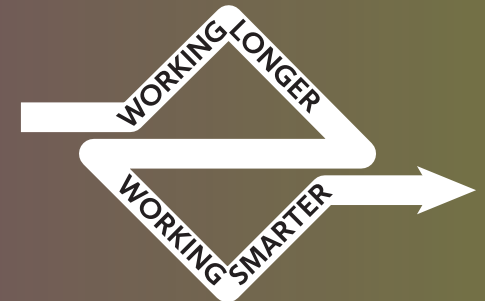


This rubric is designed to describe the scale and dimensions of institutional policy and culture regarding supports for culminating stages of faculty careers and for retirement transitions. The rubric will provide timely feedback for administrators on where they stand and will encourage the campus to evaluate where they can improve or refine programmatic efforts (Stevens and Levi 2005).



Faculty Retirement Policy Rubric for Institutional Use



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This rubric is designed to describe the scale and dimensions of institutional policy and culture regarding supports for culminating stages of faculty careers and for retirement transitions. The rubric will provide timely feedback for administrators on where they stand and will encourage the campus to evaluate where they can improve or refine programmatic efforts (Stevens and Levi 2005).

Retirement Plans

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Defined benefits plans	No period before vesting 100%	Some time period before vesting	Long time period before vesting	None/Not applicable
Defined contribution plans	Contribution from employer/No contribution needed from faculty	More contribution from employer/institution than faculty	Matched contribution from employer/institution with faculty	More contribution from faculty than employer/institution/Not applicable
Supplemental plans	Supplemented by the employer	Joint plans; major portion from institution	Joint plans; major portion from faculty	No supplemental plans available/Not applicable

Health and Wellness

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Pre-retirement	Health and bridge insurance for employee, dependents and spouse; comprehensive wellness program promoting healthy aging and physical accommodations; training and management for a multi-generational workforce; continuing education for faculty development; counseling for shift from institutional insurance to Medicare	Health and bridge insurance for employee, dependents and spouse; comprehensive wellness program promoting healthy aging, and physical accommodations; continuing education for faculty development; counseling for shift from institutional insurance to Medicare	Health insurance for employee, dependents and spouse; comprehensive wellness program promoting healthy aging	Health insurance for employee/Not applicable
Post-retirement	Continued health insurance for employee, spouse and dependents; access to wellness program	Continued health insurance for employee, and gap insurance for spouse and dependents; access to fitness center	Continued health insurance	None available/Not applicable

Administration

<i>Leadership</i>	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Flexibility for administrators and faculty	Policies, programs, and perks are flexible and performance-based and mutually beneficial to both administrators and faculty	Policies, programs, and perks are somewhat flexible and performance-based and somewhat mutually beneficial to both administrators and faculty	Policies, programs, and perks are both flexible and performance-based but mostly beneficial to administrators and to faculty	Policies, programs, and perks are not flexible or performance-based and not mutually beneficial to administrators and faculty/Not applicable
Are administrators prepared to deal with discrimination issues and talk about retirement to faculty?	Yes, well-prepared and comfortable; Administrators receive training to talk to faculty about retirement options and policies; materials to share	Aware of issues, slightly uncomfortable; Administrators receive little training about retirement options and policies	Little awareness, very apprehensive of issues; Administrators receive little training about retirement options	Not prepared/Not applicable; Administrators receive no training about retirement options and policies/Not applicable
Sustainability	Built into the operating budget	Centralized funding for retirement projects/policies	Funding for gaps in retirement policies/culture	On-and-off, one-time, negotiated funds/Not applicable
Accountability	Evaluated as part of annual review of goals for department chairs/deans			No real accountability/Not applicable
Choices of supports in place	Consensus between deans/chairs and faculty as to what is negotiable and what is not to maintain equity	Deans/chairs and faculty negotiate work plans from a pre-set, publicized availability of options for teaching/research/service	Department chairs individually negotiate productivity/work (excluding teaching schedule) plans (e.g., terminal sabbatical)	Not applicable
Communication with faculty	Excellent communication and support for transitioning faculty during pre-retirement, retiring, and post-retirement stages; offers many opportunities to help faculty stay involved in campus and allows culmination/legacy projects	Good communication and support for transitioning faculty during pre-retirement, retiring, and post-retirement stages; offers some opportunities to help faculty stay involved in campus and some colleges/departments allow culmination/legacy projects	Average communication and support for transitioning faculty during pre-retirement, retiring, and post-retirement stages; offers few opportunities to help faculty stay involved in campus and for culmination/legacy projects—allowed on an ad hoc basis	Below-average communication and support for transitioning faculty during pre-retirement, retiring, and post-retirement stages; offers very few opportunities to help faculty stay involved in campus and funding for culmination/legacy projects are not available/Not applicable
Helping retiring faculty feel supported	Excellent support for faculty involvement, office space provided in department with administrative support, formal title given to retired faculty (see attached list)	Good support for faculty involvement, office space provided elsewhere on campus with administrative support, formal title given to retired faculty	Average support for faculty involvement, no office space provided in department, no formal title given to retired faculty	Below average support for retired faculty involvement/Not applicable
Tracking & Evaluation	Evaluation of programs and usage; targeted intervention to correct unequal usage	Evaluation of programs; tracking to analyze usage	Evaluation of only some programs	No evaluation, no tracking/Not applicable

Reference: Stevens, Dannelle D. and Antonia J. Levi. 2005. *Introduction to Rubrics: An Assessment Tool to Save Grading Time, Convey Effective Feedback, and Promote Student Learning*. Sterling, VA: Stylus.

List for Retired Faculty Involvement

Recall, Rehire (teaching and/or service)	Representation of department, college/university
Teach undergraduate or graduate courses	At student events
Advise students	At alumni events
Assist with international opportunities	At university/college events
Give invited lectures, moderate colloquia	At community events (including inauguration, installations, etc.)
Mentor faculty, especially pre-retirement faculty	At regional, national, and international conferences/events
Research Opportunities	Participation in Ceremonial Events
Can serve as principal investigator	Convocation
Have use of research facilities, lab space, grant administration, etc.	Commencement
Direct or serve on dissertation committee	Other such events
Clerical and technical support/use of key software	
Full computer system privileges	
Service on Committees	Personal Perks
Within the department	Emeritus title
Within the college/university	Office/laboratory space
Within the faculty senate	Parking space
	Library privileges, use of software packages
	Institutional email account continued
	Use of fitness center, faculty club, or other dining hall facility
	Notification of campus news and events
	Ability to participate in continuing education courses and programs
	Membership in emeriti group or formal association (supported by provost's office)
	Access to small grants for key projects (finishing a book, article, etc.)
	Ability to use the human resources department and other services as needed
	Location of emeritus space
Voting Privileges	
Within the department	
Within the college/university	
Within the faculty senate	

Communication of Retirement Options, Supports and Perks

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Number of vehicles for communication; see attached list	8 or more	7-5	4-3	2-1/Not applicable
Innovative communication	Videos and frequently asked questions (FAQ) page, checklist of pre-retirement planning, print media, social media	Videos or an FAQ on provost's website	Information on provost's or human resources' website	No communication/Not applicable
Transparency of policies and supports	Purpose of policies, programs, and perks is very transparent to all administrators and faculty for smooth transition into retirement; all policies and supports are listed on website	Purpose of policies, programs, and perks is not transparent to all	Purpose of policies, programs, and perks is not transparent to all, and is not easily located via website or print materials provided	Purpose of policies, programs, and perks is not transparent to administrators and faculty; poor communication that lacks clarity/Not applicable
Awareness of policies	Eligible tenure-line faculty are aware of pre-retirement programs	Some eligible tenure-line faculty are aware of pre-retirement programs	A few eligible tenure-line faculty are aware of pre-retirement programs	None/Not applicable
Incentives to retirement	Policies, programs, and perks offer faculty excellent incentives to transition into retirement, buyout packages are offered	Policies, programs, and perks offer faculty good incentives to transition into retirement	Policies, programs, and perks offer faculty some incentives to transition into retirement	Policies, programs, and perks offer faculty little incentive to transition into retirement/ Not applicable
Flexibility in policies, programs, and perks	Policies, programs, and perks are very flexible to help ensure smooth transition into retirement, are not related to personal performance, and are available to all	Policies, programs, and perks are flexible to help ensure smooth transition into retirement, are not related to personal performance, and are available to all	Policies, programs, and perks are somewhat flexible to help ensure smooth transition into retirement, are not related to personal performance, and vary by department	Policies, programs, and perks are not flexible to help ensure smooth transition into retirement, are focused on personal performance, and are not available to all/Not applicable

List of Vehicles for Communication	Quality of Vehicles
Handbooks and pamphlets	1
Human resources website	1
Provost's website	1
University links to state government pension system/human resources websites	1
Orientation for new faculty	2
Frequently Asked Questions web page for retiring faculty	2
Emails/mailings to faculty	2
Videos of faculty testimonials regarding faculty transition	3
Ongoing communication/training for department chairs	3
Dedicated retirement office/point of contact (small college)	4
Designated staff charged with responsibility for faculty retirement	4
Checklist for retiring faculty	2
Social media	1

Retirement Counseling and Seminars

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Financial planning seminars	Group and individual pre-retirement, retiring, and post-retirement seminars	Group pre-retirement, retiring, and post-retirement seminars	Individual or group pre-retirement seminars	None/Not applicable
Retirement transition counseling	Pre-retirement, retiring, post-retirement seminars	Pre-retirement and retirement seminars	Pre-retirement only	None/Not applicable
Health planning and counseling	Included as part of retirement package; bridge health insurance is offered	"Bridge" health insurance before Medicare benefits	Must be negotiated as part of retirement	None/Not applicable
Employee Assistance Program (EAP)-access to individual counseling	Age related group and individual counseling, pre-retirement, retiring, post-retirement seminars	Group-only pre-retirement and post-retirement seminars	Pre-retirement only	None/Not applicable
Innovations and other useful supports	Private individual financial and personal counseling paid for by institution; retirement plan "calculator"	Website comparing retirement options	Brochures comparing retirement options	None/Not applicable

Pre-retirement Programs and Retirement Options

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Regular retirement	Pension/retirement plan, health benefits, social outreach, psychological assistance	Health benefits, pension/retirement plan, social outreach	Pension/retirement plan, health benefits	Pension/retirement plan/Not applicable
Phased retirement	Available campus-wide to all tenure-line faculty, flexibility of phasing	Available in some colleges/departments to all tenure-line faculty	Available on ad-hoc basis to tenure-line faculty	No phased retirement available/Not applicable
Early retirement	Available campus-wide to all tenure-line faculty, supplemental salary provided	Available in some colleges/departments to all tenure-line faculty	Available on ad-hoc basis to tenure-line faculty	No early retirement available/Not applicable
Culminating project/legacy program	Available campus-wide to all tenure-line faculty	Available in some colleges/departments to all tenure-line faculty	Available on ad-hoc basis to tenure-line faculty	None/Not applicable
Opportunity to plan annual or post-tenure review	Annual and post-tenure reviews conducted campus-wide for all tenure-line faculty	Conducted in some colleges/departments for all tenure-line faculty	Post-tenure review must be negotiated by faculty	No review/Not applicable
Life-planning and encore-career training	Series of seminars, campus-wide; series of courses, campus-wide	Series of seminars, within department; series of courses, within department	Single seminar on an ad-hoc basis; course on an ad-hoc basis	None/Not applicable

Institutional Support for Retired Faculty

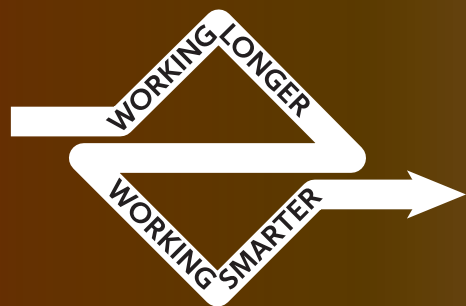
	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Number of supports, programs, and perks (see attached list)	More than 20	20-15	14-10	9-0/Not applicable
Key items identified by retired faculty	An office/lab, a title, parking, and involvement in campus activities	A title, parking, involvement in campus activities	Campus activity involvement	None/Not applicable
Support from department and other colleagues	Association of Retirement Organizations in Higher Education or other organizations of emeriti/retired faculty	Informal support group of retired faculty	Resources list (email, listserv, etc.)	No support/Not applicable
Treatment of retiring faculty; campus culture	Institutional legacy is available to university community on a ongoing basis; respect for accomplishments; individual's contributions are marked/celebrated	Institutional legacy is captured and individual's contributions are marked/celebrated	Individual contributions are marked/celebrated	No formal recognition/Not applicable

Post-retirement Programs

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Emeritus title	Granted automatically to all eligible; listed on institutional website	Need to apply	Considering	Not available/Not applicable
Recall opportunities (see list)	Opportunities for teaching/research/service; special projects such as mentoring, advising	Opportunities for part-time teaching for a fixed period	Ad hoc opportunities may be negotiated	No opportunities are available/Not applicable
Encore career opportunities	Available both on campus and within the community, paid	Available to either campus or community, volunteer	Community only	None/Not applicable

Retiree Associations

	<i>Exemplary</i>	<i>Accomplished</i>	<i>Developing</i>	<i>Beginning</i>
Source of funding	Fully funded and staffed by provost's office's budget/institutional budget, and/or complete ability to fundraise/collect annual dues for all operations	Partially funded and staffed by provost's office/institutional budget, and/or partial ability to fundraise/collect annual dues for all operations	Designated meeting space, minimal funds available (via institutional budget, annual dues, fundraising) for snacks and beverages for scheduled meetings	No association is in place/Not applicable
Public visibility	Website, publications, community partnerships, member of Association of Retirement Organizations in Higher Education (AROHE), recognized by the Occupational Safety and Health Administration	Website, member of AROHE	Member of AROHE	Informal group of emeriti faculty/not applicable
Member eligibility	Programs of use for emeriti/retired faculty from any college/university nationwide	Eligible for all emeriti/retired faculty from institutions within the state	Eligible for only emeriti/retired faculty from institution	No association is in place/Not applicable
Governing structure/Legal recognition	Governing structure for the emeriti association (president, board of directors, etc.)	Either/or: legally registered entity, or governing structure (president, board of directors, etc.)	Ad hoc of committee emeriti faculty	No association is in place/Not applicable
Activities/Programs	Regularly scheduled programs and activities that cover retirement topics (e.g., personal finance, health, other retirement issues)	Periodically (e.g., quarterly) scheduled programs and activities that cover finances, health, and other post-retirement topics	Ad hoc scheduled programs and activities that cover finances, health, and other post-retirement topics	No association is in place/Not applicable



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