

# Committee on Faculty Rights, Privileges, and Responsibilities

## Final Report, FY 2020

### Contents

I. Unfinished Business & Standing Charges .....	2-3
II. Added Specific Charges .....	3-5
III. FY 2020 Specific Charges .....	5-7
Appendix A .....	8
Appendix B .....	9
Appendix C .....	10-11
Appendix D .....	12
Appendix E .....	13-34

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## Final Report, FY 2020

submitted May 28, 2020

### **FY 2020 Members:**

Chair: Joe Harrington, English, (2020)

Larry Davidow, Pharmacy Practice (2022)

Patricia Gaston, Journalism (2022)

Emma Scioli, Classics (2022)

Nils Gore, Architecture Design, (2020)

Chris Crandall, Psychology (2021)

Dale Urie, Humanities (2021)

AY 2019-2020 was a busy one for FRPR. It dealt with a variety of types of charges.

**I. UNFINISHED BUSINESS & STANDING CHARGES.** Several items of business were carried over from the previous FY's charges or that arose from standing charges.

### **1. "Know Your Rights" Brochure.**

In FY 2019, FRPR was charged with developing a document designed to inform faculty of their rights under the Faculty Code and how to file an appeal of an administrative action they believe violated those rights. FRPR wrote and approved such a document, but no action was taken by FacEx at that time.

The FY 2020 FRPR revised and approved an expanded version. This version was further revised and subsequently approved by FacEx. It was then [posted on the Governance website](#) and sent to all Lawrence campus faculty via email.

**Recommendation:** That the document be reviewed and, if necessary, revised each year. That University Governance send this document out to all faculty at the beginning of each academic year, in order to reach new faculty members, as well as those who may not have been cognizant of it before.

### **2. Extension of Time for FRB Appeals.**

As part of its standing charge to “address issues regarding faculty rights, privileges, and responsibilities,” FRPR concluded that the time allotted to file an Appeal from Administrative Action to the FRB should be expanded from 14 days after the initial decision to 30 days. The Faculty Senate approved this amendment, which, as of this writing, awaits Administration’s approval.

### **3. Professional Standards of Conduct.**

Under that same standing charge, FRPR expressed its concern regarding the “Professional Standards of Conduct” guidelines drawn up by the University Ombuds for Human Resource Management. The Committee’s concerns centered around overly-vague and subjective language, as well as the potential damage to the Ombuds’ reputation for impartiality that may result from their writing a policy owned by the Administration.

SenEx expressed similar concerns and petitioned the Ombuds to add a faculty and graduate-student member to the committee. Harrington was appointed as the faculty member, attended a meeting, and submitted a report to the incoming Faculty and University Senate Presidents (Appendix A).

**Recommendation:** That FRPR and FacEx closely monitor the implementation of and training about this policy in the fall 2020 semester.

## **II. ADDED SPECIFIC CHARGES**

The following items resulted from specific charges FacEx issued to FRPR after the academic year was underway:

### **1. Term Limits on Interim Appointments.**

FY 2019 FRPR, at SenEx’ request, had drafted and forwarded an amendment to subject interim administrators to the same review process as permanent administrators. This amendment was passed by the University Senate but rejected by the Administration.

FacEx requested that the FY 2020 FRPR take up the issue again and attempt to devise a new amendment that would respond to the objections of the then-Provost to the AY 2019 amendment. In response, FRPR drafted, approved, and forwarded to FacEx a section 5 for FSRR Article X, “Procedures for Review and Reappointment of Chairpersons, Academic Deans, and Vice Chancellors.” The amendment limits the term of interim and acting administrators to 24 months, with the possibility of a 12-month extension if approved by a 2/3 vote of the Faculty Senate. The Faculty Senate approved this amendment, which, as of this writing, awaits Administration’s approval.

### **2. Statement Regarding Faculty Control of Curriculum.**

FY 2019 FRPR, at FacEx’ request, had drafted and forwarded a statement affirming the faculty’s right and responsibility of setting curricula, with the recommendation that it be added to the FSRR. The then-Provost, under advice of General Counsel, rejected this amendment on the grounds that the

Faculty Code already guaranteed such a right.

FRPR demurred, holding that the rights referred to in the Faculty Code pertain to individual faculty members, not to the faculty as a body. It therefore recommended an addition to the Faculty Code Article III, as follows:

*“KU abides by the AAU Statement on Academic Principles, which states that ‘[t]he faculty holds the primary responsibility for . . . setting the curriculum.’ Accordingly, the faculty sets requirements for degrees offered and determines when requirements have been met, subject to the authority of the Board of Regents.”*

The Faculty Senate approved this amendment, which, as of this writing, awaits Administration’s approval.

### **3. FSRR re: Dismissal of Tenure-Track Faculty.**

The FSRR contains detailed descriptions of appeals from tenure and promotion decisions, as well as appeals from administrative actions generally. But it makes no mention of policies and procedures relating to dismissal of tenured faculty. Accordingly, FacEx asked FRPR to draft an amendment to FSRR that would fill this gap.

FRPR subsequently approved and forwarded a proposal for such an amendment. Most of the language was taken from the FRB procedures in cases of dismissal of tenured faculty. However, University President Suzanne Valdez, Clinical Professor of Law, found numerous problems with that language. FacEx therefore adopted, and the Senate subsequently passed, an amendment that inserts a short paragraph from the Faculty Handbook relating to dismissal of tenured faculty into the FSRR. It also established an ad hoc committee to consider a more detailed amendment, as well as to examine the problematic language in the FRB procedures, which is the only governance document covering dismissal of tenured faculty, at present.

**Recommendation:** FacEx, FRB, and FRPR should stay apprised of the ad hoc committee’s work in summer 2020. In particular, it is of paramount importance that the FRB procedures be revised at the earliest possible date, in order to correct flaws identified by Pres. Valdez.

**4. Online Evaluations.** *Examine the distinction between instructor evaluations and course evaluations, and how they may be treated in certain contexts. One issue would be the common situation of a course that is taught by only one instructor, leading to a situation where course evaluations are clearly linked to a specific instructor. Establish best practices for balancing the curricular needs of a school and the privacy rights of instructor.* (Added October 3, 2019)

Davidow shared that Pharmacy has both types of student evaluation; this charge may have sprung from an incident in that School, in which comments on an online evaluation form were critical of the *instructor* of the course rather than the design of the course per se; in other words, students were not able to distinguish the two, per instructions. These evaluations were shared with a curriculum committee that was assessing the course only, thus violating the privacy of the personnel records of the instructor (who was the only instructor of the course).

The Committee appointed Davidow as its representative to investigate existing policies and procedures re: privacy in online evaluations. In the course of his inquiries, it emerged that an ad hoc committee was being convened to discuss the design and use of online evaluations generally. FRPR appointed Davidow as its delegate to this committee (see Appendix B).

Davidow later reported that the key question is: Who owns that data? There does not seem to be an answer, at present. The computer system being used has an optional dashboard (which KU did not purchase) that allows faculty to generate and inspect their own reports; this function would allow them to respond to the evaluations and then submit them to the appropriate department officials. Discussions of the privacy aspect of online evaluations were apparently being folded into, and possibly eclipsed by, the broader discussion about implementation of online evaluations.

**Recommendation:** Recommend FacEx or its designee work with CTE and VP Chris Brown to develop procedures that ensure the confidentiality of instructor personnel records are not compromised by use of online student evaluations.

### C. SPECIFIC CHARGES for FY 2020

The following were the specific charges issued to FRPR prior to the beginning of the AY.

**1. Article 10.** *Work with SenEx and the administration to implement or alter FSRR Article X. Procedures for Review and Reappointment of Chairperson, Academic Deans, Vice Chancellors, and Vice provosts.*

There was some confusion as to what was actually intended by this charge. It was determined that the original intent was to “implement or alter” Article X of the **USRR** (not the FSRR). USRR Article X dealt with conflict of interest in donations, a charge completed by the committee the previous year. During summer 2019, representatives of FacEx and the General Counsel’s Office drafted a substantially revised version of the amendment, under the title “General Principles to Guide Academy-Industry Relationships,” which later was adopted.

However, there was also an amendment to Article X of the **FSRR** approved in FY 2019, that would have provided for the periodic review of “interim” administrators. This amendment was rejected outright by the Interim Provost. FY 2020 FRPR was issued a special charge to draft a substitute (see “Term Limits on Interim Appointments,” B-1, above).

**2. Non-Tenure-Track Faculty (NTTF).** *In consultation with Vice Provost for Faculty Development, examine results of recent survey of non-tenure track faculty (NTTF) and draft any consequent policy recommendations.*

FRPR analyzed data from the survey of non-tenure-track faculty (NTTF). Harrington drew up a table summarizing major themes and possible responses (see Appendix C). Members subsequently researched NTTF policies at a variety of peer institutions (see Appendix E). Upon discussion, two overriding priorities emerged:

- Convert NTTF single-year contracts to to multi-year appointments (such as the Teaching Professor track)
- Mandate that units provide minimum 3 months advance notice to NTTF re: (non)renewal of contracts

**Recommendations:** That the ad hoc working group on NTTF (VP for Faculty Development Chris Brown, Professors Dale Urie, Amalia Monroe-Gulick, and Joe Harrington) continue its work, with the goal of implementing the priorities above. That FRPR and FacEx work with the group to determine policies that will facilitate and expedite these goals.

**3. Budget.** *Work with administration to devise, define, and ensure a role for faculty governance in determining metrics and methods to be used in Unit Allocations under the New Budget Model.*

Subsequent to this charge, then-Provost Carl Lejuez rolled out his New Budget Model early in the fall semester; in the spring, the coronavirus-induced budget crisis struck. FacEx later revised this charge to go beyond “metrics and methods” and “Unit Allocations,” to encompass the role of governance in budget-setting generally. However, because of the uncertainty occasioned by the lockdown, along with a very full docket, FRPR came up with no specific policy proposal.

Nonetheless, it was the sense of the Committee that governance should have an active a major role in drafting the budget and prioritizing resources, going forward. All constituencies should have robust representation *during* the decision-making process.

**Recommendations:** That, given the massive budget deficit occasioned by the coronavirus lockdown, SenEx members read and become familiar with USRR VII, dealing with Financial Exigency. That members bear in mind that no program may be discontinued, nor any tenured faculty member dismissed, due to lack of funds until a declaration of financial exigency has been approved by the University Senate. That members of the Planning and Resources Committee be selected bearing in mind the central role that Committee plays, in the Financial Exigency process.

In addition, FacEx should monitor the budget situation closely, especially over the summer, when classes are not in session and when large administrative policy changes often occur. The Committee further advises FacEx to continue to militate strenuously and frequently for meaningful faculty participation in the budgetary decision-making process.

**4. Evaluating KU Core Curriculum Goals.** *Report to FacEx by April 15, 2020, on the implementation of agreement between FRPR, UCCC Vice Provost for Undergraduate Affairs and FacEx, regarding Procedures for altering Core Goals.*

An ad hoc committee was established, in an agreement between FRPR, UCCC, FacEx, and the VP for Undergrad Studies in FY 2019, to devise a process for reviewing, assessing, and, if necessary, amending the Core goals. The committee was described as “experimental” in its charter document. This committee was established in lieu of an FRPR proposal to establish a permanent committee and process to reassess the Core goals.

The ad hoc committee described above met twice; rather than undertake the charge as written, members decided it would be best first to undertake a survey of the several departments and units on the efficacy of the Core generally. There was a divergence of opinion between the Chair and the committee members as to whether this move was in keeping with the Committee's mandate. Committee members declined a request by the chair to meet in March, given the onset of the novel coronavirus pandemic.

**Options:**

- The parties that established the ad hoc committee could re-convene it, with current or different membership, either to
  - undertake the survey the FY 20 members approved, or
  - to propose a process for review and amendment of the goals, as originally envisioned by the charge.
- Alternatively, the Faculty Senate itself could develop and approve such a process. FY 2018 FRPR considered a proposal to do just that but abandoned it when the ad hoc committee was established (see Appendix D).
- FacEx could accept the current status of the KU Core Curriculum, as a policy owned by the Provost, on the assumption that, whoever happens to be in that office (or their designee) when a change is proposed will work with faculty to achieve outcomes acceptable to all.

Respectfully submitted, 28 May 2020

Joseph Harrington, Chair

## **APPENDIX A: Report on Professional Standards of Conduct Meeting**

Dear Lua and Sanjay,

As you may know, Shawn asked me to be faculty representative on the committee that is drawing up and propagating the Professional Standards of Conduct document that University Ombuds DA Graham is spearheading. I zoomed into one of their meetings, and I thought it would be good to share my impressions with you.

First, it's clearly a done deal. DA wants it, he's sold Jeff Chasen on the idea, and the committee is peopled by administrators and those who work for them. It was a bit like being in an echo chamber.

Second, I raised Lua's concern that the policies could be "weaponized" against people who are members of marginalized groups – that feeling threatened, for instance, is an extremely subjective response. In many cultures, talking loud and arguing vociferously are culturally acceptable, if not expected; for German-Americans from Kansas, not so much. And so on. They seemed to take that critique seriously. But I was told that the guidelines will protect marginalized individuals, not harm them (though Jennifer Ng at least conceded that "civility" is a loaded word). DA said the purpose is to help complainants "put language to" their experience.

I also raised the concern that while this is called a guideline, it does in fact direct readers towards an enforcement mechanism – via HRM, IOA, the deans, etc. DA owned that language from the guidelines could be cited in a complaint filed with one of these agencies. I suggested that, were someone fired because of such a complaint and a lawsuit were filed as a result, I would not want to be the person being cross-examined as to the meaning of some of the vague terms in the policy. That did not seem to faze them.

The one bright spot is that DA does seem sincerely committed to a program of educating the campus community on the content. It is possible that, in addition to getting people to reflect upon their conduct, it might also cause them to reflect upon the language of the policy.

Anyway, I just wanted to let you know where things stand.

Best,  
Joe Harrington

5/20/2020

## **APPENDIX B: Report on Online Student Evaluations Meeting**

Larry Davidow submitted the following report on Dec. 2, 2019 (via e-mail):

As the FRPR representative, I met with Doug Ward (CTE) and Cambrey Nguyen (University Senate Representative) at the CTE on Monday, 12/2 at 10:30 AM. We discussed concerns relating to a lack of policies defining access to and use of data obtained from electronic student evaluations of teaching using the eXplorance Blue course evaluation system. Concerns raised included who had access to run, collect and redistribute reports, as well as what data should be shared with faculty, their direct supervisors, unit administrators, and ultimately university administrators. We all agreed that the information obtained from student evaluation of teaching has limitations and could be incorrectly used in contexts outside of the stated purposes on the CODL website (“...administrators and committees who are directly responsible for making individual staff decisions, such as reappointment, discipline, promotion, tenure, and salary...”). For example, can this electronic database be used by Analytics & Institutional Research Department to obtain metrics for use in the budget model? We felt that without written policy and procedures regarding data access and use, this type of question cannot be answered. We concluded that, if approved by the FRPR committee, further consideration and development of these policies should be undertaken (at least initially) by the following faculty stakeholders: A) University Senate Representative – Cambrey Nguyen, B) Faculty Rights, Privileges, and Responsibilities (FRPR) Representative – Lawrence Davidow, C) Center for Teaching Excellence (CTE) – Douglas Ward, D) KU Center for Online and Distance Learning (CODL) – Laura Moley. Doug Ward also agreed to start looking to see if there are similar policies at other universities.

## **APPENDIX C: Non-Tenure-Track Faculty Survey and Possible Responses**

For the past year, an informal subcommittee, composed of representatives from FRPR (Joe Harrington, Amalia Monroe-Gulick, Dale Urie) along with then-AAUP-chapter head Lorie Williams and Vice Provost for Faculty Development Chris Brown, have been meeting to examine ways that the lot of NTTF members can be improved.

As part of that process, a survey of NTTF was conducted in the spring. The response rate was high and the results, enlightening. I have attempted to summarize both qualitative and quantitative responses in the left-hand column below, beginning with the most prevalent. I have also listed some possible solutions or responses in the right-hand column.

In very general terms, the NTTF working group agreed that what is needed overall is legibility and transparency: uniform job titles, job descriptions, evaluation procedures and criteria, and a path for advancement for NTTF members, from part-time lecturers all the way up to full Teaching or Clinical Professor. Needless to say, the devil is in the details, and I don't have a clear idea of how any of this will be implemented (or received by deans and chairs). But there are only so many person-hours available. So, the more we can focus our goals and narrow our efforts, the better.

<b>Common Problems Cited</b>	<b>Proposals / Ideas</b>
** Low Pay	1.) Increase pay – even a symbolic amount. 2.) Build in incentives for units to increase NTTF pay into the New Budget Model
** Uncertainty and insecurity; Lack of opportunities for advancement	1.) Automatically place lecturers with 5 yrs or more of service on Teaching Prof. track, if they so choose 2.) Increase number of full-time, multi-year contracts for lecturers (esp. those who have already been teaching multiple years; the College is apparently beginning to do this) 3.) Consider incentives to depts/units for converting part-time lecturers to full-time
** Last-minute notice of (non)reappointment & teaching assignments	Campus-wide policy that requires units to decide on (re)appointments by the beginning of the FY or lose funding for lines. VP Brown will run this idea past the deans to gauge reaction.
** Lack of clarity on job descriptions, criteria for evaluation, promotion, or reappointment	Ensure that all departments, programs, and other units have posted bylaws in the Policy Library that include a Faculty Evaluation Plan for all job titles. Educate faculty on the criteria.
* Lack of mentoring opportunities [note: VP Brown has assigned a Faculty Fellow to examine and develop procedures for this]	1.) More clarity re: criteria and procedures for evaluation 2.) Combine mentoring with requirement for written evaluations & FEPs in dept. / unit bylaws
* Lack of training/orientation	Once the problem of lead-time to start date is solved, that would leave time for unit/dept. to orient or train

	new lecturers, at least minimally, to their procedures & policies. This would not be a one-size-fits-all, but surely something should be in place to orient new NTTF to department procedures and mores.
* Lack of opportunities for professional development	1.) Make full-time NTTF eligible for travel funds (as a start) 2.) Make full-time NTTF eligible for sabbatical [Note: Washburn does both these things. Do we currently use <i>all</i> travel funds, every year? Are <i>all</i> the sabbaticals allowed by law and Regents policies awarded every year?]
Exclusion from award, fellowship, grant competitions	Make them eligible for at least some of these. Or establish some awards or fellowships specifically for NTTF that have money attached.
Lack of office space	Could we at least provide NTTF with <i>lockers</i> ? A big advantage of having an office is that you can keep stuff on campus, securely, instead of lugging it around.
Lack of benefits	1.) Do full-time NTTF have access to health insurance? What kind? 2.) Tuition support – even a little – would be nice. This is an important perk for (underpaid) staff.
Exclusion (in some cases) from voting status on dept. committees	Require depts./units to offer NTTF a voting membership or two (at least) on committees dealing with undergrad teaching and curriculum.

**Note:** It seems like a lot of the survey responses bemoaned the *lack of uniformity in policies across campus* (and consequent lack of clarity and perceived unfairness of such policies – where those policies even exist). It's hard to imagine addressing some of these problems without some top-down authority and political capital being exercised and spent. It's hard to imagine how to ensure clear, fair, uniform policies if the power to make them is devolved to the schools, let alone to the departments, with no upward accountability.

## **APPENDIX D: Proposal re: Faculty Senate & Core Curriculum**

### **- Addition to University Code 13.2:**

The Faculty Senate Educational Policy Committee shall be composed of six faculty members, appointed by FacEx and serving staggered three-year terms, including at least one representative each from STEM fields, social or behavioral sciences, the humanities, and the arts.

### **- Addition of fifth paragraph to the University Code 13.3:**

The Faculty Senate Educational Policy Committee shall monitor the effectiveness of the KU Core curriculum and suggest changes to the Goals or Learning Outcomes thereof or any other major structural changes thereto; shall periodically assess the appropriateness of degree requirements; shall periodically assess the appropriateness and effectiveness of admission and transfer requirements and credit for resident and non-resident study.

### **- Add FSRR V.3.6:**

The University Core Curriculum Committee is responsible for determining which courses fulfill specific Goals of the KU Core curriculum. In accordance with University Code Article II, Section V, the Faculty Senate shall initiate and approve any changes to the Goals or Learning Outcomes of the KU Core curriculum, or any other major structural changes thereto. No such changes shall be made by the Senate without taking steps to notify and consult affected students, faculty, staff. Evidence of such collegial consultation must be part of the notification of restructuring made to the Senior Vice Provost for Academic Affairs.

*[last 2 sentences adapted from current V.3.3]*

**APPENDIX E: NTTF Policies at Some Peer Institutions**

Name of University	<b>University of Florida</b>
Classifications/Tracks/Ranks and Position Descriptions	<p>Faculty Categories</p> <ul style="list-style-type: none"> <li>• Salaried Faculty: Paid by state, grants, or clinical funds <ul style="list-style-type: none"> <li>○ Tenure, tenure-accruing, non-tenure accruing, permanent status, permanent-accruing status (IFAS only)</li> <li>○ Benefits-eligible</li> <li>○ Typically a recurring position (contractual relationship)</li> </ul> </li> <li>• Temporary (OPS) Faculty: Paid by non-state funds <ul style="list-style-type: none"> <li>○ Also known as “adjunct” faculty</li> <li>○ Non-tenure positions</li> <li>○ Temporary or short in duration (one term at a time)</li> <li>○ Benefits include holiday pay and may include health insurance if eligible per the Affordable Care Act</li> </ul> </li> <li>• Courtesy Appointments: Non-paid appointments <ul style="list-style-type: none"> <li>○ Can be provided to UF and non-UF employees</li> <li>○ Four types of appointments: Courtesy, Affiliate, Joint, Affiliated Clinical</li> <li>○ Non-tenure accruing positions</li> </ul> </li> </ul> <p>Non-tenure accruing ranks (lecturer series, assistant-in, associate-in, senior associate in, scholar series, and any of the aforementioned ranks modified by the title clinical).</p>
Appointment and Reappointment Process	<p>Non-permanent-status, Non-tenure-accruing, Faculty.</p> <ul style="list-style-type: none"> <li>• The University may choose not to renew the employment of a faculty member who does not have tenure or permanent status and is not on a tenure-accruing appointment.</li> </ul> <p>Notice of Ending of Employment of Non-Tenured and Non-Permanent Status Faculty Members.</p> <ul style="list-style-type: none"> <li>• Any non-tenured faculty member who is not being offered a further appointment shall receive written notice according to the following terms: <ul style="list-style-type: none"> <li>○ One (1) semester for those in their first two (2) years of continuous University service.</li> <li>○ Twelve (12) months for those with more than two (2) years of service.</li> <li>○ Twelve (12) months for faculty members who are on “soft money” (e.g., contracts and grants, sponsored research funds, and grants and donations trust funds) who have five (5) or more years of continuous university service.</li> </ul> </li> <li>• A faculty member who receives a Notice of Non-Renewal has twenty (20) days to request in writing a statement of the basis for the</li> </ul>

	<p>decision not to renew the appointment. The University shall provide such written statement within twenty (20) days following receipt of the request.</p> <ul style="list-style-type: none"> <li>○ If the University does not comply with providing proper notice, the faculty member's non-renewal notice period will not begin until the corrected notice is provided.</li> </ul>
<p>Evaluation and Promotion and Advancement</p>	<p>Only faculty in non-tenure-accruing or non-permanent status titles whose assignments have been solely in teaching and service or whose promotion will be decided based almost solely on their performance in teaching and service may substitute some or all of the letters of evaluation from within the University for the outside evaluations.</p> <p>Promotion of Non-Tenure Track Faculty</p> <ul style="list-style-type: none"> <li>● To carry out its mission, the College of Journalism and Communications has found it essential to hire different types of faculty for the school's pedagogical, scholarly, creative, and service activities. In addition to tenured/tenure-track faculty, the College hires Non-Tenure Track faculty for positions requiring the extensive use of professional skills.</li> <li>● In order to be considered for promotion, Non-Tenure Track faculty must demonstrate substantial achievements, specifically, distinction in teaching and distinction in either creative/professional scholarship or service.</li> <li>● Procedures and Timeline <ul style="list-style-type: none"> <li>○ Application and review of Non-Tenure Track faculty for promotion will follow the same procedures and timeline as those for tenured/tenure-track faculty.</li> </ul> </li> </ul>
<p>Salary and Compensation and Benefits</p>	<p>Process for Salary Review</p> <ul style="list-style-type: none"> <li>● For faculty in both tenure-track and non-tenure track positions, documentation of productivity in research, teaching, and service using the Tenure &amp; Promotion format must be provided.</li> <li>● For faculty in non-tenure track positions, documentation of productivity shall be relevant to the performance of the work that the faculty member has been employed to do, relevant to demonstration of distinction in the area of primary assignment, relevant to demonstration of at least satisfactory performance in the other assigned areas, and relevant to his/her performance of the duties and responsibilities expected of a member of the university community.</li> </ul> <p>Office Space</p> <ul style="list-style-type: none"> <li>● Non-tenure-accruing faculty members and part-time faculty members in a department or equivalent unit may be provided office space on a shared basis if it is not possible to provide individual</li> </ul>

	offices, or if such faculty volunteer to share office space. [but I take it the units are required to do so]
Voting Status and Governance and Grievance	<p>Governance</p> <ul style="list-style-type: none"> <li>• The faculty of the College shall consist of those in tenure accruing ranks, permanent status accruing ranks, and non-tenure accruing ranks.</li> <li>• Eligible faculty, those persons who participate in faculty governance and vote on matters of college policy, shall consist of those in tenure accruing ranks and non-tenure accruing ranks who contribute to the academic mission of a college department and have a full-time appointment during the regular academic year.</li> </ul> <p>Grievability</p> <ul style="list-style-type: none"> <li>• A faculty member who receives written notice of non-renewal may contest the decision because of an alleged violation of a specific term or provision of the Agreement or because of an alleged violation of the faculty member's constitutional rights.</li> <li>• Such grievances must be filed within sixty (60) days of receipt of the notice of nonrenewal or the statement of the basis for the decision.</li> </ul>
Dispute Resolution and Procedures	

Name of University	<p><b>U of Minnesota</b></p> <p><a href="https://policy.umn.edu/hr/teaching-appa">https://policy.umn.edu/hr/teaching-appa</a></p>
Classifications/Tracks/Ranks and Position Descriptions	<ol style="list-style-type: none"> <li>1. <b>Regular (Tenured and Tenure-Track) Faculty:</b> Members of the tenured and tenure-track faculty.</li> <li>2. <b>Term (Non Tenure-Track) Faculty:</b> <ol style="list-style-type: none"> <li><b>2A. Contract Faculty.</b> Members of the faculty on annual, renewable, or multi-year contracts. <b>Titles:</b> Professor (9401), Associate Professor (9402), Assistant Professor (9403), and Instructor (9404).</li> <li><b>2B. Temporary Faculty.</b> Members appointed to address temporary needs of 1-2 years. These individuals are hired to address temporary short-term situations and normally are appointed for no more than one year. In exceptional cases such appointments may be renewed for a second year only with appropriate internal unit approval and approval by the Vice President for Human Resources. <b>Titles:</b> Professor (9401), Associate Professor (9402), Assistant Professor (9403), Instructor (9404).</li> <li><b>2C. Visiting Faculty.</b> Faculty at other universities who are temporarily here.</li> </ol> </li> </ol>

Visiting faculty are individuals who have a regular faculty appointment at another university or a similar status in a research institution or in government service. **Titles:** Visiting Professor (9401V), Visiting Associate Professor (9402V), Visiting Assistant Professor (9403V), Visiting Instructor (9404V).

3. **Adjunct Faculty:**

**3A. Adjunct Faculty from Within the University.** Persons who hold regular or term (contract or temporary) faculty status in one main department and who are appointed by a second department or college. These individuals already hold a regular tenured or tenure-track faculty appointment or a contract or temporary term faculty appointment elsewhere in the University<sup>[1]</sup>, and have been asked to provide additional service in another department or college. The title can also be used to recognize cross-disciplinary activity. **Titles:** Adjunct Professor (9401A), Adjunct Associate Professor (9402A), Adjunct Assistant Professor (9403A) and Adjunct Instructor (9404A).

**3B. Adjunct Faculty from Outside the University.** Professionals in the community who offer instruction on an occasional, part-time basis. This category consists of individuals who have a principal occupation in professional activities in the community or are retired from such occupation and who participate in teaching at the University only on a limited, part-time basis. **Titles:**

- Adjunct Faculty titles: Adjunct Professor (9401A), Adjunct Associate Professor (9402A), Adjunct Assistant Professor (9403A) and Adjunct Instructor (9404A). The collegiate plan may also articulate the circumstances under which the use of one of the following four prefix working titles to the Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor or Adjunct Professor titles is appropriate: Teaching, Research, Clinical, or Service/Outreach.
- Academic Health Center (primarily in the Medical School), use the “Clinical” title: Clinical Professor (9401C), Clinical Associate Professor (9402C), Clinical Assistant Professor (9403C) and Clinical Instructor (9404C). The collegiate plan may also articulate circumstances under which the use of one of the following three prefix working titles to the Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor titles is appropriate: Teaching, Research, or Service/Outreach.

4. **Academic Staff:**

**4A. Academic Professional Staff Who Hold Primary Responsibility for Teaching.** In a limited number of situations, individuals are appointed as instructional academic professional staff to fulfill responsibilities primarily in instruction. **Titles:** Only the following titles are permitted: Teaching Specialist (9754), Senior Teaching Specialist (9771), Lecturer (9753), Senior Lecturer (9770).<sup>[1]</sup> Individuals in this category may not be granted a secondary working title unless approved by a vote of the faculty of the unit or designated committee and with approval by the unit head and dean. This working title may be a professorial title (Assistant Professor, Associate

	<p>Professor or Professor) or a combination of any of the following prefixes Adjunct and/or Teaching, Research, Clinical or Service/Outreach, with a professorial title (Assistant Professor, Associate Professor, Professor).</p> <p><b>4B. Academic Professional or Administrative Staff with Primary Non-Instructional Duties Who Assume Part-Time Instructional Duties.</b> Some members of the academic professional or administrative (P&amp;A) staff who have primary duties that do not involve teaching may become involved in limited instructional activities in the unit in which their primary appointment is held or a different unit. This teaching effort is to be documented in one of two ways. It may be handled through the use of an additional appointment or otherwise documented through the use of a courtesy title. <b>Titles:</b> The additional instructional assignment is typically recognized through one of the four instructional academic professional titles including Teaching Specialist (9754), Senior Teaching Specialist (9771), Lecturer (9753), and Senior Lecturer (9770).</p>
Appointment and Reappointment Process	<p><b>2A. Contract Faculty</b></p> <p><b>Appointment Type:</b> Annual renewable contract (K); multiple year contract (J); clinical scholar, medical school (I); and yearly appointment, medical school (W). Other appointment types to be used as the situation dictates: retired (R); outside term of appointment dates (X); non-credit teaching/other professional work (Z); and other (O).</p> <p><b>Appointment Process:</b> Each appointment requires recommendation of the faculty of the unit and approval by the dean, vice chancellor or other responsible administrator.</p> <p><b>Selection Process:</b> A national or limited regional search is required. Exceptional, spousal hires without a search may be used in special circumstances. Other no search options as well as specific steps to follow and required recommendations and approvals are outlined in the Guidelines for Recruiting and Appointing Academic Personnel.</p> <p><b>2B. Temporary Faculty</b></p> <p><b>Appointment Type:</b> Temporary (T). The appointment terminates at the end of the appointment term.</p> <p><b>Appointment Process:</b> Each appointment requires recommendation of the faculty of the unit and approval by the dean or other responsible administrator. The faculty may delegate its recommendation authority to a faculty committee. Appointments beyond the initial one year or less are discouraged. They are permitted only under exceptional circumstances for a second appointment term only and are dependent on special need of the unit and the faculty member's high quality of performance. They require appropriate internal unit approvals and approval by the Vice President for Human Resources. A unit wishing to retain such a faculty member should consider making a tenure-track or contract faculty appointment following normal University recruiting and selection guidelines.</p> <p><b>Selection Process:</b> A national, limited regional or limited local search is required. Exceptional, spousal hires without a search may be used in special circumstances.</p>

Other no search options as well as specific steps to follow and required recommendations and approvals are outlined in the Guidelines for Recruiting and Appointing Academic Personnel.

### **2C. Visiting Faculty**

**Appointment Type:** Visiting (V). The appointment terminates at the end of the appointment term.

**Limits:** Typically visiting faculty are for appointment periods of one year or less. Only persons who are on leave from regular appointments at another university, research institution, government service, or other similar organizations are eligible for these appointments.

**Appointment Process:** Each appointment requires recommendation of the faculty of the unit and approval by the dean or other responsible administrator. The faculty may delegate its recommendation authority to a faculty committee or to the unit head.

**Selection Process:** No formal search is required. Departments are encouraged to review all available candidates.

### **3A. Adjunct Faculty from Within the University**

**Appointment Type:** Adjunct from within the University (B), or non-credit teaching/other professional work (Z).

**Limits:** The individual must currently hold a regular tenured or tenure-track faculty appointment or a contract or temporary term faculty appointment in another unit of the University. Unless otherwise specified in writing in the appointment letter by the dean and the faculty member, the adjunct appointment is for a one-year term, but may be renewed by mutual agreement by the dean or other responsible administrator and the faculty member.

**Appointment Process:** Each appointment requires recommendation of the faculty of the unit and approval by the dean or other responsible administrator. The faculty may delegate its recommendation authority to a faculty committee.

**Selection Process:** No formal search is required.

### **3B. Adjunct and Clinical Faculty from Outside the University**

**Appointment Type:** Adjunct from outside the University (A), clinical (U), or non-credit teaching/other professional work (Z).

**Limits:**

1. These appointments may only be used for individuals who have a related principal professional occupation outside of the University or are retired from such occupation. The adjunct or clinical faculty member is bringing expertise from that field to the students at the University.
2. Because the majority of individuals holding these appointments must have principal occupations in their professions outside of the University, appointments normally should not exceed approximately 20 percent time. (If an appointment in excess of 20 percent time is desired, a contract [term] faculty, a temporary [term] faculty for one year only or a teaching specialist, senior teaching specialist, lecturer or senior lecturer appointment should be

considered.) If an adjunct or clinical appointment is made significantly in excess of 20 percent, a justification for this action must be forwarded to the Executive Vice President and Provost. The Executive Vice President and Provost and Vice President for Human Resources will review the pattern of such appointments and justifications annually with the Faculty Senate Committee on Academic Freedom and Tenure.

**Appointment Process:** Each appointment requires recommendation of the unit head, in conjunction with approval of the regular faculty of the unit and, as appropriate, representation of adjunct or clinical faculty. The faculty may delegate its review to a committee or to the unit head. The appointment is made by the dean, vice chancellor for academic affairs or other responsible administrator.

**Selection Process:** A limited local search is required. May be renewed without a search if there has been appropriate review and affirmative faculty recommendation.

#### **4A. Academic Professionals Who Hold Primary Responsibility for Teaching**

**Appointment Type:** Annual renewable contract (K), multiple year contract (J), probationary academic professional staff (H), and continuous academic professional staff (G). Other appointment types to be used as the situation dictates: retired (R), non-credit teaching/other professional work (Z), and outside term of appointment (X). The initial appointment is normally for the academic year or for one semester or summer term, but may be renewed. The University encourages units to make appointments in this category on a full-time basis, but appointments of any percentage of time are permissible. In the college plan, unit heads and deans must justify on a programmatic basis any pattern of less than full-time appointments.

**Appointment Process:** The instructional appointment must be recommended by the regular faculty of the unit or by a designated committee consisting of a majority of regular faculty. The committee should also include appropriate members of the academic professional staff of the unit.

**Selection Process:** A limited-local search is required, but a decision may be made to conduct a national or limited regional search. Exceptional, spousal hires without a search may be used in special circumstances. Other no search options as well as specific steps to follow and required recommendations and approvals are outlined in the Guidelines for Recruiting and Appointing Academic Personnel.

#### **4B. Academic Professional and Administrative Staff with Primary Non-Instructional Duties Who Assume Part-Time Instructional Duties**

**Appointment Type:** Annual renewable; additional appointment teaching (Q) or non-credit teaching/other professional work (Z). The primary appointment defines the individual's employment and may be of any type appropriate for that appointment. The secondary instructional appointment is tied to the teaching assignment, either credit or non-credit or other non-instructional professional work. Other appointment types to be used as the situation dictates: other (O). The other (O) appointment type would be used in conjunction with the use of a courtesy title documenting teaching effort.

	<p><b>Governing document:</b> The primary appointment is governed by academic policies applicable to the P&amp;A employee group.</p> <p><b>Limits:</b></p> <ol style="list-style-type: none"> <li>1. The teaching assignment must be secondary to the individual's principal duties. Normally it should occupy no more than approximately 20% of the individual's assigned activities. If a unit wishes to have an academic staff member in this category undertake teaching assignments as an ongoing principal activity, it must move the individual to one of the appointments approved under Category 4A – Academic Professionals Who Hold Primary Responsibility for Teaching.</li> <li>2. Appointments may be made in this sub-category only in accordance with the unit's overall collegiate personnel plan as approved by the normal governance processes and the dean, and subject to review by the Executive Vice President and Provost, the Vice President for Human Resources, and the Faculty Senate Committee on Academic Freedom and Tenure. The collegiate plan should specify when the use of this appointment is appropriate to meet the needs of the college.</li> <li>3. Individuals in this category may not teach classes at the 5-000 or 8-000 level without special approval of the graduate faculty of the department, granted on an individual basis. A simultaneous appointment in the Graduate School is also required for full membership, associate membership, and/or examining membership in the graduate faculty.</li> </ol> <p><b>Appointment Process:</b> The instructional appointment must be recommended by the regular faculty of the unit or by a designated committee consisting of a majority of regular faculty. The committee should also include appropriate members of the Academic Professional staff of the unit.</p> <p><b>Selection Process:</b> Limited-internal to the University search is required when a separate appointment is made to carry out the teaching assignment. For applicable no-search options, refer to the Guidelines for Recruiting and Appointing Academic Personnel.</p>
Evaluation and Promotion and Advancement	<p><b>Contract:</b></p> <p><b>Performance Review:</b> All contract faculty are subject to annual review as part of the unit's merit review process. The unit must also conduct a more thorough review at least once every six years, using a committee comprised of regular faculty and a representation of term faculty.</p> <p><b>Temporary</b></p> <p><b>Performance Review:</b> The unit should provide an informal performance review for every temporary faculty member. If reappointment is contemplated, a review equivalent to the annual merit review is required.</p>

	<p><b>Academic Staff</b></p> <p><b>Performance review:</b> The unit must conduct an annual performance review as part of the merit review process. A committee, the majority of which are regular faculty, with appropriate representation of other academic professionals, must conduct a thorough review of performance for promotion in rank, consistent with academic professional promotional policy. Refer to the Administrative Policy: <i>Performance Reviews for Academic Professional and Administrative Employees</i>. A similar thorough review must occur at least once every six years; the faculty may delegate its review to a committee.</p>
Salary and Compensation and Benefits	<p><b>Category 2a Contract.</b></p> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Standard fringe benefits if eligibility requirements are met. See Benefits Summary for Prospective Employees.</li> <li>• Contract faculty are eligible for Faculty Sabbatical Leave and Faculty Single-Semester Leave if funding is available and the unit administrative head and dean concur. Refer to the Administrative Policy: <i>Granting Faculty Development Leaves</i>.</li> </ul> <p><b>Performance Review:</b> All contract faculty are subject to annual review as part of the unit's merit review process. The unit must also conduct a more thorough review at least once every six years, using a committee comprised of regular faculty and a representation of term faculty.</p> <p><b>Category 2B, Temporary</b></p> <ul style="list-style-type: none"> <li>• Standard fringe benefits if eligibility requirements are met. See Benefits Summary for Prospective Employees.</li> <li>• Due to the short-term nature of their appointments, temporary faculty are not eligible for Faculty Sabbatical and Single Semester Leaves. If a temporary faculty member is subsequently hired into a regular or contract faculty position, the time spent in temporary status will be reviewed by the unit head at the time of the subsequent hire to determine prior service credit for eligibility for sabbaticals and semester leaves.</li> </ul> <p><b>Performance Review:</b> The unit should provide an informal performance review for every temporary faculty member. If reappointment is contemplated, a review equivalent to the annual merit review is required.</p> <p><b>Category 2c, Visiting</b></p> <ul style="list-style-type: none"> <li>• Standard health benefits if on the U of M payroll. See Benefits Summary for Prospective Employees.</li> <li>• Due to the short-term nature of their appointments, visiting faculty are not eligible for Faculty Sabbatical and Single Semester Leaves as defined in the Administrative Policy: <i>Granting Faculty Development Leaves</i>. If a visiting faculty member is subsequently hired into a regular or contract faculty position, the time spent in visiting or other temporary status will be</li> </ul>

	<p>reviewed by the unit head at the time of the subsequent hire to determine prior service credit for eligibility for sabbaticals and semester leaves.</p> <p><b>Category 3a, Adjunct from within</b>  <b>Benefits:</b> None, in addition to the benefits provided by the primary appointment. For the purposes of calculating the percentage of time for eligibility for benefits in the primary appointment, the sum of the two partial appointments applies.</p> <p><b>Category 3b, Adjunct from without</b>  <b>Benefits:</b> None.</p> <p><b>Category 4a, Academic Staff (full-time)</b></p> <ul style="list-style-type: none"> <li>• Standard fringe benefits if eligibility requirements are met. See Benefits Summary for Prospective Employees.</li> <li>• Teaching specialists and lecturers who meet the normal eligibility for the Faculty Retirement Plan will be able to participate. To recognize the increased costs to unit budgets, a phased schedule for participation by this group will be developed by the Office of the Executive Vice President and Provost and the Office of Human Resources.</li> <li>• Academic Professionals in this category are eligible for professional development leaves as outlined in the Regents' Policy, Professional and Administrative Staff Development Leaves.</li> </ul> <p><b>Category 4b, Academic Staff (part-time)</b></p> <ul style="list-style-type: none"> <li>• Benefits are defined by the primary appointment. For the purposes of calculating the percentage of time for eligibility for benefits in the primary appointment, the sum of the two partial appointments applies.</li> </ul>
Voting Status and Governance and Grievance	<p><b>Category 2a, Contract.</b>  <b>Governance:</b> Contract faculty participate in faculty governance, but do not participate in decisions regarding the appointment, promotion or tenure, or retention of members of the regular faculty. Contract faculty should be made eligible to participate in the University Senate.</p> <p><b>Category 2b, Temporary.</b>  <b>Governance:</b> Since temporary faculty by definition have no continuing connection with the University, they have no vote in faculty governance. Their participation in the discussion of relevant and applicable issues is encouraged.</p> <p><b>Category 2c, Visiting</b>  <b>Governance:</b> Since visiting faculty by definition have no continuing connection with the University, they have no vote in faculty governance. Their participation in the discussion of relevant and applicable issues is encouraged.</p> <p><b>Category 3a, Adjunct from within</b></p>

	<p><b>Governance:</b> The adjunct professor is not a member of the governance bodies of the unit in which the adjunct appointment is held unless otherwise specified by departmental procedures. Adjunct faculty do not participate in the promotion or tenure process of faculty within the unit where the adjunct appointment is held unless permission is obtained by the Executive Vice President and Provost or other process as defined for this purpose.</p> <p><b>Category 3b, Adjunct from without</b>  <b>Governance:</b> Adjunct and clinical faculty do not participate in the governance of the unit, unless otherwise specified by departmental procedures.</p> <p><b>Category 4a, Academic Staff (full-time)</b>  <b>Governance:</b> Individuals holding academic professional appointments with responsibility primarily for instruction have input into decisions in their units relating to the policies, courses and programs in which they are involved. They do not participate in the decisions regarding the appointment, promotion, tenure, or retention of faculty. Academic professionals should be eligible to participate in the University Senate.</p> <p><b>Category 4b, Academic Staff (part-time)</b>  <b>Governance:</b> These individuals are encouraged to participate in deliberations regarding courses they teach and have input into decisions relating to the policies, courses, and programs in which they are involved.</p>
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Name of University	<b>University of Oregon</b>
Classifications/Tracks/Ranks and Position Descriptions	<p>NTTF fall only in the two faculty classifications of officers of instruction and officers of research.</p> <p><b>Officers of Instruction</b></p> <ul style="list-style-type: none"> <li>• hold appointments that are primarily or exclusively instructional appointments <ul style="list-style-type: none"> <li>○ teaching academic courses</li> <li>○ preparation of such courses</li> <li>○ associated coordination meetings on the curriculum and content of courses and the academic program they are part of</li> <li>○ advising and mentoring of students within those courses</li> </ul> </li> <li>• appointments do not have a requirement to engage in research</li> </ul> <p><b>Officers of Research</b></p>

	<ul style="list-style-type: none"> <li>• hold appointments that are primarily or exclusively research appointments <ul style="list-style-type: none"> <li>○ supporting research in some cases</li> <li>○ conducting research activities</li> <li>○ initiating and carrying out projects</li> <li>○ pursuing and securing external funding</li> <li>○ all other activities that further the research mission of the university</li> </ul> </li> <li>• do not have a requirement to engage in instruction, though there may be some mentoring of students as part of the operation of a grant or a research laboratory</li> </ul>
Appointment and Reappointment Process	<p>Categorize the academic appointments of NTTF into two classes of appointments: <b>Career NTTF</b> and <b>Adjunct NTTF</b></p> <ul style="list-style-type: none"> <li>• Career NTTF appointments will require a national search</li> <li>• Adjunct appointments do not require a national search, though this is not precluded</li> </ul> <p>Adjunct appointments will not ordinarily be converted into career appointments no matter how long or how well an adjunct has served.</p> <ul style="list-style-type: none"> <li>• A change in appointment from adjunct NTTF to career NTTF ordinarily requires a national search.</li> <li>• Academic Affairs will work with the academic deans and departments and programs to consider whether a career NTTF appointment should be pursued whenever an adjunct NTTF appointment has accumulated more than 9 consecutive terms, exclusive of summer appointments</li> </ul> <p>Re-Appointment Process</p> <ul style="list-style-type: none"> <li>• All NTTF appointments are fixed-term appointments and none are tenure related.</li> <li>• For each fixed-term appointment, the university issues a contract with a specific end date for that contract.</li> <li>• Please note also that a decision not to continue a contract is not a "for cause" proceeding and the department is <b>not</b> required to provide a reason for not continuing a contract.</li> </ul> <p><b>Career NTTF Appointments</b></p> <p>In many cases there are NTTF whom a department or program intends to continue to re-appoint as long as there is a need and resources to do so and as long as the performance of the appointed NTTF continues to meet a standard of excellence appropriate to a major research university</p> <ul style="list-style-type: none"> <li>• Career NTTF appointments require a national search (with the exception of those researchers who are named in an external</li> </ul>

	<p>funding award): local or regional searches will not be used to appoint career NTTF.</p> <ul style="list-style-type: none"> <li>• Career NTTF appointments will be eligible for promotion.</li> <li>• Career NTTF appointments will be eligible for all regular faculty salary increases.</li> <li>• Career NTTF are eligible to participate in University governance.</li> <li>• Under most circumstances, career NTTF will be offered contracts of at least one year in duration.</li> <li>• Career NTTF appointments will be structured to be renewable based on excellence in performance and available funding but without the need for a new search</li> <li>• Career NTTF appointments are eligible for timely notice after a period of probationary service (three years of service).</li> </ul> <p><b>Adjunct NTTF Appointments</b></p> <p>Adjunct NTTF Appointments are temporary in nature and there is generally no intent or plan for such appointments to be renewed.</p> <ul style="list-style-type: none"> <li>• Adjunct NTTF appointments do not require a national search.</li> <li>• Adjunct NTTF appointments are not eligible for promotion.</li> <li>• Adjunct NTTF appointments are renewable for up to three years, if so indicated during the search process, after which a new search is required (exceptions may be granted for those who hold annual FTE &lt; .50).</li> <li>• Adjunct NTTF appointments are not eligible for the regular faculty salary increase process, rather departments and programs will determine salary or a per course wage.</li> <li>• Adjunct NTTF appointments are not eligible to participate in University governance.</li> <li>• Adjunct NTTF appointments are not eligible for timely notice.</li> <li>• Adjunct NTTF appointments will include the modifier "Adjunct" in the title of the person holding the appointment.</li> </ul>
Evaluation and Promotion and Advancement	<p><b>Rank &amp; Title</b></p> <p>Officers of Instruction</p> <ul style="list-style-type: none"> <li>• <u>Instructor Series</u>: Instructor, Senior Instructor I, Senior Instructor II. The instructor series will be used for unclassified instructional appointments whose functions are devoted exclusively or primarily to <u>undergraduate</u> instruction.</li> <li>• <u>Lecturer Series</u>: Lecturer, Senior Lecturer I, Senior Lecturer II. The lecturer series will be used for unclassified instructional appointments whose functions include significant responsibilities for <u>graduate</u> level instruction.</li> </ul> <p>Officers of Research</p>

- Research Associate Series: Research Associate, Senior Research Associate I, Senior Research Associate II.

### **Evaluation and Promotion**

Adjunct NTTF are not eligible for promotion.

Career NTTF are eligible for promotion

- Career NTTF will be eligible for promotion to the first senior level after accumulating 18 terms (consecutive or not) of service at .50 FTE or greater.
- There will be a departmental review of the NTTF performance against department criteria previously approved at the school or college level and the university level, a review by the dean of the academic unit in which the department is located, and a final review and decision by the Provost or her delegate.
- The first level review, from initial appointment to its corresponding Senior appointment, is a required review and will be an "up-or-out" review, meaning that the successful candidate will be promoted and an unsuccessful candidate provided timely notice and a terminal, non-renewable contract.
- Promotion to the second level (Senior II) parallels the process for promotion to full professor.
  - This promotion is elective and does not involve an "up-or-out" decision.
  - Candidates ordinarily would be reviewed during their sixth year after promotion to Senior (18 terms at FTE  $\geq$  .50)

### **Performance Evaluation**

Career NTTF Appointments

- Performance evaluation must occur once in each contract period or every three years, whichever is sooner, and consider performance since the faculty member's last review.
- The performance evaluation process will include an opportunity for career faculty to discuss efforts and performance with a supervisor at least once during a contract period.
- Each performance evaluation will include an opportunity for submission of a personal statement with information relevant to the faculty's performance of assigned duties and responsibilities.
- When evaluating the performance of required professional development activities, the review will consider the availability of professional development funds and opportunities, and the faculty member's efforts to secure funding.
- Career faculty performance evaluations will use only the approved criteria made available to the faculty member.

Instructional career faculty

	<ul style="list-style-type: none"> <li>• are expected to undergo at least one peer review of teaching per contract period using the criteria and timeframe for notification established by the department or unit.</li> <li>• The reviews will be included in the performance evaluation.</li> <li>• Student course evaluations will be offered for each course taught with five or more students, and the evaluation of teaching will include, but not be limited to, a review of student evaluations for each course taught.</li> <li>• Reviewers must use caution when interpreting student ratings, which have been documented to be biased against women and faculty of color, and are expected to vary by factors such as class size, major vs. non-major courses, etc.</li> </ul> <p>Research career faculty</p> <ul style="list-style-type: none"> <li>• will undergo performance evaluations using established procedures to assess quality of work performed and the outcomes of their contributions.</li> </ul>
Salary and Compensation and Benefits	<p>Salaries for adjunct NTTF appointments will be set competitively, though departments will continue to be permitted to contract with adjuncts on a per course basis.</p> <p>The University supports and encourages, where feasible and appropriate, the creation of NTTF appointments with FTE <math>\geq .50</math> that permit access to university benefits.</p> <p>- The University does not support a practice of appointing NTTF at FTE levels less than .50 merely to preclude benefits.</p>
Voting Status and Governance and Grievance	<p>Career NTTF are eligible to participate in University governance.</p> <p>Adjunct NTTF appointments are not eligible to participate in University governance.</p>
Dispute Resolution and Procedures	<p>Consistent with current institutional rules and practice, all NTTF have access to both informal and formal means of resolving disputes and grievances.</p>

Name of University	<b>University of North Carolina at Chapel Hill</b>
Classifications/Tracks/Ranks and Position Descriptions	<p>Positions were classified as “fixed term” rather than non-tenure track.</p> <p><b>Teaching Assistant Professor</b> Appointment to rank of Teaching Assistant Professor may be made for a fixed term of one to five years.</p>

**Teaching Associate Professor**

This fixed-term rank is appropriate for Teaching faculty who have rendered outstanding service to the University as evidenced by such distinctions as awards for teaching or service. Ordinarily, because of the level of recognition by awarding this rank, an appointment term of three to five years should be considered.

**Teaching Professor**

This fixed-term rank is appropriate for a Teaching Associate Professor who has a minimum of six consecutive years' full-time (i.e., 1 FTE) service., or, if the candidate is from another institution and identified in a national search, six consecutive years of full-time (1 FTE) service as a Teaching Associate Professor or faculty equivalent is required.. A Teaching Assistant Professor is not eligible to be promoted directly to the rank of Teaching Professor. A Teaching Professor candidate must provide demonstrable evidence of distinguished teaching and service to the appointing department, in accordance with standards defined by the unit in which the candidate is being promoted.

**Clinical**

The titles Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor, or Clinical Instructor may be used. The following guidelines and policies apply to individuals with clinical appointments: engaged in providing a practice or service activity in such a way that it serves as a framework for teaching, and/or supervising students in academic, clinical or field settings.

**Research**

The titles Research Professor, Research Associate Professor, Research Assistant Professor, or Research Instructor may be used. The following guidelines and policies apply to individuals with research appointments: engaged primarily in research activities; may be invited to teach a course once a year

**Adjunct**

The titles Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, or Adjunct Instructor may be used. The following guidelines and policies apply to individuals with adjunct appointments: employed outside the University, or has a primary appointment in a University unit different from that making the adjunct appointment

	<p><b>Visiting</b> If it is necessary to make temporary appointments for less than one year, the prefix “visiting” should be added to the appropriate rank designation. All visiting faculty can be appointed up to one year in length for a maximum of two successive one year appointments or two consecutive one-semester appointments up to a year in length. The indicator “Visiting” must be given to any faculty who will hold more than a half-time position for which a search is not done.</p> <p><b>Professor of the Practice</b> This fixed-term rank is appropriate for a senior field-specific expert whose contribution to teaching, research, or service upon joining the University community has its foundation in a prior career of distinguished non-academic achievement.</p>
Appointment and Reappointment Process	<p>Appointments can be 9- or 12-month, both are considered full-time. The schedule of review for promotion is the same for 9- and 12-month appointments.</p> <p>Faculty members who are appointed to full-time salaried positions shall be appointed for a fixed term of not less than one nor more than five years. Subsequent appointments for fixed terms of up to five years’ duration may be made either in direct succession or at intervals. Faculty members who are appointed to part-time or intermittent salaried positions shall be appointed for a specified term of service, as set out in the letter of appointment.</p> <p>The term of appointment of any fixed-term faculty member who has been appointed for a specified term of service ends when that term expires, and the appointment letter constitutes full and timely notice that a new appointment will not be offered when that term expires.</p> <p>No obligation exists on the part of the University to give any notice in advance of expiration of a current term as to whether appointment will be offered for a succeeding term.</p>
Evaluation and Promotion and Advancement	<p>Each year it is expected that the unit head will meet with every untenured faculty member and set forth the expectations for that member, an evaluation of past performance, and an indication of the duties that he or she is expected to fulfill over the next year. The dean’s office of the respective unit should be notified that the evaluation meeting has taken place. A written record that such a conversation has taken place should be placed in the individual’s personnel file.</p>

A Senior Lecturer and Teaching Professor are defined as follows:

- A 1.0 FTE appointment, with benefits, for up to five years, subject to renewal.
- A doctorate or terminal master's degree or documented evidence of competency according to established University credentialing requirements.
- Teaching for and service to the appointing unit, as stipulated by that unit

Promotion = Lecturer to Senior Lecture to Teaching Professor to Senior Teaching Professor

Eligibility for Promotion

- The candidate must have a minimum of six consecutive years' full-time (i.e., 1 FTE) service at current rank in the appointing unit, or, if the candidate is from another institution, six consecutive years of full-time (1 FTE) service as a lecturer or faculty equivalent.
- The candidate must provide demonstrable evidence of extraordinary teaching and extraordinary service to the appointing unit, beyond that which is expected of a lecturer, in accordance with standards of extraordinary teaching and service defined by the unit in which the candidate is appointed.

In the College, evidence of distinguished teaching may include: a university teaching award, consistent teaching evaluations in the top 5-10% of the unit, outstanding peer teaching reviews, leadership roles on unit committees concerned with teaching, success in writing and/or administering grants that improve teaching in a unit, administrative oversight and training of teaching assistants and/or other fixed-term faculty in a unit. Each unit defines its criteria for distinguished teaching and what constitutes "demonstrable evidence."

In the College, evidence of distinguished service may include: a university service award; leadership on committees and task forces at the unit, College, or University levels (such as educational policy, teaching award, staff award, or search committees); service as unit undergraduate advising coordinator or director of undergraduate studies; outstanding service on the UNC Faculty Council and/or its subcommittees; leadership in national or regional professional organizations; membership on the advisory board of a professional journal; invitations for speaking engagements at other institutions of higher learning; professional consulting. Each unit defines its

	<p>criteria for distinguished service and what constitutes “demonstrable evidence.”</p> <p>Senior Lecturer has the following rights and responsibilities:</p> <ul style="list-style-type: none"> <li>• A salary increase at the next annual raise process effective July 1, subject to legislative and Board of Governors approvals. For January promotions, the increase will be effective the following July.</li> <li>• Salary proportional to accomplishments and service beyond those of a Lecturer</li> <li>• Voting rights in those areas of departmental decision-making accorded fixed-term faculty, consistent with a stated unit policy on faculty voting rights</li> <li>• Eligibility to apply for College travel grants and course development grants</li> <li>• Office space</li> </ul> <p>A Teaching Professor has the ADDITIONAL following rights and responsibilities:</p> <ul style="list-style-type: none"> <li>• Salary proportional to accomplishments and service beyond those of a Senior Lecturer.</li> <li>• Upon appointment to teaching professor, a one-time \$5,000 professional development fund, to be expended within 5 years.</li> <li>• Upon appointment to teaching professor and based on a written project proposed by the teaching professor and approved by her or his unit chair, a 50% reduction in the teaching professor’s teaching and/or administrative responsibilities for one semester.</li> </ul>
Salary and Compensation and Benefits	No information specific to fixed term positions found.
Voting Status and Governance and Grievance	Fixed-term faculty members may seek recourse to the Faculty Grievance Committee during their term of employment.
Dispute Resolution and Procedures	<p>The Faculty Grievance Committee consists of twelve elected members, and is structured to represent faculty of all ranks. Three of the members hold a fixed-term appointment.</p> <p>Faculty Hearings Committee conducts hearings and make recommendations on decisions to suspend, demote or discharge a faculty member for cause and decisions not to reappoint a non-tenured tenure-track faculty member on the grounds of misconduct, incompetence or neglect of duties. Decisions not to renew fixed-term faculty members at the expiration of their contract <b>do not</b> come before the Hearings Committee.</p>

Name of University	University of Missouri, Columbia	University of Virginia
Classifications/Tracks/Ranks and Position Descriptions	6 Categories defined, ranging from 1. Research Faculty to 6. Clinical Department Faculty	Distinction between "General Faculty" and "General Faculty Members" (=Tenure ineligible salaried faculty members); this page is for A/P (Administrative/Professional) GFM
Appointment and Reappointment Process	Info about initial appointment (emphasizes involvement of NTTF's primary dept) and reappointment (notification of non-reappointment should be made 3 months in advance of appt. end date;	Minimum of one, maximum of 3-year appointment After 6 <sup>th</sup> year of employment, A/P GFM serve with ECE (Expectation of Continued Employment)
Evaluation and Promotion and Advancement	Guidelines for performance evaluation are given; Promotion: details regarding who is responsible for developing criteria used to determine standards of excellence; language about matching evaluation criteria to discipline standards	A/P GFM eligible for promotion after 6 yrs.; individual can forego review
Salary and Compensation and Benefits	Nothing on Policy Page	Nothing on this policy page
Voting Status and Governance and Grievance	Section on "Participation in Faculty Governance" – minimal details given	Entire page devoted to Addressing Grievances for Administrative and NTTF. Very detailed. <a href="https://uvapolicy.virginia.edu/policy/HRM-043">https://uvapolicy.virginia.edu/policy/HRM-043</a>
Dispute Resolution and Procedures (added by Dale)	Nothing on Policy Page	
Website	<a href="https://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty">https://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty</a>	<a href="https://uvapolicy.virginia.edu/policy/PROV-004">https://uvapolicy.virginia.edu/policy/PROV-004</a> <a href="https://uvapolicy.virginia.edu/policy/HRM-003">https://uvapolicy.virginia.edu/policy/HRM-003</a>

\*Extra Note:

The committee finds the following “Best Practices Model for the Employment of Full-Time Non-Tenure Track Faculty,” from Baldwin and Chronister’s *Teaching Without Tenure*, an excellent guide for establishing the terms and conditions of employment for non-tenure track faculty. Baldwin and Chronister recommend that institutions offer the following to non-tenure track faculty members (2001, p. 171):

- A defined probationary period
- Multiyear appointments following probation
- Defined dates for contract renewal or termination
- Explicit evaluation criteria

- Equitable salary system
- Equitable fringe benefit system
- System of sequential ranks
- Support for professional development
- Involvement in governance and curriculum development
- Recognition and reward for contributions
- Protection of academic freedom
- Orientation
- Oversight and monitoring of use of non-track faculty