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March 17, 2006

Dear Campus Community:

Non-tenure track faculty have assumed an important and ever-expanding role at the University of Missouri. The University of Missouri Intercampus Faculty Council (IFC) and the chief academic officers recently reviewed policies and procedures for non-tenure track faculty with the goal of making them more responsive to the needs of the University and this important and diverse community of scholars.

The IFC developed a best practices paper in cooperation with the campus chief academic officers, the UM Office of the Senior Vice President for Academic Affairs, and the UM Office of the Vice President for Human Resources. The document is being introduced on each campus to elicit a discussion of the guidelines for the employment of non-tenure track faculty. The chief academic officers will work with a representative group of faculty and administrators to carefully consider the recommendations and provide feedback for a final version of this document. After careful scrutiny and approval b y each campus, the revised framework of recommended best practices will serve as the guiding principles for implementing policies regarding non-tenure track faculty. For example, one outcome could be a reduction in the wide variety of titles being used often for similar duties and to provide more uniformity in titles.

The creation of specific policies and practices, which would be consistent with the framework of recommended best practices, should be developed at the college or school level with active faculty and administrator involvement and approval by the provost. Because of the diversity among the missions and programs both among and within the campuses, there must be considerable flexibility in the final recommended policies. The IFC has set a goal to complete the college/school guidelines for implementation by January of 2007. We do not expect the recommendations to affect current policies and practices that govern tenured and tenure track faculty or part-time faculty as described in the Collected Rules and Regulations for the University of Missouri.

Attached are copies of the recommended best practices for non-tenure track (NTT) faculty at the University of Missouri, a summary report of conversations with NTT faculty, and a recent report that includes a faculty profile. These documents are intended to provide a starting point for the discussions on each campus regarding NTT faculty. We look forward to working together to recognize the significant contributions of NTT faculty in University policies and practices.

Sincerely,

Ralph Wilkerson
IFC Co-Chair

Robert Schwartz
IFC Co-Chair

Stephen Lehmkuhle
Senior Vice President
for Academic Affairs

Attachments

c: President Elson S. Floyd
Chancellors
Provosts

UNIVERSITY OF MISSOURI

Recommended Best Practices for Non-Tenure Track Faculty

Concept Paper

Submitted by
Office of the Senior Vice President for Academic Affairs
and Intercampus Faculty Council
and Chief Academic Officers
University of Missouri
September 21, 2006

Introduction and Background

Non-regular faculty members play an increasingly important role at the University of Missouri. While their contributions are significant, their roles and duties vary widely within and across the four campuses. In many cases there are significant inconsistencies in titles, salary, responsibilities and involvement in campus decision-making.

Approximately two years ago, the Intercampus Faculty Council (IFC) and the four campus chief academic officers began to examine the status of non-regular faculty at the University of Missouri. They identified a number of issues that must be addressed to provide greater consistency in faculty's roles, the part they play within the University, and ensure that the contributions of non-regular faculty are being appropriately recognized and rewarded.

This concept paper has been prepared by the Office of the Senior Vice President for Academic Affairs in cooperation with IFC and the campus chief academic officers. It is designed to stimulate the development of best practices for the appointment and retention of non-regular faculty. If endorsed by the President and approved by the campuses, these best practices will likely be incorporated into university and campus policies to reflect the changing nature of the non-regular appointments.

To address these questions, IFC appointed a subcommittee to address the issue of non-regular academic appointments at the University of Missouri. Working with the senior staff in the Office of the Senior Vice President for Academic Affairs and the chief academic officers, they gathered data on the current nature of faculty appointments at the University, surveyed the national literature on this category of faculty, and developed some general guidelines regarding non-regular faculty and their role within the University.

This concept paper addresses two of the three major questions raised by the IFC and the chief academic officers:

- Are there more effective ways to classify non-regular faculty, as a whole or in groups? They focused on titles, classification, and the required human resource infrastructure to support the non-tenure track faculty.
- What are the rights and responsibilities of non-regular faculty members, in light of the work they perform? Here the joint parties' focus was on shared governance, access to resources, eligibility for awards, performance review criteria and promotion policies.

This paper does not address a third question raised: "What is the appropriate ratio of non-regular faculty to regular (i.e., tenured and tenure track) faculty within each college and on each campus?" It recommends as a best practice that campuses answer this question within the academic unit on a regular basis and revisit this issue as it relates to the strategic plan of the unit and the campus. Thus, it should be discussed by the faculty and recommendations should be made on each campus as part of a broader strategic planning process.

Academic appointments at the University of Missouri currently are divided into two main categories: regular and non-regular. Under the proposed guidelines, regular faculty would be referred to as "tenured and tenure track" faculty, and this group would continue to include the traditional faculty of the institution. ***The suggestions in this proposal will be limited to full-time ranked and unranked non-regular faculty and are not designed to address academic appointments of any other type including but not limited to tenured and tenure track faculty.***

The current non-regular category is too broad and fails to recognize the variety of roles and institutional relationships that characterize different faculty members who fall within this catchall category. It is therefore suggested that non-regular faculty be divided into three groups: (1) full-time, ranked, non-regular faculty (non-tenure track (NTT) faculty); (2) full-time, unranked, non-regular faculty; and (3) part-time, non-regular faculty (adjunct faculty)[1].

It is recommended that the requirements distinguishing between a ranked, full-time non-tenure track faculty member and an unranked, full-time non-tenure track faculty member be made at the campus level. While many of the full-time unranked non-regular titles will not be eliminated, it is implicit in the guidelines of this paper that the individuals that meet the qualifications for NTT faculty would receive an appropriate NTT faculty title as described in the following section. A recommended best practice is to move all non-tenure track faculty members who have primary authority in research, or teaching, or clinical, or extension duties into a ranked NTT position[2].

The following guidelines apply only to all newly-hired NTT faculty members and to those faculty who will be moved into NTT faculty positions at the time of contract renewal.

[1] The categories of NTT, unranked, non-regular faculty, and part-time, non-regular faculty include faculty titles related to each. Page 4 of this document lists the faculty titles associated with the NTT group. Titles associated with the unranked, non-regular faculty group include, but are not limited to, instructor, lecturer, senior lecturer, research associate and visiting professor. The title of visiting professor will only be used for those faculty on temporary appointments. Part-time or courtesy appointments will be considered adjunct appointments and includes such titles as adjunct professor, adjunct instructor, etc.

[2] All other non-regular faculty members would receive the title of instructor (or equivalent full-time title), adjunct instructor (or equivalent part-time title), or other non-regular academic appointment titles that are not faculty titles (i.e., post doc, resident, etc.).

Non-Tenure Track Faculty Defined

There would be four main types of full-time, ranked NTT faculty. They would each have primary responsibility in a single area: teaching, or research, or clinical practice, or extension activities. The titles would identify the area. Within each area, there would be three ranks:

- Research faculty
    - Research Professor
    - Associate Research Professor
    - Assistant Research Professor
- Teaching faculty
    - Teaching Professor
    - Associate Teaching Professor
    - Assistant Teaching Professor
- Clinical faculty
    - Clinical Professor
    - Associate Clinical Professor
    - Assistant Clinical Professor
- Extension faculty
    - Extension Professor
    - Associate Extension Professor
    - Assistant Extension Professor

Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, the performance of NTT faculty should be judged on the primary responsibility of the non-tenure track appointment as well as related service and professional activities. However, NTT faculty should be expected to be engaged in professional activities pertaining to the primary responsibility defined by the category.

There would be no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria. Only tenured and tenure track faculty should be hired, evaluated, and promoted based on all three criteria.

CONSIDERATIONS FOR ESTABLISHING GUIDELINES REGARDING NTT FACULTY

Nature of the Initial Appointment

The nature of the initial appointment to a non-tenure track position is important to both the candidate and the department. Therefore the candidate's primary department should be fully engaged in defining the nature of the non-tenure track academic appointments. Since the candidate would be expected to contribute to the department's core mission, specific job responsibilities and expectations should be explicitly stated in

a written job description developed by the department chair in conjunction with an appropriate department committee.

Searches for Non-Tenure Track Faculty Members
Searches for NTT faculty should be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. The expectation is that candidates should be selected using a process somewhat similar to one used for tenure track faculty members with interviews/presentations to division faculty, staff and students, and a full review of candidates' dossiers. Student feedback is particularly important for all NTT teaching faculty.

Recommendations for hiring decisions remain under the purview of the department chair or dean.

NTT Faculty Attributes
The candidate for a NTT academic position should hold an earned doctoral degree, OR the appropriate terminal degree, OR have appropriate professional experience (i.e., teaching, research, clinical or extension) as defined by the faculty of the academic unit. Evidence of the candidate's abilities should be demonstrated through the candidate's resume, portfolio/dossier, reference letters, and through interviews with department and college faculty members. The candidates should demonstrate potential for excellence in the area of their appointments (e.g., teaching, research, clinical or extension) as well as in the service and professional aspects related to the discipline and the position.

Clearly Defined Expectations for Each Position
Specific qualifications for each rank will be determined by the department and/or college with approval by the provost. The workload requirements for NTT faculty members should be spelled out in detail in advance. For teaching appointments, there should be clearly articulated teaching assignments and teaching loads including adjustments made for large classes or courses with multiple sections. Research appointments should spell out the specific roles, duties, grant projects and expectations for future funding. Clinical appointments should clearly articulate the specific roles, responsibilities and performance expectations for delivering clinical services. Extension appointments should describe the specific extension activities and outline relationships with the department.

Contract Length
NTT faculty may hold 9- or 12-month academic appointments. Contract lengths could be up to three years with the option of renewing a multiyear contract during the contract period. A recommended best practice is to provide three year contracts whenever feasible for highest qualified, highest performing NTT faculty members.

Guidelines for Performance Evaluation
Each academic school or college, with approval from the provost, should develop specific guidelines for the evaluation of performance. These guidelines should reflect the mission and needs of the school, college and university and cover only the single

area of the non-tenure track appointment as well as related service and professional activities germane to the single responsibility.

All NTT faculty should be reviewed annually by the appropriate unit supervisor. The standards for performance should be based on specific criteria outlined by the academic division and agreed to prior to signing the contract. The performance reviews should be a formal, documented process. Annual written evaluations should be provided to all NTT faculty members.

NTT appointees should compile a dossier of their activities, productivity, creativity and professional development to be reviewed on an annual basis. This material could also serve as the foundation for a dossier that would be used during the promotion process.

Contract Reappointments

Reappointments and promotions should be based, in part, on the performance expectations communicated at the time of contract by the chair with the concurrence of the dean and the provost.

Decisions to renew contracts should generally be made in advance of the contract end date. Faculty who will not receive a contract renewal should be informed in writing of non-renewal status well in advance of the contract end date. A recommended best practice would be to provide notice at least three months in advance of contract end date unless extenuating circumstances exist.

Promotion of Non-tenure Track Faculty

Specified criteria for promotion and description of the process used for promotion in rank should be spelled out by the school or college and approved by the provost in advance of hiring NTT faculty members. The development of specific criteria and guidelines used to determine standards of excellence for promotion purposes should be the responsibility of the faculty of the department/unit that includes the faculty member's discipline or area of expertise subject to approval by the dean and the provost. Evaluation areas should be consistent with the established academic standards for each discipline. The decision to apply for promotion would be one the NTT faculty member could elect or not; annual reviews should be valuable indicators of the applicant's readiness for promotion. Promotion of a NTT academic appointment would not carry automatic rewards (apart from change in title) or penalties from the college or school.

Evaluation of the candidate's application for promotion should focus on the specific area of appointment — teaching, research, clinical or extension — as well as related service and professional activities. Involvement in professional activities related to the position is expected for all NTT academic appointments and should be considered in the evaluation of performance.

In promotion considerations, the total contribution of the faculty member to the mission of the school or college over a sustained period of time should be taken into

consideration. This would include comprehensive documentation of the position, including a letter of appointment identifying home department or unit and the initial position description, communications detailing changes in position responsibilities, and any other statements regarding expected performance.

The process for reviewing applications for promotion should be done at the department, college and campus levels. At each level, a committee will be comprised of NTT faculty members at the promotable rank or higher, tenure-track faculty members, and tenured faculty members. The selection process for promotion committees would be determined by policies developed at the respective levels and approved by the provost. Recommendations for promotion will be considered at all levels and decided by the provost.

Academic Freedom

Prior to the stated ending date of their term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenured and tenure track faculty.

Accordingly, adequate cause for dismissal prior to the stated ending date of their term appointments must be related directly and substantially to the faculty member's fitness or performance in the professional capacity as teacher, researcher, clinician or extension faculty. More information can be found in CR&R 310.020 and related sections in the campus bylaws.

Participation in Faculty Governance

NTT faculty members' role in faculty governance shall be articulated by the individual campus. The goal is to identify ways for the NTT faculty members to have a voice within their campus, college or school and to be involved in faculty governance where appropriate. It is recommended as a best practice that the campus will define uniform standards of representation.

In some cases NTT faculty involvement and responsibilities in faculty governance would be similar to tenured and tenure track faculty; whereas in other colleges they would have a more limited role. Each college or school shall articulate those roles to fit the academic unit, within the limits of the University of Missouri Collected Rules and Regulations (e.g. only tenured faculty members can vote on tenure decisions).

Conclusion

The recommended best practices for NTT faculty at the University of Missouri are designed to inform discussion on the campus, college/school, and academic units at the University. Specific policies and practices should be developed consistent with this framework. In doing so, the University seeks to appropriately recognize the significant contributions of NTT faculty at the University.

Acknowledgments

Members of the IFC subcommittee who worked diligently in progressing the discussion regarding NTT faculty at the University include:

2004-2005 Subcommittee:*
Michael Hilgers (UMR)
Paul Speck (UMSL)
Jakob Waterborg (UMKC)

2005-2006 Subcommittee:
Rex Campbell (UMC)
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