

**Report of the
Academic Appointments Policies & Procedures Working Group
University of Minnesota**

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Concerns to which we are trying to respond:

- The University as a whole is experiencing a decrease in numbers of tenured/tenure track faculty members and an increase in numbers of term faculty members. This is troubling to many, who see the tenure system thereby undermined.
- There is resistance in some colleges to adding constraints to their personnel practices (such as quotas on numbers of non-tenured faculty members). They fear that such constraints would weaken currently strong programs by requiring wholesale reductions in numbers of non-tenured faculty members, without corresponding increases in numbers of tenured faculty.
- Some units use haphazard hiring and review procedures for teaching specialists and lecturers, and the University presently does not provide retirement benefits for these two classifications.

Our proposal:

- Colleges would have available to them five options for appointing persons who engage in teaching, research, and/or service:
 1. Tenured/tenure track faculty
 2. Term faculty (performs at least 2 of the 3 primary functions)
 3. Selected P&A titles
 4. The addition of a secondary term faculty title for specific individuals who hold a primary P&A title
 5. External adjuncts and clinical appointments
- The Executive Vice President and Provost would be responsible for producing an annual count of numbers of persons in each of the five categories.
- In addition to the tenured and tenure track faculty, each college would decide which of the additional appointment categories to use based on the collegiate plan developed by its tenured and tenure track faculty for the use of the several options. The development of the plan would involve representation of P&A staff and other non-tenured and non-tenure track faculty.
- Over a period of time, the University will make available promotional ladders and faculty retirement for teaching specialists and lecturers.
- For term faculty appointments (option 2) and academic professional appointments that carry expectation for faculty-like functions (option 3), hiring and review would be conducted in a manner similar to tenured and tenure track hiring and review, with significant engagement of the tenured and tenure track faculty in reviewing and recommending appointments to the designated administrative officers. This principle is consistent with normal hiring responsibilities under current Regents policy.

PROPOSAL

The University academic personnel system would provide five options for appointing individuals who engage in teaching, research/scholarship/creative activity and/or outreach/service activities, in some combination, as their primary work.

Each college would:

- Examine the following five University-wide options and, in addition to the tenured and tenure track faculty option, make deliberate choices as to whether and how each option would be implemented.
- Adopt written guidelines for the use of these options to ensure consistency and fair treatment for current faculty and staff and future hires. Each college would monitor and annually report the use of its appointment options.
- Ensure that its procedures provide for faculty input in hiring, reviewing, and promoting individuals with major faculty-like duties.
- Do all of the above in the context of a collegiate plan.

APPOINTMENT TYPES AND OPTIONS

Option 1: Tenure track and tenured faculty appointments. As per definition and criteria provided in Section 3.2 of the Faculty Tenure Regulations.

Option 2: Term faculty appointments. As per definition and criteria provided in Section 3.3 and 3.4 of the Faculty Tenure Regulations.

Option 3: Selected P & A titles. Some academic professional positions carry expectation for one primary faculty-like function (e.g., teaching) but some positions carry expectations for productivity in more than one area. (See Appendix A for a sample listing of commonly-used P&A titles that may carry expectations for productivity in several areas.)

Option 4: Adding a secondary term faculty title to an individual holding a primary appointment as a P & A. Under some circumstances, it may be advantageous to the individual and the unit to add a secondary term faculty title for the purpose of recognizing the role of this individual in the unit. Colleges must define criteria and procedures for when a term faculty title may be added, as a secondary title, to the individual's primary title. Such guidelines must include a provision that the regular and term faculty within the unit recommend such appointments to the administrator with approval authority. If it is intended that a secondary title might be added at the time of the initial appointment, this possibility must be stated in the position announcement. Promotion on either title must follow appropriate procedures.

Option 5: External Adjuncts and Clinical Appointments. As per definition and criteria provided in Section 3.4 of the Faculty Tenure Regulations and in the Academic Staff Advisory Manual. Targeted at individuals employed elsewhere in the community but who teach or perform another faculty-like function on a part-time basis. Such appointments are made under either option 2 or option 3 above.

Degree Requirements: For faculty appointments (options 1, 2, and 4), normally a terminal or professional degree that is recognized by the discipline would be required. Regulations and standards for promotion and/or appointment to the appropriate faculty rank are found in each academic unit's Section 7.12 Departmental Statement, as per the Faculty Tenure Regulations.

Criteria: For term faculty appointments (options 2 and 4), each college would decide whether to require that the individual carry out all three faculty responsibilities (teaching, research, and outreach/service) or to require that the individual carry out two of the responsibilities. Each college would also define its teaching criteria for term faculty appointments.

College Plan: Each college, led by the dean, must adopt a personnel plan that articulates which of the appointment options outlined above would be used by the college. This plan must be developed through a process that includes substantial representation of tenured and tenure track faculty, P&A staff, and term faculty. The plan must be approved by the normal college governance processes and approved by the dean. The Office of the Executive Vice President and Provost will review and approve collegiate plans, in consultation with the Vice President for Human Resources and the University Senate Tenure Subcommittee.

CLARIFYING POINTS:

1. All term appointments must be made by the academic units based on the collegiate plan. Although ordinarily appointments would be made only after a search, appointing a current employee to a term faculty appointment or granting a secondary faculty title with a primary P & A position may be accomplished without a search.
2. All term faculty (option 2) and selected academic professional (option 3) searches and appointments must be made in a manner similar to current regular faculty searches and appointments, except that each college may determine if local or regional searches may be most appropriate to the college's needs. It is recommended that tenured and tenure track faculty constitute a majority on search committees for positions in which teaching is the primary function.
3. Similarly, tenured and tenure-track faculty should constitute a majority on committees conducting reviews. Term faculty of appropriate rank, if available, must be included in such reviews of other term faculty. Peer review for selected academic professionals who conduct faculty-like functions is also recommended. This peer review should include tenured and tenure track faculty as well as term faculty or other

academic professionals doing similar work. The academic performance of each term faculty member and of selected academic professionals shall be reviewed annually.

4. The academic performance of each term faculty member also must be reviewed at least every sixth year for purposes of continuation or promotion or transfer into another appointment or termination, and in the manner devised by the unit for such purposes.
5. Consistent with the guidelines established by the college, an academic professional employee may be transferred from the P & A title to a term faculty title upon mutual agreement between the individual and the unit head. Such a transfer would require the recommendation of the regular and term faculty in the unit as well as administrative approval. No search would be required.
6. Length of service duration for teaching specialists and lecturers will no longer be capped. Units may choose to maintain individuals in these positions indefinitely, but must conduct comprehensive reviews of such persons every sixth year after initial hire or after any subsequent promotion.
7. Teaching specialists and lecturers who meet the normal eligibility requirements 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.
8. Promotional ladders will be available for both the teaching specialist and lecturer classifications. Teaching specialists may be promoted to senior teaching specialists; lecturers to senior lecturers. Collegiate criteria and procedures must be developed to specify the hiring and promotional requirements for these positions.
9. The Office of the Executive Vice President and Provost will be responsible for producing an annual count of numbers of persons at the University in each of the several types of positions; tenured, tenure-track, term, P & A's with a secondary term faculty title, and other P & A's who teach as their primary duty.
10. Academic priorities as expressed through the consultation, governance, and financial assessment processes will continue to determine the need for tenured and tenure-track faculty.

APPENDIX A

SAMPLE LISTING

COMMONLY-USED ACADEMIC PROFESSIONAL TITLES THAT MAY CARRY EXPECTATIONS FOR PRODUCTIVITY IN SEVERAL AREAS (TEACHING, RESEARCH, AND OUTREACH/SERVICE)

- Lecturer (9753)
- Teaching Specialist (9754)
- Research Associate Series (9701, 9702)
- Extension Educator Series (9621, 9622, 9623)
- Senior Fellow and Fellow Series (9751, 9752)

The above sample listing is not intended to be exhaustive.

Reference the Office of Human Resources Web Site to review broad position responsibilities (www1.umn.edu/ohr).

To hold a term faculty appointment or a secondary term faculty title concurrently with a primary academic professional appointment, normally a terminal or professional degree that is recognized by the discipline would be required. In addition, each college would decide whether to require that the individual carry out all three faculty responsibilities (teaching, research, and outreach/service) or to require that the individual carry out two of the three responsibilities.