



## University of Colorado at Boulder

### Associate Vice Chancellor for Faculty Affairs

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22 February 2008

To: Kathleen Bollard, Associate Vice President for Academic Affairs  
From: Jeffrey N. Cox, Associate Vice Chancellor for Faculty Affairs,  
University of Colorado, Boulder  
Subject: Update on Non-Tenure Track Faculty Report

Thank you for the opportunity to provide an update on the Boulder campus's response to the recommendations of the Ad Hoc Committee on Non-Tenure Track Faculty. As you know from prior updates, the Boulder Campus has made good strides towards implementing the recommendations of the Ad Hoc Committee.

### BACKGROUND

In July of 1998, Vice President David Groth convened an ad hoc system-wide committee of faculty and administrators to examine the condition of the non-tenure track faculty (NTTF), i.e., senior instructors, instructors, and honoraria, to identify issues and to make recommendations for improvement. The faculty on the committee included tenured faculty and non-tenured instructors and honoraria. The committee developed a series of recommendations concerning the conditions of employment for NTTF to be considered by the administration of the four campuses and by the President and the Board of Regents. Discussion on campus resulted in the "Boulder Campus Guidelines for the Appointment, Evaluation, and Promotion of Lecturer and Instructor Rank Faculty (31 March 2001), sometimes referred to as the "Instructors Bill of Rights" (attached). This past fall, the Boulder Faculty Assembly and the Provost convened a task force to examine the status of NTTF faculty; that task force is in the process of delivering its report to the Provost. A summary of the campus's response to the recommendations follows.

### SUMMARY OF BOULDER CAMPUS IMPLEMENTATION

**Recommendations 1 & 2: The title "Lecturer" replace the title "Honorarium," and the existing titles of "Instructor," "Senior Instructor," and "Lecturer" be redefined.**

The new Regents' policy 5-L, *Approved Faculty Titles*, was approved by the Board of Regents on 8 September 2005. For the entire system, "Lecturer" replaces "Honorarium," and there are descriptions of the three NTTF titles.

**Recommendation 3: After five years, an Instructor be eligible for promotion to Senior Instructor**

The Boulder campus has adopted a normal promotion period of seven years, to keep the procedure consistent with our probationary period for assistant professors. However, campus practice allows meritorious instructors to stand for promotion earlier, and in fact many do.

**Recommendation 4: Each campus address deficiencies in the working conditions of NTTF.**

The “Instructors Bill of Rights” works to address these deficiencies. Since the passage of this document, there have been efforts across campus to improve the work life of NTTF. To give some specific examples: the Graduate School has opened applications under the Graduate Committee for Arts and Humanities to all full instructors, the Center for Humanities and the Arts includes instructors in its annual faculty and graduate student seminar, and instructors are included in our annual new faculty orientation, conducted by the Office of Faculty Affairs. The current task force on NTTF may well have additional recommendations to make about working conditions.

**Recommendation 5: NTTF be subject to a systematic evaluation process.**

Boulder campus has clearly defined evaluation processes for all its faculty rank employees. Instructor rank faculty have been subject to significant review at reappointment for some time. Please see the Faculty Affairs website which describes reappointment-related procedures: [http://www.colorado.edu/facultyaffairs/deskref/part5reappoint\\_instructor.htm](http://www.colorado.edu/facultyaffairs/deskref/part5reappoint_instructor.htm).

**Recommendation 6: Each school and college establish a grievance process and procedures for NTTF.**

Grievance procedures available to tenure stream faculty have been made available to NTTF faculty. The Office of Faculty Affairs is currently working with BFA to improve all grievance processes on campus.

**Recommendation 7: NTTF continue to be represented on Faculty Council, that each Faculty Assembly determine what role Lecturers will play in Faculty Assembly; and that departments clarify the roles of Instructors and Senior Instructors in departmental governance, consistent with the rules and policies of the Regents.**

The Boulder Faculty Assembly has a long tradition of instructor and senior instructor participation in faculty governance, a tradition which continues today. The Office of Faculty Affairs has been engaged in a review with Departments and Programs on Bylaws modifications to define clearly voting and other privileges of NTTF. The Office of Faculty Affairs continues to monitor these modifications.

**Recommendation 8: Staff be trained to assign titles and determine workloads consistently, in accord with university policy.**

Workloads are defined uniformly by college and school, as required in our Guidelines document. College and School liaisons and deans monitor titles and workloads, consulting with the Office of Faculty Affairs when necessary.

**Recommendation 9: Each primary unit determine what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.**

Our Guidelines set forth our practices on this point; the Boulder campus is in compliance with the recommendation.

**Recommendation 10 and 11: University acknowledges and addresses the inadequate compensation of some NTTF, and campus chancellors phase in appropriate salaries over a reasonable number of years.**

The Boulder campus has established minimum salaries for NTTF. The campus invested the funds necessary to provide a \$30,000 base salary for all 1.0 FTE instructors, with all rostered instructors now making at least \$33,000, and a base of \$4,000 per standard 3 credit course for lecturers in disciplines represented in the College of Arts and Sciences (most other colleges and schools tend to offer higher base salaries already.) Arts and Sciences hopes to increase its base rates by 2.5 each spring, assuming funds are available.

Units have been instructed to place instructors who are given contracts of two years or more on the departmental roster. This makes these instructors eligible for salary increases.

## CONCLUSIONS

The Boulder Campus recognizes the contribution that NTTF make to the work and life of the campus. The campus has worked to include NTTF into faculty governance and department affairs. Salaries are higher than they were just a few years ago. Of course, given the cost of living in Boulder County, salaries should be even higher, and we continue to experience some difficulties with recruiting in some disciplines. This is part of a larger problem of the revenues available for faculty salaries.

The campus continues to work towards complying with all the recommendations of the Ad Hoc committee and towards dealing with any and all issues that arise related to NTTF. The next phase in our efforts will come as the campus responds to the Task Force dealing with contingent faculty.

Please let me know if I can provide you with any additional information.

Cc: Phil DiStefano, Provost

## **Boulder Campus Guidelines for the Appointment, Evaluation, and Promotion of Lecturer and Instructor Rank Faculty**

### **General Remarks**

The purpose of this document is to provide to members of the Boulder campus community a set of guidelines for the appointment, evaluation, and reappointment of non-tenure track teaching faculty in the lecturer, instructor, and senior instructor faculty ranks. The genesis of this document was a document moved and adopted by the Boulder Faculty Assembly on April 2, 1998 titled "Instructors' Bill of Rights".

Lecturers and instructors play an integral part in the ability of the Boulder campus to provide the breadth and quality of educational experience expected of an AAU public university. Lecturers and instructors supplement and complement the teaching activities of the tenure-track faculty, and in so doing they allow the tenure-track faculty to engage more students in individualized instructional opportunities in their studios, libraries, and laboratories. They also provide the institution an ability to more rapidly adjust the educational opportunities to meet student needs and preferences than can always be accommodated for by the tenure-track faculty alone. It is important that the campus community recognize the important role played by instructors in enabling the campus to address both its research and its teaching missions. As such, primary units are encouraged to engage instructors and senior instructors in the departmental decision-making process whenever possible and appropriate.

The nature of the instructional mission of the Boulder campus is such that each college and school has a different need and pattern of employment of lecturers and instructors. Accordingly, the different colleges and schools utilize these titles differently, and attach different expectations and compensation to these titles. The guidelines below are meant to influence the application of these titles, not to inhibit their usefulness. Hiring units or individuals with questions concerning the rights and privileges of these titles should consult their deans office or the Office of Faculty Affairs.

All Lecturer, Instructor, and Senior Instructor positions are non-tenure track appointments. As such, they each are considered to be at-will appointments by the University and by the State of Colorado. All appointment letters of at-will employees must carry a description of at-will status. Nothing described in this document is meant to nor may it be interpreted to conflict with the at-will status of these job titles. An excerpt of that at-will statement appears below. The full text of the appropriate offer letter template is available in the Desk Reference for Chairs and Directors.

"The following are additional terms and conditions applicable to your appointment. By State law or University policy, these terms must be included in this letter of offer.

State law specifically requires that you be an employee-at-will in your position and that the following paragraph be included verbatim in this letter of offer:

Your employment contract is subject to termination by either party to such contract at any time during its term, and you shall be deemed to be an employee-at-will. No compensation, whether as a buy-out of the remaining term of contract, as liquidated damages, or as any other form of remuneration, shall be owed or may be paid to you upon or after termination of such contract except for compensation that was earned prior to the date of termination."

Definition of Full-Time: Lecturer and instructor rank faculty have responsibilities, privileges, and benefits defined in part by whether their appointments are to positions which are considered less than 50% full-time, or 50-100% full-time. The percent time of the appointment (% full-time) is based on the college- or school-specific definition of 100% full-time effort, which typically includes three to five 3-credit courses per semester. In larger colleges, full-time expectations may be defined on a discipline-specific basis.

## **I. LECTURER, Lecturer Adjunct**

1. DEFINITION: Lecturers are hired on a semester-to-semester basis, and are not regular faculty appointments. An advanced degree in an appropriate discipline is normally required for appointment to this rank. Appointment may range from less than 50% to full-time. The role of lecturers is extremely important to the University's ability to offer special programs and classes according to the fluctuations of demand and funding from semester to semester.

2. Appointment and reappointment: Appointment as a Lecturer or a Lecturer Adjunct is an at-will appointment, and is subject to the limitations and restrictions defined by Colorado Statute and by the University's "at-will" policy. Campus administration urges that departments show due consideration for lecturers by providing early notification of possible extensions of their appointment, and that units keep the principle of continuity of employment in mind when making teaching assignments. The establishment of a hiring committee is recommended but not required for this faculty title.

3. SALARY: A pay scale within the primary unit shall be established defined on a per course or per credit hour basis, taking into consideration experience and the nature of the assignment.

4. BENEFITS: Lecturers: University of Colorado at Boulder provides to Lecturers the same health care benefit options available to other faculty ranks once a person teaches for a semester at 50% or more time. Benefits are not provided to individuals whose appointment is or falls below 50% full-time, however, any accrued sick or vacation time benefit will be retained by those employees whose appointments drop below 50% time. A Lecturer is not eligible for retirement benefits. Hiring authorities or candidates should direct questions regarding benefits to the Faculty Benefit Office at 303-492-8066. Lecturers with simultaneous appointments in two or more units will be eligible for benefits if the sum of their appointments is equivalent to 50% time as defined by the unit of their earliest dated, active appointment. In such cases, the obligation for notifying in

writing all units of appointments which sum to 50% or greater rests with the employee. Costs of benefits will be borne by each unit on a proportional basis. Lecturer Adjunct: As is the case for all faculty adjunct positions, Lecturers Adjunct are not eligible for University health or retirement benefits regardless of the percent time of their appointment.

Lecturers and Lecturer Adjuncts are eligible for parking, bookstore, recreation center, library, and University ID privileges as is consistent with specific campus policies.

Sufficient instructional support, including access to supplies, staff support, and office space for meeting students, shall be provided.

Lecturers and Lecturers Adjunct shall be eligible for most teaching awards.

5. EVALUATION: Units may evaluate the performance of Lecturers in a number of ways, including Faculty Course Questionnaires, class visits, and/or the Faculty Report of Professional Activities. A written statement of policy should be provided from the beginning of employment.

## **II. INSTRUCTOR**

1. DEFINITION: The title of Instructor is a non-tenure track faculty rank position. Instructors normally hold a terminal degree appropriate for the discipline. Appointment may range from less than 50% to full-time. Instructors usually teach undergraduate courses, and may have advising responsibilities and some limited administrative responsibilities in addition. Application to the Graduate School for graduate faculty status is required in order for instructors to teach at the graduate level, including service on graduate committees.

2. Appointment and reappointment: Appointment as an Instructor is an at-will appointment, and is subject to the limitations and restrictions defined by Colorado Statute and by the University's "at-will" policy. A letter of initial appointment which defines the salary and terms of employment will generally be written for a period of one or two years. Letters of reappointment may be written for periods of up to four years. Comprehensive reviews associated with reappointment are required at least once every four years. Workload weighting for purposes of annual merit evaluation will be defined in the letter of appointment or reappointment. In academic units with majors and a full complement of academic programs, this workload weighting for teaching is typically 75-100% teaching, with the remaining percentage workload composed of service, or research, or some combination of the two. The percent time of the appointment (% full-time) will be based on the college- or school-specific definition of 100% full-time effort. In larger colleges, full-time expectations may be defined on a discipline-specific basis.

3. SALARY: Each college and school shall establish a starting salary range for 100% full-time instructors within their unit. In larger colleges, starting salaries may be discipline specific. Instructors on less than 100% time appointments shall be paid

proportionately. Instructors shall be eligible for annual merit increases as part of the regular faculty merit assessment process.

4. **BENEFITS:** Instructors at 50% time or greater receive health and retirement benefits consistent with those offered to tenure-track faculty. Health benefits are not extended to those instructors whose appointments are initially or which fall below 50% full-time.

Instructors are eligible for most faculty teaching and service awards and may apply for most faculty development fund programs offered to the general tenure-track faculty, such as travel or research/creative work awards. Instructors also are eligible for parking, bookstore, recreation center, library, and University ID privileges as is consistent with specific campus policies.

Sufficient support for the instructional responsibilities of Instructors will be provided, including Library privileges, reasonable use of office staff support, and space for meeting with students. Instructors are encouraged to participate in faculty governance to the full extent permitted by department or primary unit bylaws.

5. **EVALUATION:** Evaluation for annual merit will be based upon the defined workload weighting defined at the time of appointment, unless it is subsequently modified in writing. The criteria used for annual evaluation must be available in writing to all faculty. Annual merit evaluations and comprehensive reappointment evaluations will follow the same procedures as that for the tenure-track faculty as modified to account for the workload weighting.

6. **PROMOTION:** Instructors will normally be considered for promotion to Senior Instructor after a period of seven years of continuous appointment at greater than 50% time. Up to three years credit towards promotion, based on previous academic service, may be awarded at the time of initial appointment. Promotion after seven years is not mandatory, nor is it a right. The criteria used to evaluate an instructor for promotion to senior instructor will be the same criteria as used for annual merit evaluation. Instructors promoted to senior instructors will be expected to have achieved a level of accomplishment sufficient to be judged as demonstrating excellence in teaching, and meritorious or excellent levels of accomplishment in the other areas defined by the workload definition. Instructors promoted to Senior Instructor continue to be considered "at-will" employees as defined by Colorado Statute and University policy.

### **III. SENIOR INSTRUCTOR**

1. **DEFINITION:** The title of Senior Instructor is a non-tenure track faculty rank position. Senior Instructors normally hold a terminal degree appropriate for the discipline. Appointment may range from less than 50% to full-time. Senior Instructors generally teach undergraduate courses, and may have advising responsibilities and some administrative responsibilities in addition.

2. Appointment and reappointment: Appointment as an Senior Instructor is an at-will appointment, and is subject to the limitations and restrictions defined by Colorado Statute and by the University's "at-will" policy. A letter of initial appointment which defines the salary and terms of employment will generally be written for a period of one or two years. Letters of reappointment may be written for periods of up to four years. Comprehensive reviews associated with reappointment are required at least once every four years. A positive comprehensive review decision will be based upon continued excellent performance in teaching, and meritorious performance in all other areas of the workload distribution. Successful reappointment does not alter the employee's "at-will" status. A workload distribution which defines weightings for teaching, research/creative work, and service activities for purposes of annual merit evaluation will be defined in the letter of appointment or reappointment. The percent time of the appointment (% full-time) will be based on the college- or school-specific definition of 100% full-time effort, for instructors.

3. SALARY: Initial salaries for Senior Instructors will normally be greater than those earned by instructors in their initial appointments. The BFA Task Force recommends a minimum salary of 110% of instructor salary. Senior Instructors are eligible for yearly merit increases in salary.

4. BENEFITS: Benefits are the same as those of instructor-rank faculty, plus the following:

Senior instructors who have completed six years (twelve semesters) in rank (at 100% time appointment) as either an instructor promoted to senior instructor, or as a senior instructor will be eligible to apply for a differentiated workload for one semester. The differentiated workload will reduce the formal teaching responsibilities of the senior instructor to one 3-credit course (or its equivalent) for that semester. The purpose of this workload adjustment is to allow the senior instructor time to update their pedagogy, instructional skills, or to develop new curriculum or instructional technology activities into their teaching. The faculty member on differentiated workload is expected to remain on Campus and serving the Campus full-time as defined by the workload agreement. Faculty with appointments of less than 100% (but at least 50%) full-time shall be eligible for this benefit on a pro-rated basis. For example, a 50% senior instructor will be eligible to apply for a differentiated workload after 24 semesters. Application for a differentiated workload assignment is made to the unit chair or director and approved in writing by the dean.

Senior Instructors are eligible for Emeritus status upon retiring.

5. EVALUATION: Same as for Instructors (above).

Adopted as a guideline document following review at Dean's Council 3/9/99,

Todd T. Gleeson, Associate Vice Chancellor for Faculty Affairs



**Colorado Springs Campus  
Update on Campus Response to  
Non-Tenure-Track Faculty Recommendations  
December 20, 2007**

In the campus' update in spring 2001, the following progress was noted:

- Faculty Assembly created a Committee on Non-Tenure-Track Faculty and a position on Faculty Representative Assembly
- The title of "Lecturer" was adopted for part-time faculty
- Instructors with more than five years service were reviewed for promotion to Senior Instructor
- \$50,000 additional campus dollars were applied to the compensation pool for instructors for AY 2001, distributed to increase equity
- Policies for the systematic evaluation of instructors were adopted by colleges

In the update provided fall 2003, the following additional steps had been taken:

- \$33,000 additional dollars had been applied to the compensations pool for instructors in AY2002 and AY2003, distributed to increase equity
- Colleges had adopted consistent policies for determining workloads for non-tenure-track policy to ensure that all faculty employed half time or greater have appointments that reflect their employments status
- The Teaching and Learning Center had begun a systematic program to provide more specific support to non-tenure-track faculty, including providing a new faculty orientation for lecturers (instructors are included in the orientation for new full-time faculty)

In the update provided fall 2006, the following additional progress was noted:

- Over the course of FY04 and FY05, \$64,000 was added to the overall compensation pool for instructors, distributed to increase equity. The campus' efforts notwithstanding, it is clear that most units remained substantially short of the goals recommended by the Ad Hoc Committee.
- Associate Deans' Council led a review of college promotion policies to insure clarity and consistency in opportunities for promotion from instructor to senior instructor.
- The campus reported increased diligence in insuring that anyone teaching 5 or more courses over the fall and spring semesters receives an appointment as an instructor, a salary comparable to other instructors (based on discipline and credit hour load) and appropriate benefits.

Since then, the following has occurred:

- UCCS Faculty Representative Assembly passed a motion endorsing setting recommended salaries based on peer comparisons for instructors in a variety of disciplines.

- The campus successfully was allowed to make mid-year adjustments for tenure-track faculty that brought all instructors halfway from previous salaries to the recommended salaries in spring 2007.
- The Faculty Representative Assembly endorsed a report from an Ad Hoc campus committee addressing a number of issues that emerged from a survey of NTTF conducted by the committee, as well as from ongoing discussions with the standing non-tenure-track faculty committee (copy attached).
- The Associate Deans Council, in response to that report, is engaged in drawing up recommendations to the colleges that are intended to address some of the concerns raised.
- The campus is moving ahead with plans for the coming spring to complete the increases for instructors to bring them up to the recommended salaries, adjusted for inflation.

Non-Tenure-Track Faculty Report  
University of Colorado Denver

February 2008

Report Prepared By:

Laura Goodwin, Associate Vice Chancellor for Faculty Affairs

## **Introduction**

Vice President Groth convened an ad hoc system-wide committee in July 1998 to examine the working conditions of non-tenure-track faculty (NTTF) members, and to identify issues and make recommendations for improvements. The committee, which included administrators, tenured faculty, and non-tenured instructors and lecturers, developed a series of recommendations concerning the conditions of employment for NTTF. This report is an update to the reports last submitted by the downtown Denver Campus and the Health Sciences Center Campus (now Anschutz Medical Campus) in the fall of 2005. This report is the first integrated report for the consolidated University of Colorado Denver (UCD).

To prepare this report, a request was sent to the deans and associate deans of the UCD schools and colleges, as well as the directors of the libraries and the Center for Faculty Development (CFD). They were asked to provide updates to the 2005 reports. This report summarizes and integrates the information received from all the schools, colleges, libraries, and CFD.

It should be noted that the issues raised in the original 1999 report of the Ad Hoc Committee on Non-Tenure-Track Faculty by the faculty at the general campuses were not shared to the same level of concern by the Anschutz Medical Campus (AMC) faculty. This is still the case. In general, the four schools at AMC (Dental Medicine, Medicine, Nursing, and Pharmacy) reported no substantive issues or complaints about disparities between the faculties on the tenured/tenure-track and the non-tenure tracks. Many of the NTTF at AMC hold rank within the clinical teaching track (C/T) series of titles, and have the same rights and privileges as tenured and tenure-track faculty members

The ad hoc system-wide committee's 1999 recommendations are presented below, along with updates from the schools, colleges, libraries, and the Center for Faculty Development (CFD).

**Recommendations 1 & 2: The title "Lecturer" replace the title "Honorary," and the existing titles "Instructor," "Senior Instructor," and "Lecturer" be redefined.**

These are system-wide recommendations. The new Regents' policy 5-L, *Approved Faculty Titles*, was approved by the Board of Regents at their September 8, 2005 meeting. "Lecturer" now replaced "honorary," and there are descriptions of all NTTF titles in policy 5-L.

Updates from Schools, Colleges, and Libraries:

- *Architecture and Planning:* The college hired one professor into the C/T series in 2007, at the associate professor level. It is expected that more C/T faculty appointments will be made in the near future. (Use of the C/T series of faculty titles is relatively new for the downtown Denver Campus.)
- *Arts and Media:* The term “honorary” has been replaced by “lecturer” in the college.
- *Auraria Library:* The NTTF in the library currently have the title of either instructor or senior instructor.
- *Business:* All “honorary” titles have been converted to “lecturers.”
- *Dental Medicine:* A majority of the school’s faculty are full-time NTTF on the C/T track.
- *Education and Human Development:* The school replaced the title “honorary” with “lecturer,” and also redefined other existing titles.
- *Health Sciences Library:* All faculty members in the Health Sciences Library have non-tenure-track promotion-eligible status and are at-will employees. The library’s governance document, *Criteria and Procedures for Appointment and Promotion for Library Faculty*, addresses the assignment of faculty titles. The faculty does not use the titles of “honorary” or “lecturer.”
- *Liberal Arts and Sciences:* The number of non-tenure track faculty within the college has grown dramatically over the last five years (see Table 1, below) in response to the increase in student credit hours produced by the college. At the same time, the college has attempted to move individuals from the part-time lecturer status to the instructor/senior instructor position (with either a full time [100%] or part time [>50%] position), though this has not kept up with the demands placed upon the college due to the increasing enrollment. (Note that instructors/senior instructors increased in both number and percentage relative to lecturers, though tenure/tenure-track faculty have decreased.) All monies received by the college in 2006-2007 to increase the number of sections offered by the college to meet increasing student demand were considered “faculty stabilization” monies and used to upgrade lecturers to instructors. Movement into the instructor/senior instructor position makes the faculty member eligible for benefits and paternity leave. Additionally, it places them in continuing budget lines which makes them eligible for yearly

merit raises. When budget and program demands allow, eligible senior instructors are moved into tenure-track faculty positions (which occurred with one senior instructor in English in fall 2007). The hiring plan for 2007-2008 proposed the movement of lecturer positions into three new instructor lines (Sociology, Geography and Environmental Sciences, and Economics) and to move one part-time instructor to a full-time position (Anthropology). Additionally, conversion of lecturer positions to tenure-track positions was proposed for four positions (Anthropology, Economics, History and Math). These proposals generally (though not always) deal with positions rather than individuals, though qualified lecturers and instructors/senior instructors are encouraged to apply as well.

Table 1. Demographics (headcount) of Faculty Titles in the College of Liberal Arts and Sciences (data provided by Institutional Research).

Faculty Title	Fall 2002	Fall 2007	Difference
Lecturer	123 (36.8%)	116 (35.6%)	-7 (-1.2%)
Instructor	41 (12.3%)	45 (13.8%)	+4 (+1.5%)
Senior Instructor	22 (6.6%)	35 (10.7%)	+13 (+4.1%)
Assistant Professor	49 (14.7%)	34 (10.4%)	-15 (-4.3%)
Associate Professor	54 (16.2%)	56 (17.2%)	+2 (+1.0%)
Full Professor	45 (13.5%)	40 (12.3%)	-5 (-1.2%)
Total	334	326	- 8

- *Nursing*: The school developed specific criteria for the Regent-approved titles of “lecturer” and “assistant instructor,” as described in the 2007 document, *Special Faculty Titles in School of Nursing*. The criteria are consistent with the school’s existing criteria for instructor and senior instructor. The school also uses the C/T series of faculty titles.
- *Public Affairs*: The “honorarium” title has been replaced with “lecturer.” The school does not currently have any instructors or senior instructors.

**Recommendation 3: After five years, an Instructor be eligible to apply for promotion to Senior Instructor.**

UCD has not specified a set amount of time in rank for eligibility for promotion to senior instructor. Generally, instructors may request review for promotion to senior instructor when they believe that such a review is warranted. The processes and criteria used for the review of NTTF seeking promotion are determined by each school, college, and library.

Updates from Schools, Colleges, and Libraries:

- *Architecture and Planning*: The college has never promoted instructors to senior instructors, so there is no policy to guide such promotions. However, the college is in the process of developing a policy, procedures, and criteria for the appointment and promotion of C/T faculty members.
- *Arts and Media*: The college has developed opportunities for instructors to be promoted to senior instructors. The *Criteria for Advancement to Senior Instructor* includes the criteria for promotion, review procedures, and compensation changes upon promotion. Since June 2005, five instructors have been promoted to senior instructors.
- *Auraria Library*: The library's policy, *Senior Instructor Rank – Criteria for Promotion and Procedures for Approval* (revised 5/1/07), describes the process by which an instructor, after six years at the library, may be considered for promotion to senior instructor.
- *Business*: All instructors are eligible for promotion to senior instructor. They must undergo a full review by the school's Primary Unit, and then be approved for promotion by the dean.
- *Dental Medicine*: The C/T faculty members have the same rights and privileges as tenure-track faculty members, including an established process with clear criteria for promotion.
- *Education and Human Development*: Full-time NTTF in the school are hired as senior instructors (rather than instructors) because they are responsible for graduate-level teaching.
- *Engineering and Applied Science*: All full-time NTTF are senior instructors.
- *Health Sciences Library*: Faculty members are eligible for promotion after six years of service, pursuant to the library's governance document criteria. The library's Faculty Senate is interested in making adjustments to its governance document, what was last revised in 2000, and will entertain a recommendation to adjust the number of years for promotion eligibility from six to five.
- *Liberal Arts and Sciences*: The college has in place a mechanism for promotion for instructors, as they further their educational status. Instructors who complete terminal degrees (MFA, JD, PhD) are placed into the senior instructor rank.
- *Medicine*: The school's review of NTTF in 2003 demonstrated that the average length of service for instructors was just 1.72 years; for senior instructors, it was 1.68 years. Therefore, most instructors and senior

instructors serve in those ranks for a relatively short period of time before being promoted to assistant professor or leaving the school.

- *Nursing*: The policies, criteria, and procedures for the C/T track are described in the document entitled, *Policies and Procedures for Appointment, Reappointment and Promotion for the Clinical/Teaching Track*. Criteria for promotions are included in the document, and are consistent with university policy.
- *Pharmacy*: Instructors are used only on a limited basis for teaching, such as in the non-traditional educational program and the English as a Second Language program; they are eligible for promotion.
- *Public Affairs*: Currently, the school does not have any instructors or senior instructors.

**Recommendation 4: Each campus address deficiencies in the working conditions of NTTF.**

Updates from Schools, Colleges, Libraries, and the Center for Faculty Development:

- *Architecture and Planning*: The college developed a faculty seed money research grant program in 2007. Instructors, senior instructors, and C/T faculty members are eligible to apply for the funds.
- *Arts and Media*: The college has had difficulties addressing the working conditions of NTTF, due to a lack of office spaces that can be assigned appropriately. Every instructor and senior instructor shares an office with at least one other person. Lecturers are assigned space in a “bullpen,” which is a large office with no assigned desk. In these shared offices, lecturers can hold office hours and use computers. Phones in those spaces do not ring; however, a phone number is assigned to each faculty member and messages can be left for them.
- *Auraria Library*: During the 2006-07 academic year, the Auraria Library Faculty Assembly (ALFA) formed a task force to examine a promotional ladder for the NTTF, beyond the senior instructor level. The task force looked at the criteria for promotion at other academic libraries, particularly the Health Sciences Library (where the librarians are not on tenure-track appointments but do have a promotion system beyond senior instructor). The report and recommendations of the task force will go to ALFA at the end of the fall 2007 semester.

- *Business:* All instructors and senior instructors are allocated offices. Lecturers have access to a common space with computers.
- *Center for Faculty Development:* The Center for Faculty Development (CFD), established in 2004, currently offers programs, grants, workshops, individual consultations, and other services to faculty members on the downtown Denver Campus. Discussions are underway about expanding the services to faculty on the Anschutz Medical Campus, and a needs assessment will be conducted this spring to measure the type and extent of services that would be beneficial to the faculty.

The CFD programs and other services available to NTTF on the downtown Denver Campus include:

- Faculty Development Grants: NTTF are eligible to apply for Faculty Development Grants (an annual competition), along with tenured and tenure-track faculty members. The table below shows the number of grants awarded to NTTF, by year and by school/college/library, since 2004. As can be seen, a total of about \$23,000 in grant funds has been awarded to NTTF during these grant cycles. Since 2004, the proportion of funded projects to applications has been 71% for tenured/tenure-track faculty members, and 46% for NTTF. One of the voting members of the selection committee for the awards is a non-tenure-track faculty member.

Year	School/College/Library	Amount per Grant
2004-05	Auraria Library	\$1,000
	Auraria Library	\$3,000
	Arts and Media	\$2,500
	Liberal Arts and Sciences	\$5,000
	Liberal Arts and Sciences	\$1,000
	Liberal Arts and Sciences	\$1,500
2005-06	Liberal Arts and Sciences	\$1,700
	Education and Human Development	\$1,200
2006-07	Liberal Arts and Sciences	\$2,000
	Liberal Arts and Sciences	\$2,000
2007-08	Liberal Arts and Sciences	\$2,000
Total		\$22,900

- New Faculty Orientation: All new faculty members (NTTF and tenured/tenure-track) are invited to attend New Faculty Orientation—a week-long series of events held during the week before classes start in August. During the most recent orientation in August 2007, all new instructors and senior instructors attended all or part of the events, and several new lecturers also participated.
- Online Faculty Orientation: The new Online New Faculty Orientation (O-NFO) was launched in fall 2007 with NTTF as the target audience. This orientation program has three components: an overview of UCD's resources and services for faculty and students; information about services and resources for students and faculty members with disabilities; and information about outcomes assessment expectations and activities. All new lecturers were invited to complete the O-NFO in the fall. Beginning in spring 2008, all new NTTF will be required to complete the O-NFO.
- Assistance with UCDALI Events: The CFD has devoted staff time and resources to help arrange events for the University of Colorado Denver Association of Lecturers and Instructors (UCDALI), including finding meeting space, reproducing and disseminating UCDALI brochures, and providing meals for meetings. The purposes of the luncheon meetings, held several times during the academic year, are to foster a sense of community among NTTF and discuss special needs and concerns.
- NTTF E-Mail Distribution Lists: The CFD maintains distribution lists for NTTF, organized by school/college/library. The list allows the CFD director to notify NTTF about upcoming events, due dates for grant applications, etc.<sup>1</sup>
- CFD Workshops: All faculty members are invited to attend the CFD workshops, typically held several times per semester. Topics covered in recent years include *The Art of Classroom Communication: Tools and Techniques for Handling Difficult Dialogues around Diversity*; *Citation Management with Endnote*; *Streamlining the Classroom with Blackboard*; *Using Humor to Enhance Traditional and Online Instruction*; and *Rubrics I and II*.
- CFD Website: The CFD website contains a section devoted to resources for NTTF. The resources include a subscription to *Adjunct Advocate*, a national journal for part-time faculty members.

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<sup>1</sup> As of fall 2007, the office of the Associate Vice Chancellor for Academic Affairs also maintains and updates, on a regular basis, a NTTF distribution list for UCDALI. The list currently has about 1100 names on it.

- *Latitude*: The spring 2006 issue of *Latitude*, the CFD's newsletter (published about three times per year) featured the work of several NTTF.
- "Clickers" Training: The CFD has offered training to faculty members during the past few years on the use of "clickers" in the classroom. The majority of the participants in these workshops have been NTTF.
- Needs Assessment: The CFD is going to distribute a needs assessment survey to all downtown Denver Campus faculty members this spring. Representatives from UCDALI have worked closely with the CFD director to ensure that questions are applicable to NTTF and will provide data about the needs and interests of the NTTF.
- *Education and Human Development*: The NTTF participate in all faculty development activities, as well as the new faculty orientation. NTTF are considered to be full members of the faculty and participate in all faculty meetings and activities. They also have full voting privileges in faculty meetings.
- *Liberal Arts and Sciences*:
  - The college actively encourages the NTTF to participate in professional development opportunities (e.g., seed grant programs, workshops, applications for Faculty Development Grants) available through the Center for Faculty Development.
  - All new faculty members (tenure-track and non-tenure-track) are invited to both the campus and college orientation sessions and to the college reception for new faculty.
  - Many of the departments within the college provide travel money for NTTF to attend professional meetings, although this is not consistent across all departments and is dependent on the availability of departmental funds.
  - Several instructors and senior instructors have begun to participate in the generation of grant proposals for external funds for educational projects – for which they are encouraged to include course buy-out requests at 1/8 of their academic year salary per class for full-time instructors and senior instructors.

- *Medicine*: For a variety of reasons, the findings and recommendations of the 1998 Ad Hoc Committee did not apply directly to the School of Medicine. The school has not received reports of special concerns among the instructors or senior instructors pertaining to working conditions, performance reviews, salaries or benefits, or opportunities to participate in faculty governance. Instructors and senior instructors were included in the school's 2003 and 2005 faculty surveys, in order to gather information about career satisfaction, barriers to promotion, and access to mentors. In general, the results showed that instructors and senior instructors are well-integrated into the academic life of the school.
- *Nursing*: There are parallel working conditions for the C/T track and the tenured and tenure-track faculty members. As a result of the current policies and procedures in place for NTTF, the school continues to operate without issues relative to reappointment, promotion, and post-promotion reviews.
- *Pharmacy*: The school continues to operate without substantive issues or complaints about the disparity between tenure- and non-tenure tracks. Salary, space, and other resources are allocated to all faculty regardless of tenure- or non-tenure track status, based on functional considerations such as distribution of effort, performance, and program development.
- *Public Affairs*: NTTF who are doctoral students with advanced standing receive mentoring from their dissertation chairs. Other NTTF are typically experienced practitioners who may need mentoring in their teaching role (usually provided by the program director, the associate dean, or a friend on the faculty) but for whom teaching is not their current or intended profession.

**Recommendation 5: NTTF be subject to a systematic evaluation process.**

CU Denver's downtown Denver Campus has two policies related to the evaluation of NTTF: *Instructor and Senior Instructor Annual Performance Review* and *Lecturer, Adjunct Faculty, Adjoint Faculty, and Attendant Rank Faculty Performance Review* (both dated April 2005). The former requires that all schools, colleges, and the library conduct annual performance reviews of all instructors and senior instructors as part of the faculty compensation process. The latter requires that all schools, colleges, and the library evaluate the performance of their lecturers, adjunct faculty, adjoint faculty, and attendant rank faculty every three years unless the primary unit determines that an earlier review is appropriate or necessary.

Updates from Schools, Colleges, and Libraries:

- *Architecture and Planning*: The procedures for annual merit pay increases for NTTF (except for adjunct professors and lecturers) are basically the same as the procedures used for tenure-track and tenured faculty members. The major difference in the criteria is that the NTTF are evaluated on teaching and service, while the tenure-track and tenured faculty members are evaluated on the traditional 40-40-20 system.
- *Arts and Media*: Instructors and senior instructors are evaluated by department chairs annually, with their teaching evaluated on a formal matrix. They are judged to be “meeting expectations,” “exceeding expectations,” or “outstanding.” Lecturers are not evaluated in this way, since they are paid on a standard scale based on the level of the course they are teaching, contact hours, and whether or not it is a studio course. Lecturers who are judged by the department chair to be performing unsatisfactorily are not rehired in subsequent semesters.
- *Auraria Library*: The library has a systematic evaluation process for NTTF, as described in two policies: *Auraria Library Expectations for Library Faculty – A Guide for Evaluations*, and *Annual Primary Job Performance Evaluation of Librarians*.
- *Business*: Instructors and senior instructors are evaluated annually, as are all other full-time faculty members.
- *Dental Medicine*: The C/T faculty members have the same rights and privileges as tenure-track faculty members, including a comprehensive annual evaluation process.
- *Education and Human Development*: The NTTF go through the same annual merit process as all other faculty, except that they are not judged on research. They are rated on service and teaching only.
- *Engineering and Applied Science*: The NTTF, along with tenured and tenure-track faculty members, are evaluated through the annual faculty evaluation process. They are evaluated with the same rating criteria as tenured and tenure-track faculty members, although their weightings are different because they do not have research expectations.
- *Health Sciences Library*:
  - Systematic evaluation/annual review: At the beginning of each calendar year, every library faculty member prepares a Faculty Distribution of Effort Agreement with her/his supervisor or department head. This agreement reflects the primary responsibilities of the faculty member’s position, the library’s

strategic priorities for the year, and any special arrangements for individual activities or circumstances. In the spring of the next calendar year, all faculty members are evaluated based on these agreements. A score is given for each category of effort, and each score is multiplied by the percent of effort. The faculty member may also agree to include a behavioral or other rating instrument in the annual performance appraisal process. The total scores drive the distribution of merit pay increases. Merit salary increases are based on comparisons across all library faculty members. At the conclusion of the annual review cycle, the library director prepares a recommendation for each faculty member in concert with the campus salary-setting procedures. The directly includes any special salary adjustments for factors such as special merit or equity.

- Systematic evaluation/promotion review: Pursuant to the library's faculty governance procedures, the Faculty Status Committee is responsible for reviewing and evaluating all pertinent records and documents for candidates requesting promotions. The committee reviews these records and submits a written report and recommendations to the director. Throughout the review process, the committee focuses on the quality and significance of service, research, teaching, and other activities as described in the documentation.
- *Liberal Arts and Sciences:*
  - The college has instituted an annual review policy for instructors and senior instructors, requiring the evaluation of their teaching as well as any service for which they may have course releases. Department merit committees evaluate instructors and senior instructors on their teaching performance in accordance with department criteria (which include issues of class size, number of new preparations, and FCQ data) and, where appropriate, administrative skills (though volunteer committee participation is not included). The evaluation results lead to recommendations for annual merit salary increases for instructors and senior instructors.
  - Annual evaluations of lecturers are conducted at the department level.
  - The annual evaluation process for NTTF has led to clarification of the titles used for NTTF within the college.
- *Medicine:* All faculty members are evaluated each year, using established procedures and criteria.

- *Nursing*: The NTTF continue to have the same rights and privileges as the tenure-track faculty members, including a comprehensive annual performance evaluation process, and an established review process with clearly-defined criteria for reappointment, promotion, and post-promotion.
- *Pharmacy*: Instructors are evaluated annually, with opportunities for performance-based salary increases.
- *Public Affairs*: Most lecturers are either doctoral students with advanced standing (i.e., near completion of, or having recently completed, their PhDs), or practitioners who teach specific courses for which their training and/or experiences have prepared them. Currently, the MPA (Master of Public Administration) director, who creates the course schedule for the MPA program (the only program that makes significant use of lecturers), holds an orientation for NTTF at the beginning of the fall semester. At the end of each semester, the MPA director reviews three pieces of information for each NTTF: Faculty Course Questionnaires (FCQs), grades assigned to students, and course syllabi. Any score below “4” on the FCQs is considered low and becomes a subject for discussion between the director and the faculty member. The criterion for syllabi is conformity with the existing campus policy. Incomplete or otherwise inadequate syllabi are also discussed with the faculty member. A grade distribution weighted too heavily toward “A” grades, or in which one or two students received grades of “IW” or “IF,” would also be red flags. NTTF who do very poorly on any of these criteria are not rehired; those who are counseled due to marginal but not gravely-deficient performance would be allowed another opportunity.

**Recommendation 6: Each school and college establish a grievance process and procedures for NTTF.**

The schools/colleges/libraries have not established separate grievance processes and procedures for NTTF, but most of them have grievance processes and procedures that are available to all faculty members. The NTTF can also use the services offered by UCD’s Ombuds Office.

Updates from Schools, Colleges, and Libraries:

- *Architecture and Planning*: The college does not have a separate grievance procedure for NTTF.
- *Arts and Media*: The college has not yet adopted a formal grievance policy for NTTF.

- *Auraria Library:* The library has a grievance policy for NTTF, as described in the policy entitled *Faculty Grievance Procedure*.
- *Business:* The Internal Affairs Committee considers grievances filed by any faculty or staff member in the school.
- *Dental Medicine:* The school has an established grievance process and procedures for NTTF.
- *Education and Human Development:* NTTF can use the grievance procedures available to all other faculty members in the school.
- *Health Sciences Library:* At his/her discretion, the library director may establish a Review Committee to aid in the evaluation of promotion recommendations forwarded by the Faculty Status Committee. For example, a Review Committee would be formed to consider a disagreement between the candidate and the Faculty Status Committee. This Review Committee, chosen by the director, consists of one member of the Primary Unit, one campus teaching faculty member, and one librarian from the University of Colorado system. The recommendations of the director and the Review Committee are forwarded to the chief academic officer.
- *Liberal Arts and Sciences:* The grievance policy for NTTF related to annual evaluation results and salary increases is the same as for tenured and tenure-track faculty members. It includes appeals to the department merit committee and directly to the dean.
- *Nursing:* The school currently uses the standard university-recognized shared governance grievance procedures, which are available to all faculty. Initially, as a first level review for faculty, the dean and faculty member's division chair would work together to mediate and resolve the grievance issue.
- *Pharmacy:* Instructors share the same grievance process and procedures as regular faculty.
- *Public Affairs:* NTTF may use the school's *Policy on Academic Grievances*. Language to this effect has been added to that policy, and NTTF will henceforth be apprised of its availability to them.

**Recommendation 7: NTTF continue to be represented on Faculty Council, and that each Faculty Assembly determines what role Lecturers will play in Faculty Assembly; and that departments clarify the roles of Instructors and Senior**

## **Instructors in departmental governance, consistent with the rules and policies of the Regents.**

The University of Colorado Denver Association of Lecturers and Instructors (UCDALI) was formed by the NTTF on the downtown Denver Campus in 1995, and began to meet regularly with the Chancellor. As of 2005, UC DALI has an approved set of bylaws. The UC DALI has two representatives on the downtown Denver Campus Faculty Assembly, elected by the members of UC DALI.

### Updates from Schools, Colleges, and Libraries:

- *Architecture and Planning:*
  - The college bylaws specify the representation of NTTF (instructors, senior instructors, and clinical-track faculty members) on all college standing committees.
  - Instructors, senior instructors, and C/T faculty members are voting members of the college faculty.
- *Arts and Media:*
  - The departments have clarified the role of instructors and senior instructors in departmental governance. The instructors and senior instructors are invited to participate in departmental and college discussions, but they are not required to do so. Lecturers do not participate.
  - Instructors and senior instructors who have a “service” component as part of their contracts are required to attend faculty meetings and can vote on all matters except RTP (reappointment, tenure, and promotion) decisions and related personnel issues.
- *Auraria Library:* NTTF librarians serve on faculty committees and are members of the departmental Faculty Assembly. Also, they vote on all issues except for tenure and promotion recommendations for the tenure-track faculty members.
- *Business:*
  - Instructors and senior instructors can be elected to the Faculty Assembly.
  - The school has rules for instructors’ and senior instructors’ participation in faculty meetings and other committees. Except for RTP (reappointment, tenure, and promotion) decisions, they are

treated as other full-time faculty members. Instructors and senior instructors vote at faculty meetings after one year on the faculty. Lecturers have no voting rights.

- *Dental Medicine:* The C/T faculty members have the same rights and privileges as tenure-track faculty members, including full rights in the governance processes of the school.
- *Education and Human Development:* NTTF are considered full members of the faculty with voting rights. They participate in all facets of faculty governance. However, they do not serve on the RTP Primary Unit Committee and so do not vote on reappointment, tenure, and promotion decisions for the tenure-track faculty members.
- *Engineering and Applied Science:* Senior instructors vote at department and college levels, except on RTP decisions.
- *Health Sciences Library:* A library faculty member participates as a voting member of the Health Sciences Center Faculty Assembly, representing the Library Faculty Senate. Library faculty members are permitted to serve and have been represented on CU Faculty Assembly committees. Most recently, the former deputy directory represented the CU GLBTI Committee at Faculty Council, for two terms.
- *Liberal Arts and Sciences:*
  - The recently revised and adopted bylaws for the college include slots for NTTF representatives on all of the college's committees except those dealing with reappointment, tenure, and promotion processes. Participation is not required, and no course releases are granted for committee work.
  - Each department specifies the voting rights of instructors and senior instructors, and these rights vary across departments. Fourteen of 17 departments responded to a request for information about voting rights. In seven departments, instructors and senior instructors vote on curricular matters, but not on RTP decisions. In seven departments, only tenured and tenure-track faculty members vote on all matters.
- *Nursing:* NTTF continue to have the same rights and privileges as tenure-track faculty members, including full rights in the faculty governance processes as clearly defined in the current *SON Faculty Bylaws*. In the past, several faculty members from the C/T track have served in the role of chair of the school's Faculty Executive Committee, which is a position elected by the school's faculty. In addition, the school has NTTF faculty

members who represent it on both the Health Sciences Center Faculty Assembly and the university's Faculty Council.

- *Public Affairs:* Research and clinical faculty members are invited to attend meetings of the Faculty Council and participate in discussions there. They do not currently have voting rights.

**Recommendation 8: Staff be trained to assign titles and determine workloads consistently, in accord with university policy.**

Templates for uniform letters of offer have been revised by Human Resources and reviewed by University Counsel.

Updates from Schools, Colleges, and Libraries:

- *Arts and Media:* Teaching workloads are assigned consistently. Tenured and tenure-track faculty members are assigned to courses first, followed by senior instructors and instructors. Lectures are used to fill in the teaching gaps.
- *Auraria Library:* See recommendation #9.
- *Dental Medicine:* See recommendation #9.
- *Education and Human Development:* See recommendation #9.
- *Engineering and Applied Science:* See recommendation #9.
- *Health Sciences Library:* There are five levels of academic rank for library faculty members. Rank is based, first, on consideration of academic credentials as described in the faculty governance document. All positions are non-tenure-earning, but enjoy all other faculty privileges except for sabbatical leave.
- *Liberal Arts and Sciences:* See recommendation #9.
- *Nursing:* The faculty titles and appropriate workload assignments are reviewed annually by school administrators and remain consistent with current university policy.
- *Public Affairs:* The school's assistant dean for administration assigns titles, in consultation with the dean. Workload is assigned by the MPA and MCJ (Master in Criminal Justice) program directors. NTTF are not given advisees or service assignments.

**Recommendation 9: Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.**

Updates from Schools, Colleges, and Libraries:

- *Architecture and Planning:*
  - Currently, instructors and senior instructors teach six courses (18 credit hours) per academic year, while lecturers and adjunct faculty members teach fewer numbers of credit hours. Furthermore, instructor and senior instructor appointments include requirements for committee service, usually 20% time. The teaching load for the one C/T faculty member is five courses per academic year (15 credit hours); this teaching load is one course (three credit hours) greater than the loads for tenure-track and tenured faculty members.
  - Instructors, senior instructors, C/T faculty members, and adjunct professors participate in departmental administrative activities, such as admissions, curriculum development, accreditation preparation, and outcomes assessment.
  - The associate chair positions in all three departments are currently filled by NTTF senior instructors.
- *Arts and Media:* The full-time teaching load for NTTF is a total of 24 credit hours for the academic year.
- *Auraria Library:* NTTF librarians have a standard workload of 90% librarianship (primary job) and 10% service. In some cases, they may decide to enter into a differentiated workload with varying percentages depending on their goals and objectives for that year (as described in the policy entitled *Differentiated Faculty Workload*).
- *Dental Medicine:*
  - One of the most significant differences between the school's NTTF and tenured/tenure-track faculty members is how they support the institutional mission. Typically, the NTTF have more clinical and teaching responsibilities and less research responsibilities than tenured and tenure-track faculty members.

- Currently, the chair of one of the largest departments in the school is a non-tenure-track faculty member.
- *Education and Human Development:* Each NTTF member is assigned to teach eight classes per academic year (four classes per semester). If they are awarded grants, they have the same rights to buy out one or more teaching assignments as do other faculty members.
- *Engineering and Applied Science:* The normal teaching load for a full-time senior instructor is four courses per semester (or eight for the academic year). All senior instructors participate in curriculum development, and some also participate in service work such as transfer-student evaluation and advising. The teaching load for a full-time senior instructor is reduced if the service activities exceed the equivalent of one course per semester.
- *Health Sciences Library:* Faculty workloads are determined at the point of position creation by the appointing authority and/or deputy director, in consultation with the department head. Workloads are later refined, as needed, when the Faculty Distribution of Effort Agreements are negotiated by the individual faculty member and the department head. Percent of FTE is determined at the point of position creation (part-time employment vs. full-time employment), and may be reconsidered as needed.
- *Liberal Arts and Sciences:* The college has made a concerted effort to regularize workload among the NTTF, commensurate with faculty desires for professional development. For example, in many departments instructors and senior instructors who wish to participate in administrative aspects of the departments (including but not limited to coordination of labs and internship programs, as well as undergraduate advising) have been accommodated, though no instructor or senior instructor is required to participate in these activities. To compensate for the additional workload associated with these tasks, instructors and senior instructors have been given course releases; the releases are explicitly stated in their annual course assignment letters, as are the administrative duties. Additionally, faculty members who wish to participate in research—either through their own grants or in cooperation with another faculty member—have been given part-time instructor/senior instructor positions and research faculty positions (with the total equaling no more than 100% time).
- *Nursing:* The school has an approved workload policy, which is consistent with university policy and which is implemented and administered by the two division chairs. It is applied consistently to all faculty members, regardless of track, and takes into account their

individual focus of teaching, research/scholarship and/or clinical practice/scholarship, and service.

- *Public Affairs:* There are no full-time NTTF in the school.

**Recommendations 10 and 11: University acknowledges and addresses the inadequate compensation of some NTTF, and campus chancellors phase in appropriate salaries over a reasonable number of years.**

On the downtown Denver Campus, the rate for lecturers' salary increases each year are based on the "pooled amount" for salary increases for faculty and exempt professionals. For example, if the amount in the "pool" for a fiscal year is 4%, the lecturers' pay is also increased by 4%. In this way, each lecturer's pay increases each year by the same percentage amount as is available for salary increases for faculty and exempt professionals.

The average percent salary increases for the past four years, by faculty rank, are presented below. These data are for faculty on the downtown Denver Campus:

<u>Rank</u>	<u>FY 2004-05</u>	<u>FY20050-06</u>	<u>FY 2006-07</u>	<u>FY 2007-08</u>
Professor	3.0%	3.1%	2.8%	5.2%
Assoc. Professor	3.7%	3.8%	3.5%	5.1%
Ass't Professor	3.5%	4.3%	4.0%	5.3%
Sr. Instructor	5.2%	3.6%	3.3%	5.4%
Instructor	5.0%	3.6%	3.3%	5.0%

The faculty members in the schools at the Anschutz Medical Campus receive salary increases by the same procedures and criteria as the tenured and tenure-track faculty members. Salaries are based on variables such as degree, discipline, length of service, responsibilities, and performance – and not according to tenure- versus non-tenure track status.

Updates from Schools, Colleges, and Libraries:

- *Arts and Media:* Compensation for NTTF is inadequate. However, it has been a higher priority for the college to fund a sufficient number of sections (so that students can graduate in accordance with their plans) than to raise the pay rates for individual NTTF.
- *Auraria Library:* The library's policy, *Faculty Salary*, addresses the questions of appropriate compensation. The Auraria Library Faculty Assembly (ALFA) task force on NTTF Promotions reviewed the Health Sciences Library's promotion and salary documents—and hopes that these

documents will inform and guide any future salary recommendations of ALFA.

- *Education and Human Development:* Senior instructors were awarded salary increases ranging from 5.2% to 7.6% for the 2007-08 fiscal year. They are treated the same as other faculty members in the salary award system and their salaries are competitive. The school is less concerned about comparable peer data from other institutions as they are with competing with the K-12 systems where all of these faculty members are qualified to work.
- *Health Sciences Library:* Library faculty members' salaries are competitive with other academic health sciences libraries in the western United States. The *Annual Statistics* of the Association of Academic Health Sciences Libraries is used to benchmark salaries.
- *Liberal Arts and Sciences:* The average percentage salary increase for instructors and senior instructors is equivalent to the average percentage salary increase for tenured and tenure-track faculty members. Salary increases for lecturers are less consistent, since those positions do not occupy continuing lines in the college's budget.
- *Nursing:* The school reviews faculty compensation annually during the salary-setting process. Any adjustments to inadequate compensation and/or inequities, regardless of track, are addressed at that time.
- *Public Affairs:* in 2006, the compensation for lecturers was increased to \$3867 per course and in 2007 it was raised again, to \$4200.

## Summary

The non-tenure-track faculty (NTTF) members are critically important to the success of the educational missions of the schools, colleges, and libraries at the University of Colorado Denver (UCD). These faculty members provide extremely valuable contributions in the classrooms, advising offices, labs, and clinics. It is imperative that they be treated equitably in personnel matters; that relevant policies are developed and followed; and that appropriate services and resources are available to them.

UCD has made steady progress on implementing the 1999 recommendations of the Ad Hoc Committee on Non-Tenure-Track Faculty, and remains committed to continue working towards compliance with the recommendations.

The following is a summary of the main points in this report:

- UCD has replaced the term “honorary” with “lecturer,” and has clarified other existing NTTF titles by following the revised Regents’ policy 5L, *Approved Faculty Titles*.
- Although there is no university-wide policy on length of time in rank before an instructor applies to be promoted to senior instructor, most of the schools, colleges, and the libraries have policies, procedures, and criteria for promotions of faculty within the various non-tenure-track series.
- Deficiencies in working conditions for NTTF vary across the schools, colleges, and libraries, with some units reporting no major deficiencies. Others are making progress in such areas as the provision of space and travel funds, and some units need to continue to make improvements in these areas.
- The Center for Faculty Development (CFD) on the downtown Denver Campus is studying ways to expand its services to the Anschutz Medical Campus (AMC) and will conduct needs assessments this spring. The assessment at the AMC will focus on the type and extent of services needed and desired by the faculty members. The assessment on the downtown Denver Campus will include questions focused on the needs and interests of the NTTF.
- NTTF are evaluated on a regular basis, according to the procedures and criteria in the schools, colleges, and libraries.
- Most of the units reported that the NTTF either have their own grievance procedures or can use the procedures available to tenured and tenure-track faculty.
- Most of the units have clarified the roles of NTTF in school/college/library/department faculty governance committees. On the downtown Denver Campus, UCDALI has two representatives on Faculty Assembly.
- The schools, colleges, and libraries have clarified the workload expectations for NTTF.
- On the downtown Denver Campus, the rates for annual increases in lecturers’ salaries match the “pooled amount” for salary increases for faculty and exempt professionals each year. Salary increases for other NTTF are determined by procedures and criteria in each school, college, and library.

## **Recommendations**

UCDALI representatives reviewed a draft of this report and offered a number of recommendations for the future. They are summarized, below:

- Mechanisms are needed to create change based on the information in the report.
- The recommendations from 1998 should be reviewed in terms of relevancy, and new recommendations should be generated based on the information in the report.
- Since there are different categories of NTTF, it would be helpful to have a more uniform set of definitions in the reports submitted by the schools and colleges.
- We need ways to better communicate the differences between tenured/tenure-track faculty and NTTF in terms of roles, responsibilities, authority, contributions, and purpose.

- There should be separate processes for tenured/tenure-track faculty and NTTF for evaluations, grievances, promotions, representation, governance, etc. (The extent to which separate processes exist currently varies across schools and colleges.)
- Information about NTTF practices in schools, colleges, and departments should be shared across academic units.
- Information about contents of employment contracts, incentives for faculty coming to UCD, and reasons for faculty leaving UCD should be systematically collected (e.g., via exit surveys) and shared.