

RETHINKING
THE FACULTY
WORKFORCE
MODEL AT
THE
UNIVERSITY
OF DENVER

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DU NON-TENURE-TRACK APPOINTMENTS BEFORE REDESIGN

- Mid-size, private University, higher research intensive, strong professional graduate programs (Law, Business, etc.)
- NTT series: Lecturers (most prevalent), Clinical Professors, Library Professors, Research Professors (grant funded)
- NTT appointments scattered in programs throughout institution
- About 1/3 of the total appointed (benefited) faculty
- Not unionized
- One-year, renewable contracts (frequently automatic)
- Few protections and no codified promotion path
- Not optimal for faculty, students, or institution

FORTUNATE CONTEXT FOR REDESIGN

- In 2002, DU received a \$10 million gift to reinvent the undergraduate liberal arts experience
- Elected faculty committee drove the initiative to determine what that should mean; proposed programs approved by 79% of the faculty in 2007
- Key program: first-year writing, moved from English Dept. graduate students to hiring 20 new appointed faculty Lecturers in 2005
- Significant role allotted by TT faculty to NTT faculty in this transformative curriculum change
- Faculty Senate has always allowed NTT faculty members to serve
- Three of five Faculty Senate presidents were NTT between 2008 and 2018

TIMELY REVISION OF APPOINTMENT, TENURE & PROMOTION GUIDELINES

- APT guidelines were due for revision
- Faculty Senate coordinated revision—work started in 2011
- Chair and revision committee members were respected faculty members
- **Good communication between committee and provost, deans, and education affairs committee of the Board**
- Regular presentations and solicitations for feedback by revision committee to whole faculty, deans, provost, and Board
- Board of Trustees active and supportive partners in four-year discussion

FACULTY RESPONSE TO REDESIGN PROPOSAL

- Opposition from a small group of senior tenured faculty members
- Not loud, not public, not organized
- Main concern: diminished status of “professor” title if given to non-tenure line faculty
- All appointed faculty, including NTT, voted on final redesign proposal in 2014, with **89% approval**
- Drivers of faculty support: *respect and equity* for 1/3 of appointed faculty members; *better student academic experience* (especially mentoring and advising)
- Board of Trustees approved in January 2015

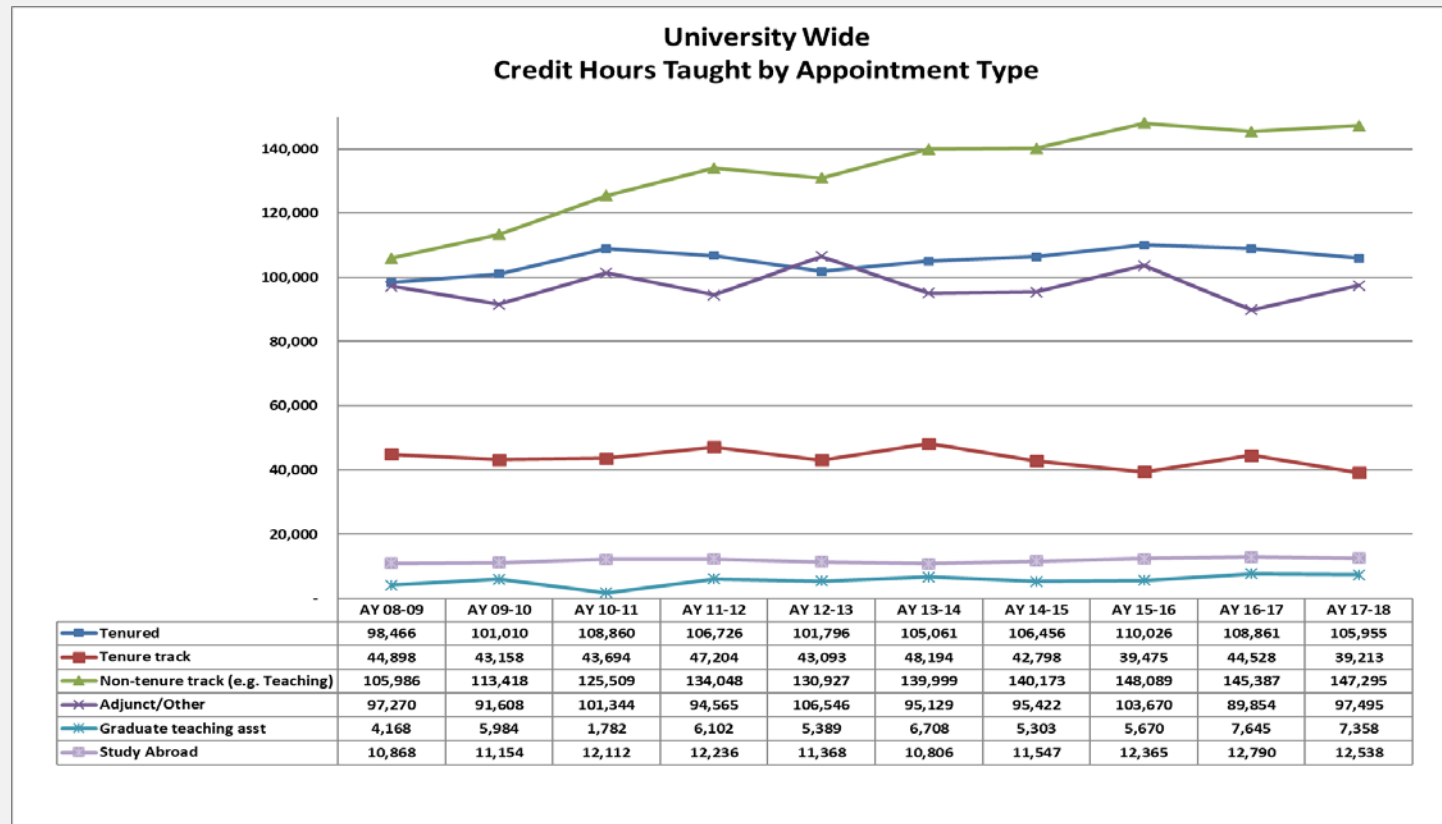
NEW FACULTY SERIES/TITLES

- Lecturer > **Professor of Teaching** (all academic units)
- Lecturer > **Professor of Practice** (mainly professional schools)
- Assistant Professor of Teaching/Practice: 3 yrs + 3 yrs , then promotion to associate, or dismissed
- Associate Professor of Teaching/Practice: 5 yrs, then promotion to full, or reappointment for another 5 yrs as associate, or dismissed
- Full Professor of Teaching/Practice: 7 yrs, then reappointment for another 7 yrs as full, or dismissed

NTT AND TT FACULTY RIGHTS AND PRIVILEGES

- Academic freedom protected by APT guidelines for both
- Access to grievance and appeal remedies for both (one exception)
- Service on Faculty Senate and University committees for both
- Academic units set their own service guidelines for both
- Appointment and promotion implementation for NTT and TT set by academic unit, approved by dean and provost for both

CREDIT HOURS TAUGHT BY FACULTY APPOINTMENT TYPE



FILLED FACULTY FTE AT DU

Since 2008-2009, filled faculty FTE increased by 26.3%

- TT increased by **16.5%**
- NTT increased by **51.8%**

	AY14-15	AY15-16	AY16-17	AY17-18
Tenured	356.5	351.5	368.3	373.9 (50%)
Ten Trk	120.0	110.0	125.0	122.0 (16%)
NTT	234.0	256.2	242.3	257.8 (34%)
Total	710.5	717.7	735.6	753.7

NTT BASE SALARY INCREASES

- Base salary adjustments to NTT faculty with move to new series: \$290,000 in 2015
- Promotion salary increases:
 - Individual assistant to associate professor of teaching: \$4,200 base salary increase (for practice and TT: \$7,000)
 - Individual associate to full professor of teaching: \$7,500 base salary increase (for practice and TT: \$12,000)
- University total base salary expense for promotions:
 - Fall 2016: \$162K for NTT; \$342K for TT = \$504K
 - Fall 2017: \$173K for NTT; \$251K for TT = \$424K
 - Fall 2018: \$146K for NTT; \$263K for TT = \$409K
- **Total University base budget investment in NTT since redesign: \$771,000**

TT AND NTT FACULTY SALARY DIFFERENTIALS

- Average salaries for AY2017-2018:
 - Tenured faculty : \$124,064
 - Tenure-track faculty : \$94,400
 - Non-tenure-track faculty: \$71,879
- Goal has been to peg NTT faculty salaries at ~70% of TT faculty salaries.
- Credit hour teaching expense by faculty type:
 - Tenured: \$438
 - Tenure-track: \$294
 - NTT: \$126

FINANCIAL DRIVER FOR REDESIGN?

Replacement of TT with NTT faculty? (2015-2017)

- 34.4 FTE increase in filled TT positions
- **1.6 FTE** increase in filled NTT positions

Replacement of TT and NTT with adjuncts and graduate students? (2015-2017)

- 2/3 of adjunct credit hours are taught in 5 professional graduate programs
- Total change in University credit hours taught: -2.25%
- Change in TT credit hours taught: -2.89%
- Change in NTT credit hours taught: -0.53%
- Change in adjunct/graduate student credits hours: **-4.10%**

2016 FACULTY SENATE SURVEY OF NTT

Faculty engagement survey

- “I feel a sense of belonging in my academic unit”
 - Agree or strongly agree: 70% TT; **76% NTT**
- “I feel a sense of belong at DU”
 - Agree or strongly agree: 60% TT; **68% NTT**
- “I feel valued for the ways that I contribute to the University”
 - Agree or strongly agree: 53% TT; **62% NTT**

CONCLUSIONS

- Too early for firm conclusions, but...
- Context, participation, and culture matter for a redesign to NTT long-term contracts with promotion opportunities
- Significant institutional financial investment, but simple financial considerations did not drive the DU process
- **Greater faculty equity** and **impact on student learning** more important in debate
- Longer contracts + rigorous performance review for promotion = more engaged faculty members
- More engaged faculty members > more engaged students *

* 2014 Gallup/Purdue Index Report