocre performance in the classroom. Outstanding teaching requires self-discipline, commitment, and effort. It requires a faculty member to create a challenging but supportive and engaging learning environment. Some examples (not an exhaustive list) of broad measures of effective teaching include the establishment of an environment that fosters student learning; demonstrated student learning and motivation to learn; modeling professionalism in behavior and interpersonal demeanor in the classroom; contributions of individual faculty members to the assessment of student learning, and the use of the results to improve student learning and the student experience; tangible course and laboratory development; regular peer and student evaluation of the course and instruction received; mentoring Midshipmen in directed study and research courses; serving as a Trident Scholar or Honors advisor (which also represents research and scholarly activity in most cases); and serving as a Plebe advisor or as an academic advisor/mentor to Midshipmen in a major or minor. Additional specific details regarding faculty performance expectations and guidance that support outstanding teaching are provided in references (a) and (b).

(2) Research and/or scholarship appropriate to the discipline. Like excellence in classroom teaching, research and/or scholarship appropriate to the discipline is a continuing expectation for all faculty members throughout a career at the Naval Academy. Tangible evidence of research/scholarly excellence, especially evidence that is peer-validated, provides the strongest single indicator of a person's currency in his or her academic discipline, as well as exemplifying that person's ability to foster a thirst for life-long learning among the Midshipmen. Some examples or indicators of research/scholarship performance (again, not an exhaustive list) are peer-evaluated publications and presentations, authorship of books or book chapters, invitations to participate in or lead conference panels and workshops, and the acquisition of external research grant support. As with teaching, additional specific details regarding faculty performance expectations and guidance that support research and scholarship are provided in references (a) and (b).

(3) Service.

(a) Service is a faculty responsibility at the Naval Academy that provides important evidence of the candidate's comprehensive understanding of and commitment to the Naval Academy mission. Some examples of service contributions (again, not an exhaustive list) include participating in significant curriculum development activities, serving on the Faculty Senate, contributing to department, division, or institutional assessment activities, participating as a faculty representative for a major extracurricular activity or club or varsity sport, and substantive committee service at every level of the Naval Academy. It may also include professional service such as conference planning, work on behalf of professional organizations, or

reviewing books and journal articles. Additionally, evaluation of faculty service contributions considers a candidate's demonstrated ability to work effectively with others in advancing the Academy mission beyond the contributions normally associated with classroom teaching and scholarly work. That is, collegiality, civility, and constructive and productive departmental and institutional citizenship are essential elements of faculty service. Additional specific details regarding faculty performance expectations and guidance that support service are provided in references (a) and (b).

(b) Based on these criteria, department chairs must be prepared to comment specifically about the teaching, scholarship, and service effectiveness of every faculty member for whom they are recommending a performance based merit step increase. Chairs (and Division Directors, as appropriate) should comment not only regarding who they believe are their outstanding performers, but also how that determination was made. In addition, Chairs (and Division Directors, as appropriate) should use sound judgment to address not only performance but also salary equity, career progression by academic rank and discipline, and competitiveness with the external labor market when making recommendations. Summaries of performance should recognize that individual Faculty Activity Records, reference (c), are expected to be available for review if greater detail is needed regarding a faculty member's performance.

4. Action.

a. Each year, the Academic Dean and Provost will submit to the Superintendent the proposed guidance relating to the determination of performance based merit step adjustments and cash awards for faculty in the affected Naval Academy academic departments, for implementation at the start of the next fiscal year, 1 October. Once approved, the Vice Academic Dean will promulgate the guidance within the academic community, normally no later than the end of August. Performance based merit pay step increases for civilian faculty promotees will continue to be implemented at the time their promotions become effective. Department chairs will respond to the Vice Academic Dean via their chain of command by providing a prioritized list of performance based merit step recommendations for their department. These recommendations will include comments based on each of the teaching/scholarship/service criteria described above. The Vice Academic Dean will review all departmental recommendations consistent with budgetary guidelines and may consult with senior members of the staff/faculty before developing a final list of merit step recommendations that is then forwarded to the Academic Dean and Provost for consideration, further inquiry if deemed appropriate, and final decision.

b. A faculty member not receiving a performance based merit step increase may request reconsideration in writing within 30 calendar days of the announced decision. The faculty member must provide the Academic Dean and Provost with a written justification, including any supporting documentation, via the cognizant chain of command, for the reconsideration. The Academic Dean and Provost will normally respond to the reconsideration

request in writing within 30 calendar days. The decision by the Academic Dean and Provost is final and may not be further appealed.



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