

To: Faculty
From: Personnel Policies Committee (PPC), Su Dorée (chair)
Date: April 24, 2014
Re: The Appointments and Review of Non-tenure Track Faculty Members

The Personnel Policies Committee will present a revision of the motion “read” at the April 16 Faculty Meeting for a vote at the May 1 Faculty Meeting. Several of these revisions were distributed at the April 16 meeting. Additional revisions – including consolidating the Special and Teaching Appointments – are presented here. To be clear about what we are voting on, we present the motion including the revisions in a single clean document. A track-changes version highlighting the revisions since April 16 is included as reference.

REVISED MOTION

To replace the existing Faculty Handbook Sections 6.1 Appointments and Section 6.12 Review of Non-tenure Track Faculty in their entirety by the Proposed Faculty Handbook Language and to make the necessary consequent minor changes elsewhere in Section 6.

Proposed Faculty Handbook (incorporating revisions from April 16 version)	
Section 6.1 Appointments.....	begins on p. 2
Section 6.12 Reviews of NTTF.....	begins on p. 5
Minor changes elsewhere in Section 6.....	bottom p. 15

The additional documents are provided for reference and are not part of the Motion.

Proposed Faculty Handbook (with changes tracked from April 16)	
Section 6.1 Appointments.....	begins on p. 16
Section 6.12 Reviews of NTTF.....	begins on p. 20
Minor changes elsewhere in Section 6.....	bottom p. 34

Existing Faculty Handbook	
Section 6.1 Appointments.....	begins on p. 35
Section 6.12 Reviews of NTTF.....	begins on p. 36
Expectations for Tenure Track faculty (from 6.7.2, 6.8.2, 6.9.2).....	begins on p. 37

Motion(s) approved by the Faculty May 2013	
PPC motion.....	begins on p. 41
Groven motion.....	bottom p. 43

Proposed Faculty Handbook (with revisions incorporated)

6.1 Appointments

Augsburg College is committed to tenure and to the faculty teacher-scholar as the primary model for full-time faculty members. Tenure strengthens academic freedom, offers economic security, and ensures a strong foundation for faculty participation in shared governance. It fosters and helps sustain academic quality. As a consequence of this commitment, the College limits the number of Non-tenure Track appointments so that no more than 30% of undergraduate courses are taught by faculty members in Non-tenure Track appointments.

At the same time, the College affirms the vital contributions of faculty members in Non-tenure Track appointments. The College's graduate and professional programs are supported by a wide range of faculty talent and expertise, not all of which is rooted in traditional forms of scholarship. The employment of faculty members who focus on establishing or supervising experiential components of the curriculum grows out of the College's commitment to experiential education. Also, in order to address short-term needs and to preserve a capacity for responding to evolving needs, including unanticipated shifts in enrollment, the College also acknowledges that some faculty appointments will necessarily be contingent on the needs of the College. All Non-tenure Track appointments are intended to be temporary and are subject to review. The different types of Non-tenure Track appointments, ranging from short term (Adjunct and Fixed Term Appointments) to continuing contingent appointments (Special Appointments), are outlined in Section 6.1.2.

All members of the Faculty are afforded certain rights and responsibilities as outlined in Section 2 and Section 3 of this Faculty Handbook, including the right of Academic Freedom.

Faculty appointments may be full-time or part-time. The normal load for one full-time faculty member is referred to as one full-time equivalent (FTE). Faculty workload includes expectations beyond teaching that vary by position type. Typically the teaching component of one FTE corresponds to teaching six courses per year and thus FTE are often measured in sixths. Faculty members with significant non-teaching duties assigned by the College that extend well beyond the usual expectations for service or scholarship may be assigned reduced teaching duties. This is common, for example, for some Department Chairs and for some faculty in Special Appointments. Appointments of 5/6 FTE or greater are considered "full-time," whereas appointments of less than 5/6 FTE are considered "part-time."

For each type of appointment, the request for a position normally originates from the Chair, in consultation with the Department, to the Dean. Upon approval of the position, the Department Chair works with the Dean to conduct a search in accordance with guidelines provided by the Offices of Academic Affairs and Human Resources. For searches for full-time or part-time paid "on scale" appointments, the Department Chair, in consultation with the Department, works with the Dean to form the search committee. For all searches, the Department Chair or her or his designate(s), in consultation with members of their Department, recommends a candidate to the Dean. While the Dean has authority to appoint a candidate to a Non-tenure Track position, final authority for appointment to a Tenure Track position resides with the President. Exceptional circumstances in which a Non-tenure Track faculty member may be appointed to a Tenure Track position without search are outlined in Section 6.1.3.

By February 1 of each year the Dean's Office will provide the Faculty Senate with information on proportionality including head count and percentage of courses taught by faculty in part-time Non-tenure Track, full-time Non-tenure Track, and Tenure Track appointments, both of the Faculty as a whole and broken down by Departments/Programs or in other ways that the Faculty Senate might request so that the Faculty Senate can monitor the proportionality.

6.1.1 Tenure Track Appointments

Tenure Track positions are those that are intended to lead to a permanent, tenured position at the College, if the appointed candidate receives positive recommendations on all required reviews. Normally, Tenure Track appointments are the result of a national search and are for full-time positions. (Section 6.1.3 addresses circumstances in which a Tenure Track faculty appointment may be made without search.) In those rare, qualified cases in which a part-time Tenure Track position is granted, the fraction of full time of a final appointment will depend on the needs of the College and will normally be at least 3/6 FTE.

Within Tenure Track appointments there are two levels of status: Probationary and Tenured. Faculty members appointed to a Tenure Track position are granted Probationary Status during the period prior to their Tenure Review. During each year of the Probationary Period there is no guarantee of an appointment for the following year. Notification dates for non-reappointment are: March 1 in the first year, December 15 in the second year, and September 1 in the third and subsequent years of full-time appointments. Continuing appointment while in Probationary Status typically depends on receiving positive reviews, including the First Year Review and Third Year Review, as required. Faculty members are normally reviewed for Tenure after completing the appropriate probationary Tenure Track period. Final authority for appointment to Tenured Status resides with the President subject to subsequent approval by the Board of Regents.

In rare circumstances, a faculty member in a Tenure Track appointment might want to be converted to a Non-tenure Track appointment. Such a request must be based on a significant change in the needs of the Department, not a negative (or anticipated negative) performance review. Such a change must be requested by the faculty member, approved by a 2/3 majority vote of the other Tenure Track faculty members of the Department, and is subject to approval by the Dean.

6.1.2 Non-Tenure Track Appointments

The policies in this section are intended to articulate the College's commitment to its Non-tenure Track faculty and to provide as much stability as possible for those faculty members in long-term appointments, while maintaining the contingency on the needs of the Department and the College that define Non-tenure Track appointments. To acknowledge the distinctive expectations for Non-tenure Track faculty in different roles, the College identifies three categories of Non-tenure Track faculty appointments: Adjunct, Fixed-term, and Special. Faculty members in Fixed-term and Special Appointments may be hired full-time or part-time paid "on scale." Adjunct faculty members are part-time, paid "by the course."

6.1.2 A Adjunct Appointments

Adjunct Appointments are, by definition, part-time appointments whose duties are limited to teaching one or two courses per semester, up to a maximum of four courses (4/6 FTE) per

academic year. Faculty members in Adjunct Appointments are paid “by the course.” Continued appointment is contingent on the needs of the Department and the College. While the College attempts to provide reasonable notice of non re-appointment, Adjunct Appointments are highly enrollment dependent and, therefore, may change on short notice.

6.1.2 B Fixed-term Appointments

Fixed-term Appointments enable the College to employ full-time, or nearly full-time, faculty members to meet short-term instructional needs. Fixed term appointments last one to three years, are intended to end on an established date, and carry no expectation of continued appointment beyond that time. Under exceptional circumstances, and subject to positive review at year three, up to six years may be arranged.

Fixed-term Appointments usually carry the titles “Visiting Instructor” or “Visiting Assistant Professor,” the latter for candidates holding the terminal degree and expected to be engaged in scholarship during the appointment. The titles “Visiting Associate Professor,” “Visiting Professor,” or “Visiting Distinguished Professor” may be used for distinguished visitors, including visiting faculty members holding tenure at another college or university.

6.1.2 C Special Appointments

Special Appointments carry the expectation of continued appointment, subject to the needs of the Department and the College and positive reviews. Continued appointment may also depend on factors such as external funding (e.g. grants). Depending on the needs of the Department and the College, the position might or might not be anticipated to extend beyond three years. (Normally, if a certain end date of three years or fewer years is known, then a Fixed-term appointment is more appropriate.) Notification dates for non-reappointment are: March 1 in the first year, December 15 in the second year, and September 1 in the third and subsequent years of full-time or part-time paid “on scale” appointments. These notification deadlines also apply to any proposed reduction or increase in required FTE associated with the position or any significant change in expectations for the position. Faculty members in Special Appointments may be offered renewable three-year appointments or renewable annual appointments, depending on the needs of the Department and the College. For the sake of continuity in staffing for the Department and job security for the faculty member, three-year appointments should be offered whenever reasonably supported by the needs of the Department and the College.

Special Appointments enable the college to employ faculty members who provide specific expertise or who establish or teach in programs where short-term need that may extend beyond three years is anticipated, but long-term need is uncertain. These faculty members serve in different roles from Tenure Track faculty members; expectations are outlined in Section 6.12. While one FTE corresponds to a teaching load of six courses, some faculty members in Special Appointments who support experiential components of the curriculum have a significant portion of their workload dedicated to collaborating with students or faculty in research or creative projects; or establishing, coordinating, supervising, or mentoring student experiences such as internships, practica, preceptorships, student teaching, work study, service-learning, or study abroad. Thus, their teaching load might be significantly fewer than six courses, depending on the amount of administrative and other assignments, and may focus on teaching experiential courses such as science laboratories or studio courses in the fine arts.

Departments are responsible for proposing titles for faculty members in Special Appointments that reflect the nature of the work, such as “scholar in residence,” “artist in residence,” “scientist in residence,” “clinical faculty,” “education specialist,” “lecturer,” etc. Such titles should be consistent with expectations for the position and in common use at other colleges, and are subject to the approval of the Dean.

6.1.3 Eligibility of Non-tenure Track Faculty for Appointment to Tenure Track Positions

If a Department is granted a new Tenure Track position, the Department will normally conduct a national search. Any faculty member in a Non-tenure Track position with the required educational preparation is eligible to apply. Any candidate currently appointed to a Non-tenure Track position who applies for the Tenure Track position is to be given comparable consideration to any external candidate.

While a search is the preferred mode of hiring into Tenure Track, the College recognizes that there might be exceptional circumstances in which it would be beneficial to the College to appoint a person into a Tenure Track position without conducting a new search. For example, hiring without search might be appropriate to retain a faculty member with a highly specialized area of expertise or in a Department where it has proved challenging to hire and/or retain qualified tenured faculty members. Such “conversions” must be proposed by the Department Chair, in consultation with the Department, and approved by the Dean; they require that the faculty member meet the requirements for the Tenure Track position (e.g. terminal degree, promise of scholarship).

On occasion, a search committee’s choice for a Tenure Track appointment may be a candidate who does not yet hold the terminal degree. The candidate may be hired into a Tenure Track position, with the usual expectation of completing the terminal degree by the end of the first year of the appointment as outlined in Section 6.3A. Alternatively, upon recommendation of the Department the Dean may offer a one-year Fixed-term, Non-tenure Track appointment, renewable for one additional year, with the understanding that the position will convert to Tenure Track at the beginning of the academic year following completion of the terminal degree, subject to the usual positive reviews. This alternative allows a faculty member up to two years to complete the terminal degree before assuming the full duties of a Tenure Track position.

6.12 Reviews of Non-tenure Track Faculty Members (NTTF)

6.12.1 General Statement on Review of NTTF

Faculty members are expected to regularly reflect on their performance, set goals for their work, and undergo evaluation by students, peers, and College leadership. These reviews include Student Evaluation and Peer Review of teaching and Annual Reviews required of all faculty members. Faculty members in Special Appointments also participate in formal reviews of their performance every third year of their appointment. The first of these reviews is the Third Year Review; the second is the Sixth Year Review; and thereafter are the Renewal Reviews.

Non-tenure Track positions are contingent on the needs of the Department and the College. To encourage departments to be thoughtful and deliberate in the continuing employment of faculty members in Non-tenure Track Appointments, the first stage of the Third Year, Sixth Year, and

Renewal Reviews is to assess the needs of the Department in order to decide whether to continue the position. The timing of these position reviews deliberately coincides with the timing for Tenure Track position requests so that the Department may review each position within the broader context of strategic planning for Department staffing.

The position review is conducted by the Tenure Track faculty members in the Department and is outlined in Section 6.12.4. In reviewing the position, the Department may request continuation, request a different type of Non-tenure Track appointment, request a Tenure Track appointment, or may recommend terminating the position. If the Department identifies a need for a permanent full-time position, the Department is normally expected to request a Tenure Track position. Requests for continuation of the existing position, a new position, or termination of the existing position are subject to approval by the Dean.

If continuing the position is approved, the second stage of the Third Year, Sixth Year, and Renewal Review is to evaluate the performance and promise of future performance of the faculty member in a Special Appointment, in order to decide whether to continue that faculty member's appointment to the position. This part of the review is conducted by the appropriate Review Committee described in Section 6.12.1B and follows the process outlined in Sections 6.12.5.

The Timeline for Reviews is listed in Section 6.12.1C. It is designed so that the decision on the position occurs sufficiently ahead of the deadline for notification for non re-appointment – before the third, sixth, or renewal year begins. If a position is continued, the review of the faculty member occurs after the deadline for notification for non re-appointment. This timing means that a faculty member whose position is continued but who receives a negative review of their performance at the Third Year, Sixth Year, or Renewal Review retains the right to a non-renewable (terminal) one-year appointment for the next academic year.

The remainder of this section outlines the criteria for evaluation, expectations for performance at each level of review, and the procedures for reviews, including timelines and necessary documentation.

6.12.1 A Timing and Nature of Reviews for NTTF

All faculty members participate in the Annual Review, as described in Section 6.5. The Annual Report may be modified as appropriate to the position, but faculty members are encouraged to list all activities and accomplishments relevant to their work at the College. Annual Reviews are intended to be primarily formative (as defined in Section 6.2.1).

Faculty members in **Adjunct** Appointments participate in Annual Reviews on a regular basis, at least once every three years.

Faculty members in **Fixed-term Appointments** participate in Annual Reviews each year. In the unusual circumstance when a Department wishes to appoint a faculty member past a third year of a Fixed-term Appointment, the faculty member must first undergo a Third Year Review before the appointment to the fourth year can be finalized. The steps of the process are the same as for the Third Year Review of faculty members in a Special Appointment, including first reviewing the position. While the precise timing for this review is not preset, it should occur as soon as possible

after the need for a fourth year is determined. It must allow the faculty member a reasonable amount of time to prepare the necessary materials.

Faculty members in **Special Appointments** participate in Annual Reviews each year. The Third Year Review and Sixth Year Review typically occur in years three and six, respectively, beginning each time with a review of the position in the spring of the prior year. Faculty members with significant experience relevant to the position may be hired into Special Appointments with an accelerated review schedule, but a minimum of three years in a full-time or part-time paid “on scale” faculty appointment at Augsburg is expected prior to the Sixth Year Review. The Renewal Review occurs every three years thereafter, beginning each time with a review of the position in the spring of the prior year. The Third Year, Sixth Year, and Renewal Reviews are primarily summative (as defined in Section 6.2.1).

A faculty member originally holding a Fixed-term Appointment may subsequently be hired into a Special Appointment. The timing of the Third Year and Sixth Year Reviews are set at the time of appointment to the new position. If the timing of those reviews would result in the faculty member being in full-time or part-time paid “on scale” appointments for more than three years (Fixed-term and Special Appointments combined) without a formal departmental review, then the Department conducts a review of the faculty member no later than during the third year of appointment. This review follows the same expectations and timing as for any faculty member in a Fixed-term Appointment continuing past three years.

6.12.1.B The Review Committees for NTTF

All Tenure Track members of a Department are involved in the review of a Non-tenure Track position, as described in Section 6.12.4. Pending recommendation and approval to continue the position, a Review Committee reviews the performance of the faculty member. This section describes the composition of the Review Committee.

The Review Committee for the Third Year Review and Sixth Year Review includes all Tenure Track faculty members in the faculty member’s Department as well as the Division Chair as a non-voting member. For the Sixth Year Review, a tenured faculty member from an outside department is added to the Review Committee as a voting member. This additional faculty member is often a current or former Department Chair from a department employing similar Special Appointments and is selected by the Department Chair and the Division Chair, subject to approval by the Dean.

The Review Committee for the Renewal Review consists of the Department Chair, a tenured member of the Department selected by the faculty member, and a tenured member of the Department selected by the Department Chair and Division Chair. The Division Chair also serves, as a non-voting member.

In qualified circumstances, substitutions for the Department or Division Chair or other members of the faculty member’s Department are necessary in the review process, including when there is not a sufficient number of department members eligible to participate in that role for a review. Any reference to the Department or Division Chair and members of the Department is intended to apply to their substitutes, if appointed. Section 6.2.2 outlines the circumstances requiring substitution and the process for appointing substitutes.

6.12.1 C Timelines for Review of NTTF

In most cases, the following timelines will be used. The process, including required materials, is described in detail in Sections 6.12.3-6.12.5.

Third Year Review of NTTF

Unless indicated otherwise, dates refer to the third year of full-time faculty appointment.

Step 1: Review of position

Department meets to decide whether to recommend continuation of the position, request a new position (e.g. Tenure Track or different Non-tenure Track position), or recommend termination of the position. By May 15 of second year
Department Chair submits recommendation/request to the Dean. June 1 of second year
Dean informs Department Chair of decision. August 15 of second year
If position as Non-tenure track of same appointment type is not recommended and approved, Dean notifies faculty member that upcoming (third) year is final year of appointment. September 1

Step 2: Review of faculty member (if position as Non-tenure Track of same appointment type is recommended and approved)

Dean notifies faculty member that appointment is continuing and Third Year Review will commence. September 1
Department Chair notifies Dean of the members of the Review Committee. September 15
Materials to Review Committee (by faculty member). March 1
Review Committee Meeting by March 15
Department Chair provides draft of Department Report to the Review Committee. April 1
Department Report to the Dean. April 8
Materials to Dean (by faculty member). April 8
Dean decides and notifies Department Chair and faculty member. May 1
If negative decision, Dean notifies faculty member that upcoming (fourth) year is the final year of appointment. September 1 of fourth year

Sixth Year Review of Special Appointments

Unless indicated otherwise, dates refer to the sixth year of full-time faculty appointment, or its equivalent for advanced hires.

Step 1: Review of position

Department meets to decide whether to recommend continuation of the position, request a new position (e.g. Tenure Track or different Non-tenure Track), or recommend termination of the position. By May 15 of fifth year
Department Chair submits recommendation/request to the Dean. June 1 of fifth year
Dean informs Department Chair of decision. August 15 of fifth year
If position as Non-tenure Track of same appointment type is not recommended and approved, Dean notifies faculty member that upcoming (sixth) year is final year of appointment. ... September 1

Step 2: Review of faculty member (if position as Non-tenure Track of same appointment type is recommended and approved)

Dean notifies faculty member that appointment is continuing and Sixth Year Review will commence. September 1
Department Chair notifies the Dean of members of the Review Committee. September 15
Materials to Review Committee (by faculty member). November 1
Review Committee Meeting. by November 15
Department Chair provides draft of Department Report to the Review Committee. December 1
Department Report to the Dean. December 8
Materials to Dean (by faculty member). December 8
Dean decides and notifies Department Chair and faculty member. January 15
If negative decision, Dean notifies faculty member that upcoming (seventh) year is the final year of appointment. September 1 *of seventh year*

Renewal Review of Special Appointments

Unless indicated otherwise, dates refer to the third year of the cycle, a.k.a. the “renewal year.”

Step 1: Review of position

Department meets to decide whether to recommend continuation of the position, request a new position (e.g. Tenure Track or different Non-tenure Track), or recommend termination of the position. By May 15 *of second year of cycle*
Department Chair submits recommendation/request to the Dean. June 1 *of second year of cycle*
Dean informs Department Chair of decision. August 15 *of second year of cycle*
If position as Non-tenure Track of same appointment type is not recommended and approved, Dean notifies faculty member that upcoming year (third year of cycle) is final year of appointment. September 1

Step 2: Review of faculty member (if position as Non-tenure Track of same appointment type is recommended and approved)

Dean notifies faculty member that appointment is continuing and Renewal Review will commence. September 1
Department Chair notifies Dean of the members of the Review Committee. September 15
Materials to Review Committee (by faculty member). April 8
Review Committee Meeting. by April 22
Department Chair submits Review Committee recommendation to the Dean. April 30
Materials to Dean (by faculty member). April 30
Dean decides and notifies Department Chair and faculty member. May 15
If negative decision, Dean notifies faculty member that upcoming year (fourth year of cycle) is the final year of appointment. September 1 *of fourth year*

6.12.1 D Criteria for Defining and Evaluating Teaching, Scholarship, and Service of NTTF

Section 6.3.2 provides criteria that both define what the College considers “Teaching,” “Scholarship,” and “Service,” and how the College evaluates the quality of those activities in the

review of Tenure Track faculty members. While the expectations for Non-tenure Track faculty members are different from those of Tenure-track Faculty members, and vary by type of Non-tenure Track Appointment, the criteria that define “Teaching,” “Scholarship,” and “Service” and how the College evaluates the quality of those activities outlined in Section 6.3.2 also apply in the review of Non-tenure Track faculty members. Expectations for Non-tenure Track faculty members by type of appointment and level of review are outlined in Sections 6.12.2 (Adjunct Appointments), 6.12.3 (Fixed-term Appointments), and 6.12.5 (Special Appointments).

6.12.2 Review of Faculty Members in Adjunct Appointments

Faculty members in Adjunct Appointments participate in Annual Reviews on a regular basis, at least once every three years. Information about the Annual Review process appears in Section 6.5.

6.12.2 A Areas for Evaluating Faculty Members in Adjunct Appointments

Faculty members in Adjunct Appointments are evaluated based on Expertise, Teaching, Commitment to the Mission of the College, and Professional Qualities. Expertise may be a combination of educational preparation and professional experience appropriate to the position; often a Master’s degree or some form of professional recognition within the discipline is expected. The level of expertise would be stated at the time of appointment, or the Department may propose a standard level of expertise for all Adjunct Appointments.

6.12.2 B Expectation of Faculty Members in Adjunct Appointments

Faculty members in an Adjunct Appointment, at the point of each Annual Review are expected to

Teaching

- a. Demonstrate a pattern of quality teaching practice.
- b. Follow Department or College expectations for course content, learning objectives, and other standards.
- c. Demonstrate a high level of student learning by students in their courses.
- d. Be consistently available to students, possibly primarily through electronic communication.
- e. Engage in reflection on teaching, student evaluation of teaching, peer review of teaching, and professional development in teaching.
- f. Show promise and continued interest in development within the area of teaching.

Other expectations

- a. Demonstrate current expertise in subject matter appropriate to course(s) taught.
- b. Maintain regular communication with Department Chair and provide student information as needed by the College, such as grades and student progress reports.
- c. Support the Mission of the College.
- d. Demonstrate professional qualities.

6.12.3 Review of Faculty Members in Fixed-term Appointments

Faculty members in Fixed-term Appointments participate in Annual Reviews each year. Information about the Annual Review process appears in Section 6.5.

In the unusual circumstance when a Department wishes to appoint a faculty member to a fourth year of a Fixed-term Appointment, the faculty member must first undergo the Third Year Review which follows the same process as the Third Year Review of faculty members in Special Appointments in Section 6.12.4-6.12.5, but carries only the expectations outlined in Section 6.12.3A-B.

6.12.3 A Areas for Evaluating of Faculty Members in Fixed-term Appointments

Faculty members in Fixed-term Appointments are evaluated based on Expertise, Teaching, Service, Commitment to the Mission of the College, and Professional Qualities. Expertise may be a combination of educational preparation and professional experience appropriate to the position; usually a Master's degree or some form of professional recognition within the discipline is expected. For the rank of Visiting Assistant Professor and above, the terminal degree and engagement in scholarship is expected. In either case, the level of expertise would be stated in the position request for the position.

6.12.3 B Expectation of Faculty Members in Fixed-term Appointments by level of Review

Faculty members in a Fixed-term Appointment, at the point of each Annual Review and at the time of a Third Year Review (if appointed past three years) are expected to

Teaching

- a. Demonstrate a pattern of quality teaching practice.
- b. Follow Department or College expectations for course content, learning objectives, and other standards.
- c. Demonstrate a high level of student learning by students in their courses.
- d. Be consistently available to students, including regularly scheduled in-person office hours.
- e. Engage in reflection on teaching, student evaluation of teaching, peer review of teaching, and professional development in teaching.
- f. Show promise and continued interest in development within the area of teaching.
- g. When asked, provide feedback to other members of the Department engaged in course design or assist with on-going course development.
- h. Engage in advising and/or mentoring activities (starting in the second year).

Scholarship (if/as applicable)*

* Only for faculty members holding the terminal degree and appointed to the rank of Visiting Assistant Professor or above.

- a. Work on one or more scholarly projects that have the potential to demonstrate excellence in scholarship based on all four of the following: (1) presentation to an audience, (2) external review, (3) creativity/originality, and (4) expertise within the discipline.
- b. Engage in presenting scholarship to an audience, providing scholarship for external review, and/or being involved in the life of the discipline (starting in the second year).

Service

- a. Participate in New Faculty Orientation to the College.

- b. Participate in the life of the Department and the College.

Other expectations

- a. Demonstrate current expertise in subject matter appropriate to course(s) taught.
- b. Maintain regular communication with Department Chair and provide student information as needed by the College, such as grades and student progress reports.
- c. Support the Mission of the College.
- d. Demonstrate professional qualities.

6.12.4 Review of Special Appointment Positions

The first stage of the Third Year, Sixth Year, and Renewal Reviews of Special Appointments is to decide whether to continue the position. This section describes the process for the review of the position.

By the dates specified in the Timeline for Reviews (Section 6.12.1C), the faculty member's Department Chair convenes a meeting of the Tenure Track members of the Department to determine whether to request continuation of the Non-tenure Track appointment; to request a different type of Non-tenure Track appointment in place of the current position; to request a Tenure Track appointment; or to recommend terminating the position. If a need for a permanent full-time position is identified, the Department is normally expected to request a Tenure Track position. If the Department Chair is Non-tenure Track or if there are not a sufficient number of Tenure Track members of the Department, substitutes are appointed following the guidelines in Section 6.2.2.

In advance of this meeting, the Tenure Track members of the Department should identify relevant data and other information about the position (e.g. program status, enrollment data, percentage of courses taught by TT-NTT faculty, etc.). The Department Chair, working with the Dean's Office and the Office of Planning and Effectiveness, will provide data and information as requested.

After the Department makes its recommendation about the position, the Department Chair communicates that decision to the Dean, and the Dean makes the final decision – each step by the dates specified in the Timeline for Reviews (Section 6.12.1C). If the decision is made to discontinue the position, the faculty member is notified by the dates listed in Section 6.12.1C that the upcoming academic year is the last year of their appointment.

The Department also recommends whether the appointment should be a renewable three-year appointment or renewable annual appointment. For the sake of continuity in staffing for the Department and job security for the faculty member, three-year appointments should be offered whenever reasonably supported by the needs of the Department and the College. In either case, the continuing need for these positions is re-evaluated every third year as described above.

6.12.5 Review of Faculty Members in Special Appointments

Faculty members in Special Appointments participate in Annual Reviews each year. Every third year and contingent on approval to continue the position as outlined in Section 6.12.4, faculty members in Special Appointments also undergo Third Year Review, Sixth Year Review, and Renewal Reviews as described in the remainder of this section.

6.12.5 A Areas for Evaluating Faculty Members in Special Appointments

Faculty members in Special Appointments are evaluated based on Expertise, Commitment to the Mission of the College, Professional Qualities and elements of Teaching, Scholarship, and Service as appropriate to the specific position. Expertise may be a combination of educational preparation and professional experience, as described in the request for the position.

6.12.5 B Expectations for Faculty Members in Special Appointments

Expectations for faculty members in Special Appointments reflect the rationale for the position and the duties specific to the position. These expectations are articulated by the Department, subject to the approval of the Dean at the point of hire, and may be adjusted by the Department, subject to the approval of the Dean, following each position review. The Expectations for Teaching, Scholarship, and Service should be selected from the lists for Tenure Track faculty members – using the Expectations for Third Year Review from Section 6.7.2A-C for the Third Year Review and the Expectations for Tenure Review or Post-tenure Review from Section 6.8.2.A-C or 6.9.2.A-C for the Sixth Year and Renewal Reviews. A limited number of additional expectations specific to the position may be added, if appropriate.

A significant portion of the faculty member's workload might involve collaborating with students or faculty in research or creative projects; or establishing, coordinating, supervising, or mentoring student experiences such as internships, practica, preceptorships, student teaching, service-learning, work study, or study abroad. In such cases, often the teaching load is significantly fewer than the standard six courses or focuses on teaching experiential courses such as science laboratories or studio courses in the fine arts, and so the expectations chosen for Teaching should be consistent with that role.

For faculty members in Special Appointments with a six course per year teaching load, the expectations chosen normally should include all expectations for Teaching and Service from those lists, with the understand that the opportunities for service on a Standing Committee of the Faculty might be limited.

In either case, these expectations normally would include Advising and Mentoring (under Teaching), Departmental Service (under Service), as well as the following:

- a. Demonstrate current expertise in subject matter appropriate to the position description.
- b. Maintain regular communication with Department Chair and provide student information as needed by the College, such as grades and student progress reports.
- c. Support the Mission of the College.
- d. Demonstrate professional qualities.

6.12.5 C Department Review Process for Faculty Members in Special Appointments

The first stage of the review process for faculty members in Special Appointments is a review of the position, as described in Section 6.12.4. If the Department proposes to continue the position and

the Dean approves continuation, then the process of reviewing the faculty member begins, as outlined in this section.

The Department Chair convenes a Review Committee as outlined in Section 6.12.1B, by the dates specified in the Timeline for Reviews (Section 6.12.1C).

The faculty member provides the following written materials to the Review Committee members by the date specified in the Timeline for Reviews (Section 6.12.1C).

- a. A current Curriculum Vitae, where reasonable following the outline in Section 6.4.3.
- b. A brief Written Personal Statement addressing Commitment to the Mission of the College. Departments may establish additional expectations for the Written Personal statement selected from the list in Section 6.4.4. Any additional expectations should be communicated to the candidate in writing at least one month before the statement is due. The Written Personal Statement is not required for Renewal Reviews.
- c. Annual Reports to the Dean, as described in Section 6.5.4 for all years of employment at Augsburg College. For Renewal Review, only reports from the prior three years are required.
- d. Student Course Evaluations, as described in Section 3.2.8, if any. For Renewal Review, only evaluations from the prior three years are required. In the case where no (or very few) courses are taught, the faculty member will confer with the Department Chair and determine what external evaluation of work should be provided, if any. For example, the faculty member might be asked to provide an evaluation of grant-funded work or a reference letter from an individual with whom the faculty member maintains relationships for supervising students at experiential education sites or from a professional colleague outside the College who can speak to the candidate's professional standing, etc. The list of required materials should be kept minimal and should be communicated to the candidate in writing at the time the review begins (i.e. immediately after the continuation of the position is approved).

Next, the Department Chair convenes a meeting of the faculty member and the Review Committee by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member is present at the start of the Review Committee meeting to answer questions and address concerns. Then the faculty member is excused and the Review Committee discusses the faculty member's qualifications relative to the Areas for Evaluating Faculty Members in Special Appointments in Section 6.12.5A, for the appropriate level of review. Next, the members of the Review Committee, excluding the Division Chair, vote on whether to recommend the faculty member for positive review. (Note: The Division Chair's role is to represent the Faculty outside the faculty member's Department and to offer guidance as needed. As such, the Division Chair attends the meeting, but does not chair it, and counts votes.)

For Third Year and Sixth Year Review, the next step is the Department Chair writes the Department Report as described in Section 6.4.5, but addressing the Areas and Expectations from 6.12.5.A-B. The Department Chair distributes a draft of the Department Report to the members of the Review Committee by the date specified in the Timelines for Reviews (see Section 6.12.1C) to allow feedback from the Review Committee members and time for the preparation of a Department Minority Report as described in Section 6.4.5 if appropriate. Once the Department Report is signed by the members of the Review Committee, the Department Chair submits this report to Dean by

the date specified in the Timelines for Reviews (Section 6.12.1C). If there is a Minority Report, it is sent by the signatories directly to the Dean by the same date.

For Third Year and Sixth Year Review, the faculty member forwards their Curriculum Vitae and Written Personal Statement to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member may make minor revisions to these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. In addition to these materials, the Dean has access to the faculty member's Annual Reports to the Dean and Student Course Evaluations (or other external reviews as listed above) and will have the Department Report. The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).

For Renewal Review, no Department Report is written. Instead, the Department Chair forwards the recommendation of the Department to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member forwards their Curriculum Vitae to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member may make minor revisions to these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. No Written Personal Statement is required. In addition to these materials, the Dean has access to the faculty member's Annual Reports to the Dean and the faculty member's Student Course Evaluations (or other external reviews as listed above). The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).

Section 6 Additional changes needed

- Add “of Tenure-track Faculty” to the title of Sections 6.2, 6.4, 6.6, 6.7, 6.8, 6.9, 6.10. Any reference to “faculty members past Third Year Review” in sections on the review of Tenure-track faculty should be changed to “Tenure Track faculty members past Third Year Review.”

6.1 Appointments

Augsburg College is committed to tenure and to the faculty teacher-scholar as the primary model for full-time faculty members. Tenure strengthens academic freedom, offers economic security, and ensures a strong foundation for faculty participation in shared governance. It fosters and helps sustain academic quality. As a consequence of this commitment, the College limits the number of Non-tenure Track appointments so that no more than 30% of undergraduate courses are taught by faculty members in Non-tenure Track appointments.

At the same time, the College affirms the vital contributions of faculty members in Non-tenure Track appointments. The College’s graduate and professional programs are supported by a wide range of faculty talent and expertise, not all of which is rooted in traditional forms of scholarship. The employment of faculty members who focus on establishing or supervising experiential components of the curriculum grows out of the College’s commitment to experiential education. Also, in order to address short-term needs and to preserve a capacity for responding to evolving needs, including unanticipated shifts in enrollment, the College also acknowledges that some faculty appointments will necessarily be contingentdependent on the needs of the College. All Non-tenure Track appointments are intended to be temporary and are subject to review. The different types of Non-tenure Track appointments, ranging from short term (Adjunct and Fixed Term Appointments) to continuing contingent appointments (~~Teaching and~~ Special Appointments), are outlined in Section 6.1.2.

All members of the Faculty are afforded certain rights and responsibilities as outlined in Section 2 and Section 3 of this Faculty Handbook, including the right of Academic Freedom.

Faculty appointments may be full-time or part-time. The normal load for one full-time faculty member is referred to as one full-time equivalent (FTE). ~~Faculty workload includes expectations beyond teaching that vary by position type. Typically the teaching component of Typically~~ one FTE corresponds to teaching six courses per year and thus FTE are often measured in sixths. ~~A faculty member’s FTE may be composed of both teaching and non-teaching duties. Faculty members with significant non-teaching duties assigned by the College that extend well beyond the usual expectations for service or scholarship may be assigned reduced teaching duties. This is common, for example, for some Department Chairs and for some faculty in Special Appointments.~~ Appointments of 5/6 FTE or greater are considered “full-time,” whereas appointments of less than 5/6 FTE are considered “part-time.”

For each type of appointment, the request for a position normally originates from the Department Chair, in consultation with the ~~D~~epartment, to the Dean. Upon approval of the position, the Department Chair works with the Dean to conduct a search in accordance with guidelines provided by the Offices of Academic Affairs and Human Resources. For searches for full-time or part-time paid “on scale” appointments, the Department Chair, in consultation with the ~~D~~epartment, works with the Dean to form the search committee. For all searches, the Department Chair or her or his designate(s), in consultation with members of their ~~D~~epartment, recommends a candidate to the Dean. While the Dean has authority to appoint a candidate to a Non-tenure Track position, final authority for appointment to a Tenure Track position resides with the President. Exceptional

circumstances in which a Non-tenure Track faculty member may be appointed to a Tenure Track position without search are outlined in Section 6.1.3.

By February 1 of each year the Dean's Office will provide the Faculty Senate with information on proportionality including head count and percentage of courses taught by faculty in part-time Non-tenure Track, full-time Non-tenure Track, and Tenure Track appointments, both of the Faculty as a whole and broken down by Departments/Programs or in other ways that the Faculty Senate might request. ~~T so that the Faculty Senate will can monitor the proportionality. and will provide (or direct the Personnel Policies Committee to provide) recommendations to the Dean or changes to this Faculty Handbook as needed.~~

6.1.1 Tenure Track Appointments

Tenure Track positions are those that are intended to lead to a permanent, tenured position at the College, if the appointed candidate receives positive recommendations on all required reviews. Normally, Tenure Track appointments are the result of a national search and are for full-time positions. (Section 6.1.3 addresses circumstances in which a Tenure Track faculty appointment may be made without search.) In those rare, qualified cases in which a part-time Tenure Track position is granted, the fraction of full time of a final appointment will depend on the needs of the College and will ~~not be less than~~ normally be at least 3/6 FTE.

Within Tenure Track appointments there are two levels of status: Probationary and Tenured. Faculty members appointed to a Tenure Track position are granted Probationary Status during the period prior to their Tenure Review. During each year of the Probationary Period there is no guarantee of an appointment for the following year. Notification dates for non-reappointment are: March 1 in the first year, December 15 in the second year, and September 1 in the third and subsequent years of full-time appointments. Continuing appointment while in Probationary Status typically depends on receiving positive reviews, including the First Year Review and Third Year Review, as required. Faculty members are normally reviewed for Tenure after completing the appropriate probationary Tenure Track period. Final authority for appointment to Tenured Status resides with the President subject to subsequent approval by the Board of Regents.

In rare circumstances, a faculty member in a Tenure Track appointment might want to be converted to a Non-tenure Track appointment. Such a request must be based on a significant change in the needs of the Department, not a negative (or anticipated negative) performance review. Such a change must be requested by the faculty member, approved by a 2/3 majority vote of the other Tenure Track faculty members of the Department, and is subject to approval by the Dean.

6.1.2 Non-Tenure Track Appointments

The policies in this section are intended to articulate the College's commitment to its Non-tenure Track faculty and to provide as much stability as possible for those faculty members in long-term appointments, while maintaining the contingency on the needs of the Department and the College that define Non-tenure Track appointments. To acknowledge the distinctive expectations for Non-tenure Track faculty in different roles, the College identifies ~~four~~ three categories of Non-tenure Track faculty appointments: Adjunct, Fixed-term, ~~Teaching~~, and Special. Faculty members in Fixed-term, ~~Teaching~~, and Special Appointments may be hired full-time or part-time paid "on scale." Adjunct faculty members are part-time, paid "by the course."

6.1.2 A Adjunct Appointments

Adjunct Appointments are, by definition, part-time appointments whose duties are limited to teaching one or two courses per semester, up to a maximum of four courses (4/6 FTE) per academic year. Faculty members in Adjunct Appointments are ~~paid~~compensated “by the course.” Continued appointment is contingent on the needs of the Department and the College. While the College attempts to provide reasonable notice of non re-appointment, Adjunct Appointments are highly enrollment dependent and, therefore, may change on short notice.

6.1.2 B Fixed-term Appointments

Fixed-term Appointments enable the College to employ full-time, or nearly full-time, faculty members to meet short-term instructional needs. Fixed term appointments last one to three years, are intended to end on an established date, and carry no expectation of continued appointment beyond that time. Under exceptional circumstances, and subject to positive review at year three, up to six years may be arranged.

Fixed-term Appointments usually carry the titles “Visiting Instructor” or “Visiting Assistant Professor,” the latter for candidates holding the terminal degree and expected to be engaged in scholarship during the appointment. The titles “Visiting Associate Professor,” “Visiting Professor,” or “Visiting Distinguished Professor” may be used for distinguished visitors, including visiting faculty members holding tenure at another college or university.

~~6.1.2 C Teaching Appointments~~

~~Teaching appointments are anticipated to extend beyond three years and carry the expectation of continued annual appointment, subject to the needs of the department, the College, and positive reviews. Notification dates for non-reappointment are: March 1 in the first year, December 15 in the second year, and September 1 in the third and subsequent years of full-time appointments. After six years of service, and subject to the needs of the department, the College, and positive reviews, faculty members in teaching appointments will be offered renewable 3-year appointments beginning in year seven.~~

~~Teaching appointments enable the College to employ faculty members who provide specific professional expertise or teach primarily general education courses but might not hold the terminal degree required for tenure. Teaching appointments also enable the College to employ faculty members to establish or teach in a program where a short-term need of more than three years is anticipated, but the long-term need is uncertain, for example to start or end programs. (If long-term need were subsequently established, the department would normally request a Tenure Track position instead.) These faculty members serve in a different role from Tenure Track faculty members; expectations are outlined in Section 6.12 and focus on teaching and service. The usual titles for faculty in Teaching Appointment are “Instructor” before the Sixth Year Review and “Lecturer” subsequent to a positive Sixth Year Review.~~

6.1.2 ~~D-C~~ Special Appointments

Special Appointments ~~also~~ carry the expectation of continued ~~annual~~ appointment, subject to the needs of the Department, ~~and~~ the College, and positive reviews. Continued appointment may also depend on factors such as external funding (e.g. grants). Depending on the needs of the Department and the College, the position might or might not be anticipated to extend beyond three years. (Normally, if a certain end date of three years or fewer years is known, then a Fixed-term appointment is more appropriate.) Notification dates for non-reappointment are: March 1 in the first year, December 15 in the second year, and September 1 in the third and subsequent years of full-time or part time paid “on scale” appointments. These notification deadlines also apply to any proposed reduction or increase in required FTE associated with the position or any significant change in expectations for the position. After six years of service and positive reviews, ~~faculty~~ Faculty members in Special Appointments may be offered renewable ~~three~~ 3-year appointments ~~beginning in year seven or may be offered~~ renewable annual appointments, depending on the needs of the Department and the College. For the sake of continuity in staffing for the Department and job security for the faculty member, three-year appointments should be offered whenever reasonably supported by the needs of the Department and the College.

Special Appointments enable the college to employ faculty members who provide specific ~~professional~~ expertise or who establish or teach in programs where short-term need that may extend beyond three years is anticipated, but long-term need is uncertain. These faculty members serve in a different roles from Tenure Track faculty members; expectations are outlined in Section 6.12. While one FTE corresponds to a teaching load of six courses, some ~~Typically~~ faculty members in Special Appointments who support experiential components of the curriculum have a significant portion of their workload ~~is~~ dedicated to collaborating with students or faculty in research or creative projects; or establishing, coordinating, supervising, or mentoring student experiences such as internships, practica, preceptorships, student teaching, work study, service-learning, or study abroad. Thus, their teaching load ~~of faculty in special appointments is often~~ might be significantly fewer than six courses, depending on the amount of administrative and other assignments, and may focus on teaching experiential courses such as science laboratories or studio courses in the fine arts.

Departments are responsible for proposing titles for faculty members in Special Appointments that reflect the nature of the work, such as “scholar in residence,” “artist in residence,” “scientist in residence,” “clinical faculty,” “education specialist,” “lecturer,” etc. Such titles should be consistent with expectations for the position and in common use at other colleges, and are subject to the approval of the Dean.

6.1.3 Eligibility of Non-tenure Track Faculty for Appointment to Tenure Track Positions

If a Department is granted a new Tenure Track position, the Department will normally conduct a national search. Any faculty member in a Non-tenure Track position with the required educational preparation is eligible to apply. Any candidate currently appointed to a Non-tenure Track position who applies for the Tenure Track position is to be given comparable consideration to any external candidate.

While a search is the preferred mode of hiring into Tenure Track, the College recognizes that there might be exceptional circumstances in which it would be beneficial to the College to appoint a person into a Tenure Track position without conducting a new search. For example, hiring without search might be appropriate to retain a faculty member with a highly specialized area of expertise or in a Department where it has proved challenging to hire and/or retain qualified tenured faculty

members. Such “conversions” must be proposed by the Department Chair, in consultation with the ~~Department~~ department, and approved by the Dean; they require that the faculty member meet the requirements for the Tenure Track position (e.g. terminal degree, promise of scholarship).

On occasion, a search committee’s choice for a Tenure Track appointment may be a candidate who does not yet hold the terminal degree. The candidate may be hired into a Tenure Track position, with the usual expectation of completing the terminal degree by the end of the first year of the appointment as outlined in Section 6.3A. Alternatively, upon recommendation of the ~~D~~department the Dean may offer a one-year Fixed-term, Non-tenure Track appointment, renewable for one additional year, with the understanding that the position will convert to Tenure Track at the beginning of the academic year following completion of the terminal degree, subject to the usual positive reviews. This alternative allows a faculty member up to two years to complete the terminal degree before assuming the full duties of a Tenure Track position.

6.12 Reviews of Non-tenure Track Faculty Members (NTTF)

6.12.1 General Statement on Review of NTTF

Faculty members are expected to regularly reflect on their performance, set goals for their work, and undergo evaluation by students, peers, and College leadership. These reviews include Student Evaluation and Peer Review of teaching and Annual Reviews required of all faculty members. Faculty members in ~~Teaching and~~ Special Appointments also participate in formal reviews of their performance every third year of their appointment. The first of these reviews is the Third Year Review; the second is the Sixth Year Review; and thereafter are the Renewal Reviews.

Non-tenure Track positions are contingent on the needs of the Department and the College. To encourage departments to be thoughtful and deliberate in the continuing employment of faculty members in Non-tenure Track Appointments, the first stage of the Third Year, Sixth Year, and Renewal Reviews is to assess the needs of the Department in order to decide whether to continue the position. The timing of these position reviews deliberately coincides with the timing for Tenure Track position requests so that the Department may review each position within the broader context of strategic planning for Department staffing.

The position review is conducted by the Tenure Track faculty members in the Department and is outlined in Section 6.12.4. ~~Non-tenure Track positions are contingent on the needs of the Department and the College.~~ In reviewing the position, the Department may request continuation, request a different type of Non-tenure Track appointment, request a Tenure Track appointment, or may recommend terminating the position. If the Department identifies a need for a permanent full-time position, the Department is normally expected to request a Tenure Track position. Requests for continuation of the existing position, a new position, or termination of the existing position are subject to approval by the Dean.

If continuing the position is approved, ~~t~~he second stage of the Third Year, Sixth Year, and Renewal Review is to evaluate the performance and promise of future performance of the faculty member in a ~~Teaching or~~ Special Appointment, in order to decide whether to continue that faculty member’s appointment to the position. This part of the review is conducted by the appropriate Review Committee described in Section 6.12.1B and follows the process outlined in Sections 6.12.5 and 6.12.6. ~~In the case of the Sixth Year Review of a faculty member in a Teaching Appointment,~~

~~the final stage includes a review by the Committee on Tenure and Promotion (CTP). The recommendation of the Department and the CTP are forwarded to the Dean who makes the final decision on re-appointment.~~

The Timeline for Reviews is listed in Section 6.12.1C. It is designed so that the decision on the position occurs sufficiently ahead of the deadline for notification for non re-appointment – before the third, sixth, or renewal year begins. If a position is continued, the review of the faculty member occurs after the deadline for notification for non re-appointment. This timing means that a faculty member whose position is continued but who receives a negative review of their performance at the Third Year, Sixth Year, or Renewal Review retains the right to a non-renewable (terminal) one-year appointment for the next academic year.

The remainder of this section outlines the criteria for evaluation, expectations for performance at each level of review, and the procedures for reviews, including timelines and necessary documentation.

6.12.1 A Timing and Nature of Reviews for NTTF

All faculty members participate in the Annual Review, as described in Section 6.5. The Annual Report may be modified as appropriate to the position, but faculty members are encouraged to list all activities and accomplishments relevant to their work at the College. Annual Reviews are intended to be primarily formative (as defined in Section 6.2.1).

Faculty members in **Adjunct** Appointments participate in Annual Reviews on a regular basis, at least once every three years, ~~or six courses taught, whichever comes first.~~

Faculty members in **Fixed-term Appointments** participate in Annual Reviews each year. In the unusual circumstance when a Department wishes to appoint a faculty member past a third year of a Fixed-term Appointment, the faculty member must first undergo a Third Year Review before the appointment to the fourth year can be finalized. The steps of the process are the same as for the Third Year Review of faculty members in a Teaching-Special Appointment, including first reviewing the position. While the precise timing for this review is not preset, it should occur as soon as possible after the need for a fourth year is determined. It must allow the faculty member a reasonable amount of time to prepare the necessary materials.

Faculty members in **Teaching and Special Appointments** participate in Annual Reviews each year. The Third Year Review and Sixth Year Review typically occur in years three and six, respectively, beginning each time with a review of the position in the spring of the prior year. Faculty members with significant experience relevant to the position may be hired into Teaching or Special Appointments with an accelerated review schedule, but a minimum of three years in a full-time or part-time paid “on scale” faculty appointment at Augsburg is expected prior to the Sixth Year Review. The Renewal Review occurs every three years thereafter, beginning each time with a review of the position in the spring of the prior year. The Third Year, Sixth Year, and Renewal Reviews are primarily summative (as defined in Section 6.2.1).

A faculty member originally holding a Fixed-term Appointment may subsequently be hired into a Teaching or Special Appointment. The timing of the Third Year and Sixth Year Reviews are set at the time of appointment to the new position. If the timing of those reviews would result in the

faculty member being in full-time or part-time paid on scale appointments (~~Fixed-term and Teaching/Special Appointments combined~~) for more than three years (~~Fixed-term and Special Appointments combined~~) without a formal departmental review, then the Department conducts a review of the faculty member no later than during the third year of appointment. This review follows the same expectations and timing as for any faculty member in a Fixed-term Appointment continuing past three years.

6.12.1.B The Review Committees for NTTF

All Tenure Track members of a Department are involved in the review of a Non-tenure Track position, as described in Section 6.12.4. Pending recommendation and approval to continue the position, a Review Committee reviews the performance of the faculty member. This section describes the composition of the Review Committee.

The Review Committee for the Third Year Review and Sixth Year Review ~~of Non-tenure Track faculty members includes normally consists of~~ all Tenure Track faculty members in the faculty member's Department as well as the Division Chair as a non-voting member. For the Sixth Year Review ~~of faculty members in a Special Appointment~~, a tenured faculty member from an outside department is added to the Review Committee as a voting member. This additional faculty member is often a current or former Department Chair from a department employing similar Special Appointments and is selected by the Department Chair and the Division Chair, subject to approval by the Dean.

The Review Committee for the Renewal Review ~~for faculty members in Teaching and Special Appointments~~ consists of the Department Chair, a tenured member of the Department selected by the faculty member, and a tenured member of the Department selected by the Department Chair and Division Chair. The Division Chair also serves, as a non-voting member.

In qualified circumstances, substitutions for the Department or Division Chair or other members of the faculty member's Department are necessary in the review process, including when there is not a sufficient number of department members eligible to participate in that role for a review. Any reference to the Department or Division Chair and members of the Department is intended to apply to their substitutes, if appointed. Section 6.2.2 outlines the circumstances requiring substitution and the process for appointing substitutes.

6.12.1 C Timelines for Review of NTTF

In most cases, the following timelines will be used. The process, including required materials, is described in detail in Sections 6.12.3, ~~6.12.4,~~ 6.12.5, ~~and 6.12.6.~~

Third Year Review of NTTF

Unless indicated otherwise, dates refer to the third year of full-time faculty appointment.

Step 1: Review of position

Department meets to decide whether to recommend continuation of the position, ~~;~~ request a new position (e.g. Tenure ~~T-track~~ or ~~different~~ Non-tenure ~~T-track~~ ~~of different appointment type~~); ~~;~~ or recommend termination of the position. By May 15 of second year

Department Chair submits recommendation/request to the Dean. June 1 *of second year*
 Dean informs Department Chair of decision. August 15 *of second year*
 If position as Non-tenure track of same appointment type is not recommended and approved, Dean
 notifies faculty member that upcoming (third) year is final year of appointment. September 1

Step 2: Review of faculty member (if position as Non-tenure Track of same appointment type is recommended and approved)

Dean notifies faculty member that appointment is continuing and Third Year Review will
 commence. September 1
 Department Chair notifies Dean of the members of the Review Committee. September 15
 Materials to Review Committee (by faculty member). March 1
 Review Committee Meeting by March 15
 Department Chair provides draft of Department Report to the Review Committee. April 1
 Department Report to the Dean. April 8
 Materials to Dean (by faculty member). April 8
 Dean decides and notifies Department Chair and faculty member. May 1
 If negative decision, Dean notifies faculty member that upcoming (fourth) year is the final year of
 appointment. September 1 *of fourth year*

Sixth Year Review of ~~Teaching and~~ Special Appointments

Unless indicated otherwise, dates refer to the sixth year of full-time faculty appointment, or its equivalent for advanced hires.

Step 1: Review of position

Department meets to decide whether to recommend continuation of the position, ~~request a new~~
 position (e.g. Tenure ~~T-track~~ or ~~different~~ Non-tenure ~~T-track-of-different-appointment-type~~), or
 recommend termination of the position By May 15 *of fifth year*
 Department Chair submits recommendation/request to the Dean. June 1 *of fifth year*
 Dean informs Department Chair of decision. August 15 *of fifth year*
 If position as Non-tenure Track of same appointment type is not recommended and approved,
 Dean notifies faculty member that upcoming (sixth) year is final year of appointment.
 September 1

Step 2: Review of faculty member (if position as Non-tenure Track of same appointment type is recommended and approved)

~~For Teaching and Special Appointments:~~

Dean notifies faculty member that appointment is continuing and Sixth Year Review will
 commence. September 1
 Department Chair notifies the Dean of members of the Review Committee. September 15
~~Faculty member informs Department Chair and Dean of letter writers. September 15~~
 Materials to Review Committee (by faculty member). November 1
 Review Committee Meeting by November 15
 Department Chair provides draft of Department Report to the Review Committee. December 1

~~For Teaching Appointment only~~

Department Report to the CTP.....	December 15
Materials to the CTP (by faculty member).....	December 15
Reference Letters to the CTP.....	December 15
CTP Interview and Recommendation.....	Completed by March 1
— Dean decides and notifies Department Chair and faculty member.....	March 15
— If negative decision, Dean notifies faculty member that upcoming (seventh) year is the final year of appointment.....	September 1 of seventh year

For Special Appointment only:

Department Report to the Dean.....	December 158
Materials to Dean (by faculty member).....	December 158
Dean decides and notifies Department Chair and faculty member.....	March/January 15
If negative decision, Dean notifies faculty member that upcoming (seventh) year is the final year of appointment.....	September 1 of seventh year

Renewal Review of ~~Teaching and~~ Special Appointments

Unless indicated otherwise, dates refer to the third year of the cycle, a.k.a. the “renewal year.”

Step 1: Review of position

Department meets to decide whether to recommend continuation of the position, request a new position (e.g. Tenure T-track or different Non-tenure T-track of different appointment type), or recommend termination of the position.....	By May 15 of second year of cycle
Department Chair submits recommendation/request to the Dean.....	June 1 of second year of cycle
Dean informs Department Chair of decision.....	August 15 of second year of cycle
If position as Non-tenure Track of same appointment type is not recommended and approved, Dean notifies faculty member that upcoming year (third year of cycle) is final year of appointment.....	September 1

Step 2: Review of faculty member (if position as Non-tenure Track of same appointment type is recommended and approved)

Dean notifies faculty member that appointment is continuing and Renewal Review will commence.....	September 1
Department Chair notifies Dean of the members of the Review Committee.....	September 15
Materials to Review Committee (by faculty member).....	April 8
Review Committee Meeting.....	by April 22
Department Chair submits Review Committee recommendation to the Dean.....	April 30
Materials to Dean (by faculty member).....	April 30
Dean decides and notifies Department Chair and faculty member.....	May 15
If negative decision, Dean notifies faculty member that upcoming year (fourth year of cycle) is the final year of appointment.....	September 1 of fourth year

6.12.1 D Criteria for Defining and Evaluating Teaching, Scholarship, and Service of NTTF

Section 6.3.2 provides criteria that both define what the College considers “Teaching,” ~~what the College considers~~ “Scholarship,” and ~~what the college considers~~ “Service;” and how the College evaluates the quality of those activities in the review of Tenure Track faculty members. While the expectations for Non-tenure Track faculty members are different from those of Tenure-track Faculty members, and vary by type of Non-tenure Track Appointment, the criteria that define “Teaching,” “Scholarship,” and “Service” and how the College evaluates the quality of those activities outlined in Section 6.3.2 also apply in the review of Non-tenure Track faculty members. Expectations for Non-tenure Track faculty members by type of appointment and level of review are outlined in Sections 6.12.2 (Adjunct Appointments), 6.12.3 (Fixed-term Appointments), ~~6.12.5 (Teaching Appointments)~~, and 6.12.~~6-5~~ (Special Appointments).

6.12.2 Review of Faculty Members in Adjunct Appointments

Faculty members in Adjunct Appointments participate in Annual Reviews on a regular basis, at least once every three years. ~~or six courses taught, whichever comes first.~~ Information about the Annual Review process appears in Section 6.5.

6.12.2 A Areas for Evaluating Faculty Members in Adjunct Appointments

Faculty members in Adjunct Appointments are evaluated based on Expertise, Teaching, Commitment to the Mission of the College, and Professional Qualities. Expertise may be a combination of educational preparation and professional experience appropriate to the position; often a Master’s degree or some form of professional recognition within the discipline is expected. The level of expertise would be stated at the time of appointment, or the Department may propose a standard level of expertise for all Adjunct Appointments.

6.12.2 B Expectation of Faculty Members in Adjunct Appointments

Faculty members in an Adjunct Appointment, at the point of each Annual Review are expected to

Teaching

- g. Demonstrate a pattern of quality teaching practice.
- h. Follow Department or College expectations for course content, learning objectives, and other standards.
- i. Demonstrate a high level of student learning by students in their courses.
- j. Be consistently available to students, possibly primarily through electronic communication.
- k. Engage in reflection on teaching, student evaluation of teaching, peer review of teaching, and professional development in teaching.
- l. Show promise and continued interest in development within the area of teaching.

Other expectations

- e. Demonstrate current expertise in subject matter appropriate to course(s) taught.
- f. Maintain regular communication with Department Chair and provide student information as needed by the College, such as grades and student progress reports.
- g. Support the Mission of the College.
- h. Demonstrate professional qualities.

6.12.3 Review of Faculty Members in Fixed-term Appointments

Faculty members in Fixed-term Appointments participate in Annual Reviews each year. Information about the Annual Review process appears in Section 6.5.

In the unusual circumstance when a Department wishes to appoint a faculty member to a fourth year of a Fixed-term Appointment, the faculty member must first undergo the Third Year Review which follows the same process as the Third Year Review of faculty members in ~~Teaching Special Appointments~~ in Section ~~6.12.4-6.12.5~~, but carries only the expectations outlined in Section ~~6.12.3A- and 6.12.3-B~~.

~~6.12.3 A~~—Areas for Evaluating of Faculty Members in Fixed-term Appointments

Faculty members in Fixed-term Appointments are evaluated based on Expertise, Teaching, Service, Commitment to the Mission of the College, and Professional Qualities. Expertise may be a combination of educational preparation and professional experience appropriate to the position; usually a Master's degree or some form of professional recognition within the discipline is expected. For the rank of Visiting Assistant Professor and above, the terminal degree and engagement in scholarship is expected. In either case, the level of expertise would be stated in the position request for the position.

6.12.3 B Expectation of Faculty Members in Fixed-term Appointments by level of Review

Faculty members in a Fixed-term Appointment, at the point of each Annual Review and at the time of a Third Year Review (if appointed past three years) are expected to

Teaching

- i. Demonstrate a pattern of quality teaching practice.
- j. Follow Department or College expectations for course content, learning objectives, and other standards.
- k. Demonstrate a high level of student learning by students in their courses.
- l. Be consistently available to students, including regularly scheduled in-person office hours.
- m. Engage in reflection on teaching, student evaluation of teaching, peer review of teaching, and professional development in teaching.
- n. Show promise and continued interest in development within the area of teaching.
- o. When asked, provide feedback to other members of the Department engaged in course design or assist with on-going course development.
- p. Engage in advising and/or mentoring activities (starting in the second year).

Scholarship (if/as applicable)*

* Only for faculty members holding the terminal degree and appointed to the rank of Visiting Assistant Professor or above.

- c. Work on one or more scholarly projects that have the potential to demonstrate excellence in scholarship based on all four of the following: (1) presentation to an audience, (2) external review, (3) creativity/originality, and (4) expertise within the discipline.

- d. Engage in presenting scholarship to an audience, providing scholarship for external review, and/or being involved in the life of the discipline (starting in the second year).

Service

- c. Participate in New Faculty Orientation to the College.
- d. Participate in the life of the Department and the College.

Other expectations

- a. Demonstrate current expertise in subject matter appropriate to course(s) taught.
- ~~a.b.~~ Maintain regular communication with Department Chair and provide student information as needed by the College, such as grades and student progress reports
- ~~b.c.~~ Support the Mission of the College.
- ~~c.d.~~ Demonstrate professional qualities.

6.12.4 Review of ~~Special Appointment Positions for Teaching and Special Appointments~~

The first stage of the Third Year, Sixth Year, and Renewal Reviews of ~~Teaching and~~ Special Appointments is to decide whether to continue the position. This section describes the process for the review of the position.

By the dates specified in the Timeline for Reviews (Section 6.12.1C), the faculty member's Department Chair convenes a meeting of the Tenure Track members of the Department to determine whether to request continuation of the Non-tenure Track appointment; to request a different type of Non-tenure Track appointment in place of the current position; to request a Tenure Track appointment; or to recommend terminating the position. If a need for a permanent full-time position is identified, the Department is normally expected to request a Tenure Track position. If the Department Chair is Non-tenure Track or if there are not a sufficient number of Tenure Track members of the Department, substitutes are appointed following the guidelines in Section 6.2.2.

In advance of this meeting, the Tenure Track members of the Department should identify relevant data and other information about the position (e.g. program status, enrollment data, percentage of courses taught by TT-NTT faculty, etc.) The Department Chair, working with the Dean's ~~office~~ Office and the Office of Planning and Effectiveness, will provide data and information as requested.

After the Department makes its recommendation about the position, the Department Chair communicates that decision to the Dean, and the Dean makes the final decision – each step by the dates specified in the Timeline for Reviews (Section 6.12.1C). If the decision is made to discontinue the position, the faculty member is notified by the dates listed in Section 6.12.1C that the upcoming academic year is the last year of their appointment.

~~If a Teaching Appointment is continued past the sixth year, the faculty member will be offered a renewable 3-year appointment. If a Special Appointment is continued past the sixth year, the~~ The Department also recommends whether the appointment should be a renewable ~~three~~3-year appointment or renewable ~~annual~~4-year appointment. For the sake of continuity in staffing for the Department and job security for the faculty member, three-year appointments should be offered

whenever reasonably supported by the needs of the Department and the College. In either case, the continuing need for these positions is re-evaluated every third year as described above.

6.12.5 Review of Faculty Members in Teaching Appointments

~~Faculty members in Teaching Appointments participate in Annual Reviews each year. Contingent on approval to continue the position as outlined in Section 6.12.4, faculty members in Teaching Appointments also undergo Third Year Review, Sixth Year Review, and Renewal Reviews as described in the remainder of this section.~~

6.12.5 A Areas for Evaluating Faculty Members in Teaching Appointments

~~Faculty members in Teaching Appointments are evaluated based on Expertise, Teaching, Service, Commitment to the Mission of the College, and Professional Qualities. Expertise may be a combination of educational preparation and professional experience appropriate to the position; usually a Master's degree or some form of professional recognition within the discipline is expected. The level of expertise would be stated in the position request for the position.~~

6.12.5 B Expectation of Faculty Members in Teaching Appointments

~~Faculty members in a Teaching Appointment at the point of the Third Year Review are expected to meet the same expectations for Teaching and Service as for Tenure Track faculty members at the time of the Third Year Review as listed in Section 6.7.2 A and 6.7.2 C.~~

~~Faculty members in a Teaching Appointment, at the point of the Sixth Year Review and Renewal Review are expected to meet the same expectations for Teaching and Service as for Tenure Track faculty members at the time of the Tenure Review as listed in Section 6.8.2 A and 6.8.2 C, with the understanding that the opportunities for service on a Standing Committee of the Faculty might be limited.~~

~~Other expectations~~

- ~~a.—Demonstrate current expertise in subject matter appropriate to course(s) taught.~~
- ~~b.—Support the Mission of the College.~~
- ~~c.—Demonstrate professional qualities.~~

~~Note that while the College values scholarship, and encourages faculty members in Teaching Appointments to take a scholarly approach to their teaching and/or to engage in the scholarship of teaching and learning, there are no requirements for scholarship for faculty members in Teaching Appointments. Departments may not impose expectations for scholarship for faculty members in Teaching Appointments.~~

6.12.5 C Department Review Process for Faculty Members in Teaching Appointments

~~The first stage of the review process for faculty members in Teaching Appointments is a review of the position, as described in Section 6.12.4. If the Department proposes to continue the position and the Dean approves continuation, then the process of reviewing the faculty member begins, as outlined in this section.~~

~~The Department Chair convenes a Review Committee as outlined in Section 6.12.1B by the dates specified in the Timeline for Reviews (Section 6.12.1C).~~

~~The faculty member provides the following written materials to the Review Committee members by the date specified in the Timeline for Reviews (Section 6.12.1C):~~

- ~~a. A current Curriculum Vitae, where reasonable following the outline in Section 6.4.3.~~
- ~~b. A brief Written Personal Statement addressing Commitment to the Mission of the College. [Not required for Renewal Reviews.] Departments may establish additional expectations for the personal statement selected from the list in Section 6.4.4. Any additional expectations should be communicated to the candidate in writing at least one month before the statement is due.~~
- ~~c. Annual Reports to the Dean, as described in Section 6.5.4 for all years of employment at Augsburg College. [For Renewal Review, only reports from the prior three years are required.]~~
- ~~d. Student Course Evaluations, as described in Section 3.2.8 [For Renewal Review, only evaluations from the prior three years are required.]~~

~~Next, the Department Chair convenes a meeting of the faculty member and the Review Committee by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member is present at the start of the Review Committee meeting to answer questions and address concerns. Then the faculty member is excused and the Review Committee discusses the faculty member's qualifications relative to the Areas for Evaluating Faculty Members in Teaching Appointments in Section 6.12.5D, for the appropriate level of review. Next, the members of the Review Committee, excluding the Division Chair, vote on whether to recommend the faculty member for positive review. (Note: The Division Chair's role is to represent the Faculty outside the faculty member's Department and to offer guidance as needed. As such, the Division Chair attends the meeting, but does not chair it, and counts votes.)~~

~~For Third Year and Sixth Year Review, the next step is that the Department Chair writes the Department Report as described in Section 6.4.5. The Department Chair distributes a draft of the Department Report to the members of the Review Committee by the date specified in the Timelines for Reviews (see Section 6.12.1C) to allow feedback from the Review Committee members and time for the preparation of a Department Minority Report as described in Section 6.4.5, if appropriate. Once the Department Report is signed by the members of the Review Committee, the Department Chair submits this report to Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). If there is a Minority Report, it is sent by the signatories directly to the Dean by the same date.~~

~~For Third Year Review, the faculty member forwards their Curriculum Vitae and Written Personal Statement to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member may make minor revisions to these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. In addition to these materials, the Dean has access to the faculty member's Annual Reports to the Dean and the faculty member's Student Course Evaluations and will have the Department Report. The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).~~

~~For Sixth Year Review, the Dean forwards the Department Report and Minority Report, if any, to~~

~~the Committee on Tenure and Promotion. The additional steps of the Sixth Year Review are outlined in the next section (Section 6.12.5D), leading to the Dean making the final decision by the date specified in the Timelines for Review (Section 6.12.1C).~~

~~For Renewal Review, no Department Report is necessary. The Department Chair forwards the recommendation of the Department to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member forwards his or her Curriculum Vitae to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). No Written Personal Statement is required. The faculty member may make minor revisions to these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. In addition to these materials, the Dean has access to the faculty member's Annual Reports and Student Course Evaluations. The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).~~

6.12.5 D Additional Steps for the Sixth Year Review Process of Faculty Members in Teaching Appointments.

The Sixth Year Review includes a review by the Committee on Tenure and Promotion (CTP) because faculty members in Teaching Appointments beyond a sixth year are expected to demonstrate excellence in Teaching and Service at a comparable level to Tenure-track faculty members.

Early in the process, the faculty member selects letter writers and notifies the Department Chair and the Dean by the dates specified in Timeline for Reviews (Section 6.12.1C). The letter writers submit their letters to the CTP by the date specified in Timeline for Reviews (Section 6.12.1C). These letters are confidential and are not given to the Review Committee. The purpose of these letters is to assist the CTP in evaluating how the faculty member meets the Expectations in Section 6.12.5B.

These letters must include

- ~~Two Reference Letters from faculty members in the faculty member's Department who have conducted peer reviews prior to writing the letter. These letters must address all areas from Section 6.12.5A and should reference the expectations listed in Section 6.12.5B~~
- ~~A Reference Letter from a faculty member outside the faculty member's Department. This letter should address some of the areas from Section 6.12.5A.~~

~~After the Department Review meeting, the faculty member forwards his or her Curriculum Vitae, Written Personal Statement, and Annual Reports to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member may make minor revisions to these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. In addition to these materials, the Dean provides the members of the CTP with the Department Report, including Minority Report (if any), and the faculty member's Student Course Evaluations.~~

~~The CTP evaluates the faculty member's materials against the stated Areas from Section 6.12.5A and the Expectations from Section 6.12.5B, interviews the faculty member, and forwards their recommendation to the Dean by the dates specified in the Timeline for Reviews (Section 6.12.1C).~~

~~The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).~~

6.12.6–5 Review of Faculty Members in Special Appointments

Faculty members in Special Appointments participate in Annual Reviews each year. Every third year and contingent on approval to continue the position as outlined in Section 6.12.4, faculty members in Special Appointments also undergo Third Year Review, Sixth Year Review, and Renewal Reviews as described in the remainder of this section.

6.12.6–5 A Areas for Evaluating Faculty Members in Special Appointments

Faculty members in Special Appointments are evaluated based on Expertise, Commitment to the Mission of the College, Professional Qualities and elements of Teaching, Scholarship, and Service as appropriate to the specific position. Expertise may be a combination of educational preparation and professional experience, as described in the request for the position.

6.12.6–5 B Expectations ~~for~~ of Faculty Members in Special Appointments

Expectations for faculty members in Special Appointments reflect the rationale for the position and the duties specific to the position. These expectations are articulated by the Department, subject to the approval of the Dean at the point of hire, and may be adjusted by the Department, subject to the approval of the Dean, following each position review. The Expectations for Teaching, Scholarship, and Service should be selected from the lists for Tenure T-track faculty members – using the Expectations for Third Year Review from Section 6.7.2A and 6.7.2C for the Third Year Review and the Expectations for Tenure or Post-tenure Review from Section 6.8.2.A and 6.8.2.C or 6.9.2.A-C for the Sixth Year and Renewal Reviews. A limited number of additional expectations specific to the position may be added, if appropriate.

~~Normally, A~~ a significant portion of the faculty member's workload ~~might~~ involves collaborating with students or faculty in research or creative projects; or establishing, coordinating, supervising, or mentoring student experiences such as internships, practica, preceptorships, student teaching, service-learning, work study, or study abroad. ~~In such cases, often~~ Thus, the teaching load ~~of faculty in Special Appointments is often~~ is significantly fewer than the standard six courses, ~~depending on the amount of administrative and other assignments, and it may or~~ focuses on teaching experiential courses such as science laboratories or studio courses in the fine arts, ~~and so.~~ the expectations chosen for Teaching should be consistent with that role.

~~The Expectations for faculty members in Special Appointments are articulated by the Department, subject to the approval of the Dean at the point of hire, and may be adjusted by the Department, subject to the approval of the Dean, following each position review. The Expectations for Teaching, Scholarship, and Service should be selected from the lists for Tenure track faculty members – using the Expectations for Third Year Review from Section 6.7.2A and 6.7.2C for the Third Year Review and the Expectations for Tenure Review from Section 6.8.2.A and 6.8.2.C for the Sixth Year and Renewal Reviews.~~

For faculty members in Special Appointments with a six course per year teaching load, the expectations chosen normally should include all expectations for Teaching and Service from those lists, with the understand that the opportunities for service on a Standing Committee of the Faculty might be limited.

~~These~~In either case, these expectations normally would include Advising and Mentoring (under Teaching), Departmental Service (under Service), as well as the following:

- a. Demonstrate current expertise in subject matter appropriate to the position description.
- b. Maintain regular communication with Department Chair and provide student information as needed by the College, such as grades and student progress reports.
- c. Support the Mission of the College.
- d. Demonstrate professional qualities.

6.12.6-5 C Department Review Process for Faculty Members in Special Appointments

The first stage of the review process for faculty members in Special Appointments is a review of the position, as described in Section 6.12.4. If the Department proposes to continue the position and the Dean approves continuation, then the process of reviewing the faculty member begins, as outlined in this section.

The Department Chair convenes a Review Committee as outlined in Section 6.12.1B, by the dates specified in the Timeline for Reviews (Section 6.12.1C).

The faculty member provides the following written materials to the Review Committee members by the date specified in the Timeline for Reviews (Section 6.12.1C).

- a. A current Curriculum Vitae, where reasonable following the outline in Section 6.4.3.
- b. A brief Written Personal Statement addressing Commitment to the Mission of the College. ~~{The Written Personal Statement is not required for Renewal Reviews.}~~ Departments may establish additional expectations for the Written Personal statement selected from the list in Section 6.4.4. Any additional expectations should be communicated to the candidate in writing at least one month before the statement is due. {The Written Personal Statement is not required for Renewal Reviews.}
- c. Annual Reports to the Dean, as described in Section 6.5.4 for all years of employment at Augsburg College. ~~{For Renewal Review, only reports from the prior three years are required.}~~
- d. Student Course Evaluations, as described in Section 3.2.8, if any. ~~{For Renewal Review, only evaluations from the prior three years are required.}~~ In the case where no (or very few) courses are taught, the faculty member will confer with the Department Chair and determine what external evaluation of work should be provided, if any. For example, the faculty member might be asked to provide an evaluation of grant-funded work or a reference letter from an individual with whom the faculty member maintains relationships for supervising students at experiential education sites or from a professional colleague outside the College who can speak to the candidate's professional standing, etc. The list of required materials

should be kept minimal and should be communicated to the candidate in writing at the time the review begins (i.e. immediately after the continuation of the position is approved.)

Next, the Department Chair convenes a meeting of the faculty member and the Review Committee by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member is present at the start of the Review Committee meeting to answer questions and address concerns. Then the faculty member is excused and the Review Committee discusses the faculty member's qualifications relative to the Areas for Evaluating Faculty Members in Special Appointments in Section 6.12.6A5A, for the appropriate level of review. Next, the members of the Review Committee, excluding the Division Chair, vote on whether to recommend the faculty member for positive review. (Note: The Division Chair's role is to represent the Faculty outside the faculty member's Department and to offer guidance as needed. As such, the Division Chair attends the meeting, but does not chair it, and counts votes.)

For Third Year and Sixth Year Review, the next step is the Department Chair writes the Department Report as described in Section 6.4.5, but addressing the Areas and Expectations from 6.12.5.A-B. The Department Chair distributes a draft of the Department Report to the members of the Review Committee by the date specified in the Timelines for Reviews (see Section 6.12.1C) to allow feedback from the Review Committee members and time for the preparation of a Department Minority Report as described in Section 6.4.5 if appropriate. Once the Department Report is signed by the members of the Review Committee, the Department Chair submits this report to Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). If there is a Minority Report, it is sent by the signatories directly to the Dean by the same date.

For Third Year and Sixth Year Review, the faculty member forwards their Curriculum Vitae and Written Personal Statement to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member may make minor revisions to these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. In addition to these materials, the Dean has access to the faculty member's Annual Reports to the Dean and Student Course Evaluations (or other external reviews as listed above); and will have the Department Report. The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).

For Renewal Review, no Department Report is written. Instead, the Department Chair forwards the recommendation of the Department to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). The faculty member forwards their Curriculum Vitae to the Dean by the date specified in the Timelines for Reviews (Section 6.12.1C). ~~No Written Personal Statement is required.~~ The faculty member may make minor revisions to edit these materials after their review by the Department, for example, to incorporate feedback from the Review Committee. No Written Personal Statement is required. In addition to these materials, the Dean has access to the faculty member's Annual Reports to the Dean and the faculty member's Student Course Evaluations (or other external reviews as listed above). The Dean makes the final decision by the date specified in the Timelines for Review (Section 6.12.1C).

Section 6 Additional changes needed

- Add "of Tenure-track Faculty" to the title of Sections 6.2, 6.4, 6.6, 6.7, 6.8, 6.9, 6.10.

- Any reference to “faculty members past Third Year Review” in sections on the review of Tenure-track faculty should be changed to “Tenure Track faculty members past Third Year Review.

Existing Faculty Handbook

6.1 Appointments

There are two types of appointments: Non-tenure Track and Tenure Track. For each type, the request for a position normally originates from the Department Chair to the Dean. Upon approval of the position, the Department Chair or her or his designate(s) conducts a search in accordance with guidelines provided by the Dean's Office and Human Resources. The Department Chair or her or his designate(s), typically in consultation with members of their department, recommends a candidate to the Dean. While normally the Dean has authority to appoint a candidate to a Non-tenure Track position, final authority for appointment to a Tenure Track position resides with the President.

The normal load for full-time faculty members is referred to as one full-time equivalent (FTE). Typically one FTE corresponds to teaching six courses per year and thus FTE are often measured in sixths. A faculty member's FTE may be comprised of both teaching and non-teaching duties as assigned by the Department Chair, subject to approval of the Dean. Appointments of 5/6 FTE or greater are considered "full-time," whereas appointments of less than 5/6 FTE are considered "part-time."

6.1.1 Non-Tenure Track Appointments

Non-Tenure Track positions are those positions that are considered short term in nature and are not intended to lead to a tenured position at the college. A Non-tenure Track appointment may be full-time or part-time. Normally, appointments to a Non-tenure Track position are not renewed for more than five consecutive years. Non-Tenure Track appointments have no guarantee of a contract for the following year and carry no expectation that the candidate will receive, or be given preferential treatment for, a Tenure Track position should one open at the College.

Appointment to a Non-tenure Track position is normally at the rank of Instructor or Assistant Professor. Promotion in rank from Instructor to Assistant Professor or from a Non-tenure Track appointment to a Tenure Track appointment are considered a change of position and must occur through the normal appointment process.

Within the limits of its resources, the College limits the number of Non-tenure Track appointments in order that a maximum of 30% of the total of FTE for teaching duties are assigned to Non-tenure Track faculty members.

6.1.2 Tenure Track Appointments

Tenure Track positions are those that are intended to lead to a tenured position at the College, if the appointed candidate receives positive recommendations on all required reviews. Normally, Tenure Track appointments are the result of a national search and are for full-time positions. In those rare, qualified cases in which a part-time Tenure Track position is granted, the fraction of full time of a final appointment will depend on the needs of the College and will not be less than 3/6 FTE.

Within Tenure Track appointments there are two levels of status: Probationary and Tenured. Candidates appointed to a Tenure Track position are granted Probationary Status during the period prior to their Tenure Review. During each year of the Probationary Period there is no guarantee of a

contract for the following year. Notification dates for non-reappointment are given in Section 9.1.4.c on Termination of Appointment. Continuing appointment while in Probationary Status typically depends on receiving positive reviews, including the First Year Review, Annual Reviews, and Third Year Review, as required. Faculty members are normally reviewed after completing the appropriate probationary Tenure Track period. Final authority for appointment to Tenured Status resides with the President subject to subsequent approval by the Board of Regents.

Tenured and probationary Tenure Track status carries certain rights and responsibilities as stated by the AAUP policies (reproduced in Section 2.1 and 2.2 of this Faculty Handbook) and the guidelines for academic responsibilities and procedures described in Section 3 of this Faculty Handbook.

6.12 Reviews of Non-tenure Track Faculty

Please see Section 6.1.1 of this Handbook for definitions and policies pertaining to non-tenure track appointments. Normally, non-tenure track appointments are renewed for no more than five consecutive academic years. Non-tenure track appointments have no expectation of a contract for the following year. All non-tenure track faculty will be reviewed on a periodic basis.

As part of formative review, Annual Review Reports are required each year for all non-tenure track faculty teaching 4/6 or more FTE's per year (see Section 6.5). The non-tenure track faculty will participate in the annual departmental meeting held each spring, as outlined in Section 6.5.3. This is an informational meeting for the sharing of teaching innovations and experiences.

The Department Chair, in conjunction with all full-time departmental faculty members who have passed Third Year Review, shall conduct a formal review annually of all non-tenure track faculty teaching 4/6 or more FTE per year. The Department Chair will schedule an individual meeting with the non-tenure track members of the department. For the non-tenure track faculty member, this meeting will evaluate the faculty member's performance in regard to his or her future employment at the College. The Department Chair or the faculty member may ask the Academic Dean to attend this meeting. The criteria used to evaluate the non-tenure track faculty member are:

1. The Annual Review Report
2. Student Evaluations
3. Peer Evaluations
4. Any other measures of teaching deemed applicable (e.g. course syllabi)
5. Consultation with other department members.

The Department Chair will submit a written letter to the Dean, evaluating the faculty member's performance and making a recommendation to the Dean concerning future employment of that faculty member at the College. A negative recommendation means the candidate's contract will not be renewed.

Excerpts from Faculty Handbook language on Expectations for Tenure-track positions

6.7.2.A Expectations for Teaching by the Third Year Review

At the point of Third Year Review, the candidate demonstrates:

- a. A developing pattern of high-quality teaching practice.
- b. Collaboration with other members of the department on course design and/or has modified courses to fit departmental mission, goals, learning objectives, and standards.
- c. Engagement in on-going reflection on teaching with an eye toward course development.
- d. A high level of student learning as measured through assessment.
- e. Engagement in the process of peer feedback and evaluation of course design and teaching practice.
- f. Consistent availability to students and a pattern of working with students outside of the classroom in advising and mentoring capacities.
- g. An emerging pattern of professional development in the area of teaching with the goal of strengthening/developing overall teaching skills and quality.
- h. Promise and continued interest in development within the area of teaching.

6.7.2.B Expectations for Scholarship by the Third Year Review

At the point of Third Year Review, the candidate demonstrates:

- a. Significant progress on one or more projects (which may have more than one product) and makes a clear and realistic case that a substantial project will be completed prior to the tenure review. This substantial project clearly demonstrates excellence in scholarship based on all four of the following: (1) presentation to an audience, (2) external review, (3) creativity/originality, and (4) expertise within the discipline.
- b. An emerging pattern of presenting scholarship to an audience.
- c. An emerging pattern of providing scholarship for external review.
- d. Creativity/originality in scholarly activity.
- e. Clear development of a high level of expertise within the discipline.
- f. An emerging pattern of involvement in the life of the discipline.
- g. Promise and continued interest in development within the area of scholarship as reflected in an updated scholarship plan.

Candidates should consult their Department Statement on Scholarship (see Section 6.3.4) for a description of what is considered scholarship within the department and how the Criteria for Scholarship—Presentation to an Audience, External Review, Creativity/Originality, and Expertise Within the Discipline—apply to scholarship within the Department.

6.7.2.C Expectations for Service by the Third Year Review

At the point of Third Year Review, the candidate demonstrates:

- a. An emerging pattern of quality service within the Department. Such service should clearly demonstrate excellence in service based on all three of the following: (1) quality and significance of contribution, (2) time and effort, and (3) centrality to the mission and work of the Department.
 - b. Engagement within the life of the Department.
 - c. An emerging pattern of participation in an ad hoc capacity within the College.
 - d. Willingness to serve on a standing committee, extra-departmental committee, task force, team, etc.
 - e. A continued pattern of involvement in the life of the College.
 - f. Promise and interest in development within the area of service.
-

6.8.2.A Expectations for Teaching by the Tenure Review

At the point of tenure review, the candidate demonstrates:

- a. A highly developed and expanded quality of teaching practice.
- b. Engagement in on-going reflection on teaching with an eye toward on-going course design, development, and improvement.
- c. Achievement of a consistently high level of student learning as measured through assessment.
- d. Engagement in the process of peer feedback and evaluation of course design and teaching practice.
- e. Consistent availability to students and a pattern of working with students outside of the classroom in advising and mentoring capacities.
- f. A continued pattern of professional development in the area of teaching with the goal of strengthening/developing overall teaching skills and quality.
- g. Promise and continued interest in development within the area of teaching.

6.8.2.B Expectations for Scholarship by the Tenure Review

At the point of tenure review, the candidate demonstrates:

- a. One substantial project (which may have more than one product) that clearly demonstrates excellence in scholarship based on all four of the following: (1) presentation to an audience, (2) external review, (3) creativity/originality, and (4) expertise within the discipline.
- b. An established pattern of presenting scholarly work to an audience.
- c. An established pattern of providing scholarly work for external review.
- d. Creativity/originality in scholarly activity.
- e. A high level of expertise within the discipline.
- f. A continued pattern of involvement in the life of the discipline.
- g. Promise and continued interest in development within the area of scholarship as reflected in an updated scholarship plan.

Candidates should consult their Department Statement on Scholarship (see Section 6.3.4) for a description of what is considered scholarship within the department and how the Criteria for

Scholarship—Presentation to an Audience, External Review, Creativity/Originality, and Expertise Within the Discipline—apply to scholarship within the Department.

6.8.2.C Expectations for Service by the Tenure Review

At the point of tenure review, the candidate demonstrates:

- a. Service to one standing committee or extra-departmental committee, task force, team, etc. Such service should clearly demonstrate excellence in service based on all three of the following: (1) quality and significance of contribution, (2) time and effort, and (3) centrality to the Mission and work of the College.
- b. An established pattern of quality service within the Department. Such service should clearly demonstrate excellence in service based on all three of the following: (1) quality and significance of contribution, (2) time and effort, and (3) centrality to the mission and work of the Department.
- c. Engagement within the life of the Department.
- d. On-going participation in an ad hoc capacity within the College.
- e. An emerging pattern of service within the discipline/profession or the surrounding community.
- f. A continued pattern of involvement in the life of the College.
- g. Willingness to devote the time and effort necessary to engage in quality service contributions.
- h. Promise and continued interest in development within the area of service.

6.9.2 Expectations of Faculty Members by the Post-tenure Review

. . . Specific expectations in the areas of Teaching, Scholarship, and Service are outlined in the following subsections. The College recognizes that over the career of a faculty member, there may be periods during which the faculty member focuses more attention on scholarship or service than on the other. At any point in her or his career, however, a Tenured faculty member is expected to be engaged in work on at least one significant project that focuses on teaching, on scholarship, on service, or on some combination of these areas. . . .

6.9.2.A Expectations for Teaching by the Post-tenure Review

At the point of Post-tenure Review, the candidate demonstrates:

- a. Highly developed, high quality teaching practice.
- b. Continuous reflection on teaching practice with attention to improvement in course development and expertise in course design.
- c. Consistently high level of student learning as measured through assessment.
- d. Engagement in the process of peer feedback and evaluation of course design and teaching practice.
- e. Consistent availability to students and a strong commitment to, and pattern of, working with students outside of the classroom in advising and mentoring capacities.
- f. A continued pattern of professional development in the area of teaching with the goal of strengthening/developing overall teaching skills and quality in the classroom.

- g. Continued interest in development within the area of teaching.

6.9.2.B Expectations for Scholarship by the Post-tenure Review

At the point of Post-tenure Review, the candidate demonstrates:

- a. Continued engagement in scholarship as evidenced by on-going work on a substantial project (which may have more than one product) that clearly demonstrates excellence in scholarship based on all four of the following: (1) presentation to an audience, (2) external review, (3) creativity/originality, and (4) expertise within the discipline.
- b. A continued pattern of presenting scholarship to an audience.
- c. Establishment of scholarly credibility within her or his body of work through external review.
- d. Continued creativity/originality in scholarly activity.
- e. Maintains high level of expertise within the discipline, or develops new expertise.
- f. A continued pattern of involvement in the life of the discipline.
- g. Promise and continued interest in development within the area of scholarship as reflected in an updated scholarship plan.

Candidates should consult their Department Statement on Scholarship (see Section 6.3.4) for a description of what is considered scholarship within the department and how the Criteria for Scholarship—Presentation to an Audience, External Review, Creativity/Originality, and Expertise Within the Discipline—apply to scholarship within the Department.

6.9.2.C Expectations for Service by the Post-tenure Review

At the point of Post-tenure Review, the candidate demonstrates:

- a. A continuing pattern of quality service and leadership within the Department and the College. Such service should clearly demonstrate excellence in service based on all three of the following: (1) quality and significance of contribution, (2) time and effort, and (3) centrality to the mission and work of the department as well as the Mission and work of the College.
- b. Willingness to devote the time and effort necessary to engage in quality service contributions.
- c. Willingness to take on leadership roles for the Department and College.
- d. An established pattern of service within the discipline/profession or the surrounding community.
- e. An established and continuing pattern of involvement in the life of the Department and the life of the College.
- f. Promise and continued interest in development within the area of service.

Motion(s) Approved by the Faculty May 2013

Motion from the PPC:

To make the following changes to policies about the employment of full-time non-tenure track faculty members. Note that here and throughout this motion **full-time** is used as a shorthand to refer to both full-time faculty members (having an appointment of at least 5/6 FTE per academic year) and to part-time faculty members with an appointment of at least 4/6 FTE per academic year who are paid based on an annual salary. Also note that in this motion, **department** is intended to mean the senior members of the department, under the leadership of the Department Chair, and in consultation with any Program Directors with whom the faculty member works.

1. **To affirm our commitment to tenure and the faculty-scholar as the primary status and model for full-time faculty members, while recognizing the vital roles and contributions of full-time faculty members in non-tenure track appointments.**

With regard to proportions we reiterate the current expectation that “Within the limits of its resources, the College limits the number of Non-tenure Track appointments in order that a maximum of 30% of the total of FTE for teaching duties are assigned to Non-tenure Track faculty members” (FH 6.1.1). In order to insure focus on moving toward that limit, we request that the Dean's Office provide the Faculty Senate by September 15, 2013 and thereafter by February 1 of each year information on proportionality including head count and teaching FTE of faculty in part-time, full-time non-tenure track, and tenure-track appointments, both of the Faculty as a whole and broken down by Departments/Programs or in other ways that the Faculty Senate might request. We ask the Personnel Policies Committee to revisit proportionality no later than Spring 2015. In addition, we ask that the Personnel Policies Committee discuss “alternative paths to tenure” (for example, as articulated by various AAUP documents) beginning Fall 2013 with a report to the Faculty no later than Spring 2014.

2. **To create three categories of full-time non-tenure track faculty appointments; to revoke the stated (but routinely violated) maximum years of appointment; and to clarify expectations for reappointment and deadlines for non-reappointment.**

Fixed-term appointments allow a department to employ full-time faculty members to cover an existing, anticipated, or denied tenure-track (or other) position, instead of staffing with part-time faculty members. These appointments also allow departments to cover other short term needs, for example in new, changing, or uncertain programs. Fixed-term appointments typically last 1-3 years, are intended to end on a pre-set date, and carry no expectation of continued appointment beyond that time. Continuation for up to three years maximum is possible. Under exceptional circumstances, and subject to positive review, up to an absolute maximum of six years may be arranged.

Teaching appointments and **Special appointments** are anticipated to extend longer than 1-3 years and carry the expectation of continued appointment, subject to the needs of the department/college and positive reviews. Notification dates for non-reappointment, are similar to the non-reappointment dates for probationary tenure-track faculty members: March 15 in the first year, December 15 in the second year, and October 15 in the third and subsequent years of full-time

appointments. Faculty in these categories at year 7 are offered 3-year rolling appointments (i.e. non-reappointment dates are set over 2 years in advance of the end of the appointment).

Teaching appointments allow a department to hire faculty members without the terminal degree who serve in a role different from tenure-track faculty members, for example who provide specific professional expertise or focus on general education. These appointments also allow departments to hire faculty members to establish or teach in a program where an extended need is anticipated, but long-term need is uncertain. Teaching appointments also may be used to provide the college with flexibility in staffing, especially in departments that have a high percentage of tenure-track faculty members.

Special appointments allow a department to hire faculty members who provide specific expertise and focus needed that is different from tenure-track roles, often involving substantial connections to experiential education and significant advising or mentoring roles. For example, special appointments may include clinical faculty, education specialists, artists in residence, scientists in residence, etc.

All full-time non-tenure track faculty members beginning Fall 2013 would be assigned to the appropriate type of appointment as determined by the Dean's Office in consultation with the department and the faculty member, and would begin the transition to the new expectations.

3. To articulate the qualifications, work assignment, and expectations for faculty members in full-time non-tenure track appointments.

While all full-time non-tenure track appointments would require educational preparation and expertise/experience appropriate to the position, they might not require the terminal academic degree.

Fixed-term appointments focus on teaching. Educational preparation and expertise/experience required depends on teaching assignment. The standard teaching assignment is six courses per year.

Teaching appointments often require a Master's degree and may also require expertise/experience depending on the teaching assignment. Work expectations include teaching, advising, curricular work, service to department and college, professional development, professional qualities, and commitment to the mission. The scholarly practice of teaching and maintaining current expertise is required, but there is no expectation for "productive" scholarship. The standard teaching assignment is six courses per year.

Special appointments usually require a high level of educational preparation and/or expertise/experience as appropriate to the position. The work expectations vary depending on the nature of the position. The specifics would be outlined in the position request and would include the number of courses taught, other assigned duties, possible administrative roles, etc. Department service, advising, professional development, professional qualities, and commitment to the mission are also expected.

4. To establish a regular review process for faculty members in full-time non-tenure track appointments and to clarify transition between types of appointments.

All faculty members would engage in the Annual Reviews as described in Faculty Handbook 6.5, as is currently required (but often overlooked for non-tenure track faculty members.)

Fixed-term appointments usually end before any further formal review. In unusual cases where the appointment extends more than three years, first the position and then the faculty member would be reviewed at three years by their department.

Teaching appointments and **Special appointments** undergo a formal review at three years, at six years, and periodically thereafter. The first step in each review is a review of the position to determine whether there is a continuing need for the position and, if so, whether the type of appointment still meets the needs of the department. For example, a department might decide things have changed to where a tenure-track position would be more beneficial. Should the department and Dean's office agree on continuing the current position, the second step in each review is a review of the faculty member by their department. At the third year and later periodic reviews, the recommendation for continued appointment is based on these departmental level reviews. At the sixth year, there is a third step to the review process, which is review of the candidate by the Committee on Tenure and Promotion (CTP), or subcommittees they might construct for this purpose.

All current non-tenure track faculty members appointed to teaching or special appointments beginning Fall 2013 would be assigned a review schedule (i.e. placed in year 1, 2, 4, or 5 of the appointment) by the Dean's office, based on consultation with the department and the faculty member, to appropriately recognize past work while allowing for time to meet expectations. The Dean's office may need to balance the number of reviews per year to allow for departments and the CTP to manage the workload. The earliest reviews of positions might begin in spring 2014 with the earliest reviews of faculty members starting in fall 2014. No faculty member would be placed directly into 3-year rolling appointments.

After the transition of current non-tenure faculty members into new non-tenure track appointments beginning fall 2013, all new positions (such as a tenure-track instead of a teaching appointment) would require the usual searches. In particular, tenure-track positions would continue to require a full national search, typically. There would not normally be any other method to convert a fixed-term appointment to a teaching/special/tenure-track appointment, nor a teaching/special appointment to a tenure-track appointment without this usual search. A faculty member in a tenure-track appointment may be moved to a teaching/special appointment only if approved by the department, the Dean's office, and the faculty member themselves; a formal new position request would be required. In the case of any transition, the review process timing would need to be articulated and no shifts of position may allow a faculty member to teach for more than three years in a full-time non-tenure track appointment without at least some departmental review.

Motion from the floor (Bob Groven):

PPC study and, if appropriate, recommend language to clarify the phrase "alternative paths to tenure" for the 3 full time non-tenure track categories included the recently approved proposal and report back to the full faculty by the second full faculty meeting in the Fall of 2013