New Professional Positions for Non-Tenure-Track Faculty
Template for Adding in to Departmental Documents

With the recent approval of new policy language in the University Handbook Sections C10-C12.6, departments now have available a wide range of new professional positions and ranks for non-tenure-track faculty. This is an opportunity for all departments to enhance the career growth opportunities of current or future "Instructor" or other non-tenure-track positions.

As noted in the policy, in order to use any of the new positions and ranks, departments must add the appropriate language to their departmental documents including the position(s) they wish to add and accompanying evaluation, reappointment, and promotion processes, as well as relevant performance criteria. Once new language has been approved by the department faculty and the dean, the document will need the approval of the Provost before the new positions can be used.

This template has been developed to provide assistance to departments in adding the new positions to their department documents. The unit head and faculty are encouraged to review the new policy (UH Sections C10-C12.6) before changing the language in their departmental document. Departments may choose to add any new positions that might be applicable for departmental assignments for non-tenure-track faculty.

To add new professional positions for non-tenure-track faculty to the departmental document, please include, at a minimum, the sections shown in this template. Department documents vary in terms of their structure, thus faculty and unit heads will need to decide exactly where the new language should be added that best fits their particular document.

The new policy includes non-tenure-track faculty on regular or term appointments as eligible for the new titles. At present, the *University Handbook* does not require annual evaluations for faculty on term appointments. Though a term appointment carries no expectation of continued employment beyond the period stated in the contract, faculty members on term appointments can be considered for a subsequent term contract or for promotion in rank. For that reason, the Provost's Office recommends that employees on term appointments be evaluated, and further recommend that the department document adopt the same annual merit evaluation and promotion processes for non-tenure-track faculty members on term appointments as those defined for non-tenure-track faculty on regular appointments.

If there are any questions as the department proceeds to make changes, please contact Ruth Dyer (rdyer@ksu.edu) or Brian Niehoff (niehoff@ksu.edu) in the Office of the Provost for assistance.

Template

The instructions for the template are shown in *italics*, and example language is non-italicized.

1. **Positions and ranks** *(Use the following or similar wording to introduce the range of positions and ranks):*

   <u>*Example language (Modify as appropriate):*</u>
   Non-tenure Track Faculty
   The department of _____includes a number of positions and ranks for non-tenure-track faculty (see Section C10-C12 in the *University Handbook*). These include _____ *(select and include from the list below which positions and ranks will be added. See definitions in Appendix A):*
   - Instructor (3 ranks) – Instructor, Advanced Instructor, Senior Instructor
   - Professor of Practice (2 ranks) – Professor of Practice, Senior Professor of Practice
   - Teaching Professor (3 ranks) – Teaching Assistant Professor, Teaching Associate Professor, Teaching Professor
   - Research Professor (3 ranks) – Research Assistant Professor, Research Associate Professor, Research Professor
   - Extension Professor (3 ranks) – Extension Assistant Professor, Extension Associate Professor, Extension Professor
   - Clinical Professor (3 ranks) – Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor

   Non-tenure-track faculty members, with primary responsibilities in *(select and include which apply)*
   - teaching and advising students (for instructors, teaching professors, professors of practice)
   - research (for research professors)
   - extension service and research (for extension professors)
   - clinical service (for clinical professors)

   …may be recruited, hired, and appointed into regular or term positions. Initial appointment rank and subsequent promotions in rank are based on advanced degree(s) held, experience, performance, and achievements over time within a given rank.

2. **Annual Evaluation and Reappointment Processes and Criteria**: *The document section discussing the processes and criteria pertaining to non-tenure track faculty evaluations and reappointments can either be presented all together in the same section or integrated into existing sections in the document, whichever is most appropriate.*

   <u>Example language (Modify as appropriate)</u>:
   Regular and term non-tenure track faculty will be evaluated as part of the annual evaluation process. Faculty on regular appointments also will be evaluated for reappointment purposes. The unit head will provide faculty with the timeline for evaluations/reappointments, as well as the materials that faculty members are expected to

submit for evaluation. (*These materials may already be defined in the current document. If there are any changes or additions to the materials expected to be submitted, they will need to be added in this section.*)

For annual evaluations … (*Please include:*
- *to whom the materials should be submitted*
- *the timeline for the evaluation process*
- *who will be involved in evaluating the non-tenure track faculty members*
- *the criteria that the department uses to evaluate non-tenure track faculty performance*
- *the method by which the faculty member will receive the evaluation*
- *the processes in place if the faculty member does not agree with the evaluation*

For reappointment decisions for those on regular appointments… (*Please include:*
- *to whom the materials should be submitted, if different from the annual evaluation materials*
- *the timeline for the reappointment process*
- *who will be involved in the decision to reappoint the non-tenure track faculty members*
- *the method by which the faculty member will receive the reappointment decision, and what will be received (letter from the unit head, comments from faculty, etc.)*
- *the processes in place if the faculty member does not agree with the reappointment decision*

It is recommended that the non-tenure track faculty member also receive annual feedback on progress toward promotion. This could take place during either the annual evaluation or the reappointment process, or the department could create another process for providing such feedback. Whatever way is chosen should be clearly stated within the document.

3. **Promotion Process for Non-tenure-track Faculty Positions**: *With the new ranks available, this is a new section that will need to be created for all departmental documents. This process could be similar to the promotion process already in place for tenure track faculty.*

   Example language (Modify as appropriate):
   The procedures for promotion in the non-tenure track _____ (*select and include whichever apply*):
   - ☐ instructor,
   - ☐ professor of practice
   - ☐ teaching professor
   - ☐ research professor
   - ☐ extension professor
   - ☐ clinical professor

ranks are similar to the processes for promotion of tenure-track/tenured faculty in the University Handbook (see sections C110-C116.2 and C150-C156.2). The average time in rank interval prior to consideration for promotion is expected to be 5 years, although shorter and longer intervals are possible. The unit head will solicit from each candidate a portfolio documenting activities and achievements in (*select whichever apply*):

- ☐ instruction (teaching and advising),
- ☐ service and outreach,
- ☐ research,
- ☐ extension,
- ☐ clinical

duties depending on the assignment of the non-tenure-track faculty member.

Below are lists of example portfolio items to include in materials to be submitted for promotion. These lists are not exhaustive. There might be other relevant activities that more accurately represent the duties of the non-tenure-track faculty member. Include those items that best fit the position duties, and place them in the most appropriate location within the current departmental document):

- Portfolio items to document achievements in **instruction** (examples are):
    - ☐ copies of syllabi materials presented to classes;
    - ☐ descriptions of changes in course delivery from previous offerings;
    - ☐ copies of exams, quizzes, and problem sets showing the level of course materials;
    - ☐ notices of awards or special recognition for educational activities;
    - ☐ anecdotal information and student comments showing the impact of the instructional activities on student progress;
    - ☐ student advising (individual, groups, or teams);
    - ☐ documentation from service learning courses;
    - ☐ listing of dissertations, theses, and other evidence of scholarly achievements by students directed by the candidate (if s/he is a member of the graduate faculty);
    - ☐ listing of grants active during the evaluation period, submitted or pending grant proposals to support instructional scholarly activities;
    - ☐ listing of publications and presentations related to instruction (including peer-reviewed journal articles, books, etc.);
    - ☐ peer evaluations of classroom and additional instructional scholarly activities.
    - ☐ student evaluations of instructional activities, obtained in a manner, which is controlled for student motivation and other possible bias (e.g., TEVALs, IDEA);
    - ☐ other activities and achievements related to instruction.

- Portfolio items to document achievements in **service/outreach/engagement** (examples are)
    - ☐ listing membership on Department, Division, College, and University committees;
    - ☐ service to national or societal committees;

- external outreach activities to service learning partners, companies, or government entities;
- professional reviewing activities of manuscripts, grants, or textbooks; service on funding agency panels;
- editorial activities;
- work with external organizations (for profit, not for profit, government, etc.);
- other activities and achievements related to outreach or service.

- Portfolio items to document achievements in **research, scholarship, creative activity, and discovery** (examples are):
  - listing (and/or copies) of publications, including journal articles, review articles, book chapters, or other publication outlets, with those having been peer-reviewed clearly identified;
  - monographs, books, and other recognized published works;
  - descriptions of how published works have been cited in the professional literature;
  - platform or poster presentations at regional, national and international meetings;
  - seminars and invited symposium presentations;
  - patents submitted or obtained;
  - exhibitions of works;
  - performances of works;
  - software developed;
  - listing of dissertations, theses, and other evidence of scholarly achievements by students directed by the candidate (if s/he is a member of the graduate faculty);
  - listing of grants active during the evaluation period, submitted or pending grant proposals to support research activities;
  - notices of awards or special recognition for research activities.
  - Other activities and achievements related to research, creative activity, scholarship, and discovery.

- Portfolio items to document achievements in **extension** (examples are):
  - materials documenting program content, such as workshops, field days, oral presentations, newsletters, numbered and unnumbered publications, mass media articles
  - clientele/stakeholder feedback
  - competitive awards or recognition for outstanding extension activities, program innovation and development,
  - invitations to participate in program evaluations and in regional, national, and international workshops, conferences, symposia, and meetings.
  - Other activities and achievements related to extension

- Portfolio items to document achievements in **clinical service** (examples are):
  - summaries of caseloads;

☐ ratings by clients regarding satisfaction with service;.
☐ ratings by peers or supervisors who observe and are qualified to rate the delivery of professional services;
☐ documentation of continuing education or supplemental training in the area of specialty;
☐ student evaluations of clinical faculty supervision;
☐ Other activities and achievements in clinical service.

The candidate should include in the portfolio a listing of goals and objectives that will guide professional activities for the next five years. The portfolio will be provided to _____ (*select which groups apply*)
☐ the faculty,
☐ the personnel committee,
☐ the non-tenure-track promotion committee,
☐ others

for their evaluation and promotion recommendations to the unit head.

The unit head will consider the responsibilities of the candidate during the evaluation period, the accomplishments of the candidate in fulfilling those responsibilities, the assessments provided independently by faculty eligible to review candidates for promotion and/or the non-tenure-track faculty promotion committee (if applicable), and will use this information to provide the dean with a recommendation concerning the promotion decision.

Length and Type of Appointment for Promotion
If a promotion is recommended, the unit head will need to decide with the candidate and the dean on the length of the new appointment. The options are:
☐ regular appointment, one year entitled to Notice of Non-Reappointment,
☐ term appointment for a one, two or three year term, with no Notice of Non-Reappointment.
Once the type and length of the appointment is decided, it will need to be communicated in the recommendation to the Dean.

4. **Responsibilities of Candidate and Unit Head during the promotion process** *(It is suggested that the document clarify the responsibilities for the candidate and the unit head regarding the promotion process).*

   Example language (Modify as appropriate):
   a) Responsibilities of Candidate:
      i. Prepare a complete and detailed Curriculum Vitae
      ii. Provide a portfolio that documents activities and achievements in instruction, research, and service, as appropriate based on effort distribution.
         The department may require that the portfolios be in the common KSU format required by the Provost for the promotion and tenure of tenure track faculty.
   b) Responsibilities of the Unit Head

    i. Identifies and contacts all applicable non-tenure track faculty members eligible for promotion.
    ii. Visits with potential candidates to reach a conclusion concerning the desirability and feasibility of consideration for promotion. Describes the evaluation process to the candidates and requests from them the documentation that will be required to ensure a meaningful evaluation.
    iii. Compiles general faculty recommendations, votes, and comments, and assesses, if applicable, the report of the Non-Tenure Track Promotion Committee.
    iv. Develops recommendations for the dean.
    v. If applicable, communicates with the Non-Tenure Track Promotion Committee to discuss recommendations to be made to the dean that differ from the recommendations of the committee.
    vi. Provides the candidate with a copy of the unit head's letter of recommendation to the dean.
    vii. Forwards the following to the dean: the unit head's recommendation, the Non-Tenure Track Promotion Committee letter and vote (if applicable), the vote of the faculty, the transcribed, unedited comments of the faculty, and the candidate's credentials.

5. **(Optional) Non-Tenure-Track Promotion Committee**
If a non-tenure-track faculty promotion committee is to be used to review applications for promotion in rank, the document will need to define the composition of that committee, and how its membership will be determined.

    Example language (Modify to fit the wishes of the department):
    The promotion committee shall represent the breadth of the department/division/school and consist of _____ full-time faculty members who hold the rank of ____ *(Select the desired mix of faculty ranks to serve on the committee and how many of each):*
- ☐ # of professors,
- ☐ # of associate professors,
- ☐ # of assistant professors
- ☐ # of non-tenure track faculty members

    You can also stipulate if all members are elected, appointed by the unit head, or both, and how many are elected or appointed each year.

    Of these members, ___ shall be elected by the departmental faculty, and shall serve ___-year staggered terms. The unit head shall appoint the remaining members, who shall serve __-year staggered terms. ___ appointed and ___ elected members rotate off of the committee each year.

    The committee chair will be *(select whichever best fits the wishes of the department):*
- ☐ appointed by unit head,
- ☐ elected by the department faculty,
- ☐ elected by the committee

The chair will convene the meetings and finalize the written evaluation transmitted to the unit head after committee approval.

In the event that a committee member is under consideration for promotion, he/she will be excused from promotion-related deliberations for that academic year. Likewise, consistent with the University nepotism policy (*PPM Chapter 4095*), should a member of a committee member's household or family be under consideration for tenure and/or promotion, that committee member will be excused from all related deliberations for that academic year.

The committee will conduct its affairs with no less than _____ members present. In the event that fewer than _____ members are able to convene, the unit head will appoint alternates as needed.

Here is some additional sample wording on the election process for committee membership. It is important to clearly define the process for electing or selecting members to the committee.

As elected representatives complete their terms, each full-time regular faculty member at any rank, whose primary appointment is in the unit, shall be eligible to vote for new representatives from the faculty for the elected positions. The persons with the most votes (ties will be decided by a run-off ballot) will be elected to membership.

The duties of the promotion committee are as follows *(sample list of possible duties of the committee):*
   a) Annually assess progress of non-tenure track faculty working toward promotion by examination of updated credentials, with a goal to provide substantive feedback to aid in faculty improvement. Provide a written assessment for the faculty member, with a copy forwarded to the unit head.
   b) Evaluate credentials of candidates for promotion using the materials provided by the candidate.
   c) All members vote approval or disapproval of a candidate's application, and the committee provides a substantive report on the rationale for the approval/disapproval recommendation.
   d) The committee vote and recommendation for promotion are forwarded in writing to the unit head.
   e) All deliberations of the Non-Tenure Track Faculty Promotion Committee are treated as confidential information, and are not to be divulged to anyone except the unit head.

Appendix A
Definitions of New Non-Tenure-Track Faculty Positions and Ranks

Below are descriptions of how the new positions and ranks might be useful for a department. For more information on each, please see the new descriptions in the *University Handbook*, Sections 12.0-12.5.

- The Instructor ranks provide promotional opportunities for those who will or are currently serving in Instructor positions, which have a primary focus on teaching.

- The Teaching Professor ranks provide promotional opportunities for those who will serve in positions with a primary focus on teaching. Candidates for all of the Teaching Professor ranks must hold a terminal degree in the relevant discipline.

- The Professor of Practice ranks provide promotional opportunities for those who will serve in teaching or other defined positions that are filled by qualified industry, government, or nonprofit practitioners.

- The Research Professor ranks are available for positions with a primary focus on research.

- The Extension Professor ranks provide promotion opportunities for those serving on projects within the scope of Kansas State Research and Extension.

- The Clinical Professor ranks are used for positions with teaching and clinical service duties (e.g., Veterinary Medicine Teaching Hospital, Diagnostic Lab, and Speech and Hearing Center).

(Note: If any combination of Instructor, Teaching Professor, and Professor of Practice ranks is used for a department/unit, it is important to define the qualifications that differentiate each set of ranks (e.g. earned Ph.D. for Teaching Professor ranks, years of industry experience for Professor of Practice, etc.)