



June 30, 2009

Members of the Faculty Senate of
The University of Virginia

Executive Vice President and Provost Arthur Garson Jr.
PO Box 400226
Madison Hall
The University of Virginia
Charlottesville, VA

Dear Fellow Senators and Tim,

I am transmitting to you the final report of the Faculty Senate's Task Force on the Non-Tenure Track Faculty. This Task Force was appointed in the spring of 2008 and completed its work this last May.

The Task Force was ably chaired by Professor Larry Phillips of the School of Medicine. Its members were: Professor and Dean Jim Freeland from the Darden School, Lecturer Lotta Lofgren from Arts and Sciences, Assistant Professor Peter Norton from the School of Engineering, Research Professor Bill Keene from Arts and Sciences, Dean Lynda Phillips-Madson from the School of Continuing & Professional Studies, Vice-Provost Anda Webb from the Provost's office, Associate Professor Eleanor Wilson from the Curry School of Education, and Professor Karen McGlathery from Arts and Sciences.

The creation of the Task Force was in part a response to the findings of the Faculty Senate Survey of Faculty completed in the spring of 2008. That survey report observed that "General [Non-tenure-track] faculty feel marginalized in their roles at UVa." The survey recommended the development of "written policies for General faculty regarding administrative policies, including their role in department governance, annual review and performance evaluation, promotion criteria, and reasonable expectation of continuing employment."

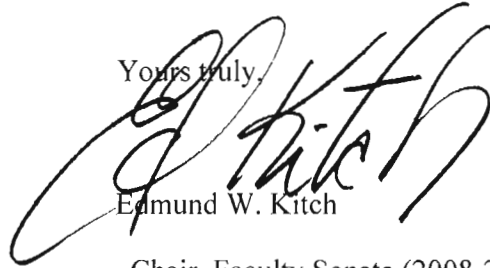
The report is short and to the point. It makes a number of quite specific recommendations whose objective is to enable non-tenure track faculty to have access to information about their status and the activities of their schools and departments. For instance, the report recommends that department policies relating to non-tenure track faculty be in writing.

The report results from extended effort by all of the members of the Task Force. They gathered and shared information about the position and role of non-tenure track faculty across the University. They unanimously agreed on a number of quite simple and straight-forward recommendations that will support non-tenure track faculty in carrying out their responsibilities while at the same time recognizing that the role of non-tenure track faculty vary greatly across the University.

By this letter, I am also asking Tim to transmit this report to the Deans and other relevant officers of the University so that they can take the recommendations into account.

I am grateful to the Task Force for the energy, goodwill and intelligence they brought to the task of producing a constructive report that I believe will help our non-tenure track colleagues carry out their important professional work for the University.

Yours truly,

A handwritten signature in black ink, appearing to read 'E. Kitch', written over the typed name 'Edmund W. Kitch'.

Edmund W. Kitch

Chair, Faculty Senate (2008-2009)

Attached: Report of the Faculty Senate Task Force on the Non-Tenure-Track Faculty,
dated May 28, 2009

Recommended Practices in the Employment of Academic Non-Tenure-Track Faculty at the University of Virginia

Faculty Senate Task Force on Non-Tenure-Track Faculty
Final Report of May 28, 2009

1. Introduction

The University's pursuit of academic excellence requires a climate of collegiality and teamwork that fosters the best efforts of all of its faculty. However, a recent survey of the academic faculty by the Faculty Senate showed that many members of the academic non-tenure-track faculty (NTTF) in all schools face significant obstacles that interfere with their abilities to function effectively. Many of these problems stem from informal practices, often at the department level, that compromise collegiality by creating distinctions between tenure-eligible faculty and NTTF that have no basis in University policy. In effect they tend to make NTTF less than full citizens of their departments (for example, by limiting their participation in departmental governance). The Faculty Senate has responded to this problem by forming a Task Force on Academic Non-Tenure-Track Faculty, composed of NTTF and tenured faculty members. The Task Force has developed a list of "recommended practices" (detailed below) for deans and department chairs to promote academic excellence by fostering equity and harmony in the workplace.

2. Background

2.1 *The Faculty Survey*

A spring 2008 survey of the faculty by the Faculty Senate (posted at <<http://www.virginia.edu/facultysenate/documents.html>>) revealed dissatisfaction among NTTF (referred to as "General Faculty" in the survey report) in response to the following statements (p. 39):

- "My research is valued by my department"
- "My participation in department governance is valued and encouraged"
- "Support for personal academic priorities"
- "Support of career development"
- "Fairness of the review and promotion process"

According to the survey (p. 40), "Tenure-ineligible Assistant professors clearly prioritize *Transparent administrative policies* (by >24% over other choices)." The survey continues (p. 40): "Comments regarding General faculty reflect a widespread disregard across the University toward General faculty, a lack of inclusion in department governance, and no set review or promotion policies. Many consider their positions terminal, despite holding the position for many years, with no opportunity for advancement. This does not encourage high performance. Most schools do not give teaching awards to General faculty, which is demoralizing given the proportion of teaching performed by them. General faculty fear retribution if they say the wrong thing. In addition, women are grossly overrepresented in the General faculty and under-

represented in tenure-track positions. Clearly, General faculty feel marginalized in their roles at UVa.” The survey recommends the development of “written policies for General faculty regarding administrative policies, including their role in department governance, annual review and performance evaluation, promotion criteria, and reasonable expectation of continued employment.”

2.2 General Considerations

The employment of NTTF at the University of Virginia is governed by the Provost’s Policy on the Employment of Non-Tenure-Track Faculty (<https://etg07.itc.virginia.edu/policy/policydisplay?id='HRM-003'>). Relative to tenure-eligible faculty, NTTF have distinct responsibilities and roles within the University, and they are governed by distinct employment policies. Differences between tenure track faculty and NTTF of equal rank should be defined in writing by appropriate units of the University.

Whereas tenure-eligible faculty are expected to contribute to the University in the three major areas of teaching, research, and service, contributions by NTTF are typically concentrated primarily in one or two of these areas. This distinction does not imply that NTTF are “part time”; typically an NTTF member’s obligations within a given area of responsibility are proportionately greater than would be the case for tenure-eligible faculty. “Full time” and “part time” designations are determined by University Human Resources, and usage within schools and departments should accord with HR designations.

The experience of the Task Force’s NTTF members, from their service on the General Faculty Council and from their careers, indicates that most of the practices that account for NTTF dissatisfaction in the areas of governance and transparency are informal practices, especially at the departmental level. These often take the form of unwritten distinctions between NTTF and tenure-eligible faculty—distinctions with no basis in written policy. For example, some departments exclude full-time NTTF from departmental faculty meetings. Because important information is exchanged and the policies and aspirations of the department are formulated in faculty meetings, NTTF in these departments feel disenfranchised and cannot function effectively as a member of the faculty team. Similarly, some departments exclude NTTF from participating in Faculty Senate elections and some do not have explicit guidelines for promotion of NTTF. We view such distinctions between NTTF and tenure-eligible faculty as counterproductive to the University’s efforts to achieve excellence.

3. Recommended Practices

The Faculty Senate Task Force on Academic NTTF believes that adherence to the following “recommended practices” would go far toward remedying the problems the survey revealed and thereby enhance the contributions of NTTF to the University’s achievements in research and instruction.

3.1 Governance and Transparency

3.1.a For transparency, departments and schools should put any distinctions they make between their NTTF and their tenure-eligible faculty in writing.

3.1.b Department policies governing NTTF should not limit the application of school policies; school policies should not limit the application of University policies. For example, a University-level policy applying to a qualified NTTF member should not be abridged at the school or departmental levels.

3.1.c As full members of their schools' and departments' faculties, NTTF should be allowed and indeed encouraged to participate actively in all school and departmental faculty meetings. NTTF should have voices in applicable matters of school and department governance.

3.1.d NTTF should be allowed to vote in relevant matters of school and department governance, including policy formulation, recruitment, and hiring. However, NTTF may be excluded from voting on issues unrelated to their professional duties. For example, full-time NTT research faculty who neither teach nor advise graduate students might be excluded from voting in matters pertaining specifically to the curriculum, whereas full-time NTT teaching faculty should be allowed to vote in such matters.

3.1.e NTTF should be allowed to serve on and chair appropriate school and department committees. However, NTTF would normally not serve on promotion and tenure committees for tenure-eligible faculty, NTTF who do not teach would normally not serve on curriculum committees, and NTTF who conduct no research would normally not serve on research committees.

3.1.f Under the Constitution and Bylaws of the Faculty Senate, all University faculty members holding "a full-time position as either academic faculty or academic general faculty" at or above the rank of Assistant Professor "shall be eligible for election to the Faculty Senate" (http://www.virginia.edu/facultysenate/c_blaws.html). Consistent with this article, all qualified NTTF should be invited to nominate and vote for candidates for the Faculty Senate, and to seek nomination and run for seats on the Faculty Senate. Nomination and election processes should be open and inclusive of all eligible faculty members.

3.1.g A departmental faculty e-mail list should include all faculty members in the department.

3.2 *Employment (Hiring, Reviews, Promotions, and Employment Protections)*

3.2.a Qualified NTTF should be invited to apply for tenure-track positions in their department or school; due consideration should be given to such candidates' credentials and experience.

3.2.b NTTF should be reviewed annually. The results of department and school-level reviews should be reported to the faculty member reviewed.

3.2.c NTTF should have regular opportunities for promotion in rank comparable to those of their tenure-eligible counterparts. Departments and schools should have written criteria for promotion of NTTF.

3.2.d Though NTTF often have formal obligations to contribute to only one or two of the three major categories of faculty responsibilities (teaching, research, and service), substantive contributions in other categories of responsibilities should be recognized and considered in performance evaluations and promotion reviews. For example, in the case

of a NTTF member whose primary duties are in teaching and research, but who also advises undergraduates, such advising should be recognized.

3.2.e Departments and schools should not replace experienced NTTF with new hires merely to prevent them from earning Expectation of Continued Employment (ECE, defined in the Provost's Policy on the Employment of Non-Tenure-Track Faculty <[https://etg07.itc.virginia.edu/policy/policydisplay?id='HRM-003'](https://etg07.itc.virginia.edu/policy/policydisplay?id='HRM-003'>)>). Departments and schools should meet their long-term needs with long-term faculty members.

3.2.f When Academic NTTF are hired by the University without eligibility to be considered for the ECE, the term of employment should not exceed six years. If the term of said employment extends beyond six years, the position should be reconsidered with regard to eligibility for the ECE.

3.3 Allocation of Classes, Resources and Student Advisees

3.3.a Tenure eligibility should not normally be a criterion in the assignment of classes to teaching faculty.

3.3.b Discretionary resources (e.g. support for travel to professional meetings) should be allocated to all faculty equitably and transparently.

3.3.c Infrastructure (e.g., allocation of laboratory space) should be allocated to all faculty on the basis of need and expected results.

3.3.d NTTF should be encouraged to advise graduate students and should be allowed to recruit graduate students on the same terms as their track-eligible counterparts.

3.3.e Graduate students advised by NTTF should have access to financial resources (TA's, fellowships, travel, etc.) on the same terms as those advised by tenure-eligible faculty.