

UTK Faculty Senate
Resolution to Amend Chapters 3 and 4 of the Faculty Handbook

WHEREAS the Faculty Affairs Committee has sought to clarify the use of the academic titles “adjunct faculty” and “joint faculty” for reasons explained in the “Rationale and Summary of the Proposed Changes to Adjunct and Joint Faculty Academic Titles,” which is attached as Exhibit A;

WHEREAS the Non-Tenure Track Issues Committee has undertaken a comprehensive review of chapter 4 of the Faculty Handbook entitled “Non-Tenure Track Faculty,” and has described the issues it considered and the changes it recommends in the attached “Rationale and Summary for the Proposed Revisions to Chapter 4 of the Faculty Handbook,” which is attached as Exhibit B; and

WHEREAS the Faculty Affairs Committee, after consultation with the Non-Tenure Track Issues Committee, the Faculty Senate Executive Council, and the Faculty Senate, deems it in the best interests of the University of Tennessee and its faculty that the Faculty Handbook be amended in certain respects;

NOW, THEREFORE, BE IT RESOLVED that the Faculty Senate approves the amendment of chapters 3 and 4 of the Faculty Handbook as shown on the attached red-lined version.

EXHIBIT A

Rationale and Summary for the Proposed Changes to Adjunct and Joint Faculty Academic Titles

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

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

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

Adjunct

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

Joint

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

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

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

² Internal references omitted.

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

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

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

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

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

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

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

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

*A rare situation. A few cases exist.

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

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

(b) NT University Joint Faculty: Chapter 4.2.8

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

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

(e) NT External Joint Faculty: Chapter 4.2.8

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

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

EXHIBIT B

Rationale and Summary for the Proposed Revisions to Chapter 4 of the Faculty Handbook

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, hiring units would be required to furnish to NTT faculty a “*complete and thorough description*” of the faculty member's workload distribution and responsibilities at the time of initial appointment and each time the faculty member is reappointed. The agreed-upon and documented criteria would then become the basis for ongoing evaluation. These revisions affect sections 4.1 and 4.2.

We believe that this new emphasis on hiring units providing documentation of workload and responsibilities at each appointment and appointment renewal will have a number of benefits: it will encourage administrators and units 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 functions) as the basis for evaluation and promotion not only for each category of NTTF but for each individual faculty member.

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

- A standard workflow for issuing documentation of workload and responsibilities from hiring units. This workflow must allow hiring units to provide details about the NTTF's distribution of workload and responsibilities at the time of initial appointment and upon each reappointment.
- Requirements and best practices for documenting workload and responsibilities, specifically a template for specifying the percent of NTTF's workload across the categories of service, research/professional development, and teaching.
- Best practices for hiring units regarding annual evaluation, goal-setting and negotiated redistributions of workload for NTTF who are candidates for reappointment or promotion.

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

3. Articulating parallels in general policy between tenure-track and non-tenure-track faculty

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

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

1 CHAPTER THREE

2 Appointment, Evaluation, Promotion, Tenure, and Review for All Tenure-track and Tenured Faculty

3
4 **3.5 Joint and Intercampus Appointments**

5
6 The Joint Faculty appointment is considered a secondary faculty appointment for individuals with a
7 primary appointment either in another program within the University of Tennessee or at an external
8 institution with a Joint Faculty Agreement (JFA) with the University. There are two categories of Joint
9 Faculty: University Joint Faculty (primary appointment within the University of Tennessee) and External
10 Joint Faculty (primary appointment with an institution with a JFA with UT). Both University and
11 External Joint Faculty may apply to individuals with either tenured/tenure-track or non-tenure-track
12 primary appointments. The discussion of University and External Joint Faculty appointments for non-
13 tenure-track faculty appears in Section 4.2.8.

14
15 Tenured External Joint Faculty members are appointed under the terms of a Joint Faculty Agreement
16 between the University of Tennessee and another entity with a JFA, such as the Oak Ridge National
17 Laboratory. Cases of tenured External Joint Faculty are very rare and limited to extraordinary
18 appointments, such as Governor’s Chairs.

19
20 University Joint Faculty appointments are provided to tenured/tenure-track faculty who provide teaching,
21 research, or other services to more than one department or who are otherwise affiliated with more than
22 one department, and regardless of whether the secondary appointment is compensated or not. University
23 Joint Faculty appointments can be made within a campus or between campuses. Joint appointments
24 involve participation in the teaching and research of two or more departments or research units such as
25 Oak Ridge National Laboratory (ORNL), Joint appointments with the Agricultural Experiment Station,
26 the College of Agricultural Sciences and Natural Resources, and the Agricultural Extension Service are
27 common in the Institute of Agriculture. For University Joint Faculty, the primary department with which
28 the faculty member is affiliated, through which all matters of promotion, salary raise, and tenure are
29 processed, is the “home” department. On all matters, the home department should consult with the
30 department head and faculty of the other unit. Where joint appointments involve equal time in two or
31 more units or service primarily within an interdisciplinary program, it is the shared responsibility of the
32 heads, deans, or other administrative officers to make appropriate recommendations; and in such cases,
33 one of the two units should be designated as the home department. The original appointment letter must
34 specify the faculty member’s home department, administrative reporting relationships, and the peer
35 group(s) to be consulted in tenure and promotion recommendations. The university recognizes that as the
36 shape of knowledge changes, new disciplinary and interdisciplinary needs may emerge which does not
37 precisely correspond to existing administrative or departmental lines.

38
39 Joint Faculty members typically carry one of the following titles: Joint Assistant Professor, Joint
40 Associate Professor, or Joint Professor. For University Joint Faculty, the rank should be the same as that
41 which they hold in their home department. For External Joint Faculty, the rank should be commensurate
42 with the criteria for rank given in section 3.2. Department and college bylaws, in conjunction with
43 university policy and procedure, establish standards and procedures relating to searches for and promotion
44 of Joint Faculty. Joint Faculty members participate in teaching, research, and service missions of the
45 department or college with which they are associated in accordance with the provisions of the Faculty
46 Handbook. For External Joint Faculty, the specific allocation of effort in the UTK department or college
47 is negotiated as part of the Joint Faculty Agreement. Joint Faculty members are evaluated on their
48 allocation of effort in the UTK department(s) or college(s) on an annual basis by their home department
49 with input from other units with which they are associated, as appropriate.

50

51 Transfers from one University of Tennessee system campus to another follow procedures outlined above
52 for all other appointments. Advice from the faculty, recommendation of the head, and approval of the
53 dean and chief academic officer are all necessary. All aspects of the new appointment—title, rank, term of
54 appointment, and tenure—are freshly determined. This renegotiation does not jeopardize the faculty
55 member’s participation in group insurance, retirement plans, and other standard employment benefits of
56 the statewide university.

57
58 Intercampus academic appointments are sometimes authorized when it appears that a faculty member at
59 one campus has expertise that qualifies him or her for participation in the work of a department on
60 another campus, and when the department has need of his or her services. The definition and extent of
61 such intercampus participation is determined by mutual agreement between the faculty member and the
62 heads, directors, or chairpersons in consultation with appropriate faculty of the academic units involved,
63 and the respective deans, vice chancellors, or other campus officers. In these cases, the following
64 guidelines are observed:

- 65
66 1. the appointment is normally without salary or tenure in the cooperating or second department (i.e. the
67 unit awarding the intercampus appointment); tenure and salary continue to be linked with the base or
68 home department
69 2. the head of the base department recommends the intercampus appointment to the head of the
70 cooperating department, following informal discussion or negotiation
71 3. the appointment is made by the cooperating department with approvals by the dean, chief academic
72 officer, and chancellor
73 4. the title of the faculty member in the cooperating department is determined by mutual agreement
74 between the head and the faculty member, subject to approval by the dean and chief academic officer.
75

76 CHAPTER FOUR Non-Tenure-Track Faculty

77 **4.0 Non-Tenure-Track Faculty Appointments**

78
79 Non-tenure track faculty are hired on limited, but typically renewable, appointments to fill specific needs
80 related to each hiring unit's particular mission and to the mission of the university as a whole. These
81 needs vary from unit to unit and from year to year. Therefore, hiring units should routinely re-assess the
82 role that NTTF play in the fulfillment of their mission and should document, both in their governing
83 bylaws and in their communication with individual NTTF members, the contributions that NTTF are
84 expected to make to the unit's mission and the responsibilities that NTTF must assume in order for the
85 unit and the university to function effectively.

86
87 Non-tenure-track faculty appointments can be categorized by their primary academic responsibilities as
88 teaching, research, clinical, practice, and extension positions, or as adjunct, visiting, or joint
89 appointments.

90
91 **4.0.1 Assigned Workload**

92
93 The university requires that each member of the faculty perform a reasonable and equitable amount of
94 work each year. The normal maximum teaching responsibility of a full-time faculty member engaged
95 only in classroom teaching is equivalent to 12 credit hours each semester. The precise teaching
96 responsibility of each individual will be based on such things as class size and the number of
97 examinations, papers, and other assignments that require grading and evaluation. In addition, the number
98 of different courses taught and other appropriate considerations will be used to determine teaching
99 responsibility. Classroom teaching responsibility should be reduced by the department head for other
100 justifiable reasons including student advising, active involvement in research and/or creative activities
101 (with publications or other suitable forms of recognition), direction of graduate theses or dissertations,
102 teaching non-credit courses or workshops, administrative duties, and institutional and/or public service.

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

108 **4.1 Principles Governing the Appointment and Renewal of Faculty to Non-Tenure-Track Positions**

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

114 All appointments to non-tenure-track faculty positions, including part-time appointments, will be made in
115 accordance with departmental and college bylaws and subject to the provisions of this chapter. Except as
116 otherwise provided in this chapter, tenured and tenure-track faculty, or a committee ~~of~~ including tenured
117 and tenure-track faculty, will evaluate credentials and vote on non-tenure-track appointments in
118 accordance with departmental and college bylaws.

119 Notification of appointment is made by letter from the chief academic officer. This appointment letter
120 specifies (a) rank, (b) salary and related financial conditions, (c) general duties and expectations, and (d)
121 duration. Previous correspondence between the department head, dean or director, and a prospective
122 faculty member concerning these matters is unofficial and not binding on the University of Tennessee.

123 The faculty member's written acceptance of the letter of appointment, together with execution of normal

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

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

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

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

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

158 4.1.1 Terms of and Procedures for Appointment for Each NTT Category

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

163 4.1.1.1 Terms of and Procedures for Appointment to Non-Tenure-Track Teaching Positions

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

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

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

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

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

187 4.1.1.2 Terms of and Procedures for Appointment to Non-Tenure-Track Research Positions

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

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

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

195 4.1.1.3 Terms of and Procedures for Appointment to Non-Tenure-Track Clinical Positions

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

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

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

203 4.1.1.4 Terms of and Procedures for Appointment to Non-Tenure-Track Faculty of Practice Positions

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

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

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

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

211 4.1.1.5 Terms of and Procedures for Appointment to Non-Tenure Track Extension Positions

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

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

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

219 **4.2 Criteria for Appointment to Faculty Rank for each Non-Tenure Track Category**

220 4.2.1 Non-Tenure-Track Teaching Faculty Rank

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

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

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

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

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

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

259 4.2.2 Non-Tenure-Track Research Faculty Rank

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

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

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

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

293 4.2.3 Non-Tenure-Track Clinical Faculty Rank

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

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

307 ~~rank show promise in their demonstrate an~~ ability to teach students in a clinical setting or in courses
308 related to clinical practice.

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

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

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

331 4.2.4 Non-Tenure-Track Faculty of Practice Rank

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

336 As described in Section 4.3, a complete and thorough documentation of the responsibilities and workload
337 distribution of the NTT faculty of practice will be provided by the hiring unit to the faculty member at the
338 time of initial appointment and updated each time the faculty member is reappointed.

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

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

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

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

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

369 4.2.5 Non-Tenure-Track Extension Faculty Rank

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

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

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

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

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

405 4.2.6 Adjunct Faculty

406 Individuals who provide uncompensated or part-time compensated service to the instructional and/or
407 research programs of the university may be given adjunct faculty appointments. As with all other non-
408 tenure-track faculty appointments, the Office of the Provost will issue letters of appointment to adjunct
409 faculty members. Adjunct faculty originate from one of three sources: (i) University staff, (ii) employees
410 of external institutions with a Joint Faculty Agreement (JFA) with the University, and (iii) other
411 individuals external to the University. Staff exempt employees with appropriate expertise who, on
412 occasion, provide instruction or participate in research may be given adjunct faculty appointments in a
413 department other than that in which their budget line resides. Employees of institutions with a JFA may
414 be appointed as either non-tenure-track External Joint Faculty (section 4.2.8) or adjunct faculty,
415 depending upon the preferred language within the program unit in question. Other individuals external to
416 the University and to institutions with a JFA may also be appointed as adjunct faculty. Professional
417 credentials and/or the terminal degree required for appointment to professorial ranks are required for
418 adjunct faculty appointments. Adjunct faculty may serve on graduate committees, serve as program
419 directors, supervise clinical experiences, or assume other responsibilities as are consistent with university,
420 college, and departmental policies. Adjunct faculty appointments may be made at the rank of adjunct
421 professor, adjunct associate professor, adjunct assistant professor, or adjunct lecturer. Tenured and tenure-
422 track faculty will evaluate the recommended rank in accordance with departmental and college bylaws.

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

429 4.2.7 Visiting Faculty

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

438 4.2.8 Joint Faculty Appointments

439 The Joint Faculty appointment is considered a secondary faculty appointment for individuals with a
440 primary appointment either in another program within the University of Tennessee UT system or at an
441 external institution with a Joint Faculty Agreement (JFA) with the University. There are two categories of
442 Joint Faculty: University Joint Faculty (primary appointment within the University of Tennessee UT
443 system) and External Joint Faculty (primary appointment with an institution with a JFA with UT). Both
444 University and External Joint Faculty may apply to individuals with either tenured/tenure-track or non-
445 tenure-track primary appointments. The discussion of University and External Joint Faculty appointments
446 applied to tenure/tenure-track faculty appears in Section 3.5.

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

449 one department, and regardless of whether the secondary appointment is compensated or not. University
450 Joint Faculty appointments can be made within a campus or between campuses. Non-tenure-track
451 External Joint Faculty members are appointed under the terms of a Joint Faculty Agreement between the
452 University of Tennessee and another entity, such as the Oak Ridge National Laboratory. Employees of
453 institutions with a JFA may be appointed as either External Joint Faculty or Adjunct Faculty (section
454 4.2.6), depending upon the preferred language within the program unit in question. Joint Faculty members
455 with the other entity as home institution are not eligible for tenure.

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

464 **4.3 Non-Tenure Track Faculty Review and Evaluation**

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

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

483 **4.3.1 Annual Review**

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

- 488 1. Review accomplishments as compared to specific objectives for the faculty member previously
489 set by the faculty member and the head consistent with this *Faculty Handbook*, the *Manual for*
490 *Faculty Evaluation*, and departmental bylaws;
- 491 2. Establish and agree to new objectives for the coming year, as appropriate, using clearly
492 understood standards that are consistent with this *Faculty Handbook*, the *Manual for Faculty*
493 *Evaluation*, and departmental bylaws;
- 494 3. Provide the necessary support (resources, environment, personal and official encouragement) to
495 achieve these objectives;
- 496 4. Fairly and honestly assess the performance of the faculty member by the department head/chair

497 and, where appropriate, by colleagues; and
498 5. Recognize and reward outstanding achievement.

499
500 The review processes are established in Board Policy, the *Manual for Faculty Evaluation*, and
501 departmental bylaws.

502 4.3.2 Rating Scale to be Applied in Evaluating Faculty Performance

503
504 Non-tenure-track faculty performance must be evaluated in a manner consistent with all applicable
505 campus, college, and/or departmental policies, procedures, and bylaws, and must apply the following
506 performance ratings:

- 507 Far exceeds expectations for rank
- 508 Exceeds expectations for rank
- 509 Meets expectations for rank
- 510 Falls short of meeting expectations for rank
- 511 Falls far short of meeting expectations for rank

512
513 Non-tenure-track faculty with an overall performance rating of meets, exceeds, or far exceeds
514 expectations for rank are eligible for any merit pay or other performance-based salary increase that may
515 be authorized under campus, college, and/or departmental rules or guidelines. They are also eligible for
516 any across-the-board salary increase.

517
518 Non-tenure-track faculty with an overall rating of falls short of meeting expectations for rank are not
519 eligible for any merit pay or other performance-based salary increase that may be authorized under
520 campus, college, and/or departmental rules or guidelines, but are eligible for any across-the-board salary
521 increase.

522
523 Non-tenure-track faculty with an overall rating of falls far short of meeting expectations for rank are not
524 eligible for any merit pay or other performance-based salary increase that may be authorized under
525 campus, college, and/or departmental rules or guidelines, nor are they eligible for any across-the-board
526 salary increase.

527 4.45 Salaries

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

531 4.54 Promotion of Lecturers

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

537 4.54.1 Eligibility for Promotion

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

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

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

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

563 4.54.2 Lecturer-NTT Promotion Criteria

564 Because NTTF may perform research, service or teaching in areas beyond their primary responsibilities,
565 these activities may be considered when recommending NTTF for promotion. However, excellence in the
566 responsibilities articulated and agreed to in the annual documentation of the NTTF's workload
567 distribution and responsibilities writing in the initial appointment letter and in the candidate's annual
568 review and reappointment documents will remain the necessary and sufficient criterion for promotion.
569 The principal criterion for promotion is excellence in teaching. Because lecturers may perform research
570 and/or service, as needed, research and/or service may be considered when recommending a lecturer for
571 promotion. However, even in cases where there is evidence of excellence in research and/or service,
572 excellence in teaching will remain the principal criterion for promotion of lecturers. The criteria are
573 specified in greater detail in Section VI.A.2.a. and VI.A.2.b of the Manual for Faculty Evaluation.

574 4.54.3 Lecturer-NTT Promotion Process

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

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

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

593 4.54.4 Contents of the ~~dossier~~-NTT Promotion Dossier

594 A cover sheet that records the decisions at the various levels of review must accompany the dossier.
595 Section VI.A.4. of the *Manual for Faculty Evaluation* specifies in detail the required contents of the
596 dossier, which should not exceed 50 pages, excluding the cover sheet and the candidate's *curriculum*
597 *vitae*.

598 **4.6 Right of Candidate to Review File**

599 The candidate has a right to review his or her file at any stage of the process. The candidate is to be
600 informed of any additions made to his or her file after submitting it and be given an opportunity to review
601 and respond to the addition at any stage of the process.

602 **4.5 Salaries**

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

606 **4.76 Appeals**

607 Non-tenure-track faculty may exercise the appeal procedures outlined in Chapter 5, except those
608 applicable to the termination of tenured or tenure-track faculty appointments.