



University Taskforce on Non-Tenure Track Faculty Processes

September – December 2019

March 5, 2020

Members:

Alexandra Bernasek, Senior Associate Dean, CLA (Chair)

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Debbie Fidler, Chair of Human Development and Family Studies

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Lisa Kutcher, Chair of Accounting

Melissa Morgan, Human Resources

Nick Cummings, Human Resources

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Laurie Dean, Office of General Council



Significant Dates

September 19, 2019	Taskforce met with Provost Rick Miranda for initial charge
October 29, 2019	First Campus Conversation/Forum with NTT Faculty <ul style="list-style-type: none">Attendees: President, Provost, Assistant Provost for Faculty Affairs, Taskforce Members
November 22, 2019	Second Campus Conversation/Forum with NTT Faculty <ul style="list-style-type: none">Attendees: Provost, Assistant Provost for Faculty Affairs, Taskforce Members
December 19, 2019	Taskforce met with the Executive Committee to submit report proposing final recommendations



Provost's Charge to the Taskforce

Highest Priority Issues:

- NTTF Promotion Processes
 - Service Credit
 - My strong recommendation is that zero is the default.
 - Clock starts now for STA promotions since they were promoted 2019.
 - Early Promotion Clarification
 - I want to use the 'well above the bar' criterion as we do for TTF
- Expectations for Service
 - My expectations: all 50% or more faculty have at least a minimal level of service expectations (5-10%). Task Force: should we uniformize this across the campus?
 - The base salary increases that we have done / will do this year (raising the floor, promotion increases) justify this expectation. It is critical for shared governance and the professionalization of our NTTF.
 - Task Force: Phase this in somehow?
- Appointment Types, processes for changing FTE, terminations
 - Clarity in offer letters
 - Process for changing FTE, especially decreases
 - Process for termination (of continuing or end-of-contract NTTF)
 - Two or more units hiring a given NTTF member: policies?



Provost's Charge to the Taskforce (cont.)

Second Wave Issues:

- Online only appointments
 - Preference is that online is not different than RI vis-à-vis contracting/continuing etc. However there **are** special situations. Task Force: what are they, how to handle them?
 - (These include some of the above issues, in the special online domain.)
- Professional Development Leave
 - Task Force: recommendations for application process, how to handle quotas, development of criteria to prioritize applications, development of review process to make recommendations
- Accountability
 - Best practices for holding departments/colleges accountable for policy adherence?



NTTF Promotion Process

NTTF Promotion Process Initial Charge	Taskforce Recommendations
I. Service Credit	Limited, carefully considered granting of service credit in the same way it is done for T/TT faculty.
II. Early Promotion	Possible when a faculty member's record significantly exceeds the normal expectation for promotion in the same way it is done for T/TT faculty.
III. Former STA's eligibility for promotion	Given that STA status is considered to be equivalent in rank to Senior Instructor, if a NTTF member has a combined minimum of 5 years of steady experience between STA and Senior Instructor, they should be eligible for promotion to Master Instructor in Fall 2020.



NTTF Promotion Process (cont.)

NTTF Promotion Process Initial Charge	Taskforce Recommendations
IV. External Review Letters	For the foreseeable future two letters should be required for promotion with at least one being from a faculty member outside of CSU.
V. Best Practices	<ul style="list-style-type: none">• Provost Office and Colleges: Work w/ TILT and CoTL around expectations for demonstrating and elevating teaching.• Provost Office: Coordinate information across campus on promotion process and criteria for evaluation.• Colleges: Set up training and mentoring processes to prepare NTTF for promotion.• Track eligibility of NTTF for promotion centrally (through HR) and implement a “mid-point” review similar to TT faculty.



Service and Workload

Service and Workload Initial Charge	Taskforce Recommendations
I. Baseline* Service Component for Adjunct Faculty	0% service expectation
II. Baseline* Service Component for Continuing and Contract Faculty	<ul style="list-style-type: none">• Instructor: 5% service expectation; 0% opt out w/ 5% lower salary base• Senior and Master Instructors: 10% service expectation (takes effect with promotion)• Assistant, Associate, and Full Professors: 10% service expectation
III. Timeline for Adding Baseline Service Expectations	Fall 2020

*Baseline: Sets a lower bound but individual units may set higher expectations for service as appropriate.



Service and Workload (cont.)

Service and Workload Initial Charge	Taskforce Recommendations
IV. Service Audit/Service Rubric	Provost Office should collect information on service expectations across campus and create a service rubric “template” that can be tailored to individual units.
V. Governance	Governance should be recognized as one component of service.



Base Salaries

Base Salaries Initial Charge	Taskforce Recommendations	
I. Basis for Salary Distinctions	Create base salaries based upon degree/experience and service expectations	
II. Proposed Salaries for 2020/21*		No terminal degree (1) Terminal degree (2)
	No Service Expectation (3)	\$44,000 \$46,000
	Service Expectation (4)	\$46,000 \$48,000
	<ol style="list-style-type: none">1. Less than 3 years of teaching experience2. Or no terminal degree but at least 3 years of teaching experience3. Adjuncts and Instructors who op out of service4. Continuing & Contract faculty at ranks above Instructor (and Instructors with a service expectation and all ranks in the Professor track)	

*Based on the Provost's Office proposed salaries.



Base Salaries (cont.)

Base Salaries Initial Charge	Taskforce Recommendations
III. Communication to Campus	ASAP – Late December 2019/early January 2020
IV. Living Wages	Provost Office and VP for University Operations should look at the budgeting impact of a more aggressive increase in base salaries that would be effective 2021/22
V. Salary Compression	Provost Office works with Colleges to identify salary compression issue and work towards connecting those



Professional Development Leave

Professional Development Leave Initial Charge	Taskforce Recommendations
I. Name Change	Professional Development Release Time
II. Provost Funded Release Time	Should be uniform across campus for equity reasons
III. Additional Funding	Colleges and Departments are able to supplement Provost funded release time at their discretion
IV. Criteria for Evaluation	Provost should communicate how requests will be evaluated
V. Process	We provide a draft of a policy document for release time based upon the sabbatical leave policy for T/TT faculty.



Professional Development Leave (cont.)

Professional Development Leave Initial Charge	Taskforce Recommendations
VI. Amount of Provost Funded Release Time	<p>No specific recommendation besides making this process uniform.</p> <p>On reflection, the Provost's decision to fund one course release may need future consideration since a 1 course release is more advantageous to faculty w/ less than 100% FTE (i.e. 50% 2:2 teaching load is 1:2; 100% 4:4 teaching load is 3:4)</p>



Other Issues

Issues Identified	Taskforce Recommendations
I. Concurrent Assignments	<ul style="list-style-type: none">• An HR system for tracking NTTF with multiple assignments across campus is needed.• For NTTF w/ an appt of 50% or more in one department, that should be designated at their “home” department. Other assignments should be added as concurrent assignments in the home dept.
I. (a) Concurrent Assignments for NTTF with appointments in multiple units, each as less than 50% but together totaling 50% or more FTE	<ul style="list-style-type: none">• If the appts are in the same College, the College guarantees the continuing or contract appt.• If the appts are in different Colleges, the Provost Office guarantees the continuing or contract appt.



Other Issues (cont.)

Issues Identified	Taskforce Recommendations
II. Online teaching	<ul style="list-style-type: none">• If online classes are taught as part of a regular load, they should be treated like RI classes and compensated accordingly in line w/ a “salary” model.• If online classes are taught in addition to a full load they are compensated through supplemental pay and an “enrollment-based” compensation model may be used.
III. Representing FTE in HR System	FTE entered in the HR system should accurately reflect the work performed. The out-of-cycle salary adjustment process should be expedited to facilitate this.



Other Issues (cont.)

Issues Identified	Taskforce Recommendations
IV. Heterogeneity among NTTF across campus	Provost Office should conduct an audit of NTTF positions across campus (salary, FTE, workload distribution etc.).
V. Communication across campus on NTTF Issues	VP for Faculty Affairs should facilitate regular meetings w/ department chairs (and Dean's Office staff) across campus to share and update information.
VI. Campus Conversations	There should be at least one follow-up conversation in early spring that includes the Provost, VPFA, and the President.
VII. Phase-Two Implementation Committee	A committee is needed to follow-up and follow through on many of the Taskforce recommendations across campus.



Faculty Council Issues

Issues Identified	Taskforce Recommendations
I. Adjunct Appointments	FC should reconsider the length of time for an adjunct appt at 50% or more FTE from 2 consecutive semesters to at least 4 consecutive semesters.
II. Distinction between Contract and Continuing Appointments	Given the wording in the Faculty Manual, there is essentially no difference between these. Does it make sense to reconsider how contracts are designed and allow for an end date without a contract that is not renewed automatically become a continuing appt?



Faculty Council Issues (cont.)

Issues Identified	Taskforce Recommendations
III. FTE	<p>More discussion of how FTE is defined in the faculty manual and the language that is used to describe FTE.</p> <ul style="list-style-type: none">• <50% FTE = less than half time• 100%>FTE>50% = part-time• 100% FTE = full time
IV. The term “NTTF”	<p>Consider another term to replace “NTTF” that does not have the “regular” or “other” associated with it when compared to T/TT faculty.</p>