INFORMATION ITEM:
UNC Report of the Committee on Non-Tenure Track Faculty (Perrin)

BACKGROUND INFORMATION:
The Committee on Non-Tenure Track Faculty, appointed by Dr. Gretchen M. Bataille, Senior Vice President for Academic Affairs, was charged with examining the employment of non-tenure track faculty at The University of North Carolina “from numerous perspectives, including the needs of the institutions as well as the conditions of employment for this group of faculty” and making “a series of recommendations that meet both the needs of faculty we employ and the institutions in need of their services.”

The committee recognized that issues for both non-tenure track faculty and institutions vary in relation to various types of appointments – clinical, research and teaching faculty, for example – and that faculty members accept non-tenure track positions for a variety of reasons. Just as there is no single profile for non-tenure track faculty members, there is no single set of concerns and no single set of remedies to address the needs of non-tenure track faculty as a group. However, based on its review of literature, data on non-tenure track faculty, surveys of chief academic officers, focus groups, and questionnaires from non-tenure track faculty, the committee identified a number of issues related to the employment of non-tenure track faculty that UNC institutions should address. In its 2002 report, the committee produced a set of eight recommendations for addressing these issues.

On April 30, 2008, Senior Vice President for Academic Affairs Harold Martin sent a memo to Chief Academic Officers asking for campus responses to the eight sets of recommendations. UNCG’s response to each recommendation is attached.

David H. Perrin
Provost and Vice Chancellor for Academic Affairs
The University of North Carolina at Greensboro (UNCG) has taken many actions in response to the 2002 report and recommendations from the Committee on Non-Tenure Track (NTT) Faculty. UNCG has established specific NTT faculty categories, such as Clinical Faculty and Academic Professionals. These appointments carry rank (assistant, associate, full) and allow for multi-year contracts. The schools of Nursing, Health and Human Performance, Human Environmental Sciences, and the School of Education have developed such policies. A recently revised policy for “Academic Professional Track” faculty in the School of Health and Human Performance is attached, as is the School of Education’s Clinical Faculty Guidelines. The College of Arts and Sciences is proposing to establish the rank of “Senior Lecturer” and a draft of this policy is attached. The following provides examples of UNCG’s response to the 2002 Report.

**Recommendation 1: Staffing Plan**

The Bryan School of Business and Economics uses AACSB International, the accrediting body for business schools, guidelines on percentages of academically and professionally qualified faculty and of participating and supporting faculty. Non-tenure track (NTT) faculty members are most professionally qualified faculty, with full-time NTT faculty members being considered as fully participating faculty and part-time faculty members being considered as supporting faculty. These percentages guide faculty composition staffing plans.

The School of Nursing has fixed term clinical track faculty who provide the primary support for the undergraduate program. The school’s plan is to have enough clinical track faculty for teaching laboratories and the undergraduate clinical courses in clinical agencies.

The School of Health and Human Performance has a promotion policy and document, posted on the web site, with parallel tracks to the tenure track. These are called Academic Professional Track faculty, or APT.

In 2004 the School of Education faculty adopted the Clinical Faculty Guidelines. To maintain strength of the research mission, the number of clinical faculty is limited to no more than 15% of the total faculty positions.

The School of Human Environmental Sciences has a specific policy regarding the employment of Academic Professionals (AP). These faculty are in each department, and their work assignments are the responsibility of the department chair. They hold multi-year contracts (usually 3-5 years) and hold rank (such as AP Assistant Professor, etc.)
**Recommendation 2: Contracts**

The Bryan School is implementing phase-in basis three year contracts for our full-time continuing NTT faculty. We are investigating other UNC schools’ practices since this year UNC-CH hired one of our long serving NTT faculty members on a five year contract at twenty-plus percent higher salary and twenty-five percent lower teaching load (e.g. a 3/3 instead of 4/4).

Nursing employs non tenured track faculty as lecturers for their first year of employment. Then a committee of clinical track faculty reviews their credentials for appointment on the clinical track the following academic year.

Health and Human Performance provides an initial one year contract, then three year contracts.

The College of Arts and Sciences generally recommends multi-year appointments for non-tenure track faculty after a satisfactory initial 1-year term, unless the appointment is specifically intended for a limited term (e.g., to fill a temporary vacancy caused by resignation or research assignment). Normally, multi-year appointments are for two or three years, but up to five years may be approved in special circumstances.

Education’s Clinical faculty are appointed to contracts ranging from 3 to 5 years, which are renewable.

The School of Human Environmental Sciences employs adjunct faculty for short-term assignments in teaching. Usually these NTT faculty teach one or two courses per semester under the supervision of the department chair. Occasionally, NTT faculty are employed full-time for one academic year; in such cases, department chairs will assign their workloads accordingly and they will be expected to teach 3-4 courses per semester, with no expectations of research activity.

**Recommendation 3: Policy**

For the Bryan School, the UNC system and UNCG work load policies (e.g. 4/4 for full-time NTT) may not be feasible for business schools with similar missions. The School is conducting a survey of other schools in the area and state.

The School of Nursing has guidelines for teaching assignments that is differentiated between the tenure track and non tenure track faculty. The non tenure track faculty teach four courses each semester. This is a heavier teaching load due to the clinical nature of assignments than the non tenure track faculty who rarely teach clinical courses.

The College follows the University’s workload policy and explicitly allows full-time lecturers to teach less than a full load (4:4) if they are assigned other duties such as advising or administration.

Since Education’s clinical faculty do not have research as part of their assigned responsibilities, their teaching loads are greater than those of tenure track faculty.

Each department in Human Environmental Sciences has developed a Workload Policy, specific to meeting their needs for teaching, research, and service.
**Recommendation 4: Position Descriptions**

The Bryan School does not have Clinical Faculty and Academic Professionals categories for NTT faculty appointments. Senior Lecturer titles are used for long serving, outstanding Lecturers.

Nursing has published criteria for clinical track faculty at rank of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor. There is also a preface explaining this type faculty position and a procedure for new and reappointment on the clinical track. All this information is available in the school’s faculty manual.

The College will discuss the establishment of NTT categories and ranks during the coming year, recognizing the increasingly diverse types of NTT appointments we have been making.

Human Environmental Sciences has a specific policy regarding the employment of Academic Professionals (AP). These faculty are in each department, and their work assignments are the responsibility of the department chair. They hold multi-year contracts (usually 3-5 years) and hold rank (such as AP Assistant Professor, etc.)

**Recommendation 5: Evaluation Process**

In Nursing, all full time and part time faculty receive a written evaluation annually from their department chair.

Health and Human Performance APT faculty use a workload document, have yearly evaluations, and have very specific expectations for promotion, as outlined by the document. Thus far, four faculty have been promoted, using this document. One faculty member, after a year, was dismissed for poor quality of work due to this process.

The College follows UNCG policy regarding evaluation of NTT faculty.

In Education, clinical faculty are evaluated yearly by department chairs.

Employment of Human Environmental Sciences NTT faculty is made by the department Chair, in consultation with the "Dean. In cases where the NTT faculty member teaches a course where there are multiple sections, responsibility for coordination lays with the department chair; in some departments, a regular faculty member serves as coordinator for all sections of the course to insure comparability of instruction. Evaluation of NTT faculty is the responsibility of the department chair.

**Recommendation 6: Orientation**

The Bryan School is preparing a scaled down version of the New Faculty Orientation Notebook for part-time faculty to supplement the orientation they will get from their department heads.

Nursing has a formal new faculty orientation for all new faculty at the beginning of the academic year. In addition, the school has a formal mentoring program whereby each new faculty is
assigned a mentor. All faculty participate in school and university committees and the clinical track faculty are recognized by the Faculty Senate as regular faculty.

The College’s Orientation of NTT faculty is handled at the department level and there is considerable variation in the procedures that are followed.

Education’s clinical faculty participate in orientation programs offered by academic departments.

**Recommendation 7: Development and Recognition**

The Bryan School provides funding for full-time NTT professional development to remain current in their discipline/field of instruction.

In Nursing, clinical track faculty are eligible for awards and as many clinical track faculty as tenure track faculty have received the school’s teaching excellence award. These faculty are given financial support for their development and for presenting papers at conferences.

Health and Human Performance APT faculty have the same access to teaching and learning development, instructional technology, and research development, as it fits in their workload duties.

College full-time lecturers are eligible for the College’s teaching awards and are regularly nominated for University teaching and service awards. Funds for professional development may be provided to NTT faculty, either from department or from College resources, although no explicit guidelines exist.

Education’s clinical faculty are eligible for the same travel and professional development support from the School of Education and from their departments as are tenure track faculty.

**Recommendation 8: Compensation**

The Bryan School uses AACSB International salary data from accredited public universities to benchmark our faculty salaries, including NTT faculty. We are undertaking a study of NTT full-time and part-time faculty salaries in the region and state.

Nursing’s clinical track faculty receive regular salary increases and even have been allocated additional money to address inequities.

In the School of HHP, departments have compared their non-tenure track faculty salaries with those of tenure track faculty. In three departments, where APT faculty compete with the non academic work settings (clinical), we have compared our university salaries with those salaries.

The College has made no systematic study of compensation for NTT faculty but has taken steps to raise salaries whenever possible. Department heads frequently make requests for equity adjustments to lecturer salaries as part of the salary increase process. Recently, the College increased the minimum per-course stipend from $3,000 to $3,500.

Salaries of clinical faculty in the School of Education are comparable to those of tenure track faculty within academic ranks (e.g., assistant, associate professor).