

81-4



The University of Dayton

April 23, 1984

Members of the Faculty
University of Dayton
CAMPUS

Dear Member of the Faculty,

Two policies of significant benefit to Academic Departments and members of the Faculty have recently been enacted by the Academic Senate and approved by the President. Copies of the documents and the President's message of approval are attached. You should note the President's concerns and his directives to me about each.

The Provost will attempt to defer to the Department and Dean in decisions affecting these two policies, intervening only where concerns of the President are involved. Administrative procedures and guidelines for these two policies will be thoroughly discussed with the Chairpersons and Deans in our Academic Leadership Conference on May 9, 1984. After that date your Chairperson should be able to answer any question you may have about how these policies will be implemented.

We appreciate your patience in this regard and we thank you for your continued cooperation.

Sincerely,

A handwritten signature in cursive script that reads "Joseph W. Stander". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".

Joseph W. Stander, S.M.
Vice President for Academic
Affairs and Provost

JWS;jh

Attachments - Senate Document #81-4 - Overload Compensation
Senate Document #81-5 - Sabbatical Leave



The University of Dayton

April 17, 1984

Brother Joseph W. Stander, S.M.
Vice President for Academic Affairs
and Provost
University of Dayton
CAMPUS

Dear Brother Joe,

I have reviewed and approved Senate Document No. 81-4 Overload Compensation policy with the following stipulations:

1. The last paragraph, "IV. SOURCE OF FUNDS:", should be changed to read: "Limited funds are available for the implementation of this policy."
2. The policy is approved for three years beginning August 15, 1984. At the end of the three-year period it should be reviewed by the Senate.

Your office should work out the necessary administrative procedures for this policy.

I thank you for the work you and the Senate have completed on this policy.

Sincerely,

Brother Raymond L. Fitz, S.M.
President

RLF:ec

Approved by the President for a period
of three years beginning August 15, 1984,
on April 17, 1984

Approved by the Academic Senate
December 9, 1983

PROPOSAL TO THE ACADEMIC SENATE

TITLE: Overload Compensation Due to Illness or Death

SUBMITTED BY: J. Strange

DATE: 29 March 1982/7 March 1983/31 October 1983/9 December 1983

Indicate the action required: Legislative, Concurrence, or Consultative, and
refer to the appropriate reference in the Senate Constitution (Article IIB, 1, 2, 3).

ACTION IS: Consultation REFERENCE IS: IIB, 3, e

DESCRIPTION OF PROPOSAL: State objectives, rationale, and how proposal is to be
implemented.

See Attachment

PROPOSED POLICY
ON
OVERLOAD COMPENSATION
DUE TO
ILLNESS OR DEATH

I. PURPOSE OF DOCUMENT:

The purpose of this document is to set forth guidelines for determining overload compensation due to death or illness of a faculty member.

Whenever possible, qualified part-time staff should be hired to replace a deceased or ill faculty member. If full-time faculty members cover departmental classes for short periods of time during emergencies resulting from the death or illness of colleagues, they should not be expected to continue this coverage more than four weeks during the regular term or more than two weeks during a summer session without some clear understanding and equitable arrangement for additional compensation in accordance with the guidelines below.

II. PROCEDURES:

1. Death: Upon the death of a faculty member the Department Chairperson in consultation with the available faculty is responsible for recommending to the Dean a reassignment of the deceased member's assignments.

2. Illness: It is the faculty member's responsibility to notify the Department Chairperson immediately of an illness and to provide an estimated date for return to service at the earliest opportunity. As soon as adequate information is available the Department Chairperson, in consultation with the available faculty and with serious consideration for the welfare of students, must recommend to the Dean a plan for reassigning the load of the ill faculty member.

III. OVERLOAD COMPENSATION:

The case of overload compensation arises when a full-time faculty member carrying a "normal load" is asked to continue the duties of a deceased or ill colleague for more than four weeks during the regular academic year or more than two weeks during a summer term. Overload compensation can be either in the form of future adjustments in the faculty member's "load" or through remuneration. Remuneration or salary adjustment should be in line with that paid for teaching in the third term (i.e. one-twelfth of the faculty member's nine-month base salary per a 3-semester hour course taught in a 6-week semester session). Proportionate amounts should be paid for teaching less than a whole course (i.e. less than a 3-semester hour course or for only part of the term). In the case of a faculty member teaching more than four weeks in a regular term or more than two weeks in a summer term with an overload, he or she should be compensated for the entire time taught.

Remark: "Normal load" is defined to be what is normally taught by a full-time faculty member in his or her department or division.

IV. SOURCE OF FUNDS:

Limited funds are available for the implementation of this policy.



The University of Dayton

April 12, 1984

TO: Brother Raymond L. Fitz, S.M.
President

FROM: Brother Joseph W. Stander, S.M. *JWS*
Provost

RE: Overload Compensation, Senate Document #81-4

Dan Henry and I have had a meeting concerning Senate Document #81-4, Overload Compensation.

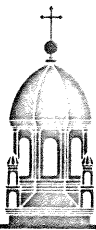
Dan and I agree that the policy should be approved with the following stipulations:

1. The last paragraph, "IV. SOURCE OF FUNDS:", should be changed to read: "Limited funds are available for the implementation of this policy."
2. The policy should be approved for 2 or 3 years initially and then should be reviewed by the Senate.

I assume the Vice President for Administration will advise the Provost of the total sum available at the beginning of a new fiscal year. The Provost will assume the responsibility for not exceeding the total sum allocated. Dan and I can work together to devise an application form and applications for funding will be approved by the Provost, after proper initiation by the Chairperson and Dean, and a copy of that approval, for faculty, will then be provided to the Director of Personnel Services.

Thank you for the opportunity to comment.

JWS:jh
cc: Dr. Henry



The University of Dayton

March 26, 1984

Brother Raymond L. Fitz, S.M.
President
University of Dayton
CAMPUS

Dear Brother Ray:

Brother Stander asked me to confirm to you that there is, in fact, a planned "sick leave reserve" to provide for implementation in the Academic Senate's Policy on "Overload Compensation Due to Illness or Death" (document 81-4).

Funds for this reserve are currently available so I see no problem in approving Document 81-4 and deleting its last section (IV). My recommendation is that you establish the reserve fund as of July 1, 1984 with savings from the Staff Benefits Budget of FY-84. This will set up a budget rotation such that we will fund the reserve a year in advance so we will always know exactly how many dollars are available as we start each new fiscal year.

document 81-4
advising
As you know from my letter of December 21, I have a number of other problems with Document 81-4. The most important in light of this issue of the reserve fund is that document 81-4 needs to have a sentence (perhaps as a replacement for the sentence under section IV) that says funds are limited and applications for funding should be submitted to the Director of Personnel Service with the signature of the appropriate Chairperson and Dean as well as the Provost. It is important to recognize that funds available are for academic and support units.

limited
My most serious long-range concern for document 81-4 is that it inflates cost dramatically by basing compensation on percentage of salary rather than on part-time replacement rates. It is possible in providing a new benefit (especially now that it is funded) to be fairly tight. Once the policy is approved it will be exceedingly difficult, if not impossible, to pull back on it.

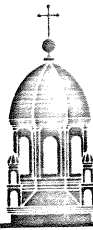
Sincerely yours,

DM

M. Daniel Henry, Ph.D.
Vice President for Administration

cc: Brother Joseph W. Stander, S.M.
Gerald W. VonderBrink
Thomas J. Weckesser
Charles E. Chamberlain

VICE PRESIDENT FOR ADMINISTRATION
300 College Park Dayton, Ohio 45469-0001
(513) 229-4344



The University of Dayton

March 30, 1984

TO: Brother Joseph W. Stander, S.M.
Dr. M. Daniel Henry

FROM: Brother Raymond L. Fitz, S.M. *RF*

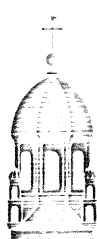
SUBJECT: Policies and Procedures for Overload Compensation

From the correspondence to me on the issue of overload compensation, I surmise that I have not communicated with clarity on this issue. Please let me try again.

In my last meeting with Brother Joe Stander, the Provost, I asked that he meet with Dr. Dan Henry, Vice President for Administration, to coordinate our policy and procedures for overload compensation. I want a joint recommendation on how I should respond to the Academic Senate's policy proposal and what procedures we should use to administer this overload compensation policy. I am aware that both of you have different perspectives on this issue and the Senate's policy. With effort, I expect that you can come up with a workable compromise. Short of compromise, you should identify the points of agreement and disagreement to me.

I would like to have this issue resolved by April 10, 1984 so that we can report on it at the Faculty Meeting. I ask the Provost to give me a report on the resolution of this issue and draft of a letter to the Academic Senate for my signature which approves the overload compensation policy. This letter should state any reservations we have about the policy. The policy could be approved for a limited period of time, e.g., two years, in order to evaluate how it is working.

RLF:hs



The University of Dayton

December 21, 1983

Brother Raymond L. Fitz, S.M.
President
University of Dayton
CAMPUS

Dear Brother Ray:

At your request I have reviewed the proposed policy on Overload Compensation for Faculty Due to Illness or Death. My comments on the current proposal are as follows:

1. I think the most important part of the entire policy is its second sentence, which reads "Whenever possible, qualified part-time staff should be hired to replace a deceased or ill faculty member." This sentence is so important it should be in a paragraph by itself, which can be done by having the third sentence of the policy start a new paragraph.
2. To reinforce the importance of truly overloading full-time faculty members, I would make the last part of the Purpose section a one-sentence paragraph which would read something like "In no case should a full-time faculty member carry more than 15 credits in a full term or 9 credits in a summer term."
3. Under the Procedures section (II. 2) I would strike the words "at the earliest opportunity" in line 3 because the phrase is ambiguous and the words "in consultation with the available faculty and" in line 4 because they appear to suggest that the normal procedure is to use full-time rather than part-time faculty. (See my comments 1 and 2).
4. In the section on Overload Compensation (III) I would include the definition of normal load in the second line. I would have it read "Carrying a normal load (i.e. what is normally taught by a full-time faculty member in his or her department or division) is asked ...). This would eliminate the Remark section at the end of section III.
5. I would start a new paragraph for the third sentence in the Overload Compensation section. This third sentence is in need of major reworking. First of all, I think it should be challenged that this overload compensation should be at the rate proportionate to a summer term. I am not sure we can continue to pay even summer terms at this proportionate rate, and it seems that we are simply compounding the problem by using that rate in the Overload Compensation Policy.

December 21, 1983

Perhaps this has all been carefully discussed and decided. If not, I think more formal discussion is warranted. If it has been formally decided to continue summer's and to initiate overload compensation at a proportionate salary, the third sentence of this policy still needs to be reworked. For example, the current wording in the seventh line of this section says "i.e. one-twelfth of the faculty member's nine-month base salary...". That is different than our current policy D-21.1 which says "the same monthly rate...". I believe policy D-21.1 means that the payment would be either one-ninth or one-twelfth depending on the contract of the faculty member. The Overload Compensation policy sets one-twelfth as the only option. I don't know if the "i.e." was meant to be "e.g." to reflect the fact that almost all faculty members chose to be paid over 12 months or is an attempt to make the overload compensation slightly less than the summer term compensation.

Secondly, I think the explanation of proportionate amounts is unnecessarily complex. Perhaps the fourth sentence in this section could simply read "Compensation will be calculated at 1/36th of the faculty member's nine-month base salary for each semester hour taught on overload." This language only works, of course, if the current policy concept is held to as opposed to other suggestions I have made above.

Thirdly, I think the current wording also deviates from policy in that it suggests proportionate salary without recognition of full-time load as clarified by current policy D-22.1 where it is recognized that in activity outside the base contract, there is not an expectation for additional committee activity, personal research, or scholarly activity. The complexity of all this adjustment again prompts me to urge that we pay a part-time rate as opposed to a base salary amount for overload compensation.

6. If there is a willingness to revise this policy and reduce expenses by paying a part-time rate rather than a percent of salary rate, perhaps it could be done in light of also revising section IV of the policy. I think it is foolish to have a policy statement that says no funds are available but should be provided in future years. I think the policy should say "Some funding must be provided in each year's budget. Administration of the fund is the responsibility of the Director of Personnel Services." I think we should begin to provide these funds in the FY85 budget, no matter how small the fund is initially. This is the only way we will really learn whether or now this policy is working. I also think it is terribly important to have all of this coordinated through the Personnel Services Office so that there is a coordination of sick leave records, death benefit payments, insurance payments, and general human resource planning data.

Thank you for the opportunity to comment on this proposed policy. I am attaching as a separate page a brief chart to show what the cost of the current wording would be. I think we could implement this policy at half the price by using the part-time formula. This, in my opinion, would make it more amenable to immediate funding.

Sincerely yours,

M. Daniel Henry, Ph.D.
Vice President for Administration

COSTS FOR OVERLOAD COMPENSATION
PER CURRENT PROPOSAL

| <u>Overload Credit Hours</u> | <u>Fraction Pay</u> | <u>%</u> | <u>9 Month Salary of \$20,000 Pay Amount</u> | <u>9 Month Salary of \$28,000 Pay Amount</u> |
|--------------------------------------|-------------------------|----------|--|--|
| 1 | 1/36 | 2.7778 | \$ 611.12 | \$ 777.78 |
| 2 | 1/18 | 5.5555 | 1,222.21 | 1,555.54 |
| 3 | 1/12 | 8.3333 | 1,833.33 | 2,333.32 |
| 4 | 1/9 | 11.1111 | 2,444.44 | 3,111.11 |
| 5 | 5/36 | 13.8888 | 3,055.54 | 3,888.86 |
| 6 | 1/6 | 16.6666 | 3,520.00 | 4,666.65 |



The University of Dayton

December 13, 1983

Members of the Faculty
University of Dayton
CAMPUS

Dear Member of the Faculty,

Enclosed are two documents which could be of significant interest to you.

Senate Document #81-4, Overload Compensation, which is consultative, was approved by the Academic Senate in its meeting of Friday, December 9, 1983. The Provost has forwarded this document to the President for his approval also. As soon as that approval is received this document will become effective and we will so inform you.

Senate Document #81-5, Sabbatical Leave, revised, which is legislative, was also considered by the Senate in its meeting of December 9. As you will note from the enclosed minutes the Senate voted to table the document until the next regular meeting which is scheduled for Friday, January 20, 1984.

We are asking that you read the Sabbatical Leave document carefully and give any comments you may have to your respective Senator before the January 20th meeting.

Thank you for your continued cooperation.

Sincerely,

Joseph W. Stander, S.M.
Vice President for Academic
Affairs and Provost

JWS:jh
Enclosures as stated

PROPOSAL TO THE ACADEMIC SENATE

TITLE: Overload Compensation

SUBMITTED BY: J. Strange

DATE: 29 March 1982/7 March 1983/31 October 1983

Indicate the action required: Legislative, Concurrence, or Consultative, and refer to the appropriate reference in the Senate Constitution (Article IIB, 1, 2, 3).

ACTION IS: Consultation REFERENCE IS: IIB, 3, e

DESCRIPTION OF PROPOSAL: State objectives, rationale, and how proposal is to be implemented

See Attachment

PROPOSED POLICY
ON
OVERLOAD COMPENSATION
DUE TO
ILLNESS OR DEATH

I. PURPOSE OF DOCUMENT:

The purpose of this document is to set forth guidelines for determining overload compensation due to death or illness of a faculty member.

Whenever possible, qualified part-time staff should be hired to replace a deceased or ill faculty member. If full-time faculty members cover departmental classes for short periods of time during emergencies resulting from the death or illness of colleagues, they should not be expected to continue this coverage beyond four weeks without some clear understanding and equitable arrangement for additional compensation in accordance with the guidelines below.

II. PROCEDURE:

1. Death: Upon the death of a faculty member the Department Chairperson in consultation with the available faculty is responsible for recommending to the Dean a reassignment of the deceased member's assignments.
2. Illness: It is the faculty member's responsibility to notify the Department Chairperson immediately of an illness and to provide an estimated date for return to service at the earliest opportunity. As soon as adequate information is available the Department Chairperson, in consultation with the available faculty and with serious consideration for the welfare of students, must recommend to the Dean a plan for reassigning the load of the ill faculty member.

III. OVERLOAD COMPENSATION:

The case of overload compensation arises when a full-time faculty member carrying a "normal load" is asked to continue the duties of a deceased or ill colleague for more than four weeks during the regular academic year or more than two weeks during a summer term. Overload compensation can be either in the form of future adjustments in the faculty member's "load" or through remuneration. Remuneration or salary adjustment should be in line with that paid for teaching in the third term (i.e. one-twelfth of the faculty member's nine-month base salary per a 3-semester hour course taught in a 6-week semester session). Proportionate amounts should be paid for teaching less than a whole course (i.e. less than a 3-semester hour course or for only part of the term). In the case of a faculty member teaching more than four weeks in a regular term or more than two weeks in a summer term with an overload, he or she should be compensated for the entire time taught.

Remark: "Normal load" is defined to be what is normally taught by a full-time faculty member in his or her department or division.

SOURCE OF FUNDS:

It is recommended that since no funds are available at this time, sufficient funds be allocated in future years to cover the cost of the program.

PROPOSAL TO THE ACADEMIC SENATE

Overload Compensation

TITLE: _____

SUBMITTED BY: J. Strange

DATE: 29 March 1982/7 March 1983/31 October 1983

Indicate the action required: Legislative, Concurrence, or Consultative, and refer to the appropriate reference in the Senate Constitution (Article IIB, 1, 2, 3).

ACTION IS: Consultation REFERENCE IS: IIB, 3, e

DESCRIPTION OF PROPOSAL: State objectives, rationale, and how proposal is to be implemented

See Attachment

PROPOSED POLICY
ON
OVERLOAD COMPENSATION
DUE TO
ILLNESS OR DEATH

I. PURPOSE OF DOCUMENT:

The purpose of this document is to set forth guidelines for determining overload compensation due to death or illness of a faculty member.

Whenever possible, qualified part-time staff should be hired to replace a deceased or ill faculty member. If full-time faculty members cover departmental classes for short periods of time during emergencies resulting from the death or illness of colleagues, they should not be expected to continue this coverage beyond four weeks without some clear understanding and equitable arrangement for additional compensation in accordance with the guidelines below.

II. PROCEDURE:

1. Death: Upon the death of a faculty member the Department Chairperson in consultation with the available faculty is responsible for recommending to the Dean a reassignment of the deceased member's assignments.
2. Illness: It is the faculty member's responsibility to notify the Department Chairperson immediately of an illness and to provide an estimated date for return to service at the earliest opportunity. As soon as adequate information is available the Department Chairperson, in consultation with the available faculty and with serious consideration for the welfare of students, must recommend to the Dean a plan for reassigning the load of the ill faculty member.

III. OVERLOAD COMPENSATION:

The case of overload compensation arises when a full-time faculty member carrying a "normal load" is asked to continue the duties of a deceased or ill colleague for more than four weeks during the regular academic year or more than two weeks during a summer term. Overload compensation can be either in the form of future adjustments in the faculty member's "load" or through remuneration. Remuneration or salary adjustment should be in line with that paid for teaching in the third term (i.e. one-twelfth of the faculty member's nine-month base salary per a 3-semester hour course taught in a 6-week semester session). Proportionate amounts should be paid for teaching less than a whole course (i.e. less than a 3-semester hour course or for only part of the term). In the case of a faculty member teaching more than four weeks in a regular term or more than two weeks in a summer term with an overload, he or she should be compensated for the entire time taught.

Remark: "Normal load" is defined to be what is normally taught by a full-time faculty member in his or her department or division.

IV. SOURCE OF FUNDS:

It is recommended that since no funds are available at this time, sufficient funds be allocated in future years to cover the cost of the program.

PROPOSAL TO THE ACADEMIC SENATE

TITLE: Overload Compensation

SUBMITTED BY: J. Strange

DATE: 29 March 1982 / 7 March 1983

Indicate the action required: Legislative, Concurrence, or Consultative, and refer to the appropriate reference in the Senate Constitution (Article IIB, 1, 2, 3).

ACTION IS: Consultation REFERENCE IS: IIB, 3, e

DESCRIPTION OF PROPOSAL: State objectives, rationale, and how proposal is to be implemented

SEE ATTACHMENT

(Revised)

PROPOSED POLICY ON OVERLOAD

COMPENSATION DUE TO ILLNESS OR DEATH

I. Purpose of Document:

The purpose of this document is to set forth some guidelines for determining overload compensation due to death or illness of a faculty member.

Full-time faculty members are expected to cover departmental classes for short periods of time during emergencies resulting from the death or illness of colleagues. They should not, however, be expected to continue in this fashion beyond four weeks without some clear understanding and equitable arrangement for additional compensation in accordance with the following guidelines.

1. Death: Whenever possible, qualified part-time staff should be hired to replace a deceased faculty member. The case of overload compensation arises when a full-time faculty member carrying a "normal load" is asked to continue the duties of a deceased colleague for more than four weeks during the regular academic year or more than two weeks during a summer term. Overload compensation can be either in the form of future adjustments in the faculty members "load" or through remuneration. Remuneration or salary adjustment should be in line with that paid for teaching in the third term (i.e. one-twelfth of the faculty members nine-month base salary per a 3 semester-hour course taught in a 6-week summary session). Proportionate amounts should be paid for teaching less than a whole course (i.e. less than a 3-semester hour course or for only part of the term).
2. Illness: In case of a faculty member's extended illness (an illness lasting more than four weeks in a regular term or two weeks in a summer term) overloaded faculty members should be compensated according to the procedure stated in I(1) above.

Remark: "Full Load" or "Normal Load" is defined to be what is normally taught by a full-time faculty member in his or her department or division.

II. Procedure:

1. Death: Upon the death of a faculty member the Department Chairperson in consultation with the available faculty is responsible for recommending to the Dean a reassignment of the deceased member's assignments. The overload compensation procedures outlined in I(1) should be followed.
2. Illness: It is the faculty member's responsibility to notify the Department Chairperson immediately of an illness and to provide at the earliest opportunity an estimated date for return to service. As soon as adequate information is available the Department Chairperson, in consultation with the available faculty and with serious consideration for the welfare of students, must recommend to the Dean a plan for reassignment of the sick member's load. The overload

compensation procedures outlined in I(1 and 2) should be followed.

III. Source of Funds:

The Department Chairperson recommends to the Dean and Provost compensation for faculty members that have been overloaded because of the illness or death of another faculty member.

PROPOSAL TO THE ACADEMIC SENATE

TITLE: Overload CompensationSUBMITTED BY: J. StrangeDATE: 29 March 1982

Indicate the action required: Legislative, Concurrence, or Consultative, and refer to the appropriate reference in the Senate Constitution (Article IIB, 1, 2, 3).

ACTION IS: Consultation REFERENCE IS: IIB, 3, e

DESCRIPTION OF PROPOSAL: State objectives, rationale, and how proposal is to be implemented

SEE ATTACHMENT

APPENDIX C

UD Faculty Board Compensation Committee

PROPOSED POLICY ON OVERLOAD COMPENSATION February 22, 1982

Reasons for Overload Compensation

A variety of circumstances may give rise to the necessity and desirability of compensating a full-time UD faculty member for teaching a load in excess of that normally taught in his or her department or division. Such circumstances include, but are not necessarily limited to, the following: unexpected illness of another faculty member; another faculty member on sabbatical leave; a shortage in the number of faculty under contract; and unexpected large enrollments necessitating additional course offerings.

The purpose of this document is to set forth some guidelines for determining when overload compensation should be paid. Such guidelines require considerable justification and documentation in order that the availability of overload compensation does not become subject to abuse. It is recognized that some of the circumstances cited above would not necessitate overload paid (e.g. an additional course in one semester followed by a reduced load the following semester). It is also recognized, however, that equitable treatment of faculty does involve overload compensation in some cases.

Justification Procedure

When a faculty member and a chairperson believe that overload compensation is appropriate, the chairperson makes a recommendation to the Dean and/or Provost. Such a recommendation must specify the circumstance giving rise to the overload, and must document fully the appropriateness of additional compensation. Such documentation is to follow the broad factors cited in the next section.

The amount of compensation should be in line with that paid for teaching in the third term--i.e. a 3 hour course taught for the whole semester would pay one-twelfth of the faculty member's base nine-month contract price. Proportionate amounts would be paid for teaching less than a whole course (e.g. a faculty member falls ill in the middle of a term). The administration should provide funds from an appropriate budget account.

Relevant Factors in Determining Overload Eligibility

The justification for overload compensation should involve a judgment made on the basis of the faculty member's load for an entire academic year--not just for one semester. Such a justification could, in most instances, be made early in the second semester at which time the relevant variables for the whole year could be identified.

Proposed Policy on Overload Compensation

February 22, 1982

Page 2

The primary basis for justifying overload compensation would be a comparison with other faculty members in the same department or division. Concrete rules cannot be established since a "normal load" varies from one area to another. Teaching laboratories, supervising student teachers, supervising theses, off-campus teaching assignments are all examples illustrative of why overload cannot be universally defined for all areas. In making a recommendation, the Chairperson must establish that the faculty member exceeds the norms for a given department or division.