

Non-Tenure-Track Faculty Report
University of Colorado Denver
Spring 2012

Preface

For the past decade, the University of Colorado office of the Vice President for Academic Affairs and Research, now the System Academic Affairs Office, has asked each of the campuses to respond biannually to a set of questions based on the 1999 Non-Tenure-Track Faculty (NTTF) Recommendations. Those original recommendations were endorsed by the Regents, each Faculty Assembly, the Faculty Council, and the President's Office.

In 2010, the Faculty Council and the System Academic Affairs Office revised the questions for the biannual report. The two goals for the reporting process continued to be the improvement of conditions for NTTF at CU, and the advancement of NTTF contributions to the University's mission.

CU Denver Report

Introduction:

To prepare this report, each school, college, and library at CU Denver was asked to review their answers to the questions on the report template that they submitted for the Spring 2010 report and to send any updates, changes, etc. The exception to this request consisted of the three questions that were answered centrally: A1 [answered by the Office of Institutional Research and Policy Analysis (OIRPA)]; and A2 and C1 (answered by Human Resources).

Brief summaries of the answers sent by Deans, Associate Deans, and Directors are given below, along with answers that apply across schools, colleges, and libraries. Where possible, changes since the 2010 report are highlighted.

The complete reports submitted by OIRPA and by the schools/colleges/libraries are in the appendices, as follows:

- Appendix A: Non-Tenure-Track Faculty List for UC Denver (OIRPA)
- Appendix B: Architecture and Planning Report
- Appendix C: Arts and Media Report
- Appendix D: Auraria Library Report
- Appendix E: Business Report
- Appendix F: Dental Medicine Report
- Appendix G: Education and Human Development Report
- Appendix H: Engineering and Applied Science Report
- Appendix I: Health Sciences Library Report
- Appendix J: Liberal Arts and Sciences Report
- Appendix K: Medicine Report

- Appendix L: Nursing Report
- Appendix M: Pharmacy Report
- Appendix N: Public Affairs Report
- Appendix O: Public Health Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?

UC Denver's Office of Institutional Research and Policy Analysis (OIRPA) generated a list of all NTTF titles in use, by school/college/library, along with the fall 2011 numbers of faculty members holding each title. The list is in Appendix A.

In some of the school/college/library reports (Appendices B – O), additional information is given about the titles that are currently in use.

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

CU Denver policies and procedures for hiring faculty members make only minimal distinctions between tenure-track faculty and NTTF. All faculty letters of offer are initially reviewed in the Dean's office. Denver campus tenure-track positions are reviewed by the Provost. All appointments with tenure go through a rigorous review process (with final tenure approval given by the Regents). All faculty appointments are currently forwarded to Human Resources bi-weekly or more frequently, as needed, along with personnel matters reports for approval by the appropriate authority (i.e., the Provost approves Assistant Professor, Associate Professor and Professor actions; the Dean approves all other ranks). Human Resources staff members review the content of the letters and ensure that the approved searches or search waivers, the letters, the reports and the entries to the human resources management system all match.

For additional information about the processes used in some of the schools/colleges/libraries, see the reports in Appendices B – O.

3. Are workloads specified for each job title? If so, what are those workloads?

The answers to this question are in the school/college/library reports in Appendices B – O. Workloads for Instructors, Senior Instructors, Clinical Teaching Track faculty members, and Lecturers are often specified, especially in schools and colleges on the Denver campus. The workloads for faculty members at the Anschutz Medical Campus (AMC) tend to be negotiated

individually, depending on the needs of the sponsoring grant, clinical area, or department.

A few of the schools and colleges provided updates or new details in their answers to this question (as compared to two years ago); see, for example, the reports submitted by Engineering and Applied Science; Liberal Arts and Sciences; and Public Health.

Since submitting the Spring 2010 report, the Denver campus developed general guidelines for the appointment of faculty members into the Clinical Teaching Track title series (http://www.ucdenver.edu/faculty_staff/faculty/faculty-affairs/policies-forms/Documents/CTT%20Denver%20campus%20procedures.pdf). The schools and colleges are working on primary-unit level criteria for the ranks within the Clinical Teaching Track series. The AMC schools/college with CTT faculty members have written documents describing the criteria for ranks.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

There are two relevant policies for faculty members on the Denver campus. The *Instructor and Senior Instructor Annual Performance Review* policy (<http://www.administration.ucdenver.edu/admin/policies/DDC/faculty/Instructor%20and%20Senior%20Instructor%20Annual%20Review.doc>) requires annual reviews for Instructors and Senior Instructors. The policy entitled *Lecturer, Adjunct Faculty, Adjoint Faculty, and Attendant Rank Faculty Performance Review* (<http://www.administration.ucdenver.edu/admin/policies/DDC/faculty/NonTenure%20Track%20Teaching%20Faculty%20Review.doc>) calls for periodic reviews, defined as every three years unless the primary unit determines that earlier reviews are appropriate or necessary. The Deans on the Denver campus are reminded about these policies every year.

The two policies referenced above are currently being integrated into one new policy statement, *Non-Tenure Track Faculty Performance Reviews*, that will apply to both the Denver and Anschutz Medical campuses. It has been reviewed by relevant groups on both campuses, and awaits a final review by campus administrators; once approved, it will replace the two current policies that previously applied only to the Denver campus.

See the reports in Appendices B – O for specific answers to this question. In general, there have not been any substantial changes to the answers that were submitted by the schools, colleges, and libraries two years ago.

2. How frequently are these evaluations conducted?

Most of the individual school/college/library reports (Appendices B – O) indicate that NTTF are evaluated annually.

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

Answers provided by the schools/colleges/libraries varied. Some units reported clear descriptions of procedures and criteria for ranks within title series (e.g., Medicine; Nursing; Public Health; both Libraries; and Public Affairs for the Clinical Teaching Track and Research titles series).

A few units reported new details for 2012 in answer to this question (e.g., Dental Medicine; Liberal Arts and Sciences; Public Health) and Architecture and Planning noted that they are finalizing a new policy. See the individual reports for details.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? (The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)

Human Resources provided a link to a system-wide document that gives information about eligibility for benefits:

https://www.cusys.edu/pbs/pbs_documents/EligibilityMatrix.xls.

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?

The schools/colleges/libraries reported a variety of ways by which policies and procedures are made accessible to NTTF – e.g., at new employee orientations; in discussions with chairs or other administrators; by information sent from the school/college/library administration; by information provided on websites, in letters of offer, and in faculty/staff handbooks. Very few changes were noted since 2010, although new details were provided by Liberal Arts and Sciences and by Public Affairs.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?

On the Denver campus, the Center for Faculty Development (CFD) provides various opportunities and supports for NTTF. NTTF are included in all professional development notices and invitations sent to faculty—such as messages about workshops, seminars, classroom observations and annual Faculty Development Grants. The CFD also has developed ways to reach NTTF electronically, including a CFD website page dedicated specifically to NTTF. The website contains extensive links to information regarding all aspects of teaching and an online assessment tutorial specifically aimed at NTTF. In addition, all faculty members on the Denver campus are required to attend New Faculty Orientation. The CFD developed an online version of the orientation so that NTTF can meet this requirement and receive the benefits of the information presented at orientation.

The CFD also assists the schools, college, and library at AMC with assistance for NTTF, as requested (e.g., workshops on special topics), and routinely invites the AMC faculty members to opportunities offered at the Denver campus.

As can be seen in the reports in Appendices B – O, a variety of supports and opportunities are made available within schools, colleges, and libraries. Examples include: seed funding; travel funds; professional development workshops, seminars and demonstrations; internal grants for curriculum development or other professional development purposes; and information and advice sent via newsletters or posted online.

Generally, the 2012 reports did not include substantial changes since 2010.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

On the Denver campus, there is an annual “Excellence in Teaching Award” for NTTF; Lecturers, Instructors, Senior Instructors, and Clinical Teaching Track faculty members are eligible to be nominated for the award. NTTF with at least a .50 appointment and three years of service on the Denver campus are also eligible to receive the annual “Excellence in Service Award.” Schools and colleges nominate one faculty member for the teaching and service awards (except for Liberal Arts and Sciences, which nominates three faculty members for each award) and the library nominates a faculty member for the service award. Faculty committees, comprised of the nominees and

winner of the respective award from the past two years, select the overall campus-level winners. An “Excellence in Librarianship Award” is available to one faculty member in the Auraria Library; the library’s faculty members have developed the criteria and procedures for selecting the recipient of this award. All nominees and campus-level winners receive certificates and stipends; the campus-level winners are recognized at the May and December Commencements and by individual plaques added to the Faculty Awards Gallery in the North Classroom Building. A “Celebration of Faculty Excellence” is held each September to recognize and honor all award recipients.

Beginning in spring 2010, a new Denver campus award, the “Provost’s Award for Excellence in Practices Related to NTTF,” was instituted; this award is given to an academic unit that has demonstrated a high level of meaningful involvement of NTTF, as well as excellence in the level of impact or contribution the NTTF involvement has had on fulfilling the mission of the unit. The recipient receives a monetary reward (intended to support further advancement of best practices, such as promoting the improvement of NTTF teaching, enhancing NTTF professional development, or stimulating NTTF engagement with the university community) and is recognized at the May and December Commencements and with a plaque in the Faculty Awards Gallery. The spring 2010 award was presented to the Psychology Department. The Business School won the spring 2011 award.

At AMC, there are two campus-level teaching awards given annually to faculty members in each school and college; the award winners are selected by the students in the respective schools and colleges. The “President’s Excellence in Teaching Award” winners are chosen by the senior classes in the schools/colleges of Dental Medicine, Medicine, Nursing, Pharmacy, and Public Health. This award recognizes the faculty member’s outstanding, innovative, and inspirational contributions to the students’ professional development. The “Chancellor’s Teaching Recognition Award” rewards outstanding teaching; nominees are identified by school/college student governance groups and winners are selected by committees comprised of students, faculty members, and administrators. The award is given to one faculty member in each school of Dental Medicine, Medicine, Pharmacy, and Public Health; and one faculty member in the College of Nursing and one in the Graduate School. All faculty members are eligible for both the “President’s Excellence in Teaching Award” and the “Chancellor’s Teaching Recognition Award.” Recipients are given cash awards and plaques, and they are recognized at the May Commencement ceremony.

For more information about the campus-level awards at AMC and on the Denver campus—including specific criteria for each award—go to:

http://www.ucdenver.edu/faculty_staff/faculty/faculty-affairs/awards/Pages/default.aspx.

The reports in Appendices B – O include information about some additional awards and expressions of appreciation for NTTF within the schools, colleges, and libraries. The 2012 information is generally the same as that presented in the 2010 reports.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

The school/college/library reports (Appendices B – O) describe grievance procedures available to NTTF. Generally, NTTF tend to have access to the same grievance procedures as tenured and tenure-track faculty members. Some reports included updates since 2010 (e.g., Auraria Library; Dental Medicine; Health Sciences Library; Liberal Arts and Sciences; Nursing).

Appendices

- Appendix A: Non-Tenure-Track Faculty List for UC Denver
- Appendix B: Architecture and Planning Report
- Appendix C: Arts and Media Report
- Appendix D: Auraria Library Report
- Appendix E: Business Report
- Appendix F: Dental Medicine Report
- Appendix G: Education and Human Development Report
- Appendix H: Engineering and Applied Science Report
- Appendix I: Health Sciences Library Report
- Appendix J: Liberal Arts and Sciences Report
- Appendix K: Medicine Report
- Appendix L: Nursing Report
- Appendix M: Pharmacy Report
- Appendix N: Public Affairs Report
- Appendix O: Public Health Report

Appendix A: Non-Tenure-Track Faculty List for UC Denver

Non-Tenure Track Faculty

By College by Job Code

As Reported to IPEDS

Fall 2011

School/College	Job Code*	Job Description	Total NTTF Appointments
AMC Library	1102	ASSOCIATE PROFESSOR	2
AMC Library	1103	ASST PROFESSOR	5
AMC Library	1104	SENIOR INSTRUCTOR	6
AMC Library	1105	INSTRUCTOR	4
Architecture & Planning	1104	SENIOR INSTRUCTOR	10
Architecture & Planning	1105	INSTRUCTOR	22
Architecture & Planning	1212	CLINICAL ASSOC PROFESSOR (C/T)	1
Architecture & Planning	1306	RESEARCH ASSOCIATE	1
Architecture & Planning	1403	VISITING ASST PROFESSOR	1
Architecture & Planning	1409	PROFESSOR ADJUNCT	1
Architecture & Planning	1411	ASST PROFESSOR ADJUNCT	2
Architecture & Planning	1419	LECTURER	44
Arts & Media	1104	SENIOR INSTRUCTOR	5
Arts & Media	1105	INSTRUCTOR	19
Arts & Media	1419	LECTURER	50
Auraria Library	1102	ASSOCIATE PROFESSOR	1
Auraria Library	1103	ASST PROFESSOR	5
Auraria Library	1104	SENIOR INSTRUCTOR	12
Auraria Library	1105	INSTRUCTOR	2
Auraria Library	1433	DIRECTOR-FACULTY	3
Business	1104	SENIOR INSTRUCTOR	8
Business	1105	INSTRUCTOR	16
Business	1419	LECTURER	38
Dental Medicine	1105	INSTRUCTOR	1

Dental Medicine	1202	ASSOC PROFESSOR-CLINICAL	8
Dental Medicine	1203	ASST PROFESSOR-CLINICAL	15
Dental Medicine	1205	CLINICAL INSTRUCTOR	7
Dental Medicine	1211	CLINICAL PROFESSOR (C/T)	7
Dental Medicine	1212	CLINICAL ASSOC PROFESSOR (C/T)	22
Dental Medicine	1213	CLINICAL ASST PROFESSOR (C/T)	22
Dental Medicine	1215	CLINICAL INSTRUCTOR (C/T)	7
Education	1104	SENIOR INSTRUCTOR	7
Education	1105	INSTRUCTOR	19
Education	1211	CLINICAL PROFESSOR (C/T)	1
Education	1212	CLINICAL ASSOC PROFESSOR (C/T)	2
Education	1213	CLINICAL ASST PROFESSOR (C/T)	3
Education	1301	PROFESSOR-RESEARCH	1
Education	1303	ASST PROFESSOR-RESEARCH	2
Education	1311	RESEARCH SENIOR INSTRUCTOR	1
Education	1401	VISITING PROFESSOR	1
Education	1419	LECTURER	109
Engineering	1104	SENIOR INSTRUCTOR	5
Engineering	1213	CLINICAL ASST PROFESSOR (C/T)	2
Engineering	1302	ASSOC PROFESSOR-RESEARCH	1
Engineering	1304	RESEARCH INSTRUCTOR	1
Engineering	1311	RESEARCH SENIOR INSTRUCTOR	1
Engineering	1419	LECTURER	36
Liberal Arts	1104	SENIOR INSTRUCTOR	34
Liberal Arts	1105	INSTRUCTOR	65
Liberal Arts	1211	CLINICAL PROFESSOR (C/T)	1
Liberal Arts	1301	PROFESSOR-RESEARCH	2
Liberal Arts	1302	ASSOC PROFESSOR-RESEARCH	1
Liberal Arts	1303	ASST PROFESSOR-RESEARCH	8
Liberal Arts	1402	VISITING ASSOC PROFESSOR	1
Liberal Arts	1403	VISITING ASST PROFESSOR	3
Liberal Arts	1419	LECTURER	152
No Academic Unit	1104	SENIOR INSTRUCTOR	4
No Academic Unit	1105	INSTRUCTOR	1
No Academic Unit	1201	PROFESSOR-CLINICAL	1
No Academic Unit	1203	ASST PROFESSOR-CLINICAL	2
No Academic Unit	1205	CLINICAL INSTRUCTOR	1
No Academic Unit	1303	ASST PROFESSOR-RESEARCH	1

No Academic Unit	1401	VISITING PROFESSOR	1
No Academic Unit	1403	VISITING ASST PROFESSOR	1
No Academic Unit	1419	LECTURER	7
Nursing	1104	SENIOR INSTRUCTOR	12
Nursing	1105	INSTRUCTOR	19
Nursing	1204	SENIOR CLINICAL INSTRUCTOR	1
Nursing	1303	ASST PROFESSOR-RESEARCH	1
Nursing	1306	RESEARCH ASSOCIATE	1
Nursing	1409	PROFESSOR ADJUNCT	1
Nursing	1410	ASSOC PROFESSOR ADJUNCT	1
Nursing	1411	ASST PROFESSOR ADJUNCT	1
Nursing	1412	SENIOR INSTRUCTOR ADJUNCT	2
Nursing	1419	LECTURER	42
Nursing	1421	ASST INSTRUCTOR	16
Pharmacy	1104	SENIOR INSTRUCTOR	3
Pharmacy	1105	INSTRUCTOR	4
Pharmacy	1201	PROFESSOR-CLINICAL	3
Pharmacy	1202	ASSOC PROFESSOR-CLINICAL	12
Pharmacy	1203	ASST PROFESSOR-CLINICAL	13
Pharmacy	1204	SENIOR CLINICAL INSTRUCTOR	4
Pharmacy	1205	CLINICAL INSTRUCTOR	5
Pharmacy	1302	ASSOC PROFESSOR-RESEARCH	5
Pharmacy	1303	ASST PROFESSOR-RESEARCH	4
Pharmacy	1304	RESEARCH INSTRUCTOR	4
Pharmacy	1409	PROFESSOR ADJUNCT	2
Public Affairs	1105	INSTRUCTOR	1
Public Affairs	1211	CLINICAL PROFESSOR (C/T)	1
Public Affairs	1301	PROFESSOR-RESEARCH	1
Public Affairs	1419	LECTURER	24
Public Affairs	1442	SCHOLAR IN RESIDENCE	1
Public Health	1104	SENIOR INSTRUCTOR	3
Public Health	1105	INSTRUCTOR	7
Public Health	1201	PROFESSOR-CLINICAL	1
Public Health	1202	ASSOC PROFESSOR-CLINICAL	1
Public Health	1203	ASST PROFESSOR-CLINICAL	5
Public Health	1205	CLINICAL INSTRUCTOR	2
Public Health	1212	CLINICAL ASSOC PROFESSOR (C/T)	2
Public Health	1213	CLINICAL ASST PROFESSOR (C/T)	1
Public Health	1215	CLINICAL INSTRUCTOR (C/T)	1

Public Health	1301	PROFESSOR-RESEARCH	2
Public Health	1303	ASST PROFESSOR-RESEARCH	7
Public Health	1304	RESEARCH INSTRUCTOR	6
Public Health	1311	RESEARCH SENIOR INSTRUCTOR	1
Public Health	1409	PROFESSOR ADJUNCT	1
Medicine	1203	ASSIST CLIN PROF	1258
Medicine	1103	ASSIST PROF	760
Medicine	1408	ASSIST PROF ADJOINT	19
Medicine	1411	ASSIST PROF ADJUNCT	4
Medicine	1416	ASSIST PROF ATTEND	1
Medicine	1303	ASSIST RES PROFESSOR	37
Medicine	1202	ASSOC CLIN PROF	403
Medicine	1207	ASSOC CLIN PROF EMER	5
Medicine	1102	ASSOC PROF	550
Medicine	1407	ASSOC PROF ADJOINT	7
Medicine	1410	ASSOC PROF ADJUNCT	1
Medicine	1453	ASSOC PROF EMERITA	2
Medicine	1302	ASSOC RES PROFESSOR	9
Medicine	1205	CLIN INSTRUCTOR	814
Medicine	1201	CLIN PROF	245
Medicine	1206	CLIN PROF EMERITUS	3
Medicine	1201	DIST CLIN PROF	9
Medicine	1100	DIST PROF	10
Medicine	1105	INSTRUCTOR	548
Medicine	1413	INSTRUCTOR ADJOINT	2
Medicine	1438	INSTRUCTOR/FELLOW	107
Medicine	1419	LECTURER	11
Medicine	1101	PROF	453
Medicine	1406	PROF ADJOINT	19
Medicine	1409	PROF ADJUNCT	2
Medicine	1452	PROF EMERITA	2
Medicine	1452	PROF EMERITUS	17
Medicine	1310	PROF RES ASSIST	1119
Medicine	1406	PROFESSOR ADJOINT	1
Medicine	1306	RES ASSOC	69
Medicine	1304	RES INSTRUCTOR	44
Medicine	1301	RES PROFESSOR	5
Medicine	1402	SPEC VISIT ASSOC PROF	1
Medicine	1405	SPEC VISIT PROF	2
Medicine	1214	SR CLIN INSTRUCTOR	148

Medicine	1412	SR INSTRUCT ADJOINT	1
Medicine	1104	SR INSTRUCTOR	291
Medicine	1309	SR PROF RES ASSIST	234
Medicine	1305	SR RES ASSOC	16
Medicine	1304	SR RES INSTRUCTOR	4
Medicine	1402	VISIT ASSOC CLIN PRO	8
Medicine	1402	VISIT ASSOC PROF	14
Medicine	1402	VISIT ASSOC RES PROF	1
Medicine	1401	VISIT CLINICAL PROF	8
Medicine	1401	VISIT PROF	13

*Most data taken from UCD's CIW system. However, the School of Medicine has a large number of personnel who are employed through affiliate organizations. In some cases, UCD does not have a direct match to the job titles for these employees. In those cases, the job code was approximated using the closest available code.

Appendix B: Architecture and Planning Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?

1104	Architecture & Planning	SENIOR INSTRUCTOR
1105	Architecture & Planning	INSTRUCTOR
1212	Architecture & Planning	CLINICAL ASSOC PROFESSOR (C/T)
1306	Architecture & Planning	RESEARCH ASSOCIATE
1309	Architecture & Planning	SR PROFESSIONAL RESEARCH ASST
1310	Architecture & Planning	PROFESSIONAL RESEARCH ASST
1409	Architecture & Planning	PROFESSOR ADJUNCT
1410	Architecture & Planning	ASSOC PROFESSOR ADJUNCT
1411	Architecture & Planning	ASST PROFESSOR ADJUNCT
1419	Architecture & Planning	LECTURER

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

The college's Assistant Director of Budget and HR Services uses the appropriate Human Resources template for the letter of offer; the Dean signs; the Employee signs; the signed letter is sent to the Personnel Matters Report. TTF contracts have additional levels of review and approval.

3. Are workloads specified for each job title? If so, what are those workloads?

Workloads for Instructors and Senior Instructors are specified: 6 courses per AY unless they have an administrative appointment (e.g., Associate Chair). Workloads for adjunct faculty are also specified but may vary from one adjunct to another.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

CAP is finalizing a new comprehensive policy for evaluation of all TTF and NTTF positions.

2. How frequently are these evaluations conducted?

Annually.

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

Same document as in B.1., above.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? (The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)

50%

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?

All policies and procedures related to compensation and benefits are available to NTTF through the university’s website.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?
 - a. **All three associate chairs in the college are NTTF, with extra compensation and reduced teaching loads.**
 - b. **Professional development money is available for instructors and senior instructors on a pro-rated basis.**
2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University’s mission?

There is a dedicated category for NTTF Teaching in the annual Faculty Excellence Awards in the college, and NTTF are eligible in the Service category as well. The college winners are eligible subsequently for the campus-wide awards.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

The current CAP Bylaws, Section 12.2.c) Annual Evaluation of Faculty for Compensation Adjustment, states:

- c) **Request for Reconsideration: (note: academic units have been asked to develop an appeal process)** It is the right of the individual faculty to request reconsideration of results of the evaluation in the event that (s)he disagrees with the chair's evaluation. To initiate the reconsideration process, the individual faculty shall contact the chair, in writing, to state the reason(s) for reconsideration. The chair will review the requests for reconsideration. If deemed justified, the chair will contact the individual faculty either to ask for additional information or to schedule a meeting with the individual faculty. It is the responsibility of the individual faculty requesting the reconsideration to abide by the schedule of the Salary Adjustment process in each review cycle. Upon reviewing the additional information or hearing the request by the individual faculty, the chair will make his/her decision and inform the individual faculty as soon as possible.

In the event that the individual faculty disagrees with the decision made by the chair, it is the right of the individual faculty to submit a written request to the dean, who may engage the Faculty Affairs Committee to review the request. Beyond the dean's office, there is no further step for reconsideration within the University of Colorado at Denver and Health Sciences Center. Those faculty who wish to carry the reconsideration process further can contact the University of Colorado Faculty Senate Committee on Privilege and Tenure.

Appendix C: Arts and Media Report

Section A. Titles, Contracts, and Workloads

1. What titles are in use for NTTF?

Senior Instructor
Instructor
Lecturer

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

Procedures are in place. CAM has developed a multi-layer review process. Once a need is determined in a department, the Department Chair contacts CAM's Assistant Dean for Budgets and Administration Services who works with campus HR to post the opening on Jobs at CU and HigherEdJobs. Some potential NTTF hires have an informal discussion with the Department Chair and/or Area Head to discuss anticipated openings and preferred qualifications. These candidates are subsequently directed to CAM postings at Jobs at CU. Other applicants learn about openings through HigherEdJobs, which redirects applicants to Jobs at CU.

After the position has been posted for a week, CAM's Assistant Dean for Budgets and Administrations Services extracts from the system the application documentation and forwards it to the Department Chair for review. The Department Chair and Area Head review the applicant pool for minimum and preferred qualifications, select their choice(s), and conduct reference checks. If there is a viable candidate(s) these are proposed to the Executive Committee for discussion and recommendation to the Dean. Pursuant to the Dean's approval, CAM Human Resources contacts the candidate to begin the process for hire.

3. Are workloads specified for each job title? If so, what are those workloads?

In CAM, we identify Senior Instructor/Instructor workloads, as 1 FTE equals 24 credit hours per academic year. Load relief may be approved for programmatic needs.

Lecturers teach up to 6 credit hours per semester.

Section B. Evaluation and Promotion

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

Policies and Procedures:

CAM Instructors and Senior Instructors undergo an annual review.

Instructors submit a CAM Instructor Merit Matrix-Teaching, FCQs, syllabi examples and a current vita. Instructors meet with the cognizant Department Chair and Dean to review and score all materials submitted.

Lecturers are reviewed annually in the spring by Area Heads. Documentation requested and collected includes updated resume, FCQs, and syllabi.

Area Heads and Department Chairs review instructor and lecturer syllabi and FCQs every semester. If concerns arise, Chairs/Area Heads may implement a variety of responses including a meeting to review the concerns, assignment of a faculty mentor, a request for the faculty member to work with the Center for Faculty Development, and suggestions for improving either syllabi, teaching and learning strategies or both.

2. How frequently are these evaluations conducted?

NTTF are evaluated annually. Lecturers are evaluated at the beginning of each semester through a review of all departmental Syllabi and, at the end of each semester, through a review of all course FCQs.

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

Lecturers interested in Instructor positions can self-nominate, apply for open positions, or be nominated by T/TT faculty members, Area Heads, or the Department Chair.

Instructors can be promoted to Senior Instructors. Instructors interested in T/TT positions can apply for conversion based on university procedures and availability of a faculty line. CAM follows University Guidelines for promotion to Senior Instructor.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits?

Senior Instructors and Instructors are eligible for benefits if they hold an appointment of 50% or higher of a 24 FTE (credit hour) load.

Lecturers are not eligible for benefits.

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?

All courses follow established CAM compensation rates. The contract identifies compensation and benefits made available to NTTF.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?

In terms of professional development, CAM invites all faculty to participate in CAM Faculty Orientation, CAM Faculty Professional Development Sessions, and CAM convocation.

CAM Faculty Orientation

The Orientation Sessions address such things as academic policies, syllabi creation, use of Black-Board in teaching, resources available from the College and University, and provide a “who’s who” of College personnel so that auxiliary faculty know whom to turn to when they have questions.

CAM Faculty Professional Development

CAM has developed an annual series of professional development sessions that are designed to serve all CAM faculty. Complementing the programs delivered by CU Denver’s Center for Teaching and Learning Excellence, CAM faculty as mentors and experts and conduct sessions on a variety of topics (e.g., creative assessment of student learning, co-teaching, and use of technology in teaching).

All CAM faculty can schedule appointments with Area Heads, Department Chairs, Associate Dean, and Dean to discuss teaching and learning, professional development, and any other teaching related items.

University Resources

CAM directs all faculty to participate in the workshops and services offered at the Center for Faculty Development and CU Online.

Recognition

CAM annually solicits NTTF nominees for college and university awards.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University’s mission?

CAM recognizes significant contributions through letters of commendation when warranted. Through our annual review process, instructors can earn raises based on performance when the University budget supports merit increases.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

CAM follows University Policies and Procedures for addressing grievances. In addition, NTTF have access to CAM administrators and committees.

Appendix D: Auraria Library Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?
Auraria Library uses the ranks of Instructor and Senior Instructor for NTTF librarians. In addition and independent of rank, we use position titles to describe our professional portfolios, such as Collection Development Librarian, Research and Instruction Librarian, Electronic Resources Librarian, etc.

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.
NTTF are at-will employees. NTTF are evaluated on an annual basis. See Section B for a summary description of this evaluation process.

3. Are workloads specified for each job title? If so, what are those workloads?
Yes, workloads are specified for each position on an annual basis. Generally, the recommended workload is 90% librarianship (that is, primary job, which may include teaching, research consultancy, collection development, cataloging, etc.) and 10% service. Professional Development is included in primary job responsibilities. Changes to the recommended percentages may be negotiated between the individual and that person's supervisor resulting in the completion of a Differentiated Workload form.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.
At the beginning of the evaluation period (calendar year), the NTTF librarian develops, in conjunction with his/her supervisor, a professional plan for Librarianship which details specific goals, expected evidence of impact, and how the goals relate to the Library's Strategic Plan. The NTTF librarian completes a self-evaluation which is shared with the supervisor who evaluates the work on the 4 point scale of Below Expectations – Outstanding.

The NTTF librarian also creates a Service plan. Service activities (usually 10% of the librarian's responsibilities) are identified in the librarian's FRPA and evaluated by librarian peers on the Service Evaluation Committee. The NTTF service evaluation guidelines are on the Library's intranet and are titled "Evaluation Criteria for Service Activities for

Non-Tenure Track Auraria Library Faculty Annual Evaluation”. The SEC evaluates service activities on the 4 point scale of Below Expectations – Outstanding.

2. How frequently are these evaluations conducted?
Annually
3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.
Yes, the procedure for promotion from Instructor to Senior Instructor requires an Instructor to work for the Auraria Library for 6 years with meritorious annual reviews. The Instructor may then apply for promotion to Senior Instructor. That application is reviewed and either approved or denied by the Library’s Faculty Personnel committee, who forward a recommendation to the Library Director. The final decision rests with the Library Director.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? (The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)
Since NTTF Librarians are 12-month employees, a full-time workload is considered a 40-hr week. Therefore, any NTTF Librarian working more than a 50% workload, that is, more than 20 hours a week, is eligible for benefits. Currently, only one NTTF Librarian has a 60% workload contract. All others are on a 100% workload contract.
2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?
Policies and procedures are accessible on the Library’s intranet. Questions about policy and procedure may be directed to the Library’s Associate Director of Administrative Services, to the Library Faculty Personnel Committee, and/or to the Auraria Library Faculty group (Chair and Secretary are elected by the entire Library Faculty).

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?
NTTF are encouraged to participate in professional development and, indeed, it is part of the primary job evaluation. Peers, supervisors, and administrators share information about opportunities. Both release time

and financial assistance for professional development may be made available. The Library's Shared Leadership Team has vetted professional development and training guidelines (see summary in Appendix A) which are applied by the Associate Deans in consultation with the Library Director.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

NTTF may be recognized by their supervisors in the annual review process, by their peers in the University's Service Award process, and by their peers in the Excellence in Librarianship Award process. Informally, the Library's email list, departmental communications/newsletters, and the all-library Open Forum meetings are often used to recognize individual's accomplishments.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

We rely on CU Board of Regents Policy 5: Faculty Senate Grievance Process at <https://www.cu.edu/regents/Policies/Policy5H.htm>. Auraria Library Faculty By-Laws which include information on the grievance process are currently under review.

Appendix A

Auraria Library - Professional and Staff Development and Essential Training (from the Library's Intranet)

Unlike recent years, funding for professional and staff development and essential training will not be allocated based on employment classification. This year each request will be considered on a case by case basis, according to the following guidelines. Priorities will be determined by Associate Directors, in consultation with the Library Director, within the framework of the Library's strategic plan. Full or partial funding may be approved based on the availability of funds and whether or not the request meets one or more of the following criteria:

- The conference is one where we must have a library presence (e.g. III Systems Administrator must attend IUG)
- The request is for essential, job related training
- The employee will be giving a presentation or is a member of a committee which directly supports their position, a library initiative or research agenda. **If approved, opportunities related to this reason solely will have an expenditure cap of \$1500 for the fiscal year.**

- The professional development opportunity is local and will not include travel expenses.

Unless the opportunity is in Canada and there is strong justification given to support the expense, no international travel will be approved. Additional justification will be required for any request which includes sending more than one Library representative to an out of state conference or event. In addition, 'self funding' requests are encouraged in those instances where the Library cannot support participation.

Requests for Approval

Please, submit all training and staff development requests to your Associate Director. Requests will be considered in one of the bi-monthly Associate Director meetings. No form is necessary at this step; even an e-mail with the appropriate information is all that is necessary. Requests should include your name; name of the development opportunity; date(s); location; requested funding amount; detailed rationale based on the criteria above.

Registering/Making travel arrangements

Once the Associate Director's have approved your staff development/training request you will need to fill out one of two forms:

1. Local event (no mileage, per diems, lodging reimbursement) [Training Form](#)
2. Non-local event [Travel Request](#)

Submit completed forms to the Human Resources Associate (Mike Furuli) who will register you for the event and take care of booking your flight (if applicable). The participant is responsible for paying up front for all lodging and meals, but may request reimbursement upon return.

Requesting Reimbursement

If your approval included reimbursement for mileage, lodging, per diems etc., please submit all relevant receipts to the Human Resources Associate (Mike Furuli) once your event is completed. Hotel receipts must have the name of the traveler and show a zero balance (that the balance has been paid). Meal receipts aren't necessary, however, to be reimbursed for taxis or other transportation, parking or baggage check you **MUST** have receipts. For mileage reimbursement, please just provide the address of the event and Mike Furuli will calculate the appropriate reimbursement amount. For more information on travel please, see the Procurement site: <https://www.cu.edu/psc/payables/travel.htm>

Reporting Sessions

A reporting session is required when you receive department funding either in either monetary form or in the form of Administrative Leave. You must sign up for one of the

quarterly [Brown-bag reporting sessions](#) offered or schedule your reporting session on the agenda for one of the next three Open Forums following your return. Scheduling the reporting session is required in advance of the event. There is no specific requirement in terms of how long you speak for, however, the brown-bag sessions will allow for longer speaking times than Open Forum.

Appendix E: Business Report

This is to let you know that I do not see any changes to the Business School report for the NTTF report.

Regards,



Clifford E. Young | Associate Dean of Faculty and Programs

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?
2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.
3. Are workloads specified for each job title? If so, what are those workloads?
 Workloads are specified for each job
 Senior Instructor, Instructor: 3-4 teaching load, 70% teaching 20% intellectual contribution, 10% service.
 Visiting Assistant Professor, Professor Adjunct, Lecturer: Workloads are specified in the individual contracts.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.
 Instructors and Senior Instructors are evaluated annually along with Tenure Track faculty along criteria of teaching, intellectual contribution, and service. Lecturers are systematically evaluated for teaching and competency
 Visiting Asst Professors and Professor Adjuncts are special contracts and not evaluated after hire.
2. How frequently are these evaluations conducted?
 Instructors and Senior Instructors: Annually
 Lecturers: In the first year and every third year thereafter.
3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.
 All Instructors are eligible for promotion to Senior Instructor. They must undergo a full review by the school's Primary Unit, and then be approved for promotion by the dean.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? (The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)
2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?
Information about compensation and benefits is available in our college level HR office.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?
Instructors and senior instructors can be elected to the Faculty Assembly. The school has rules for instructors’ and senior instructors’ participation in faculty meetings and other committees. Except for RTP (reappointment, tenure, and promotion) decisions, they are treated as other full-time faculty members. Instructors and senior instructors vote at faculty meetings after one year on the faculty. Lecturers have no voting rights. Instructors and Senior Instructors have Teaching, Intellectual Contribution, and Service requirements. As such they are supported similar to Tenure-Track Faculty both in teaching development and in travel to conferences.
2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University’s mission?
Instructors and Senior Instructors are eligible for the Business School annual instructor award. The award is considered comparable to the Tenure-Track faculty awards in teaching, research and service.
3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.
The Internal Affairs Committee considers grievances filed by any faculty or staff member in the school.

Appendix F: Dental Medicine Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?

Instructor
 Assistant Professor Clinical
 Associate Professor Clinical
 Professor Clinical
 Clinical Instructor
 Clinical Instructor (C/T)
 Clinical Assistant Professor (C/T)
 Clinical Associate Professor (C/T)
 Assistant Professor Research
 Research Associate
 Professional Research Assistant
 Senior Professional Research Assistant
 Emeritus Professor

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

The School of Dental Medicine follows the CU Denver policies and procedures for initiating NTTF contracts and reviews contracts annually. CU Denver Human Resources recommends the use of a standard format, which is in use at the School of Dental Medicine.

3. Are workloads specified for each job title? If so, what are those workloads?

Workloads are established based on the clinical department's instructional and clinical requirements. Differentiated workloads within a job title for both NTTF and TTF may be requested in writing and require appropriate approval and justification.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

The School of Dental Medicine policies and procedures require a comprehensive annual review and evaluation for all NTTF (except the Research Assistant/Associate series of titles) with a 50% or greater appointment. The same review and evaluation policies and procedures apply to both TTF and NTTF. For the Research Assistant/Associate series of job

titles, the School of Dental Medicine conducts an annual evaluation as required by CU Denver policy using the recommended “Annual Performance Evaluation Form”.

2. How frequently are these evaluations conducted?
The School of Dental Medicine conducts reviews and evaluations annually.
3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.
The School of Dental Medicine follows CU Denver policies and procedures regarding promotions within and between appropriate title categories. This includes review by the Promotion, Tenure, and Post-Tenure Review Committee, the Dean’s Review Committee, and the Dean. Per policies and procedures, if there is a disagreement between the committees, and the individual faculty member still wants to submit their name for promotion, they are reviewed by the Vice Chancellor’s Advisor Committee.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? (The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)
The School of Dental Medicine adheres to University of Colorado benefits eligibility criteria and thereby provides benefits to those with a 50% or greater FTE. FTE is based on percentage of effort and is reflected in the workload assignment for each position.
2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?
The University of Colorado Payroll and Benefits website contains information about benefit eligibility. The School of Dental Medicine provides benefits information, including reference to the Payroll and Benefits website, to all employees with 50% or greater FTE.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?
The School of Dental Medicine provides seminars, lectures, and demonstrations for both its NTTF and its TTF. In addition, funding is provided for attending professional development conferences, participating in specialized training, membership in professional organizations, and procuring relevant educational and technological tools.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

All faculty members (NTTF and TTF) participate in the School of Dental Medicine compensation plans as well as excellence and special accomplishment awards.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

Grievances by NTTF are resolved by the Dean in consultation with the faculty members and others relevant to the issue of the grievance.

In addition, Faculty members also have the option of bringing their grievance to the Faculty Grievance Subcommittee as outlined in the School of Dental Medicine's Faculty Senate Governance document:

The Faculty Grievance Subcommittee shall review and evaluate grievances brought forth by a faculty member and shall submit a recommendation concerning the grievance to the dean. Grievances relating to work assignments, work schedules, annual evaluations, annual salary increments, or similar matters may be brought before the Faculty Grievance Subcommittee by a faculty member. The Faculty Grievance Committee will not, however, review any grievances relating to promotion or denial of promotion in academic rank or reappointment. These would be referred to the Dean's Review Committee. The Faculty Grievance Committee shall have the authority to determine if a grievance should be heard or processed through alternative channels.

Appendix G: Education and Human Development Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?
 - a. Senior Instructor, Instructor
 - b. Assistant Professor Clinical Teaching Track, Associate Professor Clinical Teaching Track, Professor Clinical Teaching Track
 - c. Assistant Research Professor, Associate Research Professor, Research Professor, Research Senior Instructor
 - d. Lecturer
2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

The process for hiring NTTF (excluding lecturers):

- a) The programs recommend a person for the position and the Dean approves.
- b) SEHD Human Resources drafts a contract, which is reviewed by the Dean and campus Human Resources.
- c) The Dean signs the approved contract and it is mailed to the employee for signature
- d) All NTTF hires are included in the Chancellor Action reports, which are submitted with copies of the contracts
- e) A Professional Plan is filled out after employment

The process for hiring lecturers:

- a) Contracts are drafted from the School's load report at least a month before the semester begins
- b) After review by the Dean's office, the contracts are signed and they are mailed to the employees for signature
- c) All NTTF hires are included in the Chancellor Action reports, which are submitted with copies of the contracts

Are workloads specified for each job title? If so, what are those workloads?

- a) Sr. Instructors/Instructors are 80% teaching and 20% service
- b) Clinical Teaching Track Professors, 80% teaching, 10% research, 10% service; or as negotiated
- c) The workload of Research Professors varies according to grant and project obligations
- d) Lecturers are limited to teaching 6 credits per term

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

Non tenure-track faculty participate in the annual faculty merit review.

2. How frequently are these evaluations conducted?

Annually

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

A process for promoting clinical teaching professors from Assistant to Associate and from Associate to Professor is currently under review. This process involves review by the SEHD RTP committee and the Dean's approval.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits?

Any NTTF 50% time or greater are eligible for benefits.

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?

Through a UCD and SEHD New Employee Orientation that is held within the first several weeks of the semester, and through the SEHD Faculty/Staff Handbook.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?

NTTF may receive professional development funds through their program areas (as part of program improvement funds). NTTF also may participate in professional development workshops offered in the School of Education and Human Development. Additionally, NTTF may access travel funds for presentations from the SEHD Research Center.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

NTTF are eligible for the School of Education Teaching Award for NTTF

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

NTTF may use the grievance procedures available to all other faculty in the SEHD

Appendix H: Engineering and Applied Science Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?
 Senior Instructor
 Clinical Assistant Professor (C/T)
 Assistant Professor-Research
 Lecturer

CEAS currently has six senior instructors (4 full-time, 1 half-time, and 1 at 80% time); two part-time Clinical Assistant Professors (1 half-time and 1 at 62.5% time); one 70% time Associate Professor-Research; and 33 part-time Lecturers. All NTTF in CEAS are at-will employees and have non-tenure track promotion-eligible status.

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

With the exception of Lecturers, all NTTF in CEAS are evaluated through the annual faculty evaluation process. They are evaluated with the same rating criteria as tenured and tenure-track faculty members, although their weightings are different because they do not have research expectations. The performance of Lecturers is evaluated based on the results of the Faculty Course Questionnaires (FCQs) completed by students each semester. If a Lecturer consistently receives poor FCQs, they are not rehired by the Department.

3. Are workloads specified for each job title? If so, what are those workloads?

Workloads for all NTTF in CEAS are specified for each job title. The normal teaching load for a full-time Senior Instructor is four courses per semester or eight for the academic year. All Senior Instructors participate in curriculum development and several also participate in service work such as transfer-student evaluation and advising. The teaching load for a full-time Senior Instructor can be reduced if the service activities exceed the equivalent of one course per semester. Workloads for all C/T Assistant Professors are 80-10-10 for teaching, research and service, respectively. The course load for the full-time C/T faculty is “six” courses a year and the part-time faculty course load is prorated. All workloads are clearly specified in the respective contract. Lecturers typically teach one course per semester.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

With the exception of Lecturers, all NTTF in CEAS are evaluated through the annual faculty evaluation process. They are evaluated with the same rating criteria as tenured and tenure-track faculty members, although their weightings are different because they do not have research expectations. The performance of Lecturers is evaluated based on the results of the Faculty Course Questionnaires (FCQs) completed by students each semester. If a Lecturer consistently receives poor FCQs, they are not rehired by the Department.

2. How frequently are these evaluations conducted?

All evaluations in CEAS are conducted annually.

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

Instructors in CEAS are eligible for promotion to Senior Instructors after a period of 5 years of satisfactory performance. C/T faculty promotions are the same as tenured and tenure-track faculty.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits?

All Senior Instructors and C/T Faculty in CEAS are eligible for University of Colorado benefits, when the appointment is for no less than 50%.

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?

Policies and procedures are available at the CEAS office. Additionally, all new faculty members are invited to campus and college orientation sessions, where all materials are provided.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?

Departments within CEAS will provide travel funds for NTTF to attend professional meetings, when funds are available. NTTF are encouraged in CEAS to actively participate in the generation of grant/research proposals for external funds. All NTTF faculty have the same access to graders/TA's as tenure and tenure-track faculty.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

Outstanding NTTF in CEAS can be nominated and receive outstanding awards as all other tenure and tenure-track faculty.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

The grievance policy for NTTF in CEAS related to annual evaluation results and salary increases is identical as the policy for tenured and tenure-track faculty members. The grieved NTTF appeals to the affected Department evaluation committee and subsequently to the CEAS college-level grievance committee, and eventually to CEAS Dean, if not resolved at the department level.

Appendix I: Health Sciences Library Report

Section A. Titles, Contracts, and Workloads

1. What titles are in use for NTTF?

- Instructors 3.3
- Senior Instructors..... 8 (with 2 vacancies at present)
- Assistant Professors ...6
- Associate Professors...3

2. Are policies and procedures in place for initiating and reviewing NTTF contracts?

[Data to be provided by Human Resources]

3. Are workloads specified for each job title? If so, what are those workloads?

All faculty members at the Health Sciences Library (HSL) have non-tenure track promotion-eligible status and are at-will employees. Because they are promotion-eligible, faculty are encouraged to engage in service and research/creative activities.

HSL faculty workloads are determined at the point of position creation by the appointing authority and/or Deputy Director, in consultation with the unit Department Head. Workloads represent the typical distribution of effort; at the Health Sciences Library that is usually 80% of effort directed to effectiveness in the position, 10% directed to service and/or outreach, and 10% directed to research/creative activities. Workloads at the HSL are therefore not dependent on title per se but rather the duties and responsibilities specific to the position. Workloads are later refined as needed.

Section B. Evaluation and Promotion

1. What policies and procedures are in place to ensure systematic evaluation of NTTF?

The policies and procedures for faculty evaluation at the HSL are detailed in the Library's governance document, *Criteria and Procedures for Appointment and Promotion for Library Faculty*. During the past two years, the document has been undergoing iterative revisions with input from the Library Faculty and Director, the Associate Vice Chancellor for Academic Affairs, the Office of the Provost, and University Legal Affairs. It is anticipated that a finalized version will be approved in early 2012. In summary, at the beginning of each calendar year, every Library faculty member prepares a Faculty Distribution of Effort Agreement (FDEA) with her/his supervisor/Department Head. This agreement reflects the primary responsibilities of the faculty member's position, the Library's strategic priorities for the year, and any special arrangements for individual activities or circumstances. In the spring of the next calendar year all faculty are evaluated based on this agreement. A score is given for each category of effort, and each score is multiplied by the percent of effort. The faculty member may

also agree to include a behavioral or other rating instrument in the annual performance appraisal process.

2. How frequently are these evaluations conducted?

Faculty evaluation at the HSL is conducted on an annual basis.

3. Are there policies and procedures for promotion within and between appropriate titles categories?

The HSL faculty governance document *Criteria and Procedures for Appointment and Promotion for Library Faculty* addresses assignment of faculty titles. Library faculty members are presently eligible for promotion after six years of service, pursuant to the governance document criteria. The revised version of the governance document, noted in Section B.1, features changes to the criteria for promotion within and between titles, reducing the minimum number of years of service.

In summary, pursuant to the Library's faculty governance procedures, the Faculty Status Committee is responsible for reviewing and evaluating all pertinent records and documents for candidates requesting promotion. The committee reviews these records and submits a written report and recommendation to the Director. Throughout the review process, the committee focuses on the quality and significance of the performance, service, research, teaching and other activities as described in the documentation.

The Director provides the committee with the initial documentation packet for each candidate, including: an updated curriculum vitae; the candidate's self-evaluation and any supporting documentation; evidence of professional activities; evidence of Library or University service; copies of publications or other work; the supervisor's evaluation; copies of letters of evaluation solicited by the Director (from both internal and external evaluators); prior self-evaluations and supervisor evaluations may be included; and candidate's job description.

The committee meets as necessary to give fair and equitable consideration to each candidate. The Chair may ask to meet with the candidate to discuss the documentation. Upon conclusion of its deliberations, the Faculty Status Committee makes a written recommendation to the Director.

Following consideration of the committee's recommendation, the Director may request a meeting with the committee or may proceed to make a decision regarding promotion. The Director informs the candidate of his/her decision and provides a copy of the Faculty Status Committee's report and recommendation. The candidate may request a meeting with the Director and the committee to discuss any questions regarding the decision. Efforts are made to resolve any disagreements at this time, before a recommendation is sent to the Office of Academic Resources and Services. Upon receipt of approval or disapproval of that recommendation, the Director informs both the candidate and the Chair of the committee.

Section C. Compensation and Benefits

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits?

[Data to be provided by Human Resources]

2. How are the policies and procedures related to compensation and benefits made readily available to NTTF, their supervisors, and relevant staff?

Compensation: HSL faculty salaries are competitive with other academic health sciences libraries in the western United States, and the *Annual Statistics* of the Association of Academic Health Sciences Libraries is used to benchmark. Initial salary offerings are published with the position recruitment advertisement, and are based on the nature of the position, title rank, and years of previous relevant experience.

At the HSL, merit is used to determine salary increases, and on the Anschutz Medical Campus the process is set by the Chancellor in concert with the Vice Chancellor for Finance and Administration. Specifically at the HSL, the total score derived for each individual faculty member from the Library's annual review process (see Section B.1) drives the distribution of merit pay. Merit salary increases are based on comparison across all Library faculty. At the conclusion of the annual review cycle, the Director prepares a recommendation for every faculty member in concert with Anschutz Medical Campus salary setting procedures. The Director includes any special salary adjustments for factors such as special merit or equity.

Benefits: HSL faculty are eligible for benefits through the University of Colorado system as 12 month faculty, and are informed by the appointing authority (Library Director) during the recruitment process and in the offer letter to become familiar with the relevant documentation available from Human Resources at <https://www.cusys.edu/pbs/benefits/>. Newly hired faculty are reminded to make benefits-related decisions during mandatory new employee orientation. Library Administration encourages all faculty members to engage in the annual Open Enrollment process; distributes news of benefits changes, processes and enhancements via e-mail alerts; and provides leave time for attendance at open houses and fora addressing this annual activity.

Section D. Professional Development, Recognition, and Grievance

1. What opportunities and types of support are available to NTTF for professional development?

At the HSL, professional development is integrated, with a negotiated percent of effort, into individual Faculty Distribution of Effort Agreements. Most librarians are members of the Medical Library Association, which offers a professional recognition program called the Academy of Health Information Professionals (AHIP), and faculty are encouraged to be credentialed in the program through individualized professional

development plans. At the Library, and within the AHIP program, a range of professional development activities are encouraged, including but not limited to: virtual and in-person conference and meeting participation and attendance; enrollment in continuing education courses offered by professional associations; and discussion group engagement. Faculty members are also encouraged to develop personalized plans for acquiring new skills, particularly in areas of information management.

The Library provides an annual budget to support professional development for faculty, within the constraints of budget support, and strives to equitably fund each faculty member who presents a plan for professional development. Annually at the start of the new fiscal year, the Deputy Director solicits from the Library's Department Heads their expectations for professional development expenditures by individual faculty members; the Deputy negotiates with the Heads and faculty members their development plans and budget allotments, based on funds availability.

2. How are NTTF recognized for excellent performance?

Aside from annual merit pay awards, there are limited opportunities to recognize the achievements of HSL faculty. Excellence in performance is typically rewarded with new committee assignments or opportunities to represent the Library in various venues.

Internally, faculty accomplishments are acknowledged by the Director through e-mail announcements and at quarterly All Staff meetings. Externally, accomplishments are recognized in communications directed to the leadership of the Office of Academic Resources and Services and the Office of the Provost, to the representative-members of the Anschutz Medical Campus Faculty Assembly, and via the Library's online newsletter for its clientele, *The Appendix*. Press releases are also issued by Library Administration for particularly noteworthy faculty accomplishments and are distributed to the CU Denver Office of Integrated University Communications.

Library leadership and faculty also nominate and advocate for their Library peers for awards and honors offered by regional and national professional associations and service societies within the community of practice.

Library faculty are eligible for all University of Colorado awards and honors which may be extended to at-will employees, though they typically may not compete for awards that reward teaching achievements due to eligibility requirements. The Anschutz Medical Campus faculty awards programs does not present opportunities for recognizing, through awards or honors, the accomplishments of individual HSL faculty, unlike the CU Denver Campus. During 2010 and 2011, a small ad hoc team of faculty from the HSL and Auraria Library looked at this parity issue, considered award/recognition programs at other similar campuses with general and academic health sciences campuses, and submitted an assessment. The HSL Faculty Senate considered the resulting report and declined to advocate for a change to the current recognition system, determining that no harm or significant loss of opportunity results from the difference between the campuses.

3. Are there policies and procedures for addressing grievances by NTTF?

All faculty members at the Health Sciences Library (HSL) have non-tenure track promotion-eligible status and are at-will employees.

Grievance procedures pursuant to the promotion process are addressed in the Library's governance document, *Criteria and Procedures for Appointment and Promotion for Library Faculty*. In summary, the Director is empowered to establish a Review Committee to aid in the evaluation of recommendations forwarded by the Faculty Status Committee. For example, a Review Committee would be formed to consider a disagreement between the candidate for promotion and the Faculty Status Committee.

Grievances related to annual reviews and job performance are governed by University of Colorado Human Resources policy, and during the annual review process faculty are encouraged to familiarize themselves with their rights and responsibilities.

Appendix J: Liberal Arts and Sciences Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?
 - Assistant Professor Clinical Teaching Track
 - Associate Professor Clinical Teaching Track
 - Professor Clinical Teaching Track
 - Assistant Research Professor
 - Associate Research Professor
 - Research Professor
 - Senior Instructor
 - Instructor
 - Lecturer
2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.
 - a. Written policy and procedure for nomination, review and approval of Clinical Teaching Track appointments.
 - b. Research Professor series: contracts are written by HR Coordinator in Office of the Dean, reviewed by HR, Dean and Provost. Submitted for approval on Personnel Matters Report to Provost.
 - c. Instructor series: contracts are written by HR Coordinator, reviewed and signed by Dean. Appointments submitted for approval on Personnel Matters Report to Dean.
 - d. Lecturer series: contracts written by department Program Assistants/Administrative Assistants using templates developed by Office of the Dean and approved by HR. Contracts reviewed by HR Coordinator in Office of the Dean then reviewed and signed by Dean. Appointments submitted for approval on Personnel Matters Report to Dean.
3. Are workloads specified for each job title? If so, what are those workloads?

Assistant, Associate and Full Professor Clinical Teaching Track

Each of these positions is typically 80% teaching, 10% service and 10% scholarship. There are sometimes variation more heavily weighted toward service, but in keeping with CLAS policy, scholarship never exceeds 20%.

Assistant, Associate and Full Research Professors

These positions are typically 100% research, often externally funded, but some faculty in these positions have contracts that specify some limited teaching and service.

Senior Instructor and Instructor

A 100% instructor or senior instructor would teach 5 classes per semester. A few instructors have contracts that specify some service and reduced teaching. Each course typically equals .1 FTE.

Lecturers

Lecturers teach one or two classes per semester. Course load never exceeds two courses per semester.

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

Clinical Teaching professors, Research Professors, Senior Instructors and Instructors are evaluated as part of the colleges annual merit review for faculty and staff. Clinical Teaching professors, Senior Instructors and Instructors complete FRPA forms and are evaluated by their department chairs.

Evaluation of lecturers is handled individually by departments.

2. How frequently are these evaluations conducted?

Clinical Teaching professors, Research Professors, Senior Instructors and Instructor evaluations are conducted annually in the spring.

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

The appointment and promotion of faculty in the Clinical Teaching Track ranks are defined by Primary Unit criteria. The candidate submits a dossier for department approval. This dossier is recommended to the Dean of the College. The Dean's Advisory Committee Clinical Teaching Track makes a recommendation to the Dean regarding appointment or promotion. The Dean's decision is forwarded to the Provost for approval.

Nominations for and promotions within the C/T can come from any member of the department faculty, but must be approved by a majority of the voting faculty, and must be accompanied by a written recommendation from the Department Chair. The candidate must compile a complete application packet (outlined below under Appointment and Evaluation of Clinical Teaching Track Faculty) which the Chair will forward to the CLAS Dean. Instructors and senior instructors who are not part of a department can be nominated for the C/T track by an Associate Dean in CLAS.

The Dean will make the final decision as to whether the individual should be recommended to the Chancellor for a C/T appointment or reappointment. The Dean will utilize the recommendations of the Departmental Chairs and the best interests of the primary unit and of CLAS in appointments or

reappointments. In disputed cases or for promotions within the Clinical Track, the Dean will consult the Dean's Advisory Committee Clinical Track (DAC-C/T), which will initially be made up of three members of the Dean's Advisory Committee, three members of the Alternate Track task force and an Associate Dean. The DAC-C/T will ultimately consist of three members of the DAC, three C/T faculty members and an Associate Dean. In addition, the Dean will consult with the CLAS Council and the CLAS BPC regarding the percentage of faculty hired into the Clinical Track in each primary unit. (from the Requirements for Appointment, Reappointment, and Promotion for Clinical Teaching Track Faculty in the College of Liberal Arts and Sciences, University of Colorado Denver.)

The process for appointment/promotion at the Senior Instructor level is nomination by a department chair and approval by the Dean.

Promotion from Lecturer to Instructor may occur based on teaching merit, or if a lecturer is assigned to teach more than 3 courses in a semester. Promotion is requested by Department Chair and approved by the Dean.

Currently the College does not have a written process for promotion between categories within the Research Professor series.

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? NTTF at 50% FTE and above are eligible for benefits. Lecturers are not eligible for benefits at any FTE. Each course is equivalent to 0.1 FTE; lecturers are limited to 2 courses/0.20 FTE. Lecturer is not a benefits-eligible job code in CLAS on the DDC.

(The 1999 NTTF Recommendations set the goal that "Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.")

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff? Policies are posted on the HR campus website, and via FAQs on the CLAS HR website. The Lecturer pay scale and Clinical Teaching Track policies are posted on the CLAS website. The CLAS website also provides links to Payroll and Benefits Services and UCD Human Resources.

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?

Departments often make travel and professional development funds available to NTTF within their departments. Clinical TT faculty, Senior Instructors and Instructors are eligible to apply for CLASAct grant funds for the development of innovating teaching techniques or course development.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

The College makes up to three awards annually for Excellence in Teaching by Non-tenure-track faculty. The three college winners are nominated for a campus-wide award.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

We follow DDC campus HR policies and procedures for NTTF grievances. We have no additional CLAS policies.

Appendix K: Medicine Report

To: Laura Goodwin, Ph.D., Associate Vice Chancellor

From: Steven R. Lowenstein, M.D., M.P.H.
Associate Dean for Faculty Affairs
Cheryl Welch, Director, Office of Faculty Affairs

Date: January 5, 2012

Subject: Non-tenure track faculty at the School of Medicine

Thank you for the opportunity to provide current information about the status of non-tenure track (NTT) faculty members within the School of Medicine. We share the view of the System Academic Affairs Office and the Faculty Council that NTT faculty members make important contributions to the University's teaching, research and service missions. We are also aware that in some schools and colleges on other campuses, concerns have been raised about the working conditions of NTT faculty, including participation in faculty governance, workloads, salaries, benefits, annual performance reviews, the at-will requirements and opportunities for career development and academic promotion. As you know, most of these issues have not been concerns at the School of Medicine.

The following comments pertain to SOM NTT faculty members who hold M.D., D.O. or Ph.D. degrees:

- Our NTT faculty (Instructors, Senior Instructors and Research Professors) have equal benefits and equal opportunities to participate in school-wide governance, when compared with tenure-eligible faculty members.
- While department-level governance opportunities may vary, all Instructors, Senior Instructors and Research Professor series faculty are members of the Executive Faculty and may be elected to the School of Medicine Faculty Senate.
- Salaries are determined by training, degree, discipline, length of service and responsibilities --- not by arbitrary salary bands.
- All faculty members, including Instructors, Senior Instructors and Research Professor faculty, are required by the SOM Rules to undergo annual evaluations and must be assigned a mentor within 3 months of hire.
- The SOM does not limit the promotion opportunities for Instructors or Senior Instructors who have the terminal degree (usually, but not exclusively, an M.D., D.O. or Ph.D. degree).

A recent comprehensive review of NTT faculty in the SOM demonstrated that the average length of service for Instructors and Senior Instructors at that rank was just 2.47 years. Thus, most Instructors and Senior Instructors serve at that rank for a relatively short period of time, before being promoted to Assistant Professor or leaving the SOM.

We are not aware of systemic problems in working conditions, resources, support or morale. While we have not conducted a school-wide survey of NTT faculty (for example, to examine salaries or to assess institutional climate or working conditions), we do include NTT faculty in all scheduled surveys of faculty satisfaction. Furthermore, NTT faculty members participate fully in our departmental reviews.

Currently, the total number of active SOM faculty (at rank of Instructor or above) is 2,637.

- The number of active Instructors and Sr. Instructors who hold MD, DO or PhD degrees is 364 (14% of the total number of active faculty).
- The total number of active faculty in the Research Professor series is 99.

We are pleased to provide the following answers to the questions forwarded by the System Academic Affairs Office and the Faculty Council. The information below refers to Instructors, Senior Instructors and Research Professors; PRAs are excluded.

A. Titles, Contracts and Workloads

1. *What titles are in use for NTTF?*

Please see the information listed above.

2. *Are policies and procedures in place for initiating and reviewing NTTF contracts?*

Employment contracts for tenure-eligible and NTT faculty members are handled in an identical manner. At the SOM, the letter-of-offer serves as the contract between the university and the faculty member. NTT faculty who are non-clinicians must hold at-will appointments under state law. Their letters of offer may or may not be revised from time to time to reflect different work assignments. If more than half of a NTT faculty member's effort is clinical service, the faculty member may receive an at-will, limited or indeterminate appointment.

3. *Are workloads specified for each job title? If so, what are those workloads?*

Workloads and job assignments are not established arbitrarily for a specific job title. Rather, a faculty member's workload and assignments --- including clinical work, service, teaching or research --- are negotiated individually at the time of hire, and they depend upon the department or division, the discipline, the talents and training of the faculty member and the needs and expectations of the department and the faculty member.

B. Evaluation and Promotion

1. *What policies and procedures are in place to ensure systematic evaluation of NTTF?*

Under the SOM Rules, all faculty members, including Instructors and Senior Instructors, are required to undergo annual evaluations. A similar requirement exists for faculty members in the Research Professor series. The DOMINO data base, and the comparable Department of Pediatrics FIDO database, are used by all SOM faculty

members and their departments to track annual evaluations, includes performance evaluations for NTT faculty. Over the past 12 months, DOMINO was implemented throughout the SOM, ensuring compliance with the requirement for annual performance evaluations for all NTT faculty members.

2. *How frequently are these evaluations conducted?*

Performance evaluations are required for all faculty members at least annually; according to SOM Rules, performance evaluations must be completed by May 1st of each academic year.

3. *Are there policies and procedures for promotion within and between appropriate title categories?*

According to the SOM Rules, Instructors may be promoted to Senior Instructor at any time, if they demonstrate “special abilities in teaching, research or clinical service.” Instructors who achieve board certification, research funding, teaching experience or clinical experience are often promoted to Assistant Professor. As noted above, a large proportion (32%) of Instructors are promoted to Senior Instructor or Assistant Professor after a short period of time.

The SOM Rules outline a traditional academic promotion pathway for faculty in the Research Professor series. Faculty members who achieve excellence in research, based on their record of discoveries, independence, national reputation, publications and funding, may be promoted to Associate Research Professor or Research Professor. Guidelines for promotion in the Research Professor series are posted on the Office of Faculty Affairs web site (<http://medschool.ucdenver.edu/faculty>). Since the SOM formally adopted the Research Professor series of titles in July, 2004, nine Assistant Research Professors have applied for promotion to the rank of Associate Research Professor, and three Associate Research Professors have applied for promotion to the rank of Research Professor; of these, 100 % achieved promotion.

C. Compensation and Benefits

1. *At what percentage of FTE are the NTT faculty holding various titles eligible for benefits?*

All Instructors, Senior Instructors and Research Professors whose positions are .5 FTE or greater receive the full array of faculty benefits. As noted earlier, salaries are not limited arbitrarily for Instructors, Senior Instructors or Research Professors; they are established according to the faculty member’s teaching, research and clinical service experience and responsibilities, in accordance with the School’s BSI policies.

2. *How are the policies and procedures related to compensation and benefits made readily accessible to NTT faculty, their supervisors and relevant staff?*

First, every letter of offer includes information about the faculty member’s compensation. Second, each letter of offer includes the following reference to benefits: “Benefits available to faculty include health and life insurance and participation in the

CU retirement program under policies approved by the Board of Regents. If you have any questions about available benefits as a faculty member, please contact the Payroll and Benefits Service Center at (303) 735-6500.”

In addition, there is a link on the Office of Faculty Affairs web site that provides information about faculty benefits.

D. Professional development, recognition and grievances

1. *What opportunities and types of support are available to NTT faculty for professional development?*

The SOM does not distinguish between tenure-track and NTT faculty members with respect to faculty development opportunities. For example, all Instructors, Senior Instructors and Research Professors are invited to the annual New Faculty Career Building Workshop. All NTT faculty members receive notices about faculty development seminars, which are posted on the Faculty Development Seminar web site: (<http://som-dev.uchsc.edu/faculty>). NTT faculty members are eligible to attend any and all of these workshops, including those related to promotion, dossier-building, teaching, research, time management and other topics. NTT faculty members routinely receive the SOM Dean’s “What’s Going on Here?” email and the biannual faculty publication, the *Faculty Success Newsletter*. And, as noted earlier, the SOM rule that mandates assignment of career mentors applies equally to faculty members holding tenure- and non-tenure track appointments.

2. *How are NTT faculty recognized for excellent performance? Are there awards or other public expressions of appreciation for contributions to the University’s mission?*

Although policies at the level of specific departments may differ, the SOM does not differentiate between tenure- and non-tenure track faculty when it comes to honors and awards.

3. *Are there policies and procedures for addressing grievances by NTT faculty?*

The SOM and University policies for addressing grievances do not differentiate between tenure-eligible and NTT faculty. Our NTT faculty have full access to the system-wide Privilege and Tenure Committee, the Ombuds Office, the Office of Faculty Affairs and other resources.

Appendix L: Nursing Report

Section A. Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?
 - ◇ **Refer to updated table from Institutional Research**

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.
 - ◇ **The *ByLaws of the General Faculty for the College of Nursing* establishes the Appointment, Promotion, and Tenure (APT) Committee and responsibilities of this Committee for making recommendations for initiation and review of NTTF contracts.**

 - ◇ **The APT Committee has formalized criteria, policies, and procedures for the appointment, reappointment, and promotion of NTT faculty, which is approved by the General Faculty of the College.**

3. Are workloads specified for each job title? If so, what are those workloads?
 - ◇ **The College of Nursing (CON) has an approved workload policy, which is consistent with University policy and which is implemented and administered by the CON Division Chairs. It is applied consistently to all faculty and takes into account their individual focus of teaching, research/scholarship, and/or clinical practice/scholarship and service.**

 - ◇ **Workloads are specified based on faculty track. Tenured and tenure-track faculty have a full-time workload of 18 credit hours per 12-month appointment period. NTT faculty have a full-time workload expectation of 24 credit hours per 12-month appointment period.**

Section B. Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.
 - ◇ **Policies and procedures relative to evaluation of NTTF are formalized, approved by the CON General Faculty and available to all on the shared network drive for the College.**

 - ◇ **Faculty members are evaluated annually as part of the annual performance/merit review and compensation recommendation process, but timing of formal comprehensive review occur based on title (see #2 below).**

2. How frequently are these evaluations conducted?
 - ◇ **Instructors and Senior Instructors receive formal comprehensive review at the end of every three consecutive years of employment.**
 - ◇ **Assistant Professors receive formal comprehensive review at the completion of the second year of the initial employment and a promotion review to Associate Professor during the seventh year of the appointment.**
 - ◇ **Associate Professors and Professors will receive formal comprehensive reviews every five years.**

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.
 - ◇ **Yes, these policies and procedures are formalized and approved by the CON General Faculty. They are clearly delineated for each faculty rank, addressing the missions of the University and the College.**

Section C. Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits? (The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)
 - ◇ **NTT faculty in the CON who hold appointments at .50 FTE (50% effort) or higher are eligible for benefits. Refer to Human Resources update (C1) for NTT faculty in the College within each rank that are currently at .50 FTE or higher.**

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?
 - ◇ **Policies and procedures relevant to compensation and benefits are made readily accessible to NTT faculty, supervisors, and staff through the campus new employee orientation sessions, and again, through faculty orientation sessions provided by the CON Division Chairs.**

Section D. Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?
 - ◇ **All faculty, regardless of track, are eligible to apply to the CON’s**

Research Committee for intramural seed funding for research development funds.

- ◇ **Upon initial hire, NTT faculty may negotiate for workload release/development time to pursue their clinical or research interests.**
 - ◇ **CON Faculty Divisions receive funding in their annual budget that is available for faculty development awards.**
2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?
- ◇ **NTT faculty may be nominated for the annual Dean's Award for Excellence in Teaching. NTT faculty have regularly received this award in the past several years.**
 - ◇ **NTT faculty are publicly lauded for achievements related to teaching, practice initiatives, scholarship and service through e-mail announcements, announcements in CON and campus publications, and articles in external publications.**
3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.
- ◇ **The College of Nursing currently uses the standard University-recognized shared governance grievance procedures, which are available to all faculty. Initially, as a first-level review for CON faculty, the College Dean and the faculty member's Division Chair would work together to mediate and resolve the grievance issues.**
 - ◇ **During the 2009-2010 academic year, the CON developed a formally approved grievance policy and procedure for the faculty's annual performance/merit review process. The grievance policy/procedure has now been implemented and has been in place for the last two annual performance/merit reviews (Spring of 2010 and 2011).**

Appendix M: Pharmacy Report

To: Laura Godwin, Ph.D., Associate Vice Chancellor for Academic Affairs

From: Ralph J. Altieri, Ph.D., Dean

Date: December 19, 2011

Subject: NTTF Report Update

In response to your request for an update on the Non-Tenure Track Faculty (NTTF) Report, the Skaggs School of Pharmacy and Pharmaceutical Sciences continues to operate without substantive issues or complaints about the disparity between tenure and non-tenure tracks. We allocate salary, professional development funds, space and other resources to all faculty members regardless of tenure or tenure-track status based on functional considerations such as distribution of effort, performance and program development. NTTF are evaluated annually with opportunities for performance based salary increases and Instructors are used only on a limited basis for teaching, such as in our non-traditional educational program, English as a Second Language program, and as clinical preceptors. In addition, NTTF are eligible for promotion, encouraged to seek out professional development opportunities with funding support as funding allows, share the same grievance process and procedures as tenure and tenure-track faculty, and receive the same benefits. As a result of these business practices, the Skaggs School of Pharmacy and Pharmaceutical Sciences continues to report no substantive issues relative to the NTTF ad hoc committee recommendations regarding the disparity between tenure and non-tenure track faculty.

Appendix N: Public Affairs Report

Section A. Titles, Contracts and Workloads

1. **Titles in use for NTTF:** Clinical Professor; Research Professor (Research Associate Professor, Research Assistant Professor, Senior Research Associate, Research Associate, Senior Professional Research Assistant), Instructor, Lecturer, Visiting Lecturer, and Scholar-in-Residence.
2. **Policies and procedures in place for initiating and reviewing NTTF contracts:** The School's Policies and Procedures Governing the Appointment, Promotion, and Termination of Non-Tenure-Track Faculty, approved by faculty in January 2009, primarily focuses on instructors and professors in the Clinical/Teaching Track and to Research Professors, Research Associate Professors, and Research Assistant Professors (see attached policy for details). The policy also provides that the appointment of Research Associates and Research Assistants is within the discretion of the director of the applied research center in which the Research Associate or Assistant is employed, or, in the case of those who are hired in connection with a grant awarded to a faculty member, by the faculty member (with the concurrence of the Dean). Lecturers are selected by the directors of the degree program for which they will teach a course. SPA's NTTF policy is in the process of being revised by the faculty, and the revision should be completed by March 2012.
3. **Workloads for each job title:** Under the current policy, workloads are in part determined by the position (i.e., faculty in the Clinical/Track focus primarily on teaching, not research), but to the extent that there is discretion in specifying workload, the details are worked out between the hiring authority and the faculty member.

Section B. Evaluation and Promotion

1. **Systematic evaluation of NTTF:** Policies governing the evaluation of faculty in the Clinical/Teaching track and Professor (or Associate or Assistant Professor) – Research are specified by the Policies and Procedures document attached to this report. These faculty are supervised by the Dean, who oversees their evaluation according to the criteria described by the Policy. Lecturers are evaluated by the director of the degree program for which they teach, and Research Associates are evaluated by the director of the applied-research center in which they are employed.
2. **Frequency of evaluations:** All are conducted annually except those for Lecturers, who are evaluated every three years at minimum.
3. **Policies and procedures for promotion within and between appropriate title categories:** Policies and procedures for promotion of faculty in the Clinical/Teaching track and for the professors in the Research track are specified in the attached document. Faculty in the other categories are hired for specific research projects or to teach specific courses. SPA does not have policies governing movement among these titles.

Section C. Compensation and Benefits

1. **Eligibility for benefits:** NTTF who are employed for more than 50 percent of time are eligible for and receive benefits.
2. **Access to NTTF policies and procedures related to compensation and benefits:** At present, information about these policies and procedures is distributed to NTTF, their supervisors and relevant staff via email, via a location on SPA's shared drive, and via an intranet website created by SPA to share information and resources about teaching.

Section D. Professional Development, Recognition and Grievance Procedures

1. **Professional development:** NTTF in the Clinical/Teaching track and the professorial ranks of the Research track write an annual professional development plan, which is reviewed by the faculty member's supervisor. The plan includes the "identification of opportunities for professional learning meeting the interests and goals of SPA and the NTTF." Lecturers are also encouraged to make use of university resources for professional development, such as the assistance of the Center for Faculty Development, and have access to a SPA intranet site dedicated to improving teaching.
2. **Recognition of excellent performance:** SPA plans to begin this year to institute an Excellence in Teaching award for NTTF and to forward this candidate to the campus selection committee.
3. **Policies and procedures for addressing grievances:** NTTF in the Clinical/Teaching track and the professorial ranks of the Research track may make use of the same Policies and Procedures for Academic Grievances as are open to the Tenure-Track Faculty.

SPA NTTF Policies

SCHOOL OF PUBLIC AFFAIRS

POLICIES AND PROCEDURES GOVERNING THE APPOINTMENT, PROMOTION, AND TERMINATION OF NON-TENURE TRACK FACULTY

**Adopted by resolution of the
SPA Faculty Council
January 22, 2009**

This document describes the policies and procedures adopted by the School of Public Affairs, University of Colorado Denver, concerning the appointment, promotion, and termination of certain non-tenure track faculty. It also sets forth procedures for annual performance review, evaluation, and merit pay determination for these faculty members.

I. **Scope.** This document covers the following categories of non-tenure track faculty (NTTF), as defined in Regents Policy 5-L:

- a. Research faculty: Titles in this series are reserved for faculty members who are involved primarily in research but who also are involved in instruction. Within this series are the following titles:
 - 1) Research instructor
 - 2) Research senior instructor
 - 3) Research assistant professor
 - 4) Research associate professor
 - 5) Research professor
- b. Clinical teaching (C/T) faculty: Faculty members who engage in a broad range of teaching and clinical activities, with limited research and scholarly activities, will be given a title within the C/T faculty series. Within this series are the following titles:
 - 1) Instructor, C/T track
 - 2) Senior instructor, C/T track
 - 3) Assistant professor, C/T track
 - 4) Associate professor, C/T track
 - 5) Professor, C/T track

II. **Minimum Qualifications.** All appointments to non-tenure track faculty positions must meet University standards of performance as approved by the Board of Regents. These standards are as follows for the respective positions:

- a. Instructors: Instructors should have the master's degree or its equivalent and should be otherwise well-qualified to teach at the undergraduate (primarily lower division) level.
- b. Senior instructor: The rank of senior instructor is used for individuals who have at least the master's degree or its equivalent and have considerable success in teaching at the undergraduate (primarily upper division) and/or are well-qualified to teach at the master's program level. This rank may also be used to recognize instructors at the undergraduate level who have attained the appropriate promotion criteria.
- c. Assistant professor: Assistant professors should have an appropriate terminal degree or its equivalent, plus some successful teaching experience. They should be otherwise well-qualified to teach at the undergraduate and graduate levels and possess qualifications for research and/or clinical activities in the field.
- d. Associate professor: Associate professors should have an appropriate terminal degree or its equivalent, considerable successful teaching experience, and promising accomplishment in research and/or clinical activities.
- e. Professor: Professors should have an appropriate terminal degree or its equivalent, and (a) a record that, taken as a whole, is judged to be excellent; (b) a record of significant contribution to graduate education and/or undergraduate education, depending on circumstances, and (c) a record that since receiving promotion to associate professor, that indicates

substantial, significant, and continued growth, development, and accomplishment in teaching, research and/or clinical activities, and service.

III. Appointment. The appointment of a candidate to a NTTF position shall occur using the following process:

- a. The Dean shall appoint a Search Committee to engage in the search process and present candidates to Faculty Council with evidence of their qualifications.
- b. In the event the Dean chooses to waive the search process after consulting with faculty and in accordance with applicable waiver procedures, the Dean or his/her designee will present candidates to faculty with evidence of their qualifications.
- c. The faculty will make recommendations to the Dean for appointment.
- d. After consideration of the faculty's recommendation, the Dean will decide whether to extend an offer to one or more of the candidates.
- e. Appointments to NTTF positions are at-will and ongoing unless terminated by either party or modified by individual contracts, not to exceed one-year appointments.

IV. Eligibility to Vote in Faculty Council. Consistent with SPA bylaws, persons holding the NTTF faculty titles covered by this policy have voting rights on all issues before the Faculty Council, except that only tenure-track and tenured faculty may vote on faculty personnel review, tenure decisions, and matters pertaining to RTP policies.

V. Evaluation. Evaluations of NTTF shall be carried out according to this section. The supervisor of the NTTF is responsible for evaluations. In the event that the NTTF does not have a supervisor, the Dean or his/her designee is responsible for evaluations.

- a. Annual professional development plan: As part of the annual performance review, the NTTF and his/her supervisor shall develop a professional development plan, to be used in guiding the work of the NTTF during the coming year and in providing a basis for the next annual performance review. The components of each professional development plan may vary depending upon the needs of SPA and the interests of the NTTF, but should include as a minimum:

- *Teaching*: Identification of planned courses to be taught by the NTTF, and plans for professional development to improve teaching and/or course coverage
- *Research and/or clinical activities*: Identification of planned research and/or clinical activities, including target outcomes and potential funding sources
- *Service*: Identification of planned service activities within SPA and the larger university community,

including administrative service, with identified target outcomes

- *Integration*: Identification of SPA support required by the NTTF to meet target outcomes, and ways in which the target outcomes will further SPA goals and objectives
 - *Professional growth*: Identification of opportunities for professional learning meeting the interests and goals of both SPA and the NTTF
- b. Annual performance reviews. NTTF receive annual performance reviews from their supervisors based on the NTTF's professional development plan for the year (if applicable) and any other criteria deemed appropriate by the supervisor. These reviews, if approved by the Dean, provide the basis for salary increases through the regular merit process used for exempt professionals.
 - c. Mentoring. NTTF may request the assignment of a professional mentor other than their supervisor.
 - d. Role of supervisor. The procedures set forth in this section represent the suggested minimum process for developing goals and reviewing performance, and supervisors of NTTF are encouraged to meet with NTTF on a more frequent basis for these purposes.

- VI. Promotion.** NTTF shall be considered for promotion according to the provisions of this section. Recommendations for promotion shall be submitted by the NTTF's supervisor or the Dean to the Faculty Council for discussion. Upon consideration of the input of the Faculty Council, the Dean shall decide whether to award promotion.
- a. Instructor to senior instructor: This promotion should be considered upon five years after attainment of the instructor position, or earlier if deemed appropriate by the Dean. The candidate should be able to provide evidence of substantial success in teaching at the undergraduate level.
 - b. Assistant-level professor to associate-level professor: This promotion should be considered upon five years after attainment of the assistant professor level, or earlier if deemed appropriate by the Dean. The assistant professor should be able to provide evidence of considerable success in teaching and promising achievement in research and/or clinical activities.
 - i. Criteria for the evaluation of teaching and evidence of attainment shall be guided by Section 2 of SPA's Policies and Procedures for Faculty Evaluation.
 - ii. Criteria for the evaluation of research and/or clinical activities and evidence of attainment shall be guided by Section 2 of SPA's policies and procedures for faculty evaluation, except that the productivity, quality, and impact of research activities may be demonstrated by means other than publication in authoritative

academic venues or subject to peer review. Examples of evidence of attainment include but are not limited to:

1. Successful compliance with the terms of a grant or contract
 2. Successful participation in and/or assistance with professional activities relating to public administration and/or public affairs, in the role of analyst or expert
 3. Publications such as books, book chapters, articles, technical reports, essays, and working papers
 4. Participation in professional conferences relating to public administration and/or public affairs, in the role of analyst or expert
 5. Funding levels obtained
 6. Public recognition and awards
- iii. Criteria for the evaluation of service activities and evidence of attainment shall be guided by Section 2 of SPA's policies and procedures for faculty evaluation insofar as Section 2 addresses service to SPA, the campus, the university, the community, and professional societies and organizations in ways that are not already defined as research and/or clinical activities for the NTTF.
- c. Associate-level professor to full professor. An associate-level professor may apply for promotion to full professor at any time; the normal minimum period for such application is five years subsequent to promotion to associate professor. The associate professor should be able to provide evidence of (a) a record that, taken as a whole, is judged to be excellent; (b) a record of significant contribution to graduate education and/or undergraduate education, depending on circumstances, and (c) a record that since receiving promotion to associate professor, that indicates substantial, significant, and continued growth, development, and accomplishment in teaching, research and/or clinical activities, and service. Promotion to this level will generally be reserved for candidates who are truly outstanding.

VII. Appeal Process. SPA may permit appeals concerning NTTF decisions and may follow the procedures set forth in SPA's Policy on Academic Grievances.

VIII. At-Will Employees. Unless otherwise stated in an individual contract between the NTTF and SPA that provides for a term of appointment that is one year or less, NTTF are at-will employees. Nothing in this document shall be construed as creating a contractual right to any procedure or outcome set forth herein.

IX. Application to Other Non-Tenure Track Faculty Titles. SPA recognizes that the Regents have defined other non-tenure track faculty titles other than those expressly covered by this document. At present, SPA also employs lecturers and research associates. The terms and conditions of employment for these NTTF are handled as follows:

- a. Lecturers are hired to teach on a class-by-class basis. Subject to applicable university requirements, the hiring of lecturers is within the discretion of the director of the program in which the lecturer is hired to teach.
- b. Research associates at SPA are engaged solely in research in connection with an affiliated applied research center, with no teaching obligation. Subject to applicable university requirements, the hiring, promotion, evaluation, and termination of research associates is within the discretion of the director of the applied research center in which the research associate is employed. In the event a research assistant or associate is hired in connection with a grant awarded to a faculty member, the hiring, promotion, evaluation, and termination of the research associate shall be within the discretion of the faculty member and the dean, subject to applicable university requirements.

Appendix O: Public Health Report

The Colorado School of Public Health (CSPH) was formed July 1, 2008 and this is the second Non-Tenure-Track Faculty (NTTF) report from this School. Per the NTTF list of faculty titles, CSPH has non-tenure track faculty in the following ranks and tracks: Instructors and Senior Instructors, Affiliates, as well as faculty members in the Research, Clinical/Teaching and Clinical Volunteer track, with all ranks represented in these tracks.

Section A.

Titles, Contracts, and Workloads

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What titles are in use for NTTF?

Will be answered by Institutional Research (IR).

2. Are policies and procedures in place for initiating and reviewing NTTF contracts? If so, please summarize them.

Will be answered by Human Resources.

3. Are workloads specified for each job title? If so, what are those workloads?

NTTF are an integral part of the General Faculty of the School, and are equally responsible for the development, implementation, and evaluation of the School's educational, research, and community service efforts as the tenure-track faculty. Expectations for teaching differ by type of appointment, and individual faculty activities may vary with discussion and approval by the Department Chair. In general, senior faculty members are expected to shoulder a larger portion of the educational and service demands of the Department and School than are junior faculty members. This is intended to protect research time during a critical period of development. NTTF are included among the Voting Faculty, except for Clinical Volunteer faculty members. Also, faculty members with primary paid appointments at the Partner Institutions CSU and UNC may vote on matters pertaining to School activities only. The voting rights of the NTTF include all matters of educational, scholarly, clinical, and designated administrative issues in the School. NTTF may be asked to serve in the CU Faculty Council in accordance with existing Faculty Council policies. The expectations for the different NTTF are as follows:

Instructor/Senior Instructors

Instructor/Senior Instructors will have varying expectations depending on whether their position is primarily research, primarily teaching, or both. Expectations will be discussed between the faculty member and the Department Chair based on the position requirements. Changes to these expectations should be agreed upon by the faculty member and the Department Chair in writing.

Faculty members at affiliated and partner institutions

The CSPH Bylaws define the various types of affiliated institutions. Faculty members with an affiliated or adjunct appointment in one of the School's departments will be expected to contribute at a greater level than those with secondary appointments. Appointments may be given for one to five years, with longer terms reserved for faculty members at Associate and Full Professor ranks, consistent with the rules of the School. The expectations of the appointment at the faculty member's home institution will determine the overall balance of teaching, clinical activity, research and service.

Research Track

Research track faculty members are expected to have their primary focus on research activities. They should mentor or serve on thesis committees for a small number of graduate students and provide occasional lectures as requested, but are otherwise not to have significant teaching responsibilities. The balance of types of work will be determined on an individual basis during the appointment and/or annual evaluation process.

Clinical/Teaching Track

Clinical/Teaching Track faculty members are expected to devote a larger portion of their time to teaching and Public Health Practice/Clinical activity than faculty in the other tracks. This balance will vary across individuals. Faculty members in this track may also participate in research, usually in the practice setting, and must be active in scholarship. The balance of types of work will be determined on an individual basis during the appointment and/or annual evaluation process.

Section B.

Evaluation and Promotion

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What policies and procedures are in place to ensure systematic evaluation of NTTF? If so, please summarize them.

There is no differentiation made between NTTF and tenure-track faculty in the requirements for the annual performance evaluation process:

Full time faculty

Annual performance evaluations shall be conducted for all faculty members, in accordance with the University's Administrative Policy Statement – APS "Standards, Processes and Procedures for Comprehensive Review, Tenure, and Promotion"

http://www.ucdenver.edu/faculty_staff/faculty/faculty-affairs/policies-forms/Documents/new%20SPP%20June%202011.pdf

Annual reviews must be conducted by the department chair or designee and must be completed no later than May 1st of each year.

The faculty member's performance in Research, Teaching, Public Health Practice/clinical work, Service, and Scholarship should be considered, along with the assigned workload

and administrative and faculty governance service, as outlined in the Laws of the Regents and as required by the University's administrative policy statement, "Annual Merit Adjustments for Faculty". Each faculty member must receive a copy of his or her evaluation and salary recommendation.

Prior to meeting with her/his Department or Unit Chair, each faculty member prepares, in advance, a summary of the last years' activities in writing in a common format. This includes short-term goals for the next year, and longer-term goals for the next 2-3 years, as mandated by the Rules of the Board of Regents. A record of the evaluation, including expectations discussed with the faculty member and a likely timeline for promotion and/or tenure, will be kept annually in the CSPH's confidential, faculty member's personnel file.

Based on these evaluations, a faculty member will be considered for reappointment, promotion. The Department Chair will approve all reappointments and notify the faculty member about the terms and conditions of the reappointment.

Each faculty member shall have access to all performance evaluation documents in his or her file, reports of any departmental committees, and all other information.

Part-time Faculty

Part-time faculty (<50% time) with a regular primary appointment in the CSPH will be evaluated annually (as for full-time faculty) with the terms of their employment taken into consideration in the quantity of activity accomplished.

2. How frequently are these evaluations conducted?

Annually

3. Are there policies and procedures for promotion within and between appropriate title categories? If so, please summarize them.

Policies and procedures for promotion within and between appropriate NTTF title categories are described in the CSPH Bylaws and the CSPH Faculty Handbook. At the Instructor level the CSPH promotion guidelines differentiate between Instructor/Sr. Instructor as a terminal or as a career development position with or without a terminal degree.

Promotion of Instructors with a terminal degree

Instructors/Senior Instructors will be considered for an Assistant Professor position based on the following criteria: having obtained some independent research funding or having applied for independent funding and received encouraging scores, and having demonstrated the potential for excellence in Teaching, Research, or Public Health Practice and having demonstrated capacity to participate productively in Scholarly Activity. Requests for consideration for Assistant Professor will be submitted by the faculty member to the Department Chair, who follows established procedures. Upon requesting candidacy to Assistant Professor, faculty members must declare their preference to be considered in the Tenure Track, Research Track or Clinical Teaching Track. This decision should be based on the faculty member's future goals and

demonstrated abilities, and on the needs of the School. The Department Chair has final decision-making responsibility for the track to be offered to the candidate.

Promotion of Instructors without a terminal degree

Faculty members in the Instructor/Senior Instructor rank who do not hold a terminal degree in their field are eligible for promotion to Assistant Professor and beyond. The decision rests with the Department Chair in consultation with DAPTCO and department faculty and is on a case-by-case basis. All Instructors are considered eligible for promotion if they meet the criteria.

Eligibility: Fulltime appointment at Instructor/Senior Instructor Rank for five years in the School. Candidates must have a Master's degree. The faculty member must be aware that once promoted to Assistant Professor, s/he is subject to all applicable rules of the School including the necessity to be promoted to Associate Professor within the seven year time frame. Criteria: The chair may consider either 1) "Equivalence of training" of the Ph.D. degree, or 2) "Exceptional performance" as criteria for promotion. Equivalence of training should be interpreted as demonstrated abilities and promise for achieving promotion, consistent with a person holding the terminal degree. Performance criteria for promotion are described below.

Promotion of Faculty at the Associate Professor rank and above

The review process for promotion to Associate Professor in the Tenure Track, Clinical/Teaching Track, and Research series must begin no later than the beginning of the seventh academic year of service as Assistant Professor. This seven-year probationary period is also described as "Promotion Clock". Review may occur earlier should the faculty member meet the specified criteria.

The Department Chair or designee will discuss promotion guidelines and expectations at each annual evaluation with a faculty member at all ranks below Professor, regardless of track. Activities will be evaluated against the criteria for promotion in the School Bylaws (see below) and any additional guidelines or clarifications. The Chair or designee will make a recommendation for promotion at the annual evaluation. With the faculty member's agreement, this recommendation will be forwarded to the Departmental Appointments, Promotions and Tenure Committee (DAPTCO).

The seven-year probationary period will be prorated based on the percentage effort of the faculty member. Formal leave taken by the faculty member will not be counted in the seven-year probationary period. Please see also "Parental and Family Medical Leave with Tenure Clock Stoppage" http://www.ucdenver.edu/faculty_staff/faculty/faculty-affairs/policies-forms/Pages/default.aspx.

Faculty members who are not promoted to Associate Professor during the seventh year at the rank of Assistant Professor will be given one year's notice of non-renewal.

Levels of Review:

There is no differentiation made between NTTF and tenure-track faculty for the promotion process; The CSPH conducts two levels of promotion reviews. The first level, performed by the Departmental Appointments, Promotions, and Tenure Committee (DAPTCO) and the second and school-wide level, performed by the Appointments,

Promotions and Tenure Committee (APT) which is the advisory committee to the Dean of the CSPH.

Promotion Criteria:

a) Clinical /Teaching Track

Promotion from Assistant to Associate Professor

A. Excellence in one of the following:	A N D	B. Meritorious in:	A N D	C. Meritorious in two of the following:
Teaching		Scholarly Activity		Teaching (If not indicated as Excellent in A)
Public Health Practice/ Clinical Activity				Public Health Practice/ Clinical Activity (If not indicated as Excellent in A)
	Service			

Promotion from Associate to Full Professor

Excellence in:	A N D	Meritorious in:
Teaching		Service
Public Health Practice/ Clinical Activity		
Scholarly Activity		

b) Research Track

Promotion from Assistant to Associate Professor

Excellence in:	A N D	Meritorious in:	A N D	Meritorious in one of the following:
Research		Scholarly Activity		Service
				Public Health Practice/Clinical Activity

Promotion from Associate to Full Professor

Excellence in:	A N D	Meritorious in one of the following:
Research		Service
Scholarly Activity		Public Health Practice/ Clinical Activity

Promotions for Affiliated Faculty

Affiliate Faculty members with appointments at institutions other than partners (e.g., Denver Health, National Jewish Health) will be reviewed using a process similar to the one described for faculty with a primary appointment within the CSPH.

Adjunct Faculty members with primary appointments at partner institutions (CSU, UNC) will be reviewed for their participation and accomplishments within the context of the School. For promotion to a senior rank they will be reviewed by the APT Committee.

Faculty with secondary appointments in the CSPH will be reviewed by the DAPTCO (if promotion is to senior rank).

Section C.

Compensation and Benefits

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. At what percentage of FTE are the NTTF holding various titles eligible for benefits?

(The 1999 NTTF Recommendations set the goal that “Each primary unit determines what a full-time workload is for its NTTF, and that 50% workload be understood to be half of that departmentally-determined full-time load.”)

Answered by Human Resources

2. How are the policies and procedures related to compensation and benefits made readily accessible to NTTF, their supervisors, and relevant staff?

Compensation policy and procedure information is provided to NTTF at the time of hire and at each annual review by their Department Chair (in conjunction with a more immediate supervisor if appropriate). Benefits information is provided to NTTF during orientation at the time of hire. The CSPH Director of Finance, the Director of Human Resources, and the Faculty Personnel Coordinator are knowledgeable in their areas and are available to answer questions and/or refer questions to the appropriate University System person.

Section D.

Professional Development, Recognition, and Grievance

Please answer the following questions for each of the schools, colleges, and libraries within your campus.

1. What opportunities and types of support are available to NTTF for professional development?

Each new faculty member at the rank of Instructor or Assistant Professor, regardless of the track will be assigned a mentor at the time of initial appointment. This person (or

combination of persons) is responsible for providing input to the faculty member about academic and career development. Mentors should be senior faculty members who are not responsible for the evaluation of the progress of the faculty member (e.g. Department Chair). The mentor is expected to consult with the Chair (Division, Section Head) on a regular and ad hoc basis, together with the faculty member, about progress toward promotion.

2. How are NTTF recognized for excellent performance? For instance, are there any awards or other public expressions of appreciation for contributions to the University's mission?

All faculty members are eligible for the "Excellence in Teaching" annual award, which is voted on by CSPH students.

3. Are there policies and procedures for addressing grievances by NTTF? If so, please summarize them.

According to the CSPH Bylaws the grievance policy for NTTF related to annual evaluation results and salary increases is the same as for tenured and tenure-track faculty members: a grievance committee consisting of 3 senior faculty members from the department will be formed to review the rationale for the decrease in supplement. This committee shall advise the Dean on the issue. The Dean's decision is final and cannot be appealed.