

DATE: 26 March 2013

TO: Ana Mari Cauce, Provost and Executive Vice President

FROM: James W. Harrington, Vice Chancellor for Academic Affairs



SUBJECT: UWT Faculty Assembly **recommendations regarding Full-Time Lecturers**

I'm pleased to transmit the attached recommendations for the recruitment of Full-Time Lecturers at the University of Washington Tacoma. These recommendations result from thoughtful work by an *ad hoc* Lecturer Affairs Committee (convened by our Faculty Affairs Committee) with which I consulted, a Winter Quarter faculty reading group, an open faculty forum for discussion and comment, discussion with the academic Dean and Directors, and consideration and endorsement by the Faculty Assembly Executive Council. Chancellor Debra Friedman and I endorse these recommendations, with a few caveats noted below.

These recommendations (and my 5 March 2013 recommendations, referenced in the 21 March 2013 memo from the Faculty Assembly EC, and attached to this document) reflect the fact that our campus has often hired Full-Time Lecturers from collegial networks rather than through competitive searches. The Lecturers hired through a non-competitive process (job code 0115) are eligible for reappointment, but only for one year at a time, and are not eligible for promotion. This reduces the continuity and commitment between the incumbents and the Campus, to the potential detriment of curricular planning and student progress.

The caveats to my endorsement (which I have shared with the Faculty Assembly Executive Committee):

- The rationales for hiring Part Time Lecturers are sufficiently varied that I do not believe that these 21 March recommendations "could easily pertain to part-time lecturers as well," though I'm happy to engage in joint consideration of part-time lecturer policy.
- I would not press for University-wide policy changes to limit the length of service of Lecturers who are not hired competitively (Recommendation 1.c. below). However, I and future VCAAs should ask academic units for the rationale for repeated appointment of colleagues in this job category.
- In some academic units, it is typical for the search, hiring, and interview committees (Recommendation 2.c, d, e.) to be one and the same.
- Recommendation 3 is the most sensitive recommendation. It is written to emphasize the consideration with which it would be pursued on a *case-by-case* basis. I'll add to that emphasis, suggest that academic units may not want to pursue all relevant cases in the same year, and recognize that its success depends on the willingness of your office to entertain waivers of search for such reasons.
- In Recommendation 3.b., step (iii) should refer to the faculty of higher rank *within the academic unit*.

March 21, 2013

To: JW Harrington, Vice Chancellor, Academic Affairs

From: Faculty Assembly Executive Council

The document presents our recommendations around future and existing full-time lecturers in job class codes 0179 (“competitive”) and 0115 (“noncompetitive”). Some of the principles expressed could easily pertain to part-time lecturers as well, and it is our intention that where relevant, the spirit of the recommendations extend to them as well.

CHARGE

UWT, along with both UWB and UWS, has been charged by Provost Ana Mari Cauce to make recommendations about the hiring practices surrounding these two job categories (0179 and 0115) by the end of the Winter quarter. Faculty Affairs’ ad hoc Committee on Lecturer Affairs worked with you to develop these recommendations; these were approved first by Faculty Affairs and today by Executive Council.

We identified the need to make recommendations on the following five issues:

1. The criteria for new lecturer hires (both 0179 and 0115).
2. The criteria for meeting the definition of a competitive (or "open") search leading to a competitive lecturer hire (0179).
3. The criteria and process by which noncompetitively-hired *lecturers* (classified as 0115) can be considered for conversion to a competitive lecturer line (0179) by being granted a search waiver.
4. The criteria and process by which existing noncompetitive (0115) lecturer *lines* are converted into competitive lecture lines via a "competitive" or "open" search (as defined in #2 above).
5. The criteria for when any future noncompetitive lecturer line is converted into a competitive line.

RATIONALE

The primary reason for these sets of recommendations is to ensure that students have the best faculty possible, given budget constraints, and that university practices and policies are aligned with these objectives. According to our mission statement, UWT:

- *commits to excellence in teaching, scholarship, research and service;*
- *encourages student-faculty-staff interaction and a reciprocal exchange of knowledge;*
- *provides an environment where students can succeed*

RECOMMENDATIONS

With respect to the five issues identified above, we make the following recommendations:

1. Criteria for new lecturer hires (both 0179 and 0115).

We endorse JW Harrington's "Suggested guidelines for faculty recruitment by title," of March 5, 2013. We request that his proposal also state:

- a. That future 0115 hires be as transparent and consistent as possible.
- b. That future "noncompetitive hires" (full-time and part-time) be advertised widely (such as posted on the UW AHR website) to the extent possible given time constraints associated with noncompetitive hires.
- c. That changes to the UW AHR language should be made regarding language that currently allows noncompetitive lecturers to be renewed "indefinitely." Instead we recommend that the language indicate a maximum of (for example) three years (two renewals) unless there are extenuating circumstances. The allowance for lecturers (0115) to be eligible for emeritus status should likewise be removed.
- d. That all hires should reflect UW's value in creating a diverse faculty. See <http://www.washington.edu/faculty/facsen/issues.html>

2. Criteria for meeting a clear definition of a competitive (or "open") search leading to a competitive hire (0179).

At a minimum:

- a. Electronic or print posting in a nationally-recognized outlet and on the AHR website for a minimum of 30 days.
- b. Applicants provide three letters of recommendation, demonstrate evidence of teaching effectiveness and potential, and provide a cover letter.
- c. A search committee interviews (via Skype, telephone, or in person) at least three candidates.
- d. Interviews may include a teaching demonstration in person or posted on the web for viewing, as determined by the hiring committee
- e. The interview committee provides a written evaluation of the candidates, a description of the process, and states their recommendation. Units then follow their internal voting procedures.

These criteria are similar to a tenure-track search for which standards are set.

(See, for example,

http://www.washington.edu/admin/acadpers/tools/ad_guide_rev060112.pdf,

<http://www.tacoma.uw.edu/administrative-services/human-resources/forms>,

http://www.tacoma.uw.edu/sites/default/files/global/documents/ias/general_docs/ias_search_committee_guidelines.pdf and the Faculty Code, Section 24-52 (section 24-34 B addresses lecturers specifically).

3. **Criteria and process by which *existing* noncompetitively-hired full-time *lecturers* (currently classified as 0115) can be considered for conversion to a competitive lecturer line (0179) by being granted a search waiver. (NOTE: This criterion applies to all 0115 lecturers hired before the rules in #1 and #2 above become effective.)**
 - a. **Criteria:**
 - i. At least 5 years of service to UWT
 - ii. Excellent teaching record
 - iii. Good service record
 - b. **Process:**
 - i. 0115 Lecturer initiates request to his/her concentration/major faculty
 - ii. Committee of 3 higher-ranked faculty members (2 or more in candidate's area) writes up a recommendation.
 - iii. Vote by faculty of higher rank.
 - iv. Director's or Dean's recommendation
 - v. Appointment, Promotion and Tenure committee reviews
 - vi. Goes to Chancellor for approval.

4. **Criteria and process by which *existing* noncompetitive (0115) full-time lecturer *lines* may be converted into competitive lecture lines via a "competitive" or "open" search.**
 - a. **Criteria:**
 - i. A noncompetitive line has been filled consecutively (with same person or not) for three years or more.
 - ii. There is ongoing demand for that position
 - iii. Relevant faculty request a competitive search to their department faculty
 - iv. Vote by faculty as determined by unit.
 - v. Dean or director recommends search
 - b. **Process:**
 - i. Follow at least the minimum criteria for an open or competitive search.

5. **Criteria for when any future noncompetitive lecturer lines are converted into competitive lines.**
 - a. As noted above in #1, if AHR rules are changed such that a 0115 hire cannot be renewed more than twice (except under extenuating circumstances), this is a non-issue.
 - b. After three consecutive years, the line *must* be either converted to a competitive hire, to a tenure track hire, or eliminated.
 - c. Going forward, there will be no (or at least very few) "waivers" granted to candidates hired on a 0115 line. Rather, conversions will only be made to *lines* and not to *people*.

SUGGESTED GUIDELINES FOR FACULTY RECRUITMENT BY TITLE

JW Harrington, Vice Chancellor for Academic Affairs, University of Washington Tacoma
5 March 2013

I've prepared this set of simple guidelines, not as formal policy, but to share my own thinking about the rationales for recruiting faculty at different titles and ranks. For simplicity, I've omitted Research, Clinical, Acting, and W-O-T titles.

An academic unit should recruit a [part-time lecturer](#), typically through local networks,¹ when:

- There is an unexpected surge in enrollment in a particular course or program.
- A long-term faculty member is on paid professional leave, medical leave, or has a research- or service-based course reduction for one or two years.
- A program needs specialized expertise (often related to professional, non-academic experience), on an on-going basis, but for only one or a few specific courses each academic year.

An academic unit should recruit a [full-time Lecturer](#) through local networks when:

- A program has unexpected needs (because of enrollment surges or reductions in force due to paid professional leaves, medical leaves, or has a research- or service-based course reductions) that can be filled by the expertise of a single person for seven or more classes during an academic year.
- A new or growing degree program is unsure of student demand, and needs to complement long-term faculty with shorter-term faculty.

An academic unit should conduct a [full-scale search for a Lecturer](#) when:

- Sustained enrollment growth in an established degree program (or required lower-division courses) can be met largely through adding sections of established courses.
- The implementation of a new degree program requires faculty in addition to the colleagues who lead the design of the program.²

An academic unit should conduct a [full-scale search for a Senior Lecturer](#) when:

- A current or new degree program needs instructional leadership.
- An effective search requires recruiting for a more senior, better paying, and longer-contracted position.

An academic unit should **promote competitively recruited Lecturers and Senior Lecturers** when:

- That colleague's degree attainment, term of tenure, teaching quality, and/or internal leadership warrant promotion.

¹ Note that the UW does allow for [competitive recruitment of part-time lecturers](#).

² However, part of the recruitment, selection, and mentoring of FT Lecturers should include moving into progressively greater leadership roles in pedagogy, curriculum support, governance, and other matters – preparing for potential promotion to Senior Lecturer.

An academic unit should conduct a **search for an [Assistant Professor](#)** when:

- A current degree program has demonstrated student demand and a need for greater scholarly leadership.
- An established program has seen a reduction in professorial-ranked faculty, and yet expects continued student demand.
- A new or proposed degree program requires scholarly leadership.

An academic unit should conduct a **search for an [Associate Professor](#) or [Professor](#)** when:

- The faculty and leadership see an opportunity for scholarly excellence in a given specialization.
- There is a clear lack of senior leadership in a broad subject area.
- Development of a major new program requires senior leadership.