Missouri University of Science and Technology
Office of the Chancellor

Date of Current Revision: January 1, 2013
Date of Original Issue: January 1, 2009
Originally Issued By: John F. Carney III

POLICY MEMORANDUM   No. II-13

Non-Tenure Track Faculty

A.   Academic Appointments

Academic appointments at the Missouri University of Science and Technology (Missouri S&T) are divided into two main categories: regular and non-regular. Under this policy, regular faculty will be referred to as "tenured and tenure track" faculty, and this group will continue to include the traditional faculty of the institution.

Non-regular faculty will be divided into three groups[1] (1) full-time, ranked, non-regular faculty (non-tenure track (NTT) faculty); (2) full-time, unranked, non-regular faculty; and (3) part-time, non-regular faculty (adjunct faculty).

This policy is applicable to full-time ranked non-regular faculty and is not designed to address academic appointments of any other type including, but not limited to, tenured and tenure track faculty.

At Missouri S&T, ranked non-regular (NTT) teaching and research faculty must reside in a department and will be governed by the policies of the department. Faculty in NTT positions should have unique skills or experience of value to their departments and it is expected that a faculty member in an NTT position will be affiliated with his or her department over an extended period.

While many of the full-time unranked non-regular titles will not be eliminated, it is implicit in this policy that the individuals that meet the qualifications for NTT faculty should receive an appropriate NTT faculty title as described in the following section. In most circumstances, non-tenure track faculty members who have primary authority in research or teaching, should receive title changes appropriate to ranked NTT positions at the time of such reappointments.[2]

This policy applies to all newly-hired NTT faculty members and to those non-regular faculty who are reappointed into NTT faculty positions at the time of such reappointment.

---

1 The categories of NTT, unranked non-regular faculty and part-time non-regular faculty include different faculty titles associated with each category. Section B of this document lists the faculty titles associated with the NTT group. Titles associated with the unranked non-regular faculty group include, but are not limited to, lecturer, research associate and visiting professor. The title of visiting professor will only be used for faculty members from other institutions on temporary appointments. Part-time or courtesy appointments will be considered adjunct appointments, and include such titles as adjunct professor, etc.

2 All other non-regular faculty members would receive the title of lecturer (or equivalent full-time or part-time title) or other non-regular academic appointment title that is not a faculty title (i.e., post doc, etc.).

B.   **Categories of (Ranked) Non-Tenure Track Faculty Defined**
At Missouri S&T, there shall be two main types of full-time, ranked NTT faculty. Each should have primary responsibility in a single area: teaching or research. The titles should identify the area. Within each area, there shall be three ranks:

1.   Research faculty (Research Professor, Associate Research Professor, Assistant Research Professor)
2.   Teaching faculty (Teaching Professor, Associate Teaching Professor, Assistant Teaching Professor)

C.   **Performance of NTT Faculty**
Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, the performance of NTT faculty should be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility.

There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and shall not be based on all three criteria. Only tenured and tenure track faculty should be hired, evaluated, and promoted based on all three criteria.

D.   **Nature of the Initial Appointment**
The nature of the initial appointment to a NTT position is important to both the NTT faculty member and the department. Therefore the NTT faculty member's primary department should be fully engaged in defining the nature of the NTT academic appointments. Since the NTT faculty member is expected to contribute to the department's core mission, specific job responsibilities and expectations should be explicitly stated in a written job description developed by the department chair in conjunction with an appropriate department committee, and approved by the Provost or his or her designee.

Appendices A and B provide recommended attributes of NTT teaching and research faculty, respectively, at each rank. These attributes are to be used as general criteria for initial appointment.

E.   **Searches for NTT Faculty Members**
Initial searches for NTT faculty should be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. NTT faculty should be selected using a process somewhat similar to one used for tenure track faculty members with interviews/presentations to department faculty, staff and students, and a full review of candidates' dossiers. Student feedback is particularly important for all NTT teaching faculty.

Typically, appointment to an NTT teaching faculty position shall be made only with demonstrated success and achievements in teaching, or substantial relevant industrial experience. Typically, appointment to an NTT research faculty position shall be made only with demonstrated success and achievements in research or industry. Recommendations for hiring decisions remain under the purview of the department chair.

Faculty members hired into tenure track positions are not expected to transfer to a non-tenure track position. In those rare instances where a tenure track faculty member is considered for a transfer to a non-tenure track position, there should be an open process with faculty involvement, and the transfer should be finalized no later than the end of the fourth year of the probationary period.

F.   NTT Faculty Attributes
Those appointed to a NTT academic position should hold an earned doctoral degree, OR the appropriate terminal degree, OR have appropriate professional experience as defined by the faculty of the department. Evidence of the successful candidate's abilities should be demonstrated through the resume, portfolio/dossier, reference letters, and through interviews with department faculty members. The successful candidates should demonstrate potential for excellence in the primary area of their appointments (e.g., teaching or research) as well as in the service and professional aspects related to their disciplines and their positions.

G.   Clearly Defined Expectations for Each Position
Specific qualifications for each rank will be determined by the department with approval by the Provost. Appendices A and B provide recommended criteria for appointment at each rank. The workload requirements for NTT faculty members should be spelled out in detail in advance. For teaching appointments, there should be clearly articulated teaching assignments and teaching loads including adjustments made for large classes or courses with multiple sections. The typical workload for NTT teaching faculty is 4 (3 credit hour) courses per semester (i.e., 4-4 for the academic year). Teaching assignments and teaching loads may be adjusted for large class size, courses with multiple sections, supervisory responsibilities for courses with multiple sections, or advisory, professional and service activities related to the teaching assignment. These aspects of the appointment shall be clearly articulated in the initial appointment, or reappointment, letter. Research appointments should spell out the specific roles, duties, grant projects and expectations for future funding.

H.   Contract Length

NTT faculty may hold 9- or 12-month academic appointments. Board of Curators' regulations permit term appointments up to three years, with the option of renewing such appointments during the term thereof. Such three-year appointments should be reserved for the highest qualified, highest performing NTT faculty members.

I.   Guidelines for Performance Evaluation

Each academic department, with approval from the Provost, should develop specific guidelines for the evaluation of performance. These guidelines should reflect the mission and needs of the department and university and cover only the primary area of the NTT appointment as well as service and professional activities related to that primary responsibility. Other activities in addition to the primary role shall not be considered in performance evaluation.

All NTT faculty should be reviewed annually by the appropriate department supervisor. The standards for performance should be based on specific criteria outlined by the department in advance. The performance reviews should be a formal, documented process. Annual written evaluations should be provided to all NTT faculty members.

NTT appointees should compile a dossier of their activities, productivity, creativity and professional development to be reviewed on an annual basis. This material could also serve as the foundation for a dossier that could be used during the promotion process.

J.   Reappointments

Reappointments should be based, in part, on the performance expectations communicated at the time of appointment by the chair with the concurrence of the Provost. Other factors in the decision to reappoint are a positive review of performance for the prior appointment period(s), department need, and resource availability.

Decisions to reappoint should generally be made in advance of the appointment end date. Faculty who will not receive a reappointment should be informed in writing at least three months in advance of the appointment end date unless extenuating circumstances exist.

K.   Promotion of NTT Faculty

Appendices A and B provide recommended attributes of faculty at each rank. These attributes are to be used as general criteria for promotion. Specified criteria for promotion in rank should be spelled out by the department and approved by the Provost in advance. The development of specific criteria and guidelines used to determine standards of excellence for promotion purposes should be the responsibility of the department, subject to approval by the Provost. Typical considerations for ranked NTT faculty include the qualifications of the faculty member as related to the criteria for appointment and performance in lower ranked NTT positions (if applicable).

Evaluation areas should be consistent with the established academic standards for each discipline. The decision to apply for promotion would be one the NTT faculty member could elect or not; annual reviews should be valuable indicators of the applicant's readiness for promotion. The decision on a promotion application of an NTT academic appointment should not carry automatic rewards (apart from change in title) or penalties.

Evaluation of the candidate's application for promotion should focus on the specific area of appointment — teaching or research — as well as service and professional activities related to that primary responsibility.

In promotion considerations, the total contribution of the faculty member to the mission of the department over a sustained period of time should be taken into consideration. This includes comprehensive documentation of the position, including a letter of appointment identifying home department and the initial position description, communications detailing changes in position responsibilities, and any other statements regarding expected performance.

The process for reviewing applications for promotion shall be done at the department and campus levels. At the campus level, the committee will be comprised of NTT faculty at the promotable rank or higher and tenured faculty, if such NTT or tenured faculty members exist. Recommendations for promotion will be considered at these levels and decided by the Chancellor or designee.

L.   Academic Freedom
Prior to the stated ending date of their term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenured and tenure track faculty.

Accordingly, adequate cause for dismissal prior to the stated ending date of their term appointments must be related directly and substantially to the faculty member's fitness or performance in the professional capacity as teacher or researcher. More information can be found in CRR 310.020 and related sections in the campus bylaws.

M.   Participation in Faculty Governance
NTT faculty members' role in faculty governance is articulated in CRR 300.030, Faculty Bylaws of the Missouri University of Science and Technology. It is expected that NTT faculty members will have a voice within their department and campus and be involved in faculty governance where appropriate.

Ranked non-tenure track teaching faculty are non-voting members of the General Faculty of the Missouri University of Science and Technology, but are eligible, to be elected to, and to serve as voting members of, the Faculty Senate and Standing Committees. They are also eligible for membership in the Graduate Faculty.

NTT faculty members within each department should participate in governance based on the role the faculty member plays in the department and the responsibilities associated with that role. The role of NTT faculty within the department shall be specified in the department's NTT policies.

N. **Rights of NTT Faculty Members**
Missouri S&T establishes the following rights for NTT faculty members:

1. Those guaranteed to them in the Collected Rules and Regulations regarding:
   a. Academic Freedom (310.010, 310.020, 310.035)
   b. Role in faculty governance (310.030, 310.035)
   c. Appointment, employment and termination (320.010, 310.020, 320.070)
   d. Participation in promotion reviews (310.035)
   e. Annual review of performance (310.015, 310.035)

2. The right to apply for a tenure track position if one becomes available.

3. Voting rights within their department on matters related to their area of primary responsibility (e.g., for teaching NTT faculty, curriculum issues; for research NTT faculty, research policies). Voting rights may be ensured via representation on a departmental committee.

4. Additional rights as granted within their home department.

EFFECTIVE DATE: January 1, 2013

RESPONSIBILITY: Provost, Directors, and Department Chairs

BASIS: Collected Rules and Regulations,Executive Guideline No. 35, Chapter 310.035: Non-Tenure Track Faculty

Cheryl B Schrader

Cheryl B. Schrader, Ph.D.
Chancellor

Appendix A
Criteria for Appointment for Teaching Faculty

1. **Education and Experience**
    The appropriate rank for NTT faculty will be based on a combination of education, experience and professional accomplishments. Table A1 provides recommendations for rank based on level of education and experience.

Table A1
Recommended Education and Minimum Length of Experience Triggering Consideration
of NTT Faculty for Ranked Teaching Professor Titles[1]

Education	Minimum Years of Experience (FTE)[2]	Lowest title	Highest title
M.A. or M.S.	3	Assistant Teaching Professor	Assistant Teaching Professor
Ph.D. or MFA	0	Assistant Teaching Professor	Assistant Teaching Professor
M.A. or M.S.	9	Assistant Teaching Professor	Associate Teaching Professor
Ph.D. or MFA	6	Assistant Teaching Professor	Associate Teaching Professor
Ph.D. or MFA	12	Assistant Teaching Professor	Teaching Professor

[1] Appointment at any level of ranked Teaching Professor depends upon the candidate meeting the stated criteria for that rank. Education and minimum years of experience trigger a review of the candidate but do not equate to an appointment or promotion at a higher rank.
[2] Experience includes post-doctoral, teaching or relevant industrial experience.

2. **Attributes of NTT Teaching Faculty by Rank**
    Specified criteria for promotion in rank should be spelled out by the department and approved by the Provost. The following recommended attributes of NTT teaching faculty are to be used by departments as a guide for developing specific criteria for initial appointment and promotion.

    A. **Assistant Teaching Professor**
        The candidate for a NTT teaching position with the title of Assistant Teaching Professor should demonstrate:
        • Expertise in the discipline sufficient to teach lower division courses.
        • Potential for excellence in teaching and advising based on the resume, portfolio, reference letters and interview.

    B. **Associate Teaching Professor**
        The candidate for a NTT teaching position with the title of Associate Teaching Professor should demonstrate most or all of the following:
        • Effectiveness over a period of several years in teaching, based on the assessment of students and peers.
        • Production of effective learning support materials in the form of course development, improved teaching techniques, state-of-the-art delivery systems, curricula development, workbooks, and guides.
        • Evidence of creative and significant teaching contributions to the profession.
        • A record of effective and sustained advisement of undergraduate students.
        • A record of service relevant to a teaching career in a university.

The portfolios of candidates for promotion to the rank of Associate Teaching Professor must include formal peer evaluations conducted by qualified individuals from the candidate's home department.

C. **Teaching Professor**
The candidate for a NTT teaching position with the title of Teaching Professor should demonstrate most or all of the following:
- Sustained recognition by students and peers as a stimulating, inspiring and effective teacher;
- Sustained use of current and appropriate scholarship in the field.
- Excellence in the production of effective learning support materials in the form of course development, improved teaching techniques, state-of-the-art delivery systems, curricula development, workbooks, or guides.
- A record of effective and sustained advisement of undergraduates and student organizations, as appropriate to the needs of the department and/or campus.
- A record of having developed and/or applied innovative approaches to education.
- A record of sustained service in response to requests to serve on departmental and/or university committees.

Candidates for promotion to the rank of Teaching Professor must include peer evaluations by qualified individuals external to the candidate's department.

Appendix B
Criteria for Appointment for Research Faculty

1.   **Education and Experience**
      The appropriate rank for NTT faculty will be based on a combination of education, experience and professional accomplishments. Table B1 provides recommendations for rank based on level of education and experience.

Table B1
Recommended Education and Minimum Length of Experience Triggering Consideration
of NTT Faculty for Ranked Research Professor Titles[1]

Education	Minimum Years of Experience (FTE)[2]	Lowest title	Highest title
Ph.D. or MFA	0	Assistant Research Professor	Assistant Research Professor
Ph.D. or MFA	6	Assistant Research Professor	Associate Research Professor
Ph.D. or MFA	12	Assistant Research Professor	Research Professor

[1] Appointment at any level of ranked Research Professor depends upon the candidate meeting the stated criteria for that rank. Education and minimum years of experience trigger a review of the candidate but do not equate to an appointment or promotion at a higher rank.
[2] Experience includes post-doctoral or relevant industrial experience.

2.   **Attributes of NTT Research Faculty by Rank**
      Specified criteria for promotion in rank should be spelled out by the department and approved by the Provost. The following recommended attributes of NTT research faculty are to be used by departments as a guide for developing specific criteria for initial appointment and promotion.

      A. Assistant Research Professor
      The candidate for a NTT research position with the title of Assistant Research Professor should demonstrate:
      - Scholarship in research and potential for continued contributions in research.
      - Ability to produce publishable work, including refereed articles and books, films, videotapes, audiotapes, public presentations, computer programs, or other appropriate delivery channels for scholarly work.
      - Potential to secure external funding to support an independent research program.
      - Potential to make significant contributions to the profession.
      - Involvement with technical societies.

B.   Associate Research Professor
The candidate for a NTT research position with the title of Associate Research Professor should demonstrate:
- Excellence in research and capability for continued scholarly contributions.
- Excellence in research based on the assessment of peers.
- National recognition as a leader in the profession.
- Evidence of creative and significant contributions to the profession.
- Ability to produce published works, including refereed articles and books, films, videotapes, audiotapes, computer programs, public presentations, or other appropriate delivery channels for scholarly work.
- A history of external funding and the promise of an ability to maintain funding for sponsored research.
- A leadership role in professional societies.
- Expertise in advising or co-advising graduate students.

C.   Research Professor
The candidate for a NTT research position with the title of Research Professor should demonstrate:
- National and international recognition as an expert in a field of specialization.
- Leadership within professional societies.
- Sustained ability to secure external funding to support a research program.
- A record showing disciplinary recognition of stature, including service on professional committees or panels, participation in program or application reviews, consultation with regional or national organizations, or other appropriate activities.
- A record of sustained service in response to requests to serve on unit, departmental, college, and/or university committees.
- Expertise in advising graduate students.