Preface

The University of Colorado office of the Vice President for Academic Affairs 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 2014 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. In general, the responses obtained for this report are quite similar to those obtained for the 2014 report. 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
Please note that the College of Liberal Arts and Sciences and the School of Public Affairs indicated that there were no changes since they submitted the 2014 reports; therefore, their 2014 reports are in Appendices J and N, respectively.

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?

CU 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 2015 numbers of faculty members holding each title. The list is in Appendix A.

In some of the school/college/library reports (Appendices B – O), lists of titles that they use are also provided.

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

Human Resources answered this question for the 2014 report (and indicated that there were no changes for the 2016 report):

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. On the Denver campus, workloads for Instructors, Senior Instructors, and Clinical Teaching Track faculty members are often specified
as percentages of time devoted to teaching, research/creative activities, and service; lecturers’ workloads are usually specified in terms of the limits on the number of credit hours that they can teach each semester. 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 years ago, the Denver campus developed general guidelines for the appointment of faculty members into the Clinical Teaching Track title series. The schools/colleges/departments have been working on primary-unit level criteria for the ranks within the Clinical Teaching Track series, and many primary units now have approved criteria in place. 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.

The 2012 CU Denver policy statement, Non-Tenure Track Faculty Performance Reviews, which applies to both campuses, sets forth the requirements for performance reviews for all non-tenure-track faculty titles. According to the policy statement, All schools, colleges and libraries are responsible for ensuring the periodic evaluation of their non-tenure-track faculty….At the Anschutz Medical Campus, schools, colleges and the library shall undertake a regular evaluation of non-tenure-track faculty, excluding those who are not significantly involved in the teaching program of the school and college and excluding those who are serving in a voluntary capacity….At the Denver Campus, college/school deans are responsible for ensuring that instructors, senior instructors, clinical teaching track and research faculty are evaluated annually, as part of the faculty compensation process….Lecturers and other non-tenure-track faculty should be reviewed annually and must be reviewed, at a minimum, once every third year of employment…based on their performance of assigned duties with the primary unit and the college, school, or library in accordance with a process defined by the primary unit and the college, school, or library.

In addition to the other details specified in the aforementioned policy statement, specific answers to this question can be found in the reports in Appendices B – O.

2. How frequently are these evaluations conducted?
The individual school/college/library reports (Appendices B – O) indicate that NTTF (except Lecturers) are evaluated annually. The evaluation of Lecturers varies, with many of the reports mentioning annual evaluations and some noting different schedules. In the Business School, for example Lecturers are evaluated in the first year and every third year thereafter; in the College of Arts & Media and the College of Engineering and Applied Sciences, Lecturers are evaluated at the end of each semester; in the School of Public Affairs, Lecturers are evaluated every three years.

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

The reports submitted by the schools/colleges/libraries (Appendices B – O) vary in terms of how this question was answered, but all of them addressed one or more aspects of the promotion process.

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:

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: in letters of offer; during new employee orientations; on the system, campus, or school/college/library websites or intranets; and via administrative offices in the schools/colleges/libraries. See Appendices B – O.

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 all faculty members, including NTTF. These services include:

- **Professional teaching consultations, observations, and mentoring.** The CFD staff conducts class observations and meets individually with faculty members to discuss aspects of teaching, such as designing courses, enhancing classroom techniques, developing course materials, and documenting teaching effectiveness.

- **Workshops and trainings.** The CFD facilitates workshops, seminars and programs that promote excellence in teaching, assessment, scholarship and creativity. Representative workshops that NTTF have participated in include: “Addressing disruptive and distressing student behaviors” and “Teaching in condensed formats.”

- **Repository of current resources.** The CFD maintains a library of teaching and learning resources and circulates print publications and electronic resources on a wide range of topics related to teaching, assessment, scholarship and creative activities.

- **President’s Teaching and Learning Collaborative (PTLC) and Professional Learning Communities (PLCs).** The CFD coordinates the system-wide PTLC for the Denver and Anschutz campuses, as well as an array of individual PLCs that many NTTF participate in.

- **“Lunch and Learn” professional development series.** These informal trainings provide faculty the opportunity to meet and network with colleagues across campus and learn about resources to support and enhance teaching, research funding and creative activities. Sessions are designed to meet the interests and needs of NTTF (e.g., Teaching Excellence and Presentation Design: Strategies that Make a Difference).

- **Grant opportunities.** All full-time faculty members, including NTTF, are eligible to apply for the Faculty Development Grants, an annual competition. The grants range in size from $2000 to $10,000, and are intended to enhance the quality of teaching and/or research/creative work. The CFD also coordinates three different grant initiatives focusing on high impact practices. NTTF are eligible and encouraged to participate in all of those grant opportunities.

- **Online New Faculty Orientation.** 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 in-person orientation. The online orientation includes three courses: “The CU: New Faculty Orientation;” “CU Assessment and Instructional Alignment;” and “CU American with Disabilities.”

Beginning in AY 2014-15, an additional grant opportunity became available for NTTF on the Denver campus. The “Non-Tenure Track Faculty Development Awards” program was initiated in CLAS: six awards of
$500.00 each were awarded to CLAS NTTF. This program is planned for each of the next three years. The Provost’s Office will provide additional funds for NTTF from the other schools and colleges (with total funding set at $3000.00 each year, for that three-year period). The grants are intended to help faculty members stay current in their fields through professional development activities.

CU Online also offers workshops and training sessions throughout the year. Some of these are co-sponsored by the CFD and others are stand-alone. CU Online opportunities are great resources for faculty interested in or already engaged in online teaching.

As can be seen in the reports in Appendices B – O, a variety of supports and opportunities are made available within the schools, colleges, and libraries. Examples include: professional development funds for training and continuing education activities; funds for travel to professional conferences; invitations to attend school/college/department orientations, faculty meetings, workshops, seminars, etc.; mentoring; and information and advice sent via newsletters or posted online.

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 CLAS, which nominates three faculty members for each award) and the Auraria Library nominates a faculty member for the service award. Faculty committees, comprised of the nominees and winners 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.

The “Provost’s Award for Excellence in Practices Related to NTTF” was instituted on the Denver campus in 2010. This award is given to an academic
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.

The reports in Appendices B – O include information about some additional awards and expressions of appreciation for NTTF within the schools, colleges, and libraries.

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 have access to the same grievance procedures as tenured and tenure-track faculty members.
Appendices

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

#### Non-Tenure Track Faculty

**By College by Job Code**

**As Reported to IPEDS**

**Fall 2015**

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* 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.

** Includes Librarians, (Sr) Professional Research Assistants and Post-Doctoral Fellows.
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?

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

The College of Architecture and Planning reviews NTTF contracts annually in addition to the annual performance evaluation. In addition, new NTTF hires are vetted through the CU Denver office of Human Resources.

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

Workloads for Instructors and Senior Instructors are specified: 8 courses per AY for a 100% appointment unless they have an administrative title which grants a course release (e.g., Associate Chair). This teaching load is for individuals hired after Fall 2015. All Instructors/Senior Instructors hired before this time are grandfathered in with a 6 courses per AY teaching load. Workloads for adjunct faculty are also specified but may vary from one adjunct to another. Lecturers are hired on a per-course per semester basis.

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 has Hiring, Reappointment, Promotion and Evaluation Guidelines for NTTF. These guidelines address the evaluation criteria for each NTTF job code based on contract requirements which may include teaching and service. The
evaluation criteria for CTT and Instructor vary by rank and include: Teaching assessment (FCQ’s, syllabi, assignment, and student learning outcomes) and service evaluation.

2. How frequently are these evaluations conducted?

Evaluation of both TTF and NTTF positions are conducted annually.

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

CAP has Hiring, Reappointment, Promotion and Evaluation Guidelines for NTTF in addition to following all applicable University procedures related to faculty promotion. These guidelines address the criteria for promotion consideration within NTTF job codes. A request process or self-nomination must be submitted to the chair of the department where the NTTF is rostered. To be considered the NTTF must meet the requirements of the new rank and submit assessment materials for review. Department faculty must vote on candidates to be forwarded to the hiring authority and provost for recommendation of promotion.

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.”)

Instructors level positions are eligible for benefits if they hold an appointment of 50% or higher. Adjunct and Lecturer NTTF 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 policies and procedures related to compensation and benefits are available to NTTF through the CU Denver website and CAP specific policies are provided and identified at the time of contract 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?
   a) Associate chair and administrative positions within CAP are available to NTTF, with additional compensation and reduced teaching loads.
b) Professional development funding is available for Instructor level positions on a pro-rated basis based on departmental and College resources.

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 CAP, 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.

Please note: At present there is a college subcommittee that is reviewing all policies for the college and making recommendations for changes. This subcommittee will propose a new faculty grievance policy which will then be presented to the college for comment and acceptance.
Appendix C: Arts & Media Report

Section A. Titles, Contracts, and Workloads

1. What titles are in use for NTTF?

- Senior Instructor
- Assistant Professor Clinical Track
- Instructor
- Lecturer

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

Contracts are prepared upon hire for Senior Instructors, Instructors and Clinical Track faculty and for the summer term, as applicable. The contracts outline the expected instruction effort in terms of percent of time, courses delivered and proportionate salary. Teaching loads and assignments are evaluated each semester by the department Chairs and Associate Dean and HR/Budget staff as needed. Lecturer contracts are prepared on a semester by semester basis indicating the specific courses to be taught and associated course payments in a given semester. Each NTT contract includes language explaining how teaching assignments may fluctuate and are contingent upon the schedule of courses offered each term, and the Dean’s decision regarding effective use of College resources. Any changes to the percent of time or courses indicated in the original offer letters are communicated to the respective faculty member by the department chairs prior to census date each semester. The Assistant Dean of Budget and Human Resources is also notified of any changes in teaching assignments where salary adjustments are required in the HR system.

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

- Senior Instructor/Instructor
  1 FTE is 24 credit hours per academic year (100% teaching)

- Lecturers
  Teach up to 6 credit hours per semester.

- Assistant Professor Clinical Track
  1 FTE is 18 credit hours per academic year. (Equivalent to 75% teaching and 25% research)

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, Senior Instructors and Clinical Track faculty undergo an annual review. These faculty 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.

Available lecturers meet annually in the spring with program Area Heads. Documentation requested for these meetings include a CV, FCQs, and syllabi.

Area Heads and Department Chairs can review instructor and lecturer syllabi. 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 by Department Chairs 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 notify department chairs of their interest in such a position and can apply for positions as CAM utilizes Jobs@CU to post all positions. Instructors can be promoted to Senior Instructors, but must meet the criteria and undergo a review process for that promotion. CAM follows University Guidelines for promotion to Senior Instructor. Instructors interested in T/TT positions can apply for posted positions or seek conversion based on university procedures and availability of a faculty line.

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. Appointments less than 100% must be approved by the Associate Dean, department chair and HR/Budget staff. Senior Instructors or Instructors teaching less than 75% time may be classified as Lecturers and in that case, would not be eligible for benefits.

Lecturers are not eligible for benefits.
Assistant Professors Clinical Track 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?

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?

University Resources
CAM directs all faculty to participate in the workshops and services offered at the Center for Faculty Development and CU Online. In addition, we work to align our faculty and staff meetings in concert with Center for Faculty Development and CU Online workshops especially at the beginning of each semester.

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 and clinical track faculty 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 5 point scale of Fails to Meet 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. An employee may be appointed at the level of Senior Instructor if job responsibilities of position applied for, and years of experience at previous institution(s), warrant such appointment.

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, one NTTF Librarian has a 60% workload agreement and another has a 90% agreement. All others are on a 100% workload.

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](https://www.cu.edu/psc/payables/travel.htm) 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

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?

   - Job Description
   - Senior Instructor
   - Instructor
   - Lecturer
   - Visiting Assistant Prof
   - Professor Adjunct

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

   - Instructors: Requests are initiated by disciplines, approved by dean. Search is conducted at business school level. Contracts are written by HR director and approved by dean.

   - Senior Instructors: Recommendations are forwarded by discipline. Future promotions to senior instructor to be in conjunction with multi-year contract.

   - Lecturers: Disciplines determine need for lecturers, initiate search and evaluation of candidates. Standard contracts are written by HR director and approved by dean.

   - Visiting Assistant Professors: Requests are initiated by disciplines, approved by dean. Search is conducted at business school level. Contracts are written by HR director and approved by dean.

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% Maintenance of Academic or Professional Qualifications, 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, maintenance of academic or professional qualification, and service.

Lecturers are systematically evaluated for teaching and competency.

Visiting Assistant 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. Future promotions will be consistent with recent APS on multi-year contracts.

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, Maintenance of Academic or Professional Qualification, 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 Track (C/T)
   Associate Professor Clinical Track (C/T)
   Professor Clinical Track (C/T)
   Professor (NTT)
   Clinical Instructor
   Clinical Assistant Professor
   Clinical Associate Professor
   Clinical Professor
   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 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
   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) include the following: (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; and (e) A Professional Plan is filled out after employment.

   The process for hiring lecturers includes: (a) Contracts are drafted from the School’s load report 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; and (c) All NTTF hires are included in the Chancellor Action reports, which are submitted with copies of the contracts.

4. 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 members participate in the annual faculty merit review.

2. How frequently are these evaluations conducted?

The evaluations are 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 Clinical Teaching Promotion Review 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?

The policies and procedures are made readily through a UCD and SEHD New Employee Orientation that is held within the first several weeks of the semester, and through the SEHD Faculty 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 Faculty Development Fund.

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 and university awards.
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. We follow system-wide policies for addressing grievances.
Appendix H: Engineering and Applied Science Report

Non-tenure-Track Faculty Report
College of Engineering and Applied Science
Spring 2014

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?

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<th>Job Description</th>
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<tr>
<td>1105</td>
<td>Instructor</td>
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<tr>
<td>1212</td>
<td>Clinical Assoc Professor (C/T)</td>
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</tr>
<tr>
<td>1213</td>
<td>Clinical Asst Professor (C/T)</td>
<td>4</td>
</tr>
<tr>
<td>1215</td>
<td>Clinical Instructor (C/T)</td>
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</tr>
<tr>
<td>1301</td>
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</tr>
<tr>
<td>1302</td>
<td>Assoc Professor-Research</td>
<td>1</td>
</tr>
<tr>
<td>1303</td>
<td>Asst Professor-Research</td>
<td>4</td>
</tr>
<tr>
<td>1304</td>
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</tbody>
</table>

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

Process for Hiring Instructors and Research Faculty
The academic unit identifies a need and requests the Dean’s approval to proceed with a search or an appointment without a search (formerly a search waiver) if there is a prospective and eligible candidate. Depending on the type of faculty appointment either the academic unit or the college’s HR coordinator works with campus HR to post an announcement in CU Careers. After a hiring decision is made, the appropriate offer letter is generated using HR-approved templates. The letter is then reviewed by HR, reviewed and signed by the Dean or Provost (depending on delegated authority), and submitted for approval on the appropriate Personnel Matters Report.

Process for Hiring NTTF in the Clinical Teaching Track Series
Each primary unit in the college is expected to develop a written document that describes the standards and criteria for appointment to each of the CTT ranks, as well as promotions to higher ranks. The civil engineering department’s criteria were approved by the provost in July 2015. The criteria for three of our departments are currently under review and awaiting provost approval. The criteria for one department is being developed. All criteria are expected to be in place by the end of the 2015/16 academic year. The CTT appointment and promotion process has also been incorporated into the college’s Bylaws, which are also under review and awaiting a provost approval.

**Process for Hiring NTTF in the Research Assistant/Associate Series**
The academic unit identifies a need and coordinates with campus HR to post an announcement in CU Careers to conduct a search or an appointment without a search (formerly a search waiver) if there is a prospective and eligible candidate. After a hiring decision is made, the unit generates the appropriate offer letter, which is then reviewed by HR, reviewed and signed by the Dean, and submitted for approval on the appropriate Personnel Matters Report.

**Process for Hiring Adjoint Faculty**
The academic unit identifies a need and the college’s HR coordinator works with campus HR to post an announcement in CU Careers to conduct a search or an appointment without a search (formerly a search waiver) if there is a prospective and eligible candidate. After a hiring decision is made, the HR coordinator generates the appropriate offer letter, which is then reviewed by campus HR, reviewed and signed by the Dean, reviewed and signed by the Provost (if professor is in the title), and submitted for approval on the appropriate Personnel Matters Report.

**Process for Hiring Lecturers**
The academic unit identifies a need and coordinates with campus HR to post an announcement (may be open continuous) in CU Careers. After a hiring decision is made, the unit generates the appropriate offer letter, which is then reviewed and signed by the chair, and submitted for the dean’s approval on the appropriate Personnel Matters Report.

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

Workloads for NTTF in CEAS are in large part determined by the position. Workloads are specified in the contract and are prorated for part-time faculty.

The workload for faculty in the instructor series is 80% teaching (eight courses per academic year) and 20% service. Teaching loads may be reduced if the service activities exceed the equivalent of one course per semester. Service may include attending faculty meetings, participation on committees, transfer evaluation, advising, etc.
For CTT faculty, a “typical” appointment would consist of 80% teaching; 10% service; and 10% research/creative or scholarly activities. Other workloads may be granted by approval of the chair, dean, and provost.

The workload for research faculty varies according to grant/project obligations and is negotiated between the hiring authority and the employee.

Lecturer workloads are based on the percent of time allocated to course credit hours. Currently, three credit hour courses and two credit hour labs are equal to 10% time; 1 credit hour labs are equal to 5% time). This percent allocation is subject to change based on recommendations made by HR to establish university-wide consistency.

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.

CTT faculty and faculty in the instructor series are evaluated annually as part of the faculty compensation process. They are required to submit a Faculty Report of Professional Activity (FRPA) online and undergo three levels of review: peer, chair, and dean. They are evaluated using the same rating scale and under the same criteria as TTF, although their weightings may vary based on their respective teaching, research, and service expectations.

Faculty in the research professor series are also evaluated annually. They are required to submit an online FRPA and are reviewed by their supervisor and chair. They are evaluated using the same rating scale and under the same criteria as TTF, although their weightings may vary based on their respective teaching, research, and service expectations.

The performance of lecturers is evaluated by the department chair based on the results of the Faculty Course Questionnaires (FCQs) completed by students each semester. If a lecturer consistently receives poor FCQs, even after remediation, they are not rehired to teach in subsequent semesters.

Faculty in the research assistant/associate series are evaluated annually by their supervisor.

Adjoint faculty are special contracts and are not evaluated.

2. How frequently are these evaluations conducted?
With the exception of lecturers and adjoint faculty, NTTF in CEAS are evaluated annually. Lecturers are evaluated every semester through FCQ review. Adjoint faculty are not evaluated.

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

For CTT faculty, see “Process for Hiring NTTF in the Clinical Teaching Track Series” under section 2. As for other NTTF, the college does not have policies governing promotion. However, NTTF may apply for open positions.

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?

Adjoint faculty are not eligible for benefits regardless of FTE. Lecturers are typically limited to .45 FTE and are therefore, not eligible for benefits. All other NTTF in the college who hold a 50% time or greater position 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?

Policies related to compensation and benefits are available to NTTF through the Employee Services and CU Denver Human Resources websites. The College is interested in developing an intranet through which all CEAS policies and procedures can be made readily available and shared with all employees.

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 with teaching, research, and service requirements are supported similarly to TTF. All NTTF may request travel funds and professional development funds through their program areas. The college and/or departments will provide funds based on availability of funding. NTTF are encouraged to actively participate in the generation of grant/research proposals for external funds and are also encouraged to make use of university resources for professional development, such as the Center for Faculty 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?

NTTF in CEAS may be nominated for the Provost’s Award for Excellence in Practices Related to Non-Tenure Track Faculty (NTTF).

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

CEAS follows campus HR policies and procedures with respect to NTTF grievances.
Appendix I: Health Sciences Library Report

Section A. Titles, Contracts, and Workloads

1. What titles are in use for NTTF?
   - Instructors …………. 2
   - Senior Instructors…… 5
   - Assistant Professors ...5
   - 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.*

   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. The FDEA is reviewed by the Deputy Director and Director before it is finalized. At the end of the year, the supervisor/Department Head gives a score 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. The Deputy Director and Director review all scores before they are finalized.

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. Pursuant to the governance document criteria, faculty members are eligible for promotion after two - five years of service.

In summary, 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. 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 Employee Services at http://www.cu.edu/employee-services. 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 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
Hi Susannah,

We don't have any changes to the NTTF report.

Cheers,
Pam

Pamela Jansma, PhD
Dean
College of Liberal Arts and Sciences
Professor
Geography and Environmental Sciences
University of Colorado Denver | Anschutz Medical Campus
(303) 556-2557
Hello Deans, Associate Deans, Christine, and Kevin,

The Non-Tenure-Track Faculty (NTTF) report, which we submit every other year to the President’s Office, is due again this year. The spring 2016 report will consist of updates to the spring 2014 report. Therefore, please review your section(s) of the 2014 report (attached) and send updates to Susannah (susannah.colton@ucdenver.edu) by Friday, October 30, 2015. I will summarize all of the updated information and send it on to the Office of Academic Affairs.

To answer three of the questions on the template (A1, A2, and C1), Institutional Research will need to update A1; and Human Resources will need to update A2 and C1.

Thank you very much for your attention to this request. I really appreciate your assistance. If you have any questions, contact me or Susannah by email or call 303-315-2105 (Laura) or 303-315-2107 (Susannah).

Laura

Laura Goodwin, Ph.D.
Associate Vice Chancellor for Academic Affairs
University of Colorado Denver
303-315-2100 (Academic Affairs)
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 9 classes per academic year with a 10% service obligation. Additional variation to the percentage of time in service may be specified in some contracts. Each course typically equals 0.1 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:     November 12, 2013
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. As we pointed out in our 2013 and earlier reports, 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.

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 faculty members in the Research Professor series and the new Clinical Practice series) 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, Research Professor Series and Clinical Practice 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, scientific or clinical discipline, market forces, length of service and responsibilities --- not by arbitrary salary bands.
- All these NTT faculty members are required by the SOM Rules to undergo annual evaluations and must be assigned a mentor within 3 months of hire. The SOM’s online performance evaluation system (PRiSM) is used by tenure-eligible and non-tenure eligible faculty alike. All SOM faculty receive annual performance ratings.
- 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). Several departments and task forces are currently working to improve the recognition and promotion opportunities for Advanced Practice Providers (typically, Physician Assistants and Advanced Practice Nurses who hold Instructor titles).

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), paid by either the University or its affiliate institutions, is 3,437.

- The number of active Instructors and Sr. Instructors who hold MD, DO or PhD degrees is 496 (14% of the total number of active faculty).
- The total number of active faculty in the Research Professor series is 134.
- The total number of active faculty in the Clinical Practice Series is 32.

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. Their letters of offer may 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. NTT faculty who are non-clinicians must hold at-will appointments under state law.

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 and Clinical Practice series. PRiSM (Performance Reviews in the School of Medicine) is used by all SOM faculty members and their departments to track annual evaluations, including performance evaluations for NTT
faculty, ensuring continued 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 March 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.

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 website (http://medschool.ucdenver.edu/faculty). Since the SOM formally adopted the Research Professor series of titles in July, 2004, 22 faculty have applied for promotion to the rank of Associate Research Professor, and six faculty have applied for promotion to the rank of Research Professor; of these, 100% achieved promotion to Associate Research Professor and 83% achieved promotion to Research Professor. Since the SOM formally adopted the Clinical Practice Series on July 1, 2013, 22 faculty have applied for promotion to the rank of Associate Professor of Clinical Practice, and 8 faculty have applied for promotion to Professor of Clinical Practice; of these, 100% achieved promotion to Associate Professor of Clinical Practice and 100% achieved promotion to Professor of Clinical Practice. The Clinical Practice Series is only available at the Associate and full Professor level.

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, Research Professors or Professors of Clinical Practice; 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?

Every letter of offer includes information about the faculty member’s compensation. In addition, each letter of offer includes the following reference to benefits: “University of Colorado benefit programs available to faculty, including health, life, retirement, and other insurance options, are described in the university benefits packet for employees.”
Please contact Employee Services for important information regarding your benefits and payroll. You may contact Employee Services at (303)-860-4200 or view information on the internet at: https://www.cu.edu/employee-services. You will receive information at new faculty orientation which includes a benefits presentation.

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, Research Professors and Clinical Practice 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 Weekly Email and the quarterly faculty newsletter, Faculty Matters. 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 SOM’S Office of Professionalism, 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?

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<th>Job Description</th>
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<td>1213</td>
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</tr>
<tr>
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</table>

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 Supervisors review performance yearly and contracts are renewed based on need and performance

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 Assistant and Associate Deans. 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 15 credit hours per 12-month appointment period. NTT faculty have a full-time workload expectation of 22 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 Assistant and Associate Deans. The Associate Dean for Finance and Administration addresses the administrative team and faculty each year regarding Regents recommendations for raises and explains the merit/salary pool process for determining raises.

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, research, and or teaching scholarship interests. Upon hire all faculty are offered faculty development opportunities regarding their teaching role.

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.

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
Assistant or Associate Dean would work together to mediate and resolve the grievance issues.

The CON developed a formal approved grievance policy and procedure for the faculty’s annual performance/merit review process. The grievance policy/procedure has now been implemented and in place for performance/merit reviews since Spring of 2010.
Appendix M: Pharmacy Report

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

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

Date: October 22, 2015

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 (SSPPS) has changed its approach to the delineation of tenure and non-tenure tracks. In September 2014, the Board of Regents approved changes to the SSPPS Standards and Procedures for Appointment, Reappointment, Promotion and Tenure. As a result, these changes included increasing the number of SSPPS faculty who are tenure-eligible under the new guidelines. However, our practice continues to be to 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, as clinical preceptors and for academic assessment purposes. 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
Susannah,

We have no updates to Appendix N for SPA.

Thanks,

Chris

Chris Smith
Faculty Affairs Coordinator & Assistant to the Dean
School of Public Affairs | University of Colorado Denver
P.O. Box 173364, Campus Box 142, Denver, CO 80217
Street Address:
1380 Lawrence St., Ste. 525 Denver, CO 80204
303 315 2074 | chris.smith@ucdenver.edu | www.spa.ucdenver.edu

From: Colton, Susannah
Sent: Wednesday, September 02, 2015 11:27 AM
To: Jansma, Pamela <PAMELA.JANSMA@UCDENVER.EDU>; Altiere, Ralph <Ralph.Altiere@ucdenver.edu>; Kochenberger, Gary <Gary.Kochenberger@ucdenver.edu>; Gelernter, Mark <Mark.Gelernter@ucdenver.edu>; Goff, David <DAVID.GOFF@UCDENVER.EDU>; Kaptain, Laurence <LAURENCE.KAPTAIN@UCDENVER.EDU>; Ingber, Marc <MARC.INGBER@UCDENVER.EDU>; Kantor, Rebecca <REBECCA.KANTOR@UCDENVER.EDU>; Kassebaum, Denise <Denise.Kassebaum@ucdenver.edu>; Reilly jr, John <JOHN.REILLYJR@UCDENVER.EDU>; Balodis, Patricia <Patricia.Balodis@ucdenver.edu>; Teske, Paul <Paul.Teske@ucdenver.edu>; Thompson, Sarah (Dean CON) <Sarah.Thompson@ucdenver.edu>; Stroup-benham, Christine <Christine.Stroup-Benham@ucdenver.edu>; Jacobs, Kevin <Kevin.Jacobs@ucdenver.edu>; Somerville, Mary <Mary.Somerville@ucdenver.edu>; Young, Cliff <Cliff.Young@ucdenver.edu>; Brennan, Joann <Joann.Brennan@ucdenver.edu>; Jenson, Michael <Michael.Jenson@ucdenver.edu>; Janson, Bruce <Bruce.Janson@ucdenver.edu>; Wyckoff, John <John.Wyckoff@ucdenver.edu>; Dabelea, Dana M. <Dana.Dabelea@ucdenver.edu>; Warden, Bettina-martine <BETTINA-MARTINE.WARDEN@UCDENVER.EDU>; Flynn, Linda <LINDA.FLYNN@UCDENVER.EDU>; Potter, Brad J <Brad.Potter@ucdenver.edu>; Garrison-wade, Dorothy <Dorothy.Garrison-Wade@ucdenver.edu>; Lowenstein, Steven <Steven.Lowenstein@ucdenver.edu>; Welch, Cheryl <Cheryl.Welch@ucdenver.edu>; Thompson, David (SOP) <David.Thompson@ucdenver.edu>; Rodenburg, Jay <Jay.Rodenburg@ucdenver.edu>; Rennison, Callie <Callie.Rennison@ucdenver.edu>; Hupfeld, Kelly <Kelly.Hupfeld@ucdenver.edu>
Cc: Tate, Glenda <Glenda.Tate@ucdenver.edu>; Brohm, Malena E <MALENA.BROHM@UCDENVER.EDU>; Fennell, Karen <KAREN.FENNEL@UCDENVER.EDU>; Metzger, Betsy <Betsy.Metzger@ucdenver.edu>; Wyatt, Elizabeth A <ELIZABETH.A.WYATT@UCDENVER.EDU>; Squires, Shannon <SHANNON.SQUIRES@UCDENVER.EDU>; Lefave, Erica <Erica.Lefave@ucdenver.edu>; Hurt, JaNet <JaNet.Hurt@ucdenver.edu>; Gonzales, Amanda (SDM) <AMANDA.GONZALES@UCDENVER.EDU>; Balodis, Patricia <Patricia.Balodis@ucdenver.edu>; Smith, Chris (School of Public Affairs) <Chris.Smith@ucdenver.edu>; Porter, Michelle (CON Exec. Asst.)
Hello Deans, Associate Deans, Christine, and Kevin,

The Non-Tenure-Track Faculty (NTTF) report, which we submit every other year to the President’s Office, is due again this year. The spring 2016 report will consist of updates to the spring 2014 report. Therefore, please review your section(s) of the 2014 report (attached) and send updates to Susannah (susannah.colton@ucdenver.edu) by Friday, October 30, 2015. I will summarize all of the updated information and send it on to the Office of Academic Affairs.

To answer three of the questions on the template (A1, A2, and C1), Institutional Research will need to update A1; and Human Resources will need to update A2 and C1.

Thank you very much for your attention to this request. I really appreciate your assistance. If you have any questions, contact me or Susannah by email or call 303-315-2105 (Laura) or 303-315-2107 (Susannah).

Laura

Laura Goodwin, Ph.D.
Associate Vice Chancellor for Academic Affairs
University of Colorado Denver
303-315-2100 (Academic Affairs)
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.

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**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.

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**SPA NTTF Policies**

**SCHOOL OF PUBLIC AFFAIRS**

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

Adopted by resolution of the
SPA Faculty Council
January 22, 2009
Revised May 18, 2012

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) typically employed by SPA, as defined in Regents Policy 5-L:

   a. Instructor
   b. Senior instructor
   c. Research faculty
      i. Research assistant professor
      ii. Research associate professor
      iii. Research professor
   d. Clinical/teaching track faculty
      i. Assistant professor, clinical/teaching track
      ii. Associate professor, clinical/teaching track
      iii. Professor, clinical/teaching track

II. Minimum Qualifications. All appointments to instructor, research faculty, and clinical/teaching 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 who have attained the appropriate promotion criteria.
   c. Assistant professor: Assistant professors should have an appropriate terminal degree or its equivalent, and possess qualifications for research and/or professional activities in the field. Assistant professors whose position is expected to include teaching responsibilities should be well-qualified to teach at the undergraduate and graduate levels.
   d. Associate professor: Associate professors should have an appropriate terminal degree or its equivalent and promising accomplishment in research and/or professional activities. Associate professors whose position is expected to include teaching should have considerable successful teaching experience.
   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 the profession, to graduate education and/or to 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 research and/or
professional activities, service, and teaching (depending on circumstances).

III. Appointment. The appointment of a candidate to an instructor, research or clinical/teaching track faculty position shall occur using the following process:

a. In the event of an open position, the Dean shall appoint a Search Committee that includes faculty members to engage in a search process and present candidates to Faculty Council with evidence of their qualifications.

b. In the event of a proposed appointment involving a search waiver received in accordance with applicable campus waiver procedures, a qualifications committee that includes faculty members shall be appointed to review the person’s qualifications and present them to Faculty Council.

c. The candidate will be invited to meet and present evidence of qualifications to the faculty.

d. The faculty will make recommendations to the Dean for appointment.

e. After consideration of the faculty’s recommendation, the Dean will decide whether to extend an offer to one or more candidates, subject to approval by the Provost.

f. 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. Faculty Council Membership. The membership and voting rights of non-tenure track faculty are governed by the bylaws of the School of Public Affairs.

V. Research Faculty: Effort, Evaluation and Promotion. Evaluations and promotions of research NTTF shall be carried out according to this section. The supervisor of the NTTF is responsible for evaluations.

a. Effort: A typical appointment for persons holding research faculty titles would require 80% research, 10% teaching, and 10% service. This appointment is negotiable depending on the needs of the School and the qualifications of the person appointed. Any changes from the negotiated effort described in the letter of offer shall be in writing and approved by the Dean.

b. 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:
• **Research activities:** Identification of planned research activities, including target outcomes and potential funding sources

• **Teaching:** Identification of any courses to be taught by the NTTF, and plans for professional development to improve teaching and/or course coverage

• **Service:** Identification of planned service activities within SPA and the larger university community, including administrative service, and service to be provided to the larger community through the provision of expertise or analysis

• **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

c. **Annual performance reviews.** Research-track NTTF complete an annual Faculty Report of Professional Activities and receive annual performance reviews from their supervisors based on the NTTF’s assignments, the criteria stated in this policy, professional development plan for the year, and any other criteria deemed appropriate by the supervisor. The NTTF’s performance is also reviewed by SPA’s Academic Personnel Committee using the criteria set forth in this policy. These reviews, if approved by the Dean, provide the basis for salary increases through the regular merit process used for faculty.

d. **Performance criteria.** Research-track NTTF in SPA typically conduct applied rather than academic research. As a result, performance in the area of research will typically be evaluated based on quality and quantity of research products such as reports, service to the community and community impact, and client and fund development.

e. **Mentoring.** Research-track NTTF may request the assignment of a professional mentor other than their supervisor.

f. **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.

g. **Promotion.** Research-track 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 a qualifications committee that includes faculty members. Upon consideration of the input of the qualifications committee, the Dean shall decide whether to award promotion.

i. **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 significant achievement in research and other activities, which shall depend upon the assistant professor’s specific assignments but which generally will include evidence of high quality and reasonable quantity of research products, significant service to the community as an expert and/or analyst in public affairs, demonstrated service to the School/University, demonstrated fundraising and client development abilities, and demonstrated successful teaching.

ii. Associate-level professor to full professor. This promotion may be considered at any time, but is typically considered at five years after attainment of the associate professor level. The associate professor should be able to provide evidence of outstanding achievement in research and other activities, which shall depend upon the associate professor’s specific assignments but which generally will include a record that, as a whole, is judged to be excellent and which demonstrates (1) substantial contributions to the community through research and service in public affairs; (2) substantial contributions to the School through leadership, teaching, and service; and (3) a record that, since promotion to associate professor, indicates substantial, significant and continued growth in research, teaching, and service. Promotion to this level will generally be reserved for candidates who are truly outstanding.

VI. Clinical/Teaching Faculty: Effort, Evaluation, and Promotion. Evaluations and promotions of clinical/teaching NTTF shall be carried out according to this section, except that terms specifically applicable to instructors are found in the next section. The supervisor of the NTTF shall be responsible for evaluations.

a. Effort. A typical appointment for a person holding a clinical/teaching faculty title shall be 80% teaching, 10% research, and 10% service, per campus-level policy. This appointment is negotiable depending on the needs of the School and the qualifications of the person appointed. Any changes from the negotiated effort described in the letter of offer shall be in writing and approved by the Dean.

b. 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 any courses to be taught by the NTTF, and plans for professional development to improve teaching and/or course coverage

• **Service**: Identification of planned service activities within SPA and the larger university community, including administrative service

• **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

c. **Annual performance reviews.** Clinical/teaching NTTF complete an annual Faculty Report of Professional Activities and receive annual performance reviews from their supervisors based on the NTTF’s assignments, the criteria stated in this policy, professional development plan for the year, and any other criteria deemed appropriate by the supervisor. The NTTF’s performance is also reviewed by SPA’s Academic Personnel Committee using the criteria set forth in this policy. These reviews, if approved by the Dean, provide the basis for salary increases through the regular merit process used for faculty.

d. **Performance criteria.** Clinical/teaching NTTF in SPA typically will be evaluated primarily on their teaching performance, as assessed through the results of Faculty Course Questionnaires, review of syllabi and class assessment activities and results, classroom observations, and any other evidence of teaching performance deemed relevant by the supervisor. Evaluation of research and service will depend on specific assignments.

e. **Mentoring.** Clinical/teaching NTTF may request the assignment of a professional mentor other than their supervisor.

f. **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.

g. **Promotion.** Clinical/teaching 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 a qualifications committee that includes faculty members. Upon consideration of the input of the qualifications committee, the Dean shall decide whether to award promotion.

i. **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 significant achievement in teaching and other
activities, which shall depend upon the assistant professor’s specific assignments but which generally will include evidence of consistently successful teaching, including positive student feedback, high-quality student assignments and assessments, and student advising and mentorship, as well as demonstrated meritorious service to the School/University.

iii. Associate-level professor to full professor. This promotion may be considered at any time, but is typically considered at five years after attainment of the associate professor level. The associate professor should be able to provide evidence of outstanding achievement in teaching and other activities, which shall depend upon the associate professor’s specific assignments but which generally will include a record that, as a whole, is judged to be excellent and which demonstrates (1) substantial contributions to student learning through teaching, advising, and mentoring; (2) substantial contributions to the School through leadership in teaching and service; and (3) a record that, since promotion to associate professor, indicates substantial, significant and continued growth in teaching and service. Promotion to this level will generally be reserved for candidates who are truly outstanding.

VII. Instructors: Effort, Evaluation, and Promotion. Evaluations and promotions of instructors shall be carried out according to this section. The supervisor of the instructor shall be responsible for evaluations.

a. Effort. A typical appointment for a person holding an instructor title shall be 90% teaching, and 10% service, or 80% teaching and 20% service. This appointment is negotiable depending on the needs of the School and the qualifications of the person appointed. Any changes from the negotiated effort described in the letter of offer shall be in writing and approved by the Dean.

b. Annual professional development plan. As part of the annual performance review, the instructor and his/her supervisor shall develop a professional development plan, to be used in guiding the work of the instructor 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 instructor, but should include as a minimum:

- **Teaching**: Identification of any courses to be taught by the instructor, and plans for professional development to improve teaching and/or course coverage
- **Service**: Identification of planned service activities within SPA and the larger university community, including administrative service
• **Integration:** Identification of SPA support required by the instructor 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 instructor

h. **Annual performance reviews.** Instructors complete an annual Faculty Report of Professional Activities and receive annual performance reviews from their supervisors based on the instructor’s assignments, the criteria stated in this policy, professional development plan for the year (if applicable) and any other criteria deemed appropriate by the supervisor. The instructor’s performance is also reviewed by SPA’s Academic Personnel Committee using the criteria set forth in this policy. These reviews, if approved by the Dean, provide the basis for salary increases through the regular merit process used for faculty.

i. **Performance criteria.** Instructors in SPA typically will be evaluated primarily on their teaching performance, as assessed through the results of Faculty Course Questionnaires, review of syllabi and class assessment activities and results, classroom observations, and any other evidence of teaching performance deemed relevant by the supervisor. Evaluation of other areas will depend on specific assignments.

j. **Mentoring.** Instructors may request the assignment of a professional mentor other than their supervisor.

k. **Role of supervisor.** The procedures set forth in this section represent the suggested minimum process for developing goals and reviewing performance, and supervisors of instructors are encouraged to meet with them on a more frequent basis for these purposes.

l. **Promotion.** Instructors shall be considered for promotion according to the provisions of this section. Recommendations for promotion shall be submitted by the instructor’s supervisor or the Dean to a qualifications committee that includes faculty members. Upon consideration of the input of the qualifications committee, the Dean shall decide whether to award promotion.

   i. **Instructor to senior instructor.** This promotion should be considered upon five years after attainment of the instructor level, or earlier if deemed appropriate by the Dean. The instructor should be able to provide evidence of consistently successful teaching and meritorious research and service activities.

   ii. **Promotion to professorship.** In exceptional cases, a senior instructor may be considered for promotion to assistant clinical/teaching professor, provided that the qualifications listed above in the section governing clinical/teaching NTTF are met.
VIII. Appeal Process. SPA may permit appeals concerning NTTF decisions and may follow the procedures set forth in SPA’s Policy on Academic Grievances.

IX. At-Will Employees. NTTF are at-will employees, and nothing in this document shall be construed as creating a contractual right to any procedure or outcome set forth herein. NTTF are not eligible for tenure.

X. 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, visiting scholars, scholars in residence, 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 institute or 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 institute or 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.

c. The Dean may appoint appropriate persons to positions holding the title of visiting scholars and scholars-in-residence. These at-will positions are normally assumed to be for a limited period of time, regardless of performance.
APPENDIX O: PUBLIC HEALTH REPORT

The Colorado School of Public Health (CoSPH) was formed July 1, 2008, and this is the fourth Non-Tenure track Faculty (NTTF) report from this School. Per the NTTF list of faculty titles, CoSPH has non-tenure track faculty in the following ranks and tracks: Instructors and Senior Instructors, clinical faculty (< 0.5 FTE) as well as faculty members in the research track and clinical teaching track. Within these lines all ranks are represented.

SECTION A – Titles, Contracts, and Workloads

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 UCD 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 unpaid/volunteer clinical faculty members. Also, faculty members with paid primary 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:

   I) Instructor/Senior Instructors
   Instructor/Senior Instructors will have varying expectations depending on whether their position is primarily research, primarily teaching, or a combination of research and teaching. 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.

   II) 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.

   III) 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.

IV) Faculty members at local health and hospital organizations and partner institutions
Faculty members from local health and hospital organizations or from one of our partner institutions CSU and UNC with a clinical or adjunct appointment in one of the School’s departments will be expected to contribute at a greater level than those with secondary appointments. The expectations of the appointment at the faculty member’s home institution will determine the overall balance of teaching, clinical activity, research, and service.

SECTION B – Evaluation and Promotion

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

Except for faculty from our partner institution CSU and UNC, who will be evaluated by their home institutions, there is no differentiation made between regular NTTF, as mentioned under I-IV, and tenure track faculty in the requirements for the annual performance evaluation process:

Annual performance reviews for faculty with a primary appointment in the school follow the School’s guidelines as outlined below and the annual instructions provided by UCD Human Resources at [http://www.ucdenver.edu/about/departments/HR/FormsTemplatesProcesses/Pages/PerformanceManagement.aspx](http://www.ucdenver.edu/about/departments/HR/FormsTemplatesProcesses/Pages/PerformanceManagement.aspx). Annual performance reviews must be conducted by the Department Chair or in some cases, Center Director, and must be completed no later than March 1 of each year.

Part-time faculty (< 0.5 FTE) with a regular primary appointment in the CoSPH will be evaluated annually (as for full-time faculty) with the terms of their employment taken into consideration with respect to the quantity of activity accomplished.

The faculty member’s performance in research, teaching, public health practice/clinical activity, and service should be considered, along with the assigned workload and administrative and faculty governance service, as outlined in the Laws of the Regents (5.B.6) and as required by the University’s Administrative Policy Statement, “Performance Ratings for Faculty” (APS 5008) [https://www.cu.edu/policies/aps/hr/5008.pdf](https://www.cu.edu/policies/aps/hr/5008.pdf)

Prior to their meeting with the Department Chair or in some cases, Center Director, each faculty member prepares, in advance, a summary of the last years’ activities. 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. Content will include: goals and self-evaluation of progress during the past year; research awards submitted and received; teaching activities and student mentoring; publications; departmental development activities; consulting; service; and other activities relevant to progress. The actual evaluation or ranking, the so called “Public Record Form” together with the updated Curriculum Vitae will be kept annually in the CoSPH’s confidential, faculty member’s personnel file. Each faculty member shall have access to the annual performance evaluation documents in his or her file.
The annual performance evaluation will be considered in the salary setting process, reappointment, promotion and/or tenure if applicable. The Department Chair will approve all reappointments and notify the faculty member about the terms and conditions of the reappointment.

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 CoSPH Bylaws and the CoSPH Faculty Handbook. At the Instructor level the CoSPH promotion guidelines differentiate between Instructor/Sr. Instructor as a terminal position or as a career development position with or without a terminal degree.

   **Instructor as a Career Development Position**
   This category of instructor is a temporary early career development position for individuals with terminal degrees who desire to become Assistant Professors in either the tenure, research or clinical teaching track, but have not yet demonstrated readiness for consideration as an Assistant Professor. Faculty members in this category have a terminal degree or its equivalent and are working toward establishing independent research and funding if the goal is the tenure or research track. Faculty members whose goal is to build a career in the clinical teaching track are working toward establishing independent teaching and/or public health practice/clinical activity with scholarship. Faculty members are expected to remain at the rank of Instructor/Sr. Instructor no longer than two years, though exceptions for cause may occur and must be approved by the Department Chair and Dean or in some cases, Center Director. During this time, the faculty member will work with their assigned mentor to pursue their academic career goals as outlined above. Teaching will be allowed, encouraged and financially supported, dependent on the availability of funds, but is not required. Instructors may be considered for an Assistant Professor position if the department opens such a position (e.g., research track or clinical teaching track) or initiates a search (tenure track position). The decision to offer an Assistant Professor position to an Instructor should be based on the needs of the Department and School, as well as on the faculty member’s future goals and demonstrated abilities, including the potential for excellence in teaching, research, or public health practice/clinical activity.

   **Promotion of Senior Instructors without a terminal degree**
   Under exceptional circumstances, faculty members at the Senior Instructor level who do not hold a terminal degree in their field may be considered for an Assistant Professor position, if the department opens such a position (e.g., research track or clinical teaching track) or initiates a search (tenure track position). Eligibility: Fulltime appointment as Senior Instructor for five years in the School. Candidates must have a Master's degree. The faculty member must be aware that once appointed to an Assistant Professor position, 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 Department Chair may consider either 1) “Equivalence of training” to the terminal degree, or 2) “Exceptional performance”. 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. Please see also
Regents Policy 5.L. for Policies on Approved Faculty Titles:
https://www.cu.edu/regents/Policies/Policy5L.htm

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 track 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 in some cases, Center Director, 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. Applications for promotion and/or tenure are initiated by the Department Chair. 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 regular NTTF, as outlined under I-IV, and tenure track faculty for the promotion process. Review occurs first within the faculty member's department. That departmental review is conducted by the Departmental Appointments, Promotions and Tenure Committee (DAPTCO). The next level of review is conducted by the school-wide Appointments, Promotions and Tenure (APT) Committee. In the case of tenure, the next level is the review by the Provost and the Chancellor, and, on the third level, by the President and the Board of Regents.

Promotion Criteria:

1. CLINICAL TEACHING TRACK

Promotion from Assistant to Associate Professor

<table>
<thead>
<tr>
<th>A. Excellence in one of the following:</th>
<th>B. Meritorious in two of the following, including the one indicated as Excellent in A.</th>
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<tbody>
<tr>
<td>Teaching</td>
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<tr>
<td>Public Health Practice/ Clinical Activity</td>
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<td>Service</td>
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<td></td>
<td>Research</td>
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</table>
Promotion from Associate to Full Professor

<table>
<thead>
<tr>
<th>A. Excellence and Scholarship in one of the following:</th>
<th>B. Meritorious in two of the following, including the one indicated as Excellent in A.</th>
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</thead>
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<tr>
<td></td>
<td>Service</td>
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<td>Research</td>
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</table>

2. RESEARCH TRACK

Promotion from Assistant to Associate Professor

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<tbody>
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Promotion from Associate to Full Professor

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3. CLINICAL FACULTY

Promotion from Clinical Assistant to Clinical Associate Professor

Promotion from Clinical Assistant to Clinical Associate Professor requires that the faculty member meet the criteria for Associate Professor described in the CSPH Bylaws (E.5.d. Types of Appointments. Clinical Associate Professor). The faculty member whose contributions merit consideration for appointment or promotion to the rank of Clinical Associate Professor must show substantial ongoing contributions to the department. Contributions include but are not limited to teaching, serving on committees and as a research mentor, giving seminars and Grand Rounds, and taking an active role on departmental committees and meetings. Collaborative research/scholarly activity with departmental faculty and/or students, health services administrative activity, public health practice/clinical activity and community service will be considered. The faculty record, taken as a whole, must demonstrate success in the above mentioned areas.
SECTION C – Compensation and Benefits

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?

   Policies and procedures related to compensation and benefits are readily accessible to NTTF, their supervisors, and relevant staff, through the following url [https://www.cu.edu/office-academic-affairs/compensation-and-leave](https://www.cu.edu/office-academic-affairs/compensation-and-leave). Benefits information is provided to NTTF during orientation at the time of hire. The CoSPH Associate Dean for Finance, the Director of Human Resources, and the Payroll Manager 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

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

   Each regular 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 feedback 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 Department Chair on a regular and ad hoc basis, together with the faculty member, about progress toward promotion. All faculty, including NTTF, are invited to attend an annual presentation/Q&A session by the Associate Dean for Faculty to learn about procedures for promotion in the CoSPH.

   NTTF at all levels are invited to participate in on-going faculty development training, seminars and workshops held by the department or school. Examples of development activities in the past academic year in which non-tenure track instructors and research track faculty participated include small work group sessions on research collaboration and on building a successful research program at the annual All-Faculty Meeting (September 2014), a research and grant writing workshop and individual consultations by a leading epidemiologic researcher (September 2014), and a lecture and individual consultations on improving grant writing and publications success by a national expert who has published on scientific writing (March 2014).

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?

   With five different awards the CoSPH recognizes TT and regular NTTF for excellent performance:
   - Excellence in Faculty Teaching Award, which is voted on by CoSPH students
   - Excellence in Clinical Faculty Teaching Award - for outstanding institutional contribution
- Excellence in Faculty Research Award - for outstanding commitment in research, grant award and publications
- Excellence in Faculty Mentoring Award - for outstanding contributions to student learning and development
- Excellence in Public Health Practice By an Individual Award

In addition, NTTF are eligible to be nominated for the following awards at the University level:
- President’s Excellence in Teaching Award
- Chancellor’s Teaching Recognition Award

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

According to the CoSPH 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 annual evaluation results or salary decision. This committee shall advise the Dean on the issue. The Dean's decision is final and cannot be appealed.