

1 Rationale and Summary for the
2 Proposed Changes to Adjunct and Joint Faculty Academic Titles
3 in Sections 3.5, 4.2.6, and 4.2.8 of the Faculty Handbook
4 from the Faculty Affairs Committee of the Faculty Senate
5 University of Tennessee-Knoxville
6 January 29, 2018
7

8 The changes proposed to Sections 3.5 (Joint and Intercampus Appointments), 4.2.6 (Adjunct
9 Faculty) and 4.2.8 (Joint Faculty Appointments) are intended to clarify the “joint faculty” and
10 “adjunct faculty” academic titles. Section 3.5 currently states that “Joint appointments involve
11 participation in the teaching and research of two or more departments or research units such as
12 Oak Ridge National Laboratory (ORNL).” Although this provision reasonably can be interpreted
13 to include a tenure-track professor with appointments in two or more university departments, our
14 understanding is that some departments identify such persons as “adjunct faculty.”
15

16 The proposal classifies tenure-track and non-tenure track faculty with a secondary appointment
17 in another unit at the University of Tennessee as joint faculty. No faculty member whose primary
18 appointment is with the university would be classified as adjunct faculty. Faculty whose primary
19 appointment is with an external institution that has a Joint Faculty Agreement with the university
20 would be classified as joint faculty or adjunct faculty. Finally, employees of external institutions
21 without a Joint Faculty Agreement would be designated as adjunct faculty. A table summarizing
22 these proposals is included on page 2.

23 The proposed approach is consistent with other institutions. The Handbook of Academic Titles,
24 which compiles policies from almost 300 universities, provides the following definitions:

25 **Adjunct**

26 An academic appointment awarded to a person not employed by the institution
27 but who is connected with or teaches courses at the institution.¹ Such adjunct
28 appointments generally carry no regular salary but the holder may be
29 compensated on a per-course basis.
30

31 **Joint**

32 A joint appointment is normally an appointment to more than one school, college
33 or department. It may also extend across institutions.²
34

35 In addition to rationalizing the academic titles and providing for consistency, the university may
36 benefit from the change in classification for some adjunct faculty to joint faculty in ranking
37 publications who report on the number of faculty. Additionally, joint appointments may expand
38 opportunities for research funding and collaboration and foster interdisciplinary interactions.
39

¹ Michael I. Shamos, *Handbook of Academic Titles* (2012), available at
<https://pdfs.semanticscholar.org/7043/43501fbb5534926b730f0532a30a9960aa9a.pdf>.

² Internal references omitted.

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Summary of Proposed Changes to Adjunct and Joint Faculty Academic Titles

		Chapter 3	Chapter 4
Title	Applies to	TT	NTT
Primary Appointment Internal to University of Tennessee			
University Joint Faculty	UT TT & NTT faculty	● ^a	● ^b
Adjunct Faculty	UT Staff		● ^c
Primary Appointment at an External Institution with a Joint Faculty Agreement (JFA)			
External Joint Faculty	Employees of External Institution w/ JFA	● ^{d,*}	● ^e
Adjunct Faculty	Employees of External Institution w/ JFA		● ^f
Primary Appointment at Other External Institution			
Adjunct Faculty	Employees of External Institution w/o JFA		● ^g

42

^aTT professor at UT with secondary appt in another unit at UT.

43

^bNTT faculty member (e.g. lecturer) at UT with secondary appt in another unit at UT.

44

^cStaff at UT with secondary appt in another unit at UT.

45

^dEmployee at External Institution with TT secondary appt at UT, pursuant to contractual Joint Faculty Agreement.

46

^eEmployee at External Institution with NTT secondary appt at UT, pursuant to contractual Joint Faculty Agreement.

47

^fEmployee at External Institution with NTT secondary appt at UT, pursuant to contractual Joint Faculty Agreement.

48

^gEmployee at External Institution with NTT secondary appt at UT.

49

*A rare situation. A few cases exist.

50

These seven cases (a) through (g) would be addressed explicitly in the following sections of the faculty handbook:

51

(a) T/TT University Joint Faculty: Chapter 3.5

52

(b) NT University Joint Faculty: Chapter 4.2.8

53

(c) Adjunct Faculty with Primary Appointment Internal to UT System: Chapter 4.2.6

54

(d) T/TT External Joint Faculty: Chapter 3.5

55

(e) NT External Joint Faculty: Chapter 4.2.8

56

(f) Adjunct Faculty with Primary Appointment at an External Institution with a Joint Faculty Agreement: Chapter 4.2.6

57

(g) Adjunct Faculty with Primary Appointment at Other External Institution: Chapter 4.2.6

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Rationale and Summary for the
Proposed Revisions to Chapter 4 of the Faculty Handbook
from the Non-Tenure-Track Issues Committee of the Faculty Senate
University of Tennessee-Knoxville
January 2018

The NTT Committee's proposed revisions of Chapter 4 of the Faculty Handbook fall into three categories:

1. Improving consistency and balance regarding the categories of non-tenure-track (NTT) faculty

The current version of Chapter 4 provides detailed policies for NTT teaching faculty but does not fully explain policies for other categories of appointments. In addition, the organization of the chapter is confusing because, in some sections that are meant to apply to all NTT faculty, the headings and terminology actually refer only to NTT teaching faculty.

Our revisions iron out these inconsistencies and sources of confusion by:

- systematically detailing appointment categories, ranks, terms of appointment, and criteria for promotion for each category of NTT faculty in Sections 4.1 and 4.2; and
- revising language in sections 4.3-4.5 to show that these policies apply to all Non-Tenure Track Faculty.

2. Requiring documentation of criteria for evaluation and promotion

The current version of Chapter 4 struggles with how to define the criteria for evaluation and promotion for each category of NTT faculty. This is not surprising, in light of the diversity of roles and responsibilities that NTT faculty assume across campus and over time.

Rather than attempting to stipulate fixed benchmarks for each category of NTT faculty, our proposed revision would enhance the role that letters of appointment and renewal play in the evaluation process. For each category of NTT, hiring units would be required to furnish to the provost's office a "*complete and thorough description*" of the NTT faculty member's duties for inclusion in the initial appointment letter at the time of hire and to update that description with each appointment renewal. The agreed-upon criteria documented in these letters would then become the basis for ongoing evaluation. These revisions affect sections 4.1 and 4.2.

We believe that this new emphasis on letters of appointment and renewal will have a number of benefits: it will encourage administrators to reflect regularly on the roles and responsibilities that are appropriate for NTT faculty in their units, it will give NTT faculty an opening to clarify and when necessary negotiate their roles and responsibilities as departments' needs and members' professional development goals evolve and shift over time, and it will allow for both greater flexibility and greater transparency in the processes that departments use to weigh and value teaching, research, and service (as well as the interconnections among these vital academic

114 functions) as the basis for evaluation and promotion not only for each category of NTTF but for
115 each individual faculty member.

116
117 It is important to point out that the implementation of this policy will require revisions to the
118 Manual for Faculty Evaluation, aimed toward the establishment of

- 119
- 120 ● A standard workflow for issuing appointment and reappointment letters. This workflow
121 must allow the hiring units to provide details about the NTTF's distribution of workload
122 to the provost's office for the initial appointment letter. Thereafter, hiring units will be
123 responsible for updating that information in reappointment letters.
 - 124
 - 125 ● Requirements and best practices for appointment and reappointment letters, specifically a
126 template for specifying the percent of NTTF's workload across the categories of service,
127 research/professional development, and teaching.
 - 128
 - 129 ● Best practices for hiring units regarding annual evaluation, goal-setting and negotiated
130 redistributions of workload for NTTF who are candidates for reappointment or
131 promotion.
 - 132

133 The NTTF Issues Committee has already begun work on these revisions.

134
135 **3. Articulating parallels in general policy between tenure-track and non-tenure-track**
136 **faculty**

137
138 Comparing Chapter 3 with Chapter 4, we found a number of gaps in Chapter 4 regarding policies
139 that are generally understood to apply to all faculty. To bring Chapter 4 in line with Chapter 3
140 and thus clearly articulate the applicability of these general policies to all faculty, we propose
141 adopting language from Chapter 3 in the following sections:

- 142
- 143 1) Section 4.0.1 Assigned Workload: language added/adapted from Chapter 3 (3.7)
 - 144 2) Section 4.1 on the university's commitment to recruiting a diverse faculty through fair
145 hiring standards and procedures: language added/adapted from Chapter 3 (3.1)
 - 146 3) Section 4.3.1 Annual Review: language added/adapted from Chapter 3 (3.8.1)
 - 147 a. Section 4.3.2 Rating Scale: language added/adapted from Chapter 3 (3.8.2)
 - 148 b. Section 4.5 Promotion: more general language applying to all NTTF eligible for
149 promotion is added/adapted from Chapter 3 (3.10); sections specific to Lecturer
150 promotion appear as subheadings.
 - 151 c. Section 4.6 Right of Candidate to Review File: language added from Chapter 3
152 (3.10.1)
 - 153

154 CHAPTER THREE
155 Appointment, Evaluation, Promotion, Tenure, and Review for All Tenure-track and Tenured Faculty
156

157 **3.5 Joint and Intercampus Appointments**
158

159 The Joint Faculty appointment is considered a secondary faculty appointment for individuals with a
160 primary appointment either in another program within the University of Tennessee or at an external
161 institution with a Joint Faculty Agreement (JFA) with the University. There are two categories of Joint
162 Faculty: University Joint Faculty (primary appointment within the University of Tennessee) and External
163 Joint Faculty (primary appointment with an institution with a JFA with UT). Both University and
164 External Joint Faculty may apply to individuals with either tenured/tenure-track or non-tenure-track
165 primary appointments. The discussion of University and External Joint Faculty appointments for non-
166 tenure-track faculty appears in Section 4.2.8.
167

168 Tenured External Joint Faculty members are appointed under the terms of a Joint Faculty Agreement
169 between the University of Tennessee and another entity with a JFA, such as the Oak Ridge National
170 Laboratory. Cases of tenured External Joint Faculty are very rare and limited to extraordinary
171 appointments, such as Governor’s Chairs.
172

173 University Joint Faculty appointments are provided to tenured/tenure-track faculty who provide teaching,
174 research, or other services to more than one department or who are otherwise affiliated with more than
175 one department, and regardless of whether the secondary appointment is compensated or not. University
176 Joint Faculty appointments can be made within a campus or between campuses. Joint appointments
177 involve participation in the teaching and research of two or more departments or research units such as
178 Oak Ridge National Laboratory (ORNL). Joint appointments with the Agricultural Experiment Station,
179 the College of Agricultural Sciences and Natural Resources, and the Agricultural Extension Service are
180 common in the Institute of Agriculture. For University Joint Faculty, the primary department with which
181 the faculty member is affiliated, through which all matters of promotion, salary raise, and tenure are
182 processed, is the “home” department. On all matters, the home department should consult with the
183 department head and faculty of the other unit. Where joint appointments involve equal time in two or
184 more units or service primarily within an interdisciplinary program, it is the shared responsibility of the
185 heads, deans, or other administrative officers to make appropriate recommendations; and in such cases,
186 one of the two units should be designated as the home department. The original appointment letter must
187 specify the faculty member’s home department, administrative reporting relationships, and the peer
188 group(s) to be consulted in tenure and promotion recommendations. The university recognizes that as the
189 shape of knowledge changes, new disciplinary and interdisciplinary needs may emerge which does not
190 precisely correspond to existing administrative or departmental lines.
191

192 Joint Faculty members carry one of the following titles: Joint Assistant Professor, Joint Associate
193 Professor, or Joint Professor. For University Joint Faculty, the rank should be the same as that which they
194 hold in their home department. For External Joint Faculty, the rank should be commensurate with the
195 criteria for rank given in section 3.2. Department and college bylaws, in conjunction with university
196 policy and procedure, establish standards and procedures relating to searches for and promotion of Joint
197 Faculty. Joint Faculty members participate in teaching, research, and service missions of the department
198 or college with which they are associated in accordance with the provisions of the Faculty Handbook. For
199 External Joint Faculty, the specific allocation of effort in the UTK department or college is negotiated as
200 part of the Joint Faculty Agreement. Joint Faculty members are evaluated on their allocation of effort in
201 the UTK department(s) or college(s) on an annual basis.
202

203 Transfers from one University of Tennessee system campus to another follow procedures outlined above
204 for all other appointments. Advice from the faculty, recommendation of the head, and approval of the

205 dean and chief academic officer are all necessary. All aspects of the new appointment—title, rank, term of
206 appointment, and tenure—are freshly determined. This renegotiation does not jeopardize the faculty
207 member’s participation in group insurance, retirement plans, and other standard employment benefits of
208 the statewide university.

209 Intercampus academic appointments are sometimes authorized when it appears that a faculty member at
210 one campus has expertise that qualifies him or her for participation in the work of a department on
211 another campus, and when the department has need of his or her services. The definition and extent of
212 such intercampus participation is determined by mutual agreement between the faculty member and the
213 heads, directors, or chairpersons in consultation with appropriate faculty of the academic units involved,
214 and the respective deans, vice chancellors, or other campus officers. In these cases, the following
215 guidelines are observed:

- 216 1. the appointment is normally without salary or tenure in the cooperating or second department (i.e. the
217 unit awarding the intercampus appointment); tenure and salary continue to be linked with the base or
218 home department
- 219 2. the head of the base department recommends the intercampus appointment to the head of the
220 cooperating department, following informal discussion or negotiation
- 221 3. the appointment is made by the cooperating department with approvals by the dean, chief academic
222 officer, and chancellor
- 223 4. the title of the faculty member in the cooperating department is determined by mutual agreement
224 between the head and the faculty member, subject to approval by the dean and chief academic officer.
225
226

227 CHAPTER FOUR Non-Tenure-Track Faculty

228 **4.0 Non-Tenure-Track Faculty Appointments**

229
230 Non-tenure track faculty are hired on limited, but typically renewable, appointments to fill specific needs
231 related to each hiring unit's particular mission and to the mission of the university as a whole. These
232 needs vary from unit to unit and from year to year. Therefore, hiring units should routinely re-assess the
233 role that NTTF play in the fulfillment of their mission and should document, both in their governing
234 bylaws and in their communication with individual NTTF members, the contributions that NTTF are
235 expected to make to the unit's mission and the responsibilities that NTTF must assume in order for the
236 unit and the university to function effectively.

237
238 Non-tenure-track faculty appointments can be categorized by their primary academic responsibilities as
239 teaching, research, clinical, practice, and extension positions, or as adjunct, visiting, or joint
240 appointments.

241
242 **4.0.1 Assigned Workload**

243
244 The university requires that each member of the faculty perform a reasonable and equitable amount of
245 work each year. The normal maximum teaching responsibility of a full-time faculty member engaged
246 only in classroom teaching is equivalent to 12 credit hours each semester. The precise teaching
247 responsibility of each individual will be based on such things as class size and the number of
248 examinations, papers, and other assignments that require grading and evaluation. In addition, the number
249 of different courses taught and other appropriate considerations will be used to determine teaching
250 responsibility. Classroom teaching responsibility should be reduced by the department head for other
251 justifiable reasons including student advising, active involvement in research and/or creative activities
252 (with publications or other suitable forms of recognition), direction of graduate theses or dissertations,
253 teaching non-credit courses or workshops, administrative duties, and institutional and/or public service.

254 The assigned workload for full-time NTT faculty may consist of a combination of teaching, advising,
255 research / scholarship / creative activity, and institutional and/or public service depending on the needs of
256 the unit. Because the individual mix of these responsibilities varies by appointment, responsibilities are
257 negotiated and determined annually by the department head and faculty member, with review and
258 approval of the dean and chief academic officer.

259 **4.1 Principles Governing the Appointment and Renewal of Faculty to Non-Tenure-Track Positions**

260 The university seeks to recruit a diverse faculty and is fully committed to affirmative action at all levels.
261 A description of university requirements for all searches is provided in *Guidelines for Conducting*
262 *Academic and Staff Exempt Searches at the University of Tennessee*. Department and college bylaws
263 should establish standards and procedures relating to searches for and promotion of non-tenure-track
264 faculty consistent with the Faculty Handbook and Manual for Faculty Evaluation.

265 All appointments to non-tenure-track faculty positions, including part-time appointments, will be made in
266 accordance with departmental and college bylaws and subject to the provisions of this chapter. Except as
267 otherwise provided in this chapter, tenured and tenure-track faculty, or a committee **of including** tenured
268 and tenure- track faculty, will evaluate credentials and vote on non-tenure-track appointments in
269 accordance with departmental and college bylaws.

270 Notification of appointment is made by letter from the chief academic officer. This appointment letter
271 specifies (a) rank, (b) salary and related financial conditions, (c) general duties and expectations, and (d)
272 duration. Previous correspondence between the department head, dean or director, and a prospective
273 faculty member concerning these matters is unofficial and not binding on the University of Tennessee.
274 The faculty member's written acceptance of the letter of appointment, together with execution of normal

275 university employment forms, completes the initial appointment. The employment of non-tenure-track
276 faculty is governed by the terms of the appointment letter, applicable provisions of the *Faculty Handbook*,
277 and applicable provisions of university policies and procedures.

278 Conditions necessary to perform assigned duties in a professional manner, including such things as
279 appropriate office space, necessary supplies, support services, and equipment will be provided to non-
280 tenure-track faculty members. Departments should have consistent criteria for deciding teaching
281 assignments. Departments should consider the views of non-tenure-track faculty in setting schedules and
282 other issues that impact quality of teaching and working conditions. Opportunities for faculty
283 development, including travel to scholarly meetings, should be provided whenever possible. Depending
284 on stipulations of departmental and college by laws, nNon-tenure-track faculty may should have the
285 opportunity to participate in departmental, college, and/or university governance on all issues related to
286 their assigned responsibilities in accordance with departmental and college bylaws to ensure that NTTF
287 enjoy the same academic freedoms as tenured and tenure-line faculty.

288 A non-tenure-track appointment (whatever its duration) may be renewed for a new term through the
289 normal application and appointment process. Renewal decisions will include consideration of available
290 funding and the faculty member's performance. If a non-tenure-track appointment is not renewed in
291 writing, it automatically expires at the end of the stated term. A non-tenure-track appointment may be, by
292 its nature, funding-limited; the compensation amounts for the position may be funded through a grant,
293 contract, or restricted donation, and it may automatically expire when funding lapses. Whenever feasible,
294 however, subject to available funding, a non-tenure-track faculty member's department head should give
295 the faculty member at least (a) one month's written notice of termination of the faculty member's
296 employment or (b) salary equivalent to that which would be paid in the event of one month's notice of the
297 termination of the faculty member's employment.

298 Non-tenure-track positions are filled as required to meet university needs and may occur at any time
299 during the year. Typically, initial non-tenure-track appointments will be made at the lowest rank in a
300 category. Terms of appointments are dependent upon campus unit bylaws, guidelines, and needs. When
301 the need for new non-tenure-track faculty is identified, units should initiate the hiring process by their
302 standard College procedures, followed by contacting the Office of Equity and Diversity.

304 In unusual circumstances, the department head, with the prior permission of the dean and the chief
305 academic officer, may recommend to the applicable chancellor initial appointment at a rank higher than
306 the lowest rank for a non-tenure-track category. In such cases, appointment rank is made commensurate
307 with the expertise and academic credentials of the individual.

309 4.1.1 Terms of and Procedures for Appointment for Each NTT Category

311 Generally, regular nine-month academic year faculty are expected to be on campus a week before the
312 beginning of fall semester classes and through commencement in the spring. Generally, regular 12-month
313 appointments run July 1 through June 30.

314 4.1.1.1 Terms of and Procedures for Appointment to Non-Tenure-Track Teaching Positions

315 Non-tenure track teaching positions are filled as required to meet teaching needs. The standards and
316 procedures for filling these appointments are as follows: When the need for new non-tenure-track
317 teaching faculty is identified, departments should initiate the hiring process as soon as possible by
318 contacting the Office of Equity and Diversity. As soon as possible, but normally-typically no later than
319 May 1, a departmentally designated group of faculty will review applications in accordance with
320 departmental and college bylaws. The department head will then recommend appointments to the dean,
321 who will in turn recommend appointments to the chief academic officer. Notification of appointment is
322 made by letter from the chief academic officer. In those cases where immediate replacements of faculty

323 are required, the department head may recommend appointments without prior faculty review. However,
324 in such cases, departmental faculty should be notified of the appointment as soon as possible.

325 Typically, initial non-tenure-track teaching appointments will be made at the rank of lecturer for a definite
326 term of one year or less. Non-tenure-track teaching faculty promoted to the rank of senior lecturer will
327 have the expectation of reappointment for three years from each reappointment date, contingent upon
328 funding. Distinguished lecturers will have the expectation of reappointment for five years from each
329 reappointment date, contingent upon funding. or distinguished lecturer may hold appointments lasting up
330 to three years or five years, respectively. To be re-appointed, a lecturer at any rank should complete the
331 reapplication process preferably no later than March 1 in the final year of his/her appointment.

332 In unusual circumstances, the department head, with the prior permission of the dean and the chief
333 academic officer, may recommend to the applicable ~~Chancellor~~ chancellor initial appointment at a rank of
334 senior lecturer or distinguished lecturer. In such cases, initial appointment may be for a period of up to
335 three years for a senior lecturer or up to five years for a distinguished lecturer.

336 The following ranks or titles may be assigned to non-tenure-track teaching faculty: instructor, lecturer,
337 senior lecturer, distinguished lecturer, adjunct faculty, joint faculty, and visiting faculty.

338 4.1.1.2 Terms of and Procedures for Appointment to Non-Tenure-Track Research Positions

339 Non-tenure-track research positions are filled as required to meet research needs and may occur at any
340 time during the year. Department and college bylaws establish standards and procedures relating to
341 searches for and promotion of research faculty.

342 All non-tenure-track research appointments will be made for a definite term of up to five years.

343 The following ranks or titles may be assigned to non-tenure-track research faculty: research assistant
344 professor, research associate professor, research professor, adjunct research faculty, joint faculty, and
345 visiting research faculty.

346 4.1.1.3 Terms of and Procedures for Appointment to Non-Tenure-Track Clinical Positions

347 Non-tenure-track clinical faculty are appointed to meet instructional needs and provide professional
348 services. Department and college bylaws establish standards and procedures relating to searches for and
349 promotion of clinical faculty.

350 All non-tenure-track clinical appointments will be made for a definite term of up to five years.

351 The following ranks or titles may be assigned to non-tenure-track clinical faculty: clinical instructor,
352 clinical assistant professor, clinical associate professor, clinical professor, visiting clinical faculty, joint
353 faculty, and adjunct clinical faculty.

354 4.1.1.4 Terms of and Procedures for Appointment to Non-Tenure-Track Faculty of Practice Positions

355 Non-tenure-track faculty of practice are appointed to meet instructional and research needs, with the
356 specific intent of bringing practicing professionals into the classroom and research laboratories.

357 Department and college bylaws establish standards and procedures relating to searches for and promotion
358 of faculty of practice.

359 All non-tenure-track faculty of practice appointments will be made for a definite term of up to five years.

360 The following ranks or titles may be assigned to non-tenure-track faculty of practice: instructor of
361 practice, assistant professor of practice, associate professor of practice, and professor of practice.

362 4.1.1.5 Terms of and Procedures for Appointment to Non-Tenure Track Extension Positions

363 Non-Tenure-Track Extension faculty positions are filled as required to meet outreach and engagement
364 needs and may occur at any time during the year. Bylaws of the applicable unit establish standards and
365 procedures related to hiring and promotion of ~~e~~Extension faculty.

366 All non-tenure-track ~~e~~Extension appointments will be made for a definite term of up to five years.

367 The following ranks or titles may be assigned to non-tenure-track ~~e~~Extension faculty: extension
368 instructor, ~~e~~Extension assistant professor, ~~Extension-extension~~ associate professor, ~~Extension-and~~
369 ~~extension~~ professor, ~~adjunct Extension faculty and visiting Extension faculty~~.

370 4.2 Criteria for Appointment to Faculty Rank **for each Non-Tenure Track Category**

371 4.2.1 Non-Tenure-Track Teaching Faculty Rank

372 Non-tenure-track teaching faculty are hired for specific teaching assignments. They generally are not
373 expected to conduct research or perform public, institutional, or disciplinary service as a condition of their
374 employment. However, research or service activities may be included as part of their effort, depending on
375 the needs of the department and the skills and desires of the faculty member. As described in Section 4.3,
376 a complete and thorough documentation of the NTT research faculty's responsibilities and workload
377 distribution will be provided by the hiring unit to the faculty member at the time of initial appointment
378 and updated each time the faculty member is reappointed.

379 A complete and thorough description of the NTT teaching faculty's duties must be included in the initial
380 appointment letter at the time of hire. This description must be updated in writing to reflect the agreed-
381 upon responsibilities and professional development goals as articulated in the NTT faculty member's
382 most recent annual evaluation.

383 Instructor: This rank is reserved for faculty members who are appointed through a search for a tenure-
384 track faculty position but do not hold the terminal degree at the time of appointment. Instructors are
385 expected to have all qualifications listed for appointment as a tenure-track assistant professor, except for
386 completion of the appropriate terminal degree. Upon certification that the requirements for the terminal
387 degree have been completed, promotion to the rank of assistant professor will normally-generally follow,
388 at which time the tenure-track probationary period, typically six years, begins. Clear expectations for
389 completion of the highest degree shall be included in the letter of appointment. Instructors who do not
390 complete their degree requirements within 12 months of their appointment will be terminated.

391 Lecturer: This rank is for those who hold a degree appropriate to their disciplines (or its professional
392 equivalent) and who are appointed for full or part-time service to teach one or more courses. Individuals
393 holding this rank have shown promise for excellence in areas of responsibility recorded in the hiring
394 unit's annual documentation of the NTTF's workload distribution and responsibilities.
395 work agreed on and articulated in their appointment letters and annual evaluations.

396 Senior lecturer: This rank is for those who hold a degree appropriate to their disciplines (or its
397 professional equivalent) and who have demonstrated excellence in areas of responsibility recorded in the
398 hiring unit's annual documentation of the NTTF's workload distribution and responsibilities. work agreed
399 on and articulated in their appointment letters and annual evaluations outstanding teaching at the rank of
400 lecturer, normally through five or more years of service. A departmentally designated group of faculty
401 will review and evaluate appointments to the rank of senior lecturer, in accordance with departmental and
402 college bylaws.

403 Distinguished lecturer: This rank is for those who hold a degree appropriate to their disciplines (or its
404 professional equivalent) and who have demonstrated and maintained a consistent record of excellence in
405 areas of responsibility recorded in the hiring unit's annual documentation of the NTTF's workload
406 distribution and responsibilities. work agreed on and articulated in their appointment letters and annual
407 evaluation excellence in teaching at the rank of senior lecturer, typically for a period of three to five
408 years. A departmentally designated group of faculty will review and evaluate appointments to the rank of
409 distinguished lecturer, in accordance with departmental and college bylaws.

410 4.2.2 Non-Tenure-Track Research Faculty Rank

411 Non-tenure-track research faculty are hired to conduct research. They generally are not expected to
412 engage in teaching or perform public, institutional, or disciplinary service as a condition of their
413 employment. However, teaching or service activities may be included as part of their effort, depending on
414 the needs of the department and the skills and desires of the faculty member. As described in Section 4.3,
415 a complete and thorough documentation of the NTT clinical faculty's responsibilities and workload
416 distribution, including any responsibility to obtain external funding, will be provided by the hiring unit to
417 the faculty member at the time of initial appointment and updated each time the faculty member is
418 reappointed. A complete and thorough description of the NTT research faculty's duties, including any
419 requirements to secure funding, must be included in the initial appointment letter at the time of hire. This
420 description must be updated in writing to reflect the agreed-upon responsibilities and professional
421 development goals as articulated in the NTT faculty member's most recent annual evaluation.

422 Research assistant professor: This rank is for those who have completed a doctoral degree or terminal
423 degree appropriate to the field and have shown promise for excellence in all areas of responsibility
424 recorded in the hiring unit's annual documentation of the NTTF's workload distribution and
425 responsibilities agreed on and articulated in their appointment letters and annual evaluations. Individuals
426 holding such positions demonstrate an ability to initiate independent research and obtain external funding.

427 Research associate professor: This rank is for those who have completed a doctoral degree or terminal
428 degree appropriate to the field and have demonstrated excellence in all areas of responsibility recorded in
429 the hiring unit's annual documentation of the NTTF's workload distribution and responsibilities agreed
430 on and articulated in their appointment letters and annual evaluations. continuous improvement and
431 contribution in research or creative activity supported through grants and contracts over a period of years.
432 Research associate professors have research qualifications and accomplishments consistent with those for
433 appointment at the rank of associate professor. A departmentally designated group of faculty will review
434 and evaluate promotions to this rank in accordance with departmental and college bylaws.

435 Research professor: This rank is for those who have completed a doctoral degree or terminal degree
436 appropriate to the field and have demonstrated and maintained a consistent record of excellence in all
437 areas of responsibility recorded in the hiring unit's annual documentation of the NTTF's workload
438 distribution and responsibilities agreed on and articulated in their appointment letters and annual
439 evaluations. a record of outstanding research or creative activity (supported by grants and contracts over a
440 period of years) that is affirmed by national and/or international recognition in the discipline. Research
441 professors have demonstrated research accomplishments and qualifications consistent with those for
442 appointment at the rank of professor. A departmentally designated group of faculty will review and
443 evaluate promotions to this rank in accordance with departmental and college bylaws.

444 4.2.3 Non-Tenure-Track Clinical Faculty Rank

445 Non-tenure-track clinical faculty are hired to perform professional services and to provide instruction to
446 students in a clinical setting. They generally are not expected to conduct research or perform public,
447 institutional, or disciplinary service as a condition of their employment. However, research or service
448 activities may be included as part of their effort, depending on the needs of the department and the skills
449 and desires of the faculty member. As described in Section 4.3, a complete and thorough documentation
450 of the NTT clinical faculty's responsibilities and workload distribution will be provided by the hiring unit
451 to the faculty member at the time of initial appointment and updated each time the faculty member is
452 reappointed. A complete and thorough description of the NTT clinical faculty's duties must be included in
453 the initial appointment letter at the time of hire. This description must be updated in writing to reflect the
454 agreed-upon responsibilities and professional development goals as articulated in the NTT faculty
455 member's most recent annual evaluation.

456 Clinical instructor: This rank is for those who have completed a degree appropriate to the field or who are
457 licensed or certified to practice the profession where appropriate. Individuals holding such positionsthis

458 rank show promise in their demonstrate an ability to teach students in a clinical setting or in courses
459 related to clinical practice.

460 Clinical assistant professor: This rank is for those who have completed a doctoral degree or terminal
461 degree appropriate to the field or who are licensed or certified to practice the profession where
462 appropriate. Individuals holding ~~such positions~~ this rank demonstrate an ability to teach students in a
463 clinical setting have shown promise for excellence in areas of responsibility recorded in the hiring unit's
464 annual documentation of the NTTF's workload distribution and responsibilities work agreed on and
465 articulated in their appointment letters and annual evaluations.

466 Clinical associate professor: This rank is for those who have completed a doctoral degree or a terminal
467 degree appropriate to the field and who are licensed or certified to practice the profession where
468 appropriate. Individuals holding ~~such positions~~ this rank have demonstrated- excellence in areas of
469 responsibility recorded in the hiring unit's annual documentation of the NTTF's workload distribution
470 and responsibilities work agreed on and articulated in their appointment letters and annual
471 evaluations ~~clinical and teaching abilities consistent with those for appointment at the rank of associate~~
472 ~~professor.~~ A departmentally designated group of faculty will review and evaluate promotions to this rank
473 in accordance with departmental and college bylaws.

474 Clinical professor: This rank is for those who have completed a doctoral degree or a terminal degree
475 appropriate to the field and who are licensed or certified to practice the profession where appropriate.
476 Individuals holding ~~such positions~~ this rank have demonstrated and maintained a consistent record of
477 excellence in areas of responsibility recorded in the hiring unit's annual documentation of the NTTF's
478 workload distribution and responsibilities work agreed on and articulated in their appointment letters and
479 annual evaluations. ~~clinical and teaching accomplishments consistent with those for appointment at the~~
480 ~~rank of professor.~~ A departmentally designated group of faculty will review and evaluate promotions to
481 this rank in accordance with departmental and college bylaws.

482 4.2.4 Non-Tenure-Track Faculty of Practice Rank

483 Non-tenure-track faculty of practice are hired to provide instruction to students in a practice setting. They
484 generally are not expected to conduct research or perform public, institutional, or disciplinary service as a
485 condition of their employment. However, research or service activities may be included as part of their
486 effort, depending on the needs of the department and the skills and desires of the faculty member.

487 As described in Section 4.3, a complete and thorough documentation of the NTT clinical faculty's
488 responsibilities and workload distribution will be provided by the hiring unit to the faculty member at the
489 time of initial appointment and updated each time the faculty member is reappointed.

490 A complete and thorough description of the duties of NTT faculty of practice must be included in the
491 initial appointment letter at the time of hire. This description must be updated in writing to reflect the
492 agreed upon responsibilities and professional development goals as articulated in the NTT faculty
493 member's most recent annual evaluation.

494 Instructor of ~~Practice~~ practice: This rank is for those who have completed a degree appropriate to the field
495 or who are licensed or certified to practice the profession where appropriate. Individuals holding such
496 positions ~~demonstrate an~~ show promise in their ability to teach students in the practice of the profession.

497 Assistant ~~Professor~~ professor of ~~p~~ Practice: This rank is for those who have completed a doctoral degree or
498 terminal degree appropriate to the field or who are licensed or certified to practice the profession where
499 appropriate. Individuals holding- ~~this rank have shown promise for excellence in areas of~~ responsibility
500 recorded in the hiring unit's annual documentation of the NTTF's workload distribution and
501 responsibilities work agreed on and articulated in their appointment letters and annual evaluations ~~such~~
502 ~~positions demonstrate an ability to teach and/or conduct research based on their experience and practice in~~
503 ~~the profession.~~

504 Associate ~~p~~Professor of ~~p~~Practice: This rank is for those who have completed a doctoral degree or a
505 terminal degree appropriate to the field or who are licensed or certified to practice the profession where
506 appropriate. Individuals holding ~~such positions~~this rank have demonstrated- excellence in areas of
507 responsibility recorded in the hiring unit's annual documentation of the NTTF's workload distribution
508 and responsibilities ~~work agreed on and articulated in their appointment letters and annual~~
509 ~~evaluations~~practice in the profession and teaching and/or research abilities consistent with those for
510 ~~appointment at the rank of associate professor~~. A departmentally designated group of faculty will review
511 and evaluate promotions to this rank in accordance with departmental and college bylaws.

512 Professor of ~~p~~Practice: This rank is for those who have completed a doctoral degree or a terminal degree
513 appropriate to the field or who are licensed or certified to practice the profession where appropriate.
514 Individuals holding ~~such positions~~this rank have demonstrated- and maintained a consistent record of
515 excellence in areas of responsibility recorded in the hiring unit's annual documentation of the NTTF's
516 workload distribution and responsibilities ~~work agreed on and articulated in their appointment letters and~~
517 ~~annual evaluations~~practice in the professional and teaching or research accomplishments consistent with
518 ~~those for appointment at the rank of professor~~. A departmentally designated group of faculty will review
519 and evaluate promotions to this rank in accordance with departmental and college bylaws.

520 4.2.5 Non-Tenure-Track Extension Faculty Rank

521 Non-Tenure-Track Extension faculty are hired for specific outreach and engagement assignments. They
522 generally are not expected to conduct traditional academic research or engage in for-credit, classroom
523 teaching as a condition of their employment. Extension faculty are expected to conduct externally funded
524 work and to publish the results of that work. As described in Section 4.3, a complete and thorough
525 documentation of the NTT clinical faculty's responsibilities and workload distribution, including any
526 responsibility obtain to external funding, will be provided by the hiring unit to the faculty member at the
527 time of initial appointment and updated each time the faculty member is reappointed. A complete and
528 thorough description of the NTT extension faculty's duties, including any requirements to secure funding,
529 must be included in the initial appointment letter at the time of hire. This description must be updated in
530 writing to reflect the agreed upon responsibilities and professional development goals as articulated in the
531 NTT faculty member's most recent annual evaluation.

532 Extension assistant professor: This rank is for those who have completed a doctoral degree or terminal
533 degree appropriate to the field. Individuals holding such positions demonstrate an ability to initiate and
534 implement outreach and engagement programs or projects, publish, and obtain external funding. They
535 show promise for excellence in all areas of responsibility recorded in the hiring unit's annual
536 documentation of the NTTF's workload distribution and responsibilities agreed on and articulated in their
537 appointment letters and annual evaluations.

538 Extension associate professor: This rank is for those who have completed a doctoral degree or terminal
539 degree appropriate to the field and have demonstrated continuous improvement and contribution in
540 Extension and outreach education supported through grants and contracts over a period of years.
541 ~~Extension associate professors have scholarly qualifications including publications and accomplishments~~
542 ~~consistent with those for appointment at the rank of associate professor~~. Individuals holding this rank will
543 have demonstrated excellence in all areas of responsibility recorded in the hiring unit's annual
544 documentation of the NTTF's workload distribution and responsibilities. agreed on and articulated in their
545 appointment letters and annual evaluations. A designated group of faculty will review and evaluate hiring
546 and promotion to this rank in accordance with applicable bylaws.

547 Extension professor: This rank is for those who have completed a doctoral degree or terminal degree
548 appropriate to the field and have a record of outstanding outreach and engagement ~~impacts~~-with a strong
549 record of publications as well as support by grants and contracts over a period of years. Individuals
550 holding this rank have demonstrated and maintained excellence in all areas of responsibility recorded in
551 the hiring unit's annual documentation of the NTTF's workload distribution and responsibilities agreed

552 ~~on and articulated in their appointment letters and annual evaluations. Extension professors have achieved~~
553 ~~national and/or international recognition in the discipline, and have documented accomplishments and~~
554 ~~qualifications consistent with the rank of professor.~~ A designated group of faculty will review and
555 evaluate hiring and promotion to this rank in accordance with applicable bylaws.

556 4.2.6 Adjunct Faculty

557 Individuals who provide uncompensated or part-time compensated service to the instructional and/or
558 research programs of the university may be given adjunct faculty appointments. As with all other non-
559 tenure-track faculty appointments, the Office of the Provost will issue letters of appointment to adjunct
560 faculty members. Adjunct faculty originate from one of three sources: (i) University staff, (ii) employees
561 of external institutions with a Joint Faculty Agreement (JFA) with the University, and (iii) other
562 individuals external to the University. Staff exempt employees with appropriate expertise who, on
563 occasion, provide instruction or participate in research may be given adjunct faculty appointments in a
564 department other than that in which their budget line resides. Employees of institutions with a JFA may
565 be appointed as either non-tenure-track External Joint Faculty (section 4.2.8) or adjunct faculty,
566 depending upon the preferred language within the program unit in question. Other individuals external to
567 the University and to institutions with a JFA may also be appointed as adjunct faculty. Professional
568 credentials and/or the terminal degree required for appointment to professorial ranks are required for
569 adjunct faculty appointments. Adjunct faculty may serve on graduate committees, serve as program
570 directors, supervise clinical experiences, or assume other responsibilities as are consistent with university,
571 college, and departmental policies. Adjunct faculty appointments may be made at the rank of adjunct
572 professor, adjunct associate professor, adjunct assistant professor, or adjunct lecturer. Tenured and tenure-
573 track faculty will evaluate the recommended rank in accordance with departmental and college bylaws.

574 Although uncompensated adjunct faculty members are not employees of the University of Tennessee,
575 they are subject to certain university policies as a condition of receiving and retaining this honorary title.
576 These policies include the non-discrimination policies, the *Policy on Misconduct in Research and Service*,
577 applicable personnel policies (including the *University Code of Conduct*), fiscal policies, computer use
578 policies, and the *Statement of Policy on Patents, Copyrights, and Other Intellectual Property* (when the
579 uncompensated adjunct faculty member makes substantial use of university facilities or funds).

580 4.2.7 Visiting Faculty

581 Visiting faculty carry out instructional and/or research responsibilities within an academic department.
582 Professional credentials and/or the terminal degree required for the university's professorial ranks are also
583 required for appointments as visiting faculty. Normally, the rank of appointment will be the professorial
584 rank that the individual holds at his or her home institution; however, the standards of scholarship for
585 holding visiting faculty rank will be the same as required for the university's own faculty. Visiting faculty
586 do not participate in the governance of the department and are not subject to annual performance reviews.
587 ~~Normally, a visiting appointment is for 12 months.~~ As with all other non-tenure-track faculty
588 appointments, the chief academic officer will issue letters of appointment to visiting faculty.

589 4.2.8 Joint Faculty Appointments

590 The Joint Faculty appointment is considered a secondary faculty appointment for individuals with a
591 primary appointment either in another program within the University of Tennessee UT system or at an
592 external institution with a Joint Faculty Agreement (JFA) with the University. There are two categories of
593 Joint Faculty: University Joint Faculty (primary appointment within the University of Tennessee UT
594 system) and External Joint Faculty (primary appointment with an institution with a JFA with UT). Both
595 University and External Joint Faculty may apply to individuals with either tenured/tenure-track or non-
596 tenure-track primary appointments. The discussion of University and External Joint Faculty appointments
597 applied to tenure/tenure-track faculty appears in Section 3.5.

598 University Joint Faculty appointments are provided to non-tenure-track faculty who provide teaching, or
599 research, or other services to more than one department or who are otherwise affiliated with more than

600 one department, and regardless of whether the secondary appointment is compensated or not. University
601 Joint Faculty appointments can be made within a campus or between campuses. Non-tenure-track
602 External Joint Faculty members are appointed under the terms of a Joint Faculty Agreement between the
603 University of Tennessee and another entity, such as the Oak Ridge National Laboratory. Employees of
604 institutions with a JFA may be appointed as either External Joint Faculty or Adjunct Faculty (section
605 4.2.6), depending upon the preferred language within the program unit in question. Joint Faculty members
606 with the other entity as home institution are not eligible for tenure.

607 Joint Faculty members carry one of the following titles: Joint Assistant Professor, Joint Associate
608 Professor, or Joint Professor, or one of the other titles designated in this chapter, such as lecturer.
609 Department and college bylaws, in conjunction with university policy and procedure, establish standards
610 and procedures relating to searches for and promotion of Joint Faculty. Joint Faculty members participate
611 in teaching, research, and service missions of the department or college with which they are associated in
612 accordance with the provisions of the Faculty Handbook. The specific allocation of effort in the UTK
613 department or college is negotiated as part of the Joint Faculty Agreement. Joint Faculty members are
614 evaluated on their allocation of effort in the UTK department(s) or college(s) on an annual basis.

615 **4.3 Non-Tenure Track Faculty Review and Evaluation**

616 Clear documentation of responsibilities and assigned workload is critical to the evaluation, reappointment,
617 and promotion process for NTTF members. As is the case for tenured and tenure-track faculty, the
618 performance of all teaching, research, clinical faculty, faculty of practice, and extension faculty non-
619 tenure-track faculty members will be evaluated annually, with a written record of the evaluation
620 maintained in departmental and human resources files. The criteria for evaluating non-tenure-track faculty
621 for purposes of hiring and retention must be adopted by a vote in accordance with departmental bylaws
622 and made available to all faculty. Each NTTF will be informed, in writing, of the percentage of effort that
623 they are expected to devote to teaching, service, and research/professional development as well as
624 whether the faculty member's position is contingent upon their ability to secure external funding. This
625 documentation will be provided by the hiring unit to the NTTF at the time of initial appointment and
626 again each time the faculty member is reappointed. As needed throughout their terms of appointment,
627 faculty members will have the opportunity to discuss their responsibilities and negotiate adjustments in
628 their assigned workloads. This annually updated written record of workload distribution and
629 responsibilities will become part of the NTTF's evaluation records.

630 ~~The annual performance review for retention should be based on the best practices guidelines for~~
631 ~~evaluating instruction, which are outlined in the *Manual for Faculty Evaluation* (probationary faculty~~
632 ~~section).~~ In the case of non-retention, every effort should be made to notify the faculty member as soon as
633 possible.

634 **4.3.1 Annual Review**

635 Teaching, rResearch, and clinical faculty, faculty of practice, and Extension faculty who are not on leave
636 are subject to annual performance reviews appropriate to the positions and as outlined in departmental
637 and college bylaws. The goals of these reviews are to:

- 639 1. Review accomplishments as compared to specific objectives for the faculty member previously
640 set by the faculty member and the head consistent with this *Faculty Handbook*, the *Manual for*
641 *Faculty Evaluation*, and departmental bylaws;
- 642 2. Establish and agree to new objectives for the coming year, as appropriate, using clearly
643 understood standards that are consistent with this *Faculty Handbook*, the *Manual for Faculty*
644 *Evaluation*, and departmental bylaws;
- 645 3. Provide the necessary support (resources, environment, personal and official encouragement) to
646 achieve these objectives;
- 647 4. Fairly and honestly assess the performance of the faculty member by the department head/chair

648 and, where appropriate, by colleagues; and
649 5. Recognize and reward outstanding achievement.

650
651 The review processes are established in Board Policy, the *Manual for Faculty Evaluation*, and
652 departmental bylaws.

654 4.3.2 Rating Scale to be Applied in Evaluating Faculty Performance

655
656 Non-tenure-track faculty performance must be evaluated in a manner consistent with all applicable
657 campus, college, and/or departmental policies, procedures, and bylaws, and must apply the following
658 performance ratings:

- 659 Far exceeds expectations for rank
- 660 Exceeds expectations for rank
- 661 Meets expectations for rank
- 662 Falls short of meeting expectations for rank
- 663 Falls far short of meeting expectations for rank

664
665
666 Non-tenure-track faculty with an overall performance rating of meets, exceeds, or far exceeds
667 expectations for rank are eligible for any merit pay or other performance-based salary increase that may
668 be authorized under campus, college, and/or departmental rules or guidelines. They are also eligible for
669 any across-the-board salary increase.

670
671 Non-tenure-track faculty with an overall rating of falls short of meeting expectations for rank are not
672 eligible for any merit pay or other performance-based salary increase that may be authorized under
673 campus, college, and/or departmental rules or guidelines, but are eligible for any across-the-board salary
674 increase.

675
676 Non-tenure-track faculty with an overall rating of falls far short of meeting expectations for rank are not
677 eligible for any merit pay or other performance-based salary increase that may be authorized under
678 campus, college, and/or departmental rules or guidelines, nor are they eligible for any across-the-board
679 salary increase.

680 681 **4.45 Salaries**

682 Salaries for non-tenure-track faculty members are set by terms of their appointment letters. Salaries
683 reflect faculty qualifications and the work that faculty perform. Faculty members may appeal salary
684 determinations using procedures found in Chapter 5.

685 686 **4.54 Promotion of Lecturers**

687 The criteria for appointment to a rank are discussed for each non-tenure-track appointment in Section 4.2.
688 Annual performance reviews form the basis of a cumulative record that prepares non-tenure-track faculty
689 for promotion. Promotion of non-tenure track teaching faculty to the ranks of senior lecturer or
690 distinguished lecturer (Handbook §§ 4.1.1 and 4.2.1) will follow the process described below and further
691 detailed in the *Manual for Faculty Evaluation*.

692 4.54.1 Eligibility for Promotion

693 After serving at the rank of lecturer or assistant professor, typically for a minimum of five years, a
694 lecturer faculty member who has satisfied the criteria described in Section 4.54.2, immediately below, and
695 specified in Section VI.A.2.a. of the *Manual for Faculty Evaluation* may apply for promotion to the rank

696 of senior lecturer or associate professor, respectively. Senior lecturers and NTT associate professors will
697 have the expectation of reappointment for three years from each reappointment date, contingent upon
698 funding, and may be recognized by a base salary adjustment. ~~Promotion to the rank of senior lecturer may~~
699 ~~be accompanied by an appointment that is automatically renewed for up to three years and may be~~
700 ~~recognized by a base salary adjustment.~~

701 After serving at the rank of senior lecturer or associate professor, typically for a period of three to five
702 years, a ~~senior lecturer~~ faculty member who has satisfied the criteria described in Section 4.45.2;
703 ~~immediately below~~, and specified in ~~Section VI.B.2.b. of the Manual for Faculty Evaluation~~ may apply
704 for promotion to the rank of distinguished lecturer or professor, respectively. Distinguished lecturers and
705 NTT professors will have the expectation of reappointment for five years from each reappointment date,
706 contingent upon funding. ~~Promotion to the rank of distinguished lecturer may be accompanied by an~~
707 ~~appointment that is automatically renewed for up to five years~~ and may be recognized by a base salary
708 adjustment.

709 Like all academic appointments, these multi-year appointments consist of annual appointments that are
710 automatically renewed for the specified term, unless terminated for cause, or by operation of some other
711 provision in the *Faculty Handbook* (such as relinquishment, forfeiture, or other extraordinary
712 circumstances, as those terms are defined in Board Policies Governing Academic Freedom^a,
713 Responsibility, and Tenure and in the *Handbook*).

714 4.54.2 ~~Lecturer-NTT~~ Promotion Criteria

715 ~~Because NTTF may perform research, service or teaching in areas beyond their primary responsibilities,~~
716 ~~these activities may be considered when recommending NTTF for promotion. However, excellence in the~~
717 ~~responsibilities articulated and agreed to in the annual documentation of the NTTF's workload~~
718 ~~distribution and responsibilities writing in the initial appointment letter and in the candidate's annual~~
719 ~~review and reappointment documents will remain the necessary and sufficient criterion for promotion.~~
720 ~~The principal criterion for promotion is excellence in teaching. Because lecturers may perform research~~
721 ~~and/or service, as needed, research and/or service may be considered when recommending a lecturer for~~
722 ~~promotion. However, even in cases where there is evidence of excellence in research and/or service,~~
723 ~~excellence in teaching will remain the principal criterion for promotion of lecturers. The criteria are~~
724 ~~specified in greater detail in Section VI.A.2.a. and VI.A.2.b of the Manual for Faculty Evaluation.~~

725 4.54.3 ~~Lecturer-NTT~~ Promotion Process

726 ~~Non-tenure-track faculty should consult with their department heads before initiating promotion~~
727 ~~procedures. The final decision on proceeding rests with the faculty member. However, if denied~~
728 ~~promotion after completion of the process described in the next paragraph, the faculty member remains at~~
729 ~~rank and must forgo at least one full promotion cycle before again initiating promotion procedures.~~

730 ~~The full procedure for consideration of candidates for promotion should be given in the Manual for~~
731 ~~Faculty Evaluation, which should be consulted carefully so that the process is completely understood and~~
732 ~~closely followed. The process begins with submission of dossier materials by the candidate and may~~
733 ~~include departmental solicitation of external letters assessing the record of scholarship and/or creative~~
734 ~~activity (if required by departmental bylaws). Departmental faculty at or above the rank to which~~
735 ~~promotion is sought review these materials and vote on promotion. Recommendation for promotion to~~
736 ~~higher rank is based on departmental/college bylaws.~~

737 The ~~lecturer-NTT~~ promotion process begins when the candidate submits a dossier for consideration.
738 Review occurs in turn at the departmental, college, and campus levels; the candidate shall be notified in
739 writing of the decision at each level. For colleges without departments, the review should follow the same
740 procedure used for the promotion and tenure process. Candidates denied promotion at the departmental
741 level may appeal the decision to the college. Candidates denied promotion at the college level may appeal
742 the decision to the chief academic officer. Section VI.A.3. and VI.A.5. of the *Manual for Faculty*
743 *Evaluation* specify the promotion process, notification process, and appeal process.

744 4.54.4 Contents of the ~~dossier~~-NTT Promotion Dossier

745 A cover sheet that records the decisions at the various levels of review must accompany the dossier.

746 Section VI.A.4. of the *Manual for Faculty Evaluation* specifies in detail the required contents of the

747 dossier, which should not exceed 50 pages, excluding the cover sheet and the candidate's *curriculum*

748 *vitae*.

749 **4.6 Right of Candidate to Review File**

750 The candidate has a right to review his or her file at any stage of the process. The candidate is to be

751 informed of any additions made to his or her file after submitting it and be given an opportunity to review

752 and respond to the addition at any stage of the process.

753 **4.5 Salaries**

754 ~~Salaries for non-tenure-track faculty members are set by terms of their appointment letters. Salaries~~

755 ~~reflect faculty qualifications and the work that faculty perform. Faculty members may appeal salary~~

756 ~~determinations using procedures found in Chapter 5.~~

757 **4.76 Appeals**

758 Non-tenure-track faculty may exercise the appeal procedures outlined in Chapter 5, except those

759 applicable to the termination of tenured or tenure-track faculty appointments.