Senate Ad Hoc Committee on NTS Faculty Issues:
Report approved at Faculty Assembly, October 6, 2015

As we reported earlier this year, the University of Pittsburgh has been working proactively on issues affecting non-tenure stream faculty [NTS] for many years. Many would see our current practices as a model for other schools. At the same time, in spite of the long-term efforts of the Provost and Deans to develop practices that would enhance the professional lives of NTS faculty, there is concern among members of the tenure-stream faculty as well as among our many NTS faculty that the important principles articulated by the Provost's Office are yet to be realized fully in all units. In addition, some NTS faculty perceive a culture in their units that, by failing to adequately acknowledge their contributions, affects them in both direct and subtle ways.   To bring greater attention to these issues in the University community and to articulate specific issues that need attention, our committee presented a number of recommendations earlier this year relating to full-time NTS faculty. These were approved by both Faculty Assembly and Senate Council [see http://www.univsenate.pitt.edu/sites/default/files/Final%20Recommendations%20for%20Faculty%20Assembly%20-%20NTS%20-%202-10-15.pdf . Important changes have already been made to improve the working environment for our full-time faculty, perhaps at least partly in response to these recommendations.

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Background on non-tenure stream faculty:

Full time and part time faculty hired outside of the tenure stream (NTS) are growing at the University of Pittsburgh. They can be found in every school. Faculty, both full-time and part-time, working outside of the tenure stream have been and continue to be essential to the growth and successful operation of the University of Pittsburgh. The percentage of full-time NTS faculty has increased in all but two of Pitt's schools over the past decade. NTS faculty now represent more than half of the full-time faculty in 8 of the University's 16 schools, and comprise about 60% of the overall full-time faculty total.

NTS faculty perform essential tasks. These duties vary from teaching introductory level to highly specialized classes, conducting research as a PI or other support role, performing clinical duties, engaging in administration at all levels, and providing service at the departmental, school and national levels. Many NTS members are active in the Senate, serving as Senate Officers, members of Faculty Assembly, or chairs or members of Senate Committees. NTS faculty, including part time NTS faculty, often provide special expertise that enhances programs throughout the University.

Much of the decision-making related to NTS faculty occurs in the individual schools or units of the University.   This leads to wide variation in practices. For example, with the approval of the

Provost and/or senior administration in the Health Sciences, school/unit-level decisions can be made about:

1. Titles used to designate different types of NTS faculty and the privileges, benefits and responsibilities associated with these titles.
2. Contract lengths.
3. Job duties.
4. Salaries.
5. Annual review processes for full and part-time NTS faculty.
6. Career tracks to reflect the special duties of particular NTS faculty.
7. Requirements and incentives for promotion.
8. Procedures for determining promotion.
9. Criteria for being designated Emeritus status.

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**Previously Approved Ad hoc Committee Recommendations
relating to full time non-tenure stream faculty
[formally approved at Faculty Assembly on 2/10/15 and by Senate Council on
2/18/15, with verbal endorsement by Chancellor Gallagher and Provost Beeson]**
With additional recommendations in italics

1. **Clearly explained and accessible policies within the unit.** The Provost's Office requires that each school or unit have a clear policy and/or guidelines on NTS faculty appointment, review, and promotion. Each unit's documents are reviewed regularly by the Provost's Office for compliance and consistency with University bylaws, policies and procedures. These unit policies are reflected in content of the annual review of the faculty performance.   We recommend that units make these documents readily accessible on their website to all faculty members in the unit, as well as to those considering a position in the unit. *We further recommend that policies relating to salary reductions or termination be included in these policies.*

2. **Career tracks.** Many schools provide one or more promotion tracks for NTS faculty. These tracks generally reflect different areas of emphasis, such as teaching, administration, or research. Each unit should have clearly defined tracks for promotion and career development for NTS faculty. These will vary for those with different duties within the unit and should reflect those duties.

3. **Annual reviews**. The Provost's 1999 Memorandum on Annual Review of the Faculty (http://www.provost.pitt.edu/faculty-affairs/annual-review.html) indicates that annual letters should explain in clear and specific terms the expectations for the coming year and how these relate to earlier agreed-on job duties. This is especially important for NTS faculty. Job duties and specific expectations for the coming year need to be clearly outlined in writing.   Salary and promotion decisions should be based on meeting the stated expectations.

4. **Incentive structure**. For NTS faculty, it is critical that clear incentives be tied to their promotion. Increased contract length, increased salary, opportunities for paid leave, and improved office space are some examples of the incentives now offered in some units. We therefore urge all schools/units to develop a clear incentive policy related to NTS faculty promotion.

5. **Review of current status of decision-making solely within the unit**. We recommend that a systematic review be done to determine if some of the NTS decisions now delegated to the school or unit should be made at a higher level of the administration so there is more consistency across units.

6. ***Institutional support and recognition***. *NTS faculty members should enjoy institutional support and recognition appropriate to their faculty roles and responsibilities. All faculty members benefit from partaking in activities that facilitate their development as academicians. Funding for such activities is often critical (e.g., travel to professional conferences). The process of allocating professional development funding should be fair and transparent.*

7. ***Shared governance***: *All units should include NTS faculty members into their decision-making processes and governance structures. Areas of governance where NTS faculty members could contribute include, but are not limited to, curricular revisions and development, recruiting and selecting faculty for new appointments and for promotions (especially of fellow NTS faculty members), student affairs and conduct, and graduate admissions*.

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Ad hoc Committee members: Irene Frieze, chair [Psychology, TS faculty], Carey Balaban (until July 2015) and Laurie Kirsch (after July 2015)[Provost's Office liaison], Stephen Ferber [Office of Human Resources liaison], Don Bialostosky [English, TS], Helen Cahalane [Social Work, NTS], Bill Gentz [Univ Library System, NTS], Sue Skledar [Pharmacy, NTS], Jay Sukits [Business, NTS], Cindy Tananis [Education, NTS], Seth Weinberg [Dental Medicine, TS], Frank Wilson [Greensburg, Sociology, NTS].

Recommendations about Senate Committee Oversight and Continued Involvement on Identified NTS Issues

Senate Committee	Recommendations for Continued Involvement
Admissions and Student Aid	None
Athletics	None
Benefits and Welfare	Continue to periodically review benefit policies for NTS faculty
Budget Policies	Periodically review NTS salaries across the university
Bylaws and Procedures	None
Community Relations	None
Computer Usage	Make sure NTS faculty have full access to technology resources, even when their teaching duties extend beyond their technical contract dates.
Educational Policies	Make sure that NTS faculty with teaching duties have input into decisions about curriculum content and curriculum changes in the unit. Review the process for teaching evaluation of NTS faculty to ensure they are treated fairly
Equity, Inclusion and Anti-Discrimination Advocacy	Consider the possibility of discrimination and an unfavorable work environment associated with NTS status.
Government Relations	None
Library	Make sure NTS faculty have full access to library resources, when their teaching duties extend beyond their technical contract dates
Plant Utilization and Planning	None
Student Affairs	None
Tenure and Academic Freedom	Make sure there is a clear mechanism for NTS faculty to bring grievances and appeals of appointment decisions to the committee. Consider a name change such as "Tenure, Renewal, Promotion, and Academic Freedom" to make it more clear that NTS faculty can bring issues to the Committee.
University Press	None