



March 17, 2006

Dear Campus Community:

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

The IFC developed a best practices paper in cooperation with the campus chief academic officers.

Animal Science  
UM-Columbia

Frank Schmidt  
Biochemistry  
UM-Columbia

Gary Ebersole  
History  
UM-Kansas City

Nancy Stancel  
Law Library  
UM-Kansas City

Jakob Waterborg  
Biological Sciences  
UM-Kansas City

Kurt Kosbar  
Electrical & Computer Engineering  
UM-Rolla

Robert Schwartz (co-chair)  
Materials Science & Engineering  
UM-Rolla

Ralph Wilkerson (co-chair)  
Computer Science  
UM-Rolla

Paul Speck  
Business  
UM-St. Louis

Teresa Thiel  
Biology  
UM-St. Louis

Richard Wright  
Criminology & Criminal Justice  
UM-St. Louis

# UNIVERSITY OF MISSOURI

---

## Recommended Best Practices for Non-Tenure Track Faculty Concept Paper

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

## Introduction and Background

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

Approximately two years ago, the Intercampus Faculty Council (IFC) and the four campus chief academic officers began to examine the status of non-regular faculty at the University of Missouri. They identified a number of issues that must be addressed

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

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

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

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

---

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

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

## Non-Tenure Track Faculty Defined

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

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

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

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

## CONSIDERATIONS FOR ESTABLISHING GUIDELINES REGARDING NTT FACULTY

### Nature of the Initial Appointment

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

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

**Searches for Non-Tenure Track Faculty Members**

Searches for NTT faculty should be conducted on a regional or national basis as

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

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

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

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

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

#### Academic Freedom

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

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



## Acknowledgments

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

2004-2005 Subcommittee\*:

Michael Hilgers (UMR)

Paul Speck (UMSL)

Jakob Waterborg (UMKC)

2005-2006 Subcommittee: