



AGENDA
FACULTY SENATE MEETING
WEDNESDAY, SEPTEMBER 20, 2006
DODD HALL AUDITORIUM
3:35 P.M.

- I. Approval of the minutes, April 12, 2006 meeting
 - II. Approval of the agenda, September 20, 2006 meeting
 - III. Special Order: Remarks by the Senate President, J. Cobbe
 - IV. Report of the Steering Committee, J. Standley
 - V. Reports of Standing Committees
 - a. Undergraduate Policy Committee, S. Lewis
 - VI. Old Business
 - VII. New Business
 - a. Confirmation of Committee Memberships, J. Cobbe
 - b. For Information and Discussion: Non-Tenure-Track Faculty Committee Report, I. Eberstein
 - VIII. University Welfare
 - IX. Announcements by Deans and other Administrative Officers
 - a. Director, University Libraries, B. Summers
 - X. Announcements by Provost Abele
 - XI. Announcements by President Wetherell
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A RECEPTION WILL IMMEDIATELY FOLLOW THE MEETING

NEXT FACULTY SENATE MEETING
WEDNESDAY, OCTOBER 18, 2006
DODD HALL AUDITORIUM
3:35 P.M.



MINUTES
FACULTY SENATE MEETING
SEPTEMBER 20, 2006
DODD HALL AUDITORIUM
3:35 P.M.

I. Regular Session

The regular session of the 2006-07 Faculty Senate was held on Wednesday, September 20, 2006. Faculty Senate President James Cobbe presided.

The following members attended the Senate meeting:

J. Ahlquist, E. Aldrovandi, M. Allen, P. Aluffi, V. R-Auzenne, T. Baker, G. Bates, A. Bathke, S. Beckman, G. Blakely, B. Bower, J. Bowers, G. Burnett, J. Cao, D. Cartes, J. Clendinning, P. Coats, J. Cobbe, R. Coleman, C. Connerly, L. deHaven-Smith, V. Dobrosavljevic, I. Eberstein, L. Edwards, K. Erndl, J. Fiorito, S. Fiorito, M. Frank, J. Gathegi, K. Gelabert, J. Geringer, P. Gilmer, M. Hartline, L. Hawkes, J. Hellweg, P. Hensel, L. Hogan, C. Holmes, D. Houle, J. James, L. Keller, A. Kercheval, A. Lan, S. Lewis, S. Losh, C. Madsen, N. Mazza, C. McCann, R. Miles, D. Moore, R. Morris, A. Mullis, R. Neuman, J. O'Rourke, P. O'Sullivan, A. Payer, R. Pekurny, D. Pompper, T. Ratliffe, D. Rice, R. Roberts, J. Sickinger, J. Sobanjo, J. Standley, N. Trafford, J. Turner, G. Tyson, E. Walker, T. Welsh, J. Whyte, S. Wood, J. Wulff.

The following members were absent. Alternates are listed in parenthesis:

D. Abood, T. Adams, A. Arnold (**Y. Wang**), F. Bunea, M. Childs, V. Costa (**J. Gert**), J. Dodge, M. Fernandez, C. Greek, N. Greenbaum, K. Harris, R. Herrera, E. Hull, D. Kangas, A. Koschnik, W. Landing, T. Lee, W. Leparulo, T. Logan, T. Matherly, J. Milligan, M. Mondello, K. Myers, A. Plant, F. Rodriguez, J. Scholz, C. Upchurch, N. Warren (**A. Epstein**).

II. Approval of the Minutes

The minutes of the April 12, 2006 meeting were approved as distributed.

III. Approval of the Agenda

The agenda was approved as distributed.

IV. Special Order: Remarks by the Faculty Senate President, J. Cobbe

I've been recalling the remarks that former Presidents of the Faculty Senate have made at the first meeting of the academic year, and they seem mostly to fall into one of two groups. One is announcing some major initiative to be undertaken during the coming year, and the other has been a discussion of some issue the then President thought should be of big concern to faculty. My remarks today will not fit either mould.

I have no initiative to announce, other than the attempt that has been underway for over a year, and I hope will be successfully completed this Fall, to achieve a plan for reform of the way the University employs non-tenure track faculty that the Faculty Senate as a whole can recommend to the administration. We will discuss the draft final report of our committee later this meeting, so I will not say any more about that now.

What I do want to say a bit more about is the issue of University governance, and the role of faculty in it. Publicly-funded universities are always subject to government and legislation as to how they are run, and the State of Florida is no exception. However, thanks to the Graham Amendment, we have a somewhat confused situation because the legislature has passed implementing legislation that is not wholly satisfactory, and the Board of Governors has delegated to the University Boards of Trustees most of the powers that the amendment's sponsors probably intended should stay with it. There is also litigation that is not yet complete that may have an impact on how higher-level governance works.

One of the things the Graham Amendment did was specify, in the State Constitution, that the President of the Faculty Senate be one of the members of the Board of Trustees at each University. As a result, for the extent of my term I serve as a Trustee of the Florida State University, as does the President of the Student Body. The amendment is, of course, wholly silent on the role of the faculty and student Trustees on the board. I have taken the position that I serve not as a representative or delegate of the faculty senate, but by virtue of office, and that therefore my duty is to act on the Board in what I as an individual think is the best interest of the University. If the faculty senate does not like what I've done, I guess you can impeach me. The other trustees [and some members of the administration] sometimes seem to have difficulty understanding that the Faculty Senate represents only tenured and tenure track faculty, but in all units of the University, and its constituents are therefore a very different group from the bargaining unit represented by the United Faculty of Florida.

Back in the nineteenth century, when trying to make sense of the British constitution, Walter Bagehot drew a distinction between the 'efficient' and the 'ceremonial' in government. The sense was that the ceremonial encompassed the external, public, trappings of government, whereas the efficient represented how decisions were actually made. So far, at least, the Board of Trustees at FSU is very much a ceremonial body; it basically confirms the actions and decisions already decided by the administration, much as a British monarch confirms and promulgates actions and decisions taken by

Parliament and HM ministers. This is not surprising, in that the trustees are busy people, few of whom know much about universities, and who receive their information almost wholly from the administration. Many would argue it is also a good thing, in that meddling in university decisions by the Board of Trustees would be dangerous, as perhaps the example of our neighboring institution across town suggests.

But it does raise some awkward issues for the faculty senate president and the student body president. On some issues, one has much more information, and different information, than the other trustees do. However, Florida's legislation about government in the sunshine and public bodies is interpreted to mean that a trustee cannot discuss any substantive issue that might come before the Board, with any other trustee, except during a public Board meeting. And Board meetings are structured in such a way that real discussion rarely can happen.

I admit to being totally uncertain as to the best way to behave in this situation. On occasion, I have expressed myself quite strongly in dissent from the administration's position, as I did this July in response to the administration's position on the Special Magistrate's report on the bargaining impasse between the UFF and the University. I spoke as I did on that occasion because if a good university stands for anything, it should stand for honesty and respect for proper procedure, and in my view we were not doing that. My words did not change a single vote, but I believe I was right to say what I did, and I stand by it.

More often I have remained silent even when I have had problems with some of what is being said or done. I have justified this behavior to myself by arguing that, given I will usually be in a very small minority if I push things, it is better not to be disruptive by objecting to many little things, in the hope that then I will be listened to if I do raise objections to something more important. The danger of this approach, of course, is acquiescing to too much, when at least an opposing viewpoint should be registered. I simply do not know whether I am doing good or harm. I do know the Board of Trustees, and their potential power, frighten me. I am not frightened by their intentions, which are good – they would not accept these unpaid positions without love for the institution as their motivation – but by their ignorance of the University. We all know where the road paved with good intentions can lead.

Why have I said these things publicly, which no doubt will annoy or worry some people? For two reasons: first, the Graham Amendment has made a difference; having the faculty senate president on the Board of Trustees potentially provides a voice, and a brake on administration behavior, which otherwise would not necessarily exist. Second, to point out that the faculty and student roles on the Board of Trustees are neither simple nor clear. I hope my successors will feel less conflicted, and perhaps display better judgment, than I have.

Lastly, I want to do a little bit of preaching to the choir. Faculty governance matters; faculty should control the academic aspects of the University, and we have the

apparatus and the authority to do that, so long as we use them. So, thank you for serving in the Senate, and please encourage your faculty colleagues to be willing to serve on senate committees and to cooperate in their work. But also, let me reiterate my personal belief that the most important part of faculty governance is at the unit level, in departments and colleges. Recent events in the College of Liberal Arts at Florida have, I think, illustrated that it does not matter how appropriate the rhetoric; if the organs of faculty governance are not being exercised, Deans will act without faculty input. Faculty cannot safely leave academic decisions up to Deans and Chairs, even if they are respected former colleagues, and expect to get a University of the kind they want. Faculty have to be willing to put a little time and effort into decision making at unit level to help build and maintain an academically sound institution, and I hope you will continue to do so and to encourage active participation in faculty governance by our colleagues at all levels of the University.

Thank you for your attention and for the confidence in me you showed by re-electing me last Spring; let us all hope for a productive and stimulating academic year.

V. Report of the Steering Committee, J. Standley

The Faculty Senate Steering Committee met 4 times over the summer semester during May and June and then began regular weekly meetings again in August. Members also represented the Faculty at the BOT meetings in June and July and at the one last week. We met with the President and Provost twice, once in August and again in early September. In our August meeting, the Provost reported an undergraduate growth this year of .8% and graduate enrollment growth of 2%. The University will continue to emphasize graduate level II enrollment growth.

The Senate asked late last year that the Faculty contract negotiations be finalized as soon as possible for this academic year. Over the summer, the Steering committee advocated this with the Administration and with the BOT. Tentative agreement was reached over the summer and we thanked the administration and BOT last week for their diligence in this area.

Over the summer the Steering committee considered and conducted the following business:

- Elected Jayne Standley as Vice-Chair.
- Appointed faculty to Senate committees and confirmed their acceptance.
- Nominated faculty to Presidential and Provost committees as requested.
- Approved a SPOT alternative form that allows space for questions specific to a department. The alternative form was field tested this summer by various programs and is now available. Each department or program may determine which version of SPOT they prefer to use but this must be done on a Department or College –wide basis in a timely fashion in order for the correct number of forms to be printed for the academic year.

In response to a legal question concerning voting rules on dissertation defenses, the Steering committee confirmed that rules are specific to units and discussed the need for each unit to specify their procedures explicitly in their by-laws and information for doctoral students. This issue was referred to the GPC and a recommendation may come forth shortly for Senate action.

As representatives of the FSU Faculty Senate, Jim Cobbe and Dennis Moore attended a meeting of the state-wide Advisory Council of Faculty Senates in May. At that meeting, the 2006 legislative actions regarding the SUS, university/union relationships, the Board of Governors strategic plan, and the lawsuit over the BOG's authority were discussed.

Late in the 2003-04 academic year the Senate Steering Committee identified the need for a task force on non-tenure track teaching faculty. The committee worked over the last year and completed its report this summer. The Steering Committee applauds them for one of the most comprehensive, insightful, and focused reports ever conveyed to us. That report is on today's agenda for input and discussion purposes only and has also been distributed to the administration and to the faculty for input.

The Faculty Handbook continues being revised in accordance with university governance changes and the development of the Board of Trustees. We have reviewed all revisions to this point and most recently reviewed the Faculty Development section. The Senate Steering Committee has recommended that final revisions not be concluded until the lawsuit over BOG authority is finalized.

Over the summer, some of the searches for Deans and Department Heads were concluded. Billie Collier was hired as the Dean of Human Sciences and will begin in October. The FSU Foundation President will be Charles Rasberry from Harvey Mudd College and he will begin work in mid-October. The Steering Committee nominated individuals to serve on the search committee for the Library Director. This search is using a consulting firm and is currently ongoing with a proposed timeline of having someone in the job by Jan. The Senate Library Committee is actively involved in the search.

The Provost feels that the U.S. testing emphases for accountability in K-12 is beginning to impinge on college campuses. It is felt by the administration that we may soon be legislatively forced to participate in mandatory testing. Since we already have the CLAST in place, the Provost is investigating whether that might suffice for any mandatory undergraduate testing requirements. A "working group" has been established to analyze this issue, on which the steering committee is represented.

Due to legislative changes and a summer deadline from the SUS, the university needed a new Gordon Rule policy. At its June 20th meeting, the Faculty Senate Steering Committee, acting on a recommendation from UPC and on behalf of the Faculty Senate adopted the following policy:

“To satisfy the requirements of the Florida State University for Rule 6A-10.030 F.A.C. (the Gordon Rule), students must earn a grade of “C-” or better in each of the courses used to fulfill the liberal studies requirements in Area I (mathematics), Area II (English composition) and two more liberal studies courses designated by the Undergraduate Policy Committee as incorporating written work that requires students to demonstrate college-level writing skills through multiple assignments (courses indicated with a “W”).”

Consistent with current practice, all courses designated as Gordon Rule courses at other Florida public institutions will be accepted for Gordon Rule credit at FSU. Criteria for designation of courses used to satisfy this requirement were also developed by the UPC and approved by the Faculty Senate Steering Committee. These actions essentially re-establish the current Gordon Rule Policy at FSU.

The Provost has established an Office of Faculty Recognition to assist faculty with preparing materials for national awards and honors within their fields. You will be hearing more about this shortly.

FSU is currently undergoing a National Research Council assessment of the status and quality of doctoral programs. Of the 74 doctoral programs at FSU only 26 are included in this study. In September, the identified programs are completing questionnaires and later in the fall, the faculty of these programs will be asked to complete questionnaires. FSU is trying to put its best foot forward in this study which has implications for our national rankings. Nancy Marcus, Dean of Graduate Studies is assisting programs with this endeavor.

Pathways to Excellence is entering round 2 and there is a call for cluster proposals to be submitted by the end of the fall semester. The Steering Committee is involved with the work of the Pathways selection committee and has advocated for faculty issues throughout the process. One issue has been concern about evaluation of all faculty using criteria that are most appropriate to the STEM disciplines, but in some cases very inappropriate for other disciplines. There will be an AAU consultant on campus in November and the Steering Committee has requested time to meet with this individual. One of our primary questions will be how does AAU evaluate a comprehensive university and what non-science oriented assessments are considered. We will continue to follow closely the Pathway implementation plans as they develop.

Bob Bradley and Anne Rowe, Dean of the Faculties, are creating an electronic CV portal for a consistent method of displaying and tracking faculty vita and accomplishments. It is in development and the Faculty Senate Steering Committee has had the opportunity for input.

The Faculty Senate honored 6 persons with Torch Awards presented by Jim Cobbe at the fall faculty meeting on Sept. 8. They were Carlisle Floyd, Gregory Choppin, Wayne Minnick, Bernie and Greta Sliger, and Jim Melton.

VI. Report of Standing Committees, S. Lewis

The charge of the Undergraduate Policy Committee is to consider University-wide policies on undergraduate academic affairs. In that capacity, the UPC considers and makes recommendations for new courses to be added to the Liberal Studies Program, and approves courses to be designated as meeting the multicultural, oral communication, and computer skills competencies requirements. It also deals with matters related to the final exam policy and other issues related to undergraduate academic affairs that may be brought before it.

At its last meeting, the UPC approved the following changes:

- Rescinded an earlier decision to offer oral communication competency credit for ART 4928C
- Approved the substitution of CHM 3120C to CHM 3120L for the computer competency credit in Chemistry.

With regard to the Computer Competency Credit, you may be aware that each major must now identify the course in which its students demonstrate the appropriate computer competencies for the field for which they are preparing. Several major programs have identified two introductory courses, CGS 2060: Computer Literacy and CGS 2100 Microcomputer Applications for Business/Economics, as meeting the needs of their students. Many students come to FSU with the skills introduced in these courses and are more appropriately placed in the advanced course, CGS 2064 Computer Literacy II. Given this information, the UPC decided that CGS 2064 will be included in the list of acceptable courses meeting the computer competency requirement for those majors that indicate that their students' needs are met with CGS 2060 and CGS 2100.

During this next year, the UPC will undertake a review of all courses that previously have been identified as meeting the criteria for Liberal Studies Area V, Natural Science. We are asking program representatives offering these courses to collect and review each of the syllabi, major examinations, and assignments of their Area V courses, and to pay particular interest to the following issues:

- adherence to the criteria established for Liberal Studies Area V, including attention to the additional criteria for courses identified as meeting the computer, multicultural, Gordon rule, writing, or oral communication designations,
- the preparation of the faculty to teach these courses, including the percentage of non-tenured personnel assigned to teach,
- the focus of assignments and tests, and
- the ways in which the concept and purpose of a liberal studies education is featured throughout the course.

After conducting this review, these program representatives are being asked to prepare a short report of findings and present them to the Undergraduate Policy Committee.

Thank you for the opportunity to serve the Senate in this capacity for another year.

VII. Old Business

There were no items of old business.

VIII. New Business

- a. Confirmations of Committee Memberships, J. Cobbe

The Committee Memberships were approved as distributed. (See addendum 1.)

- b. For Information and Discussion: Non-Tenure-Track Faculty Committee Report, I. Eberstein.

(See addendum 2.) There was some discussion regarding the report. Some issues that were raised include:

- Exceptions for those who do not have a terminal degree
- Non-tenure track people who only teach and do not have a PhD need some kind of career/promotion track
- Research track not be restricted to C&G only

Other issues can be mailed to Bob Clark, chair of the committee at clark@coe.fsu.edu or Jim Cobbe at [jacobbe@mailier.fsu.edu](mailto:jcobbe@mailier.fsu.edu).

The committee will meet again and prepare a revised draft which will be distributed.

IX. University Welfare

- a. Updates on Bargaining and Related Matters, J. Fiorito

Good afternoon! I'll provide a quick recap of developments since our April meeting.

With regard to 2005-06 merit increases, we received a favorable recommendation from the Special Magistrate, calling for merit raises averaging 1.5%. The Board of Trustees rejected the recommendation and offered no merit raises. The United Faculty of Florida has filed suit challenging the authority of the Board of Trustees, our employer, to also act as the impasse resolution body.

With regard to 2006-07 on salary and other matters, there were developments on both the legislative and bargaining fronts. Although the Governor proposed no raises for faculty, the universities and the UFF both lobbied for raises. Some of you may have participated in that effort – thank you! Reliable sources tell me

that legislators complained of clogged e-mail and telephone systems, but in the end, the legislature budgeted 3% raises for faculty.

Meanwhile at the bargaining table, the Administration team initially contended that there was no additional money for raises. Through an interest-based bargaining process, reason prevailed and we eventually reached tentative agreement calling for:

- Merit raises averaging 1.1%
- Promotion raises of 9% for some promotions, 12% for others
- Discretionary raises averaging up to .5%
- A new paid parental leave benefit
- Clarifications on assignments of responsibilities (AORs)

I'd like to acknowledge our faculty bargaining team members for a job well done.

These tentative agreements are what we are voting about now. The UFF-FSU faculty bargaining team recommends a "Yes" vote, but above all, we urge you and your colleagues to vote. There are some in the Administration or Board of Trustees who might interpret not voting as an indication that faculty members don't care about such matters as salaries and benefits, or that everyone is happy with current salaries and benefits. Please vote!

Coming soon (October): Bargaining for 2007 and beyond. The entire contract is potentially up for renegotiation. We'll have more on these upcoming negotiations soon.

Since April, we've also held consultation meetings with the Provost, Dean Rowe, and other Administration representatives. These have covered a wide range of topics including legislative funding for faculty salaries, academic freedom, implementation of raises, faculty rights to lobby on their own behalf, departmental bylaws, promotions for non-tenure track faculty, and even departmental "pot luck" meals.

I'll be glad to take questions if time permits. Thank you.

X. Announcements by Deans and Other Administrative Officers

- a. Director, University Libraries, B. Summers (See addendum 3.)

I will bring you up to date on our progress of the Library Committees recommendation of April 12, 2006.

First was to expend the remaining 2005-06 funds in a fiscally responsible manner. We bought some reference books. We solicited the faculty for journal needs.

We have been engaged the planning and plan around the new budget as best as we can. The new library is on the PECO but that building is 7-10 years away. We planned how to contain the libraries 3 fundamental elements

1. Faculty and students
2. Collections
3. Staff

We addressed policy that could alleviate space problems. First, we recommended that print copies of journals in which we own the electronic version would not be duplicated in the future. The money saved would be spent on other journals and would help with the space issue as well.

Second, we addressed the issue of space for our customers. We have developed a proposal that calls for creating an undergraduate commons on the first floor and on the ground floor we would then construct a new faculty and graduate research center. This is part of our 2006-07 budget submission.

Our long term planning will focus on the following elements:

- Increase the reliance on the electronic formats
- Digitization of existing collections and
- Acquisition of a digital remote space.

It was also recommended all vacancies be filled. Library service is hurting now and this needs to not be continued. The new library director should not have to spend 6-9 months hiring people so we are in active searches. As of yesterday, there were 5 faculty positions in active searches.

There have also been several problems with stack maintenance. Books placed on shelves properly and books on shelves matching cataloging records which we can't find. We have solved the shelving problem. We are initiating a project to inventory the entire library collection. This will take 6-7 years.

The director held meetings with all staff and their unit groups in their workplace. These are continuing these with a series of brown bag lunches. The director also meets monthly with and elected staff council with representatives from every department.

We have appointed committees to do a number of things such as draft a travel policy and draft by-laws. The director is meeting with Deans and the Panama City campus.

XI. Announcements by Provost Abele

Provost Abele was not in attendance.

XII. Announcements by President Wetherell

President Wetherell was not in attendance.

XIII. Adjournment

The meeting adjourned at 5:10 p.m.



Melissa Crawford
Faculty Senate Coordinator

Membership of Faculty Senate Committees 2006-2007

Budget Advisory Committee: 1 year appointments; 4 names annually submitted to the President

Joe Beckham, Education
Pam Coats, Business
Carol Darling, Human Sciences
Eric Walker, Arts and Sciences

Ex officio:

Cliff Madsen, Music, Chair—1 member appointed by the Steering Committee who serves as chair
Jim Cobbe—Faculty Senate President

Computing and Information Resource Committee: 3 year terms appointed by the Steering Committee; committee elects chair

2004-2007

Vicki Barth, Nursing
Gary Burnett, Information Studies
Robert Coleman, Visual Arts, Theatre and Dance
Jan Flake, Education
Cecil Greek, Criminology
Stuart Robertson, Film
Tom Smith, Social Work
Gary Tyson, Arts and Sciences

2005-2008

Doris Abood, Human Sciences
Brian Gaber, Music
Kate Gelabert, Visual Arts, Theatre and Dance
Charles Hofacker, Business, chair
Faye Jones, Law
David Macpherson, Social Sciences
Andrew Payer, Medicine
Per Arne Rikvold, Arts and Sciences

2006-2009

Jonathan Adams, Communication
Hank Bass, Arts and Sciences
Amy Baylor, Education
Stephan Bellenot, Arts and Sciences
Vladimir Dobrosavljevic, Arts and Sciences
Joe Pignatiello, Engineering
John Reynolds, Social Sciences
Molly Wasko, Business

Ex officio: Vice President of Academic Affairs or designee; Vice President for Research or designee; Dean of the Faculties; Associate Vice President for Computing and Information Resources; Associate Vice President for SCRI; 1 undergraduate and 1 graduate student from different colleges/schools appointed annually by the President of student government

Curriculum Committee, University (UCC): 3 year terms appointed by the Steering Committee; committee elects chair

2004-2007

Beverly Bower, Education
Pam Coats, Business
Rodney Jordan, Music

2005-2008

Susan Fiorito, Human Sciences, chair
Tom McCaleb, Social Sciences
Cheryl Ward, Arts and Sciences

2006-2009

George Blakely, Visual Arts, Theatre and Dance
Andrew Payer, Medicine

TBA

Ex officio: Dean of the Faculties or designee

Distance Learning Committee: 3 year terms appointed by the Steering Committee; Steering Committee appoints chair

2004-2007

Eric Walker, Arts and Sciences, chair

2005-2008

Charles McClure, Information

2006-2009

Howard Goldstein, Communication

Ex officio: Chairs of UPC, GPC and UCC, Dean of the Faculties or designee; Director of the ODDL; Vice President of Academic Affairs or designee

Elections: 1 year terms appointed by the Steering Committee; Steering Committee appoints chair; members must be Senators

Michael Allen, Music
Leigh Edwards, Arts and Sciences, chair
Michael Mondello, Education
Aaron Lan, Arts and Sciences

Graduate Policy Committee (GPC): 3 year terms appointed by the Steering Committee, committee elects chair

2004-2007

- Joseph Dodge, Law
- Kathleen Erndl, Arts and Sciences
- Dave Humphrey, Business
- David Johnson, Arts and Sciences
- Susan Lynn, Education
- John Reynolds, Social Sciences
- TBA, Human Sciences

2005-2008

- George Bates, Arts and Sciences, chair*
- Bettye Anne Case, Arts and Sciences
- Eliza Dresang, Information
- Peter Easton, Education
- Colleen Muscha, Visual Arts, Theatre and Dance
- Charles Ouimet, Medicine
- Darcy Siebert, Social Work
- Linda Sullivan, Nursing

2006-2009

- Seth Beckman, Music
- Philip Froelich, Arts and Sciences
- Leonard LaPointe, Communications
- Rebecca Miles, Social Sciences
- Mike Reisig, Criminology
- Rodney Roberts, Engineering
- Lee Stepina, Business
- Frank Tomasulo, Film

Ex officio: Vice President of Academic Affairs or designee; Dean of Graduate Studies or designee; 2 graduate students from different colleges/schools appointed annually by the President of student government

Grievance Committee: Election shall be by the General Faculty for three-year staggered terms; Steering Committee appoints chair

2004-2007

Petra Doan, Social Sciences
Kathleen Kemp, Social Sciences, chair
Nick Mazza, Social Work
Ann Mullis, Human Sciences
Linda Sullivan, Nursing
Susan Wood, Education
Open, Arts and Sciences
Open, Medicine

2005-2008

Cassandra Cole, Business
Adam Hirsch, Law
Timothy Hoekman, Music
Don Latham, Information
Sharon Nicholson, Arts and Sciences
Valliere Richard Auzenne, Film
Nancy Warren, Arts and Sciences
Amy Wetherby, Communication

2006-2009

Jim Carson, Business
Juan Carlos Galeano, Arts and Sciences
Cecil Greek, Criminology and Criminal Justice
Holly Hanessian, Visual Arts, Theatre and Dance
Amy Koehlinger, Arts and Sciences
Okenwa Okolo, Engineering
Ken Shaw, Education

Honors Policy Committee: 3 year terms appointed by the Steering Committee; Steering Committee appoints chair; no college or school shall have more than 3 faculty representatives

2004-2007

Susan Blessing, Arts and Sciences
James Mathes, Music, chair
Susan Wood, Education

2006-2009

Pam Coats, Business
Paul Hensel, Social Sciences
David Levenson, Arts and Sciences
Donna Nudd, Communications

Ex officio: Vice President of Academic Affairs; Director of the Honors Scholars Program; 2 undergraduate students appointed annually by the President of student government from among present or past participants in an FSU honors curriculum

Liberal Studies Coordinating Committee: 2 year terms appointed by the Steering Committee; Steering Committee appoints chair

2005-2007

David Johnson, Arts and Sciences
Dennis Moore, Arts and Sciences
Michael Ruse, Arts and Sciences

2006-2008

Charles Barrilleaux, Social Sciences
Pamela Carroll, Education, chair
Bob Pekurny, Communication

TBA

Ex officio: Dean of Undergraduate Studies or designee; Vice President of Academic Affairs; chair or designee of Senate Distance Learning Committee

Library Committee: 3 year terms appointed by the Steering Committee; committee elects chair

2004-2007

Catherine Black, Human Sciences
William Claggett, Social Sciences
Robert Coleman, Theater
Sandra Faria, Nursing
Ed Gray, Arts and Sciences
Dennis Moore, Arts and Sciences
David Paradise, Business, chair
Jeannie Turner, Education

2005-2008

Gary Burnett, Information
Kimberly Harris, Business
Anjaneyulu Krothapalli, Engineering
Dan Maier-Katkin, Criminology
Donnalyn Pompper, Communication
Randy Rill, Medicine
Martell Teasley, Social Work

TBA, Arts and Sciences

2006-2009

Jon Ahlquist, Arts and Sciences
Chuck Connerly, Social Sciences
Jack Freiberg, Visual Arts, Theatre and Dance
Mark Pietralunga, Arts and Sciences
Frank Tomasulo, Film
Denis Von Glahn, Music
Susan Wood, Education

TBA, Law

Ex officio: Vice President of Academic Affairs or designee; Dean of the Faculties or designee; Director of University Libraries; 1 Undergraduate and 1 Graduate student from different colleges/schools appointed annually by the President of student government

Professional Relations and Welfare Committee: Election shall be by the General Faculty for three-year staggered terms; Steering Committee appoints chair

2004-2007

- Vicki Barth, Nursing
- Nancy Davis, Education
- Lance deHaven-Smith, Social Sciences
- Penny Gilmer, Arts and Sciences
- Elizabeth Goldsmith, Human Sciences
- Mary Ellen Guy, Social Sciences
- Dina Wilke, Social Work
- Open, Medicine

2005-2008

- Ming Cai, Arts and Sciences
- Ron Goldsmith, Business
- Peter Jorgensen, Information
- Rochelle Marrinan, Arts and Sciences
- Robert Pekurny, Communication
- Lois Shepherd, Law
- Frank Tomasulo, Film
- Pat Villeneuve, Visual Arts, Theatre and Dance

2006-2009

- Enrique Alvarez, Arts and Sciences
- Bruce Billings, Business
- Matt Goff, Arts and Sciences
- Amy Chan Hilton, Engineering
- Mike Reisig, Criminology and Criminal Justice
- Sherry Southerland, Education
- Michele Stebleton, Music, chair*

Student Academic Relations Committee: 2 year terms appointed by the Steering Committee, committee elects chair, **chair TBA**

2005-2007

- Jay Turner, Social Sciences
- Cheryl Beeler, Education
- Gary Fournier, Social Sciences

2006-2008

- Laurie Grubbs, Nursing
- Nancy Warren, Arts and Sciences

Teaching Evaluation Committee: 3 year terms appointed by the Steering Committee; Steering Committee appoints chair

2004-2007

Nancy Greenbaum, Arts and Sciences
Rebecca Miles, Social Science
John Sobanjo, Engineering

2005-2008

Woody Carlson, Social Science
John Geringer, Music
Patrick O'Sullivan, Social Sciences

2006-2009 (all said yes)

Cecil Greek, Criminology
Elizabeth Jakubowski, Education
Eric Walker, Arts and Sciences, chair

Ex officio: Dean of the Faculties, Coordinator of Instructional Development, Coordinator of Assessment Services

Undergraduate Policy Committee (UPC): 3 year terms appointed by the Steering Committee; committee elects chair

2004-2007

Patrick Hollis, Engineering
Sandy Lewis, Education, chair
Tim Matherly, Business
Gail Rubini, Visual Arts, Theatre and Dance
Phil Steinberg, Social Sciences
Paul Strait, Arts and Sciences
Frank Tomasulo, Film

2005-2008

Michael Allen, Music
Rinn Cloud, Human Sciences
Andrew Epstein, Arts and Sciences
Cecil Greek, Criminology
Aaron Lan, Arts and Sciences
Tom McCaleb, Social Sciences
Donna Nudd, Communication
Greg Riccardi, Information

2006-2009

Al Bathke, Business
John Bruno, Education
Lois Hawkes, Arts and Sciences
Kim Maddox, Social Work
James Tull, Arts and Sciences

TBA, Nursing

Ex officio: Vice President of Academic Affairs; Dean of Undergraduate Studies or designee; 1 undergraduate student appointed annually by the President of student government

August 2006 **DRAFT** – will be revised before final consideration by the
Faculty Senate

REPORT OF THE FACULTY SENATE
SUB-COMMITTEE ON
NON-TENURE-TRACK FACULTY

AUGUST 1, 2006

TABLE OF CONTENTS

Introduction	1
Data Sources	1
Observations and Conclusions	1
Committee Membership	2
Recommendations	3
Appendix A: Terms of Reference for ad hoc committee on non-tenure track faculty	6
Appendix B: Non-Tenure Track C&G Research Faculty: Recommendations for Restructuring	7
Appendix C: Recommended Faculty Position Titles	11
Appendix D: Florida State University Faculty by Tenure Type and Unit.....	12
Appendix E: Proportion of Non-Tenure Track Faculty	13
Appendix F NTTF Position Titles – Current Appointments	14
Appendix G Faculty by Employing Unit.....	15
Appendix H NTT Faculty by Employment Class	16
Appendix I Faculty Appointments by Gender	17
Appendix J Faculty Appointments by Race	18
Appendix K: Some existing policies on non-tenure-track faculty.....	19
Appendix L Summary of Job Satisfaction Survey.....	26
Appendix M Non-Tenure Track Faculty Survey Comments	31

Introduction

The rapid rise in the proportion of non-tenure-track faculty (NTTF) at the Florida State University and other institutions of higher education has brought increased attention to both the working conditions of the individuals in these positions and their impact on the institution. In October 2005 the Faculty Senate Steering Committee created an *ad hoc* sub-committee to explore demographic data, position functions, opportunities and standards for advancement, and participation in governance of NTTF. Further, the sub-committee was requested to make recommendations to the Senate about the working conditions and impact on the institution of the NTTF positions (Appendix A). The sub-committee created to study these issues consists of equal numbers of tenure-track and non-tenure-track (NTT) faculty. Many of the recommendations that follow are in significant agreement with the recommendations prepared by a committee convened in 2005 by the FSU Office of Research (Appendix B) for Contract and Grant (C&G) positions.

The sub-committee has conducted a demographic examination of faculty positions determining college (or other unit), department, job code, employment class, tenure status, full-time equivalent, highest degree, gender, ethnic origin, and assignment (from the PARS Report). The sub-committee also conducted an anonymous job satisfaction survey of all NTTF. Materials drawn from these studies are presented in the appendices.

Data Sources

Demographic data was extracted from the FSU OMNI system. The data were drawn on four occasions as the required data was defined and as errors or incomplete data were identified. (Note: System managers were aware of many of the shortcomings of the data-base and these problems were identified as either being created when data was ported from the previous system to OMNI, data that had not been systematically collected and entered, or routine delays in updating data. A working database like OMNI is never static and provides only “snapshots” of faculty data.) There were significant differences in the number of faculty identified each time the data was collected. The data extracted on March 20, 2006 has been used for this study and appears to be the most complete and accurate data available. Any errors that remain are not significant to the conclusions drawn below.

Observations and Conclusions

While there are varied and complex reasons for the continuation of NTTF positions, the University should endeavor to create and fill as many tenure-track faculty (TTF) positions as possible. Broad assignments of NTTF across teaching, research, and service only weaken the role of tenure-track faculty. NTTF positions should be reserved for assignments that are unlike those of tenure-track faculty.

The position titles used for NTTF have very broad and overlapping job descriptions. This has led to a situation where it is not clear which position title should be used for an appointment. Further, titles like “Assistant In _____” do not communicate to the academic community either that the individual is in a faculty role or what the duties of the position include.

The position classification system for NTTF must be revised to create a meaningful and consistent structure. Many of the previous position titles need to be phased out by not being used for new appointments. Where there would be a disadvantage to an individual faculty member being moved to a new position title, that individual could choose to be “grandfathered” in the existing position.

Some individuals who have been appointed to NTTF positions do not have faculty duties and more properly belong in an A&P classification. While the A&P classifications may need to be adjusted to provide solutions to the problems previously solved by appointing individuals to a faculty classification, the sub-committee has not considered the structure of the A&P system of appointments.

While many NTTF positions are connected to colleges and departments, it has not always been clear to the individual in that position that she or he has a connection with an academic department or the rights and responsibilities that accompany that connection. Some NTTF have been given the opportunity to participate in faculty governance while others have not.

Committee Membership

This document was prepared by the Faculty Senate Sub-Committee on Non-Tenure Track Faculty. The committee members include:

Last Name	First Name	College	Department
Baker	Ted	A&S	Comp. Science
Brooks	Jim	A&S	Physics
Clark	Bob	Education	Child. Ed...
Clendinning	David	University Libraries	
Coxwell-Teague	Deborah	A&S	English
Eberstein	Ike	Social Sciences	Sociology
Halvorson	Sandra	Panama City	Communications
Hodges	Anne	Music	Arts Admin.
Outlaw	Bill	A&S	Biological Sc.
Hurt	Myra	Medicine	Bio-Medical Sciences
Stoecklin	Sara	Panama City	Computer Science
Thomas	Ron	Center for Teaching and Learning	

Recommendations

The following recommendations are proposed to the Faculty Senate for approval.

Recommendation 1: The faculty of the Florida State University (the University) place great value on the contributions to the University and its programs made by non-tenure-track faculty. These contributions need to be recognized and rewarded appropriately.

Recommendation 2: The University should conduct an audit of all NTTF positions to determine which do not perform faculty functions and make arrangements to move these individuals into appropriate A&P positions.

Recommendation 3: The University should limit the use of NTTF positions to important roles that cannot be carried out by tenure-track faculty who work in teaching, research, and service. Each academic dean should be required to propose a limit on the proportion of faculty in the unit who can be in NTTF positions and provide a written justification for using these positions rather than tenure-track positions.

Recommendation 4: The University should establish a limited number of “title series”, each with three or four ranks and clear criteria for promotion through the ranks. Each NTTF “title series” would exist within a context of exactly one of the following areas: Teaching, Research, or Service. A faculty member could have a “split appointment” (two appointments) to include more than one area.

Recommendation 5: Every NTTF member assigned to a teaching or research series must have an academic department or unit (a college or school if there are no departments). It is this academic unit that will determine criteria for promotion (similar to the requirements for tenure-track faculty), consider the promotion of individuals (must include peer review), be responsible for an annual assignment of responsibilities, conduct the annual evaluation, and make recommendations for pay increases and other benefits. In the case of a NTTF member appointed to one of the service series, but not assigned to an academic department (unit), the responsibilities listed above will be set by the employing unit.

Recommendation 6: All NTTF title series should begin with a step to include those individuals with important skills, but without a terminal degree. Within the teaching and research series, an individual may not be promoted without a terminal degree. With the exception of degree requirements, the criteria for promotion will be determined by the academic department (unit) to which the individual is assigned.

Recommendation 7: There should be two series of NTTF titles in the teaching area. These position titles should both be restricted to those individuals whose primary duties are teaching. Units may decide upon using one or both of the series. The series are:

- ? Instructor, Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor. (Only the Instructor position may be held by an individual without a terminal degree.)
- ? Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor. (Only the Clinical Instructor position may be held by an individual without a terminal degree.)

Recommendation 8: There should be one series of NTTF titles in the research area. These position titles should be limited to those individuals whose primary duties are conducting research. Further, it is expected that, with the exception of the Research Associate position, these positions will be limited to individuals appointed on Contract and Grant funding. The series includes:

- ? Research Associate, Research Assistant Professor, Research Associate Professor, and Research Professor. (Only the Research Associate position may be held by an individual without a terminal degree.)

The current “Scholar/Scientist” series should be moved to A&P with the same titles and position codes.

Recommendation 9: There should be four series of NTTF titles in the service area. These positions may be in academic departments or support units. These position titles should be limited to those individuals whose primary duties are the support of academic activities. Numerical suffixes have been added, where necessary, to provide a minimum of three ranks within the series. The series are:

- ? Assistant Curator, Associate Curator, and Curator.
- ? Instructional Specialist I, Instructional Specialist II, and Instructional Specialist III.
- ? Coordinator/Director I, Coordinator/Director II, and Coordinator/Director III.
- ? Instructor Librarian, Assistant University Librarian, Associate University Librarian, and University Librarian.

Recommendation 10: All NTTF should, after a period of time-in-rank with satisfactory annual evaluations, be provided a level of job security (through multi-year “rolling” contracts) and an opportunity to participate in governance. The following table identifies the level of security and level of participation in faculty governance by rank.

Teaching Series		Research Series	Service Series				Contract	Full Part in Univ. Gov.
Instructor	Clinical Instructor	Research Associate	Assistant Curator	Instructional Specialist I	Coordinator /Director I	Instructor Librarian	Annual	No
Asst. T.ch. Professor	Clin. Asst. Professor	Asst. Res. Professor				Asst. Univ. Librarian	Annual	No
Assoc. T.ch. Professor	Clin. Assoc. Professor	Assoc. Res. Professor	Associate Curator	Instructional Specialist II	Coordinator /Director II	Assoc. Univ Librarian	Three-Year	Yes
Teaching Professor	Clinical Professor	Research Professor	Curator	Instructional Special. III	Coordinator /Director III	University Librarian	Five-Year	Yes

Individuals with annual contracts will be considered “temporary” appointments and should be entitled to participate in discussions related to the governance of their department, college, and University. They may participate in departmental or college governance if this participation is supported by departmental or college by-laws, but they are not entitled to vote within the University faculty governance process. Those individuals who have earned three- or five-year contracts will be considered “continuing” faculty with the same rights and responsibilities as tenure-track faculty. Three- and five-year contracts for those individuals appointed to C&G lines would be limited by available grant funds or “bridge funding” as recommended by the FSU Office of Research.

Recommendation 11: The “non-tenure-track” designator should be changed to “career track” to recognize the important and continuing contributions of these individuals to the university.

Recommendation 12: Based upon the understanding of this sub-committee, the Collective Bargaining Agreement indicates that NTTF cannot be excluded from merit pay consideration. The University should notify each unit each year that NTTF must be eligible for consideration in the merit process.

Recommendation 13: The Graduate Policy Committee should consider allowing each academic department, with review and approval by the GPC, to set their own criteria for graduate teaching status and graduate directive status for individuals in the three highest ranks of each series in the instruction and research areas. These criteria should not be arbitrarily limited to tenure-track faculty as there are many highly qualified faculty in NTT categories. This will allow each department to justify any non-traditional approach to graduate status.

Recommendation 14: The only way an individual should be able to move from a NTT position to a tenure-track position would be to apply for the position in an open search. The transfer of credit toward tenure should be handled in the same manner it would be handled for an individual being hired from another institution.

Appendix A: Terms of Reference for ad hoc committee on non-tenure track faculty

During the past several years the Steering Committee of the Faculty Senate has been concerned with those on our faculty that are serving the institution on non-tenure track contracts. Therefore we determined to establish an *ad hoc* committee to study this issue.

An *ad hoc* committee will be appointed to consider all those faculty at FSU who are not in tenure track positions regardless of their assigned responsibilities or FTE and provide the following:

- 1) demographic data regarding the precise number of such persons working at FSU and the extent of their involvement at FSU.
- 2) an analysis of these positions by how they function within each department or unit, i.e., as teachers, by serving research functions, or by doing other duties necessary to the overall mission of the institution.
- 3) An analysis of the opportunities and standards for advancement, the career structure, and recognition of merit and achievement for non-tenure track faculty.

We already have a good start on this assignment in that we received a report from a special committee formed by the Office of Research addressing non-tenured research faculty positions. The steering committee, on behalf of the ad hoc committee, will also seek the cooperation of the central administration in respect to obtaining the data referred to in item 1) above; Dean of the Faculties Anne Rowe has already assured us of full cooperation by her office.

The committee will provide a report to the Steering Committee concerning the above with any recommendations the committee determines are appropriate. This could include, but is not necessarily limited to, recommendations concerning policy on the quantitative and qualitative balance between tenure-track and non-tenure-track faculty, and policy on representation of non-tenure track faculty and their interests in governance structures at all levels.

The time line suggested by the Steering Committee is for the group to aim for an interim report to be presented to the Faculty Senate at its March 2006 meeting, indicating preliminary findings and the directions the committee is leaning toward; and a final report with conclusions and any recommendations requiring Faculty Senate action to be presented to the Faculty Senate early in the Fall, 2006.

Professor Bob Clark of the College of Education has agreed to chair the committee, and various persons are being invited to serve on it. The *ad hoc* committee will also have full power to co-opt additional members and to seek input from throughout the University community.

Appendix B: Non-Tenure Track C&G Research Faculty: Recommendations for Restructuring

FSU's aspiration to achieve eminent status among the nation's elite research universities rests on the faculty's ability to establish innovative and leading-edge programs in research/creative activities, as well as provide the teaching and service that compete successfully with the nation's best institutions. There are many critical factors that go into a successful equation including visionary and courageous administrative leadership, strong support services and resources, and a dynamic and interactive environment. Above all else, though, the faculty is the university's greatest asset. It is through their efforts and commitments to research/creative activity and teaching—where these efforts are breaking new ground and expanding the frontiers of knowledge—that the institution will develop a greatly enhanced reputation for excellence.

In recognition of their key role, it is imperative that faculty members are in the position where they can maximize their potential and take full advantage of their experience, expertise, talent, and interests. They must then be rewarded appropriately when they make significant contributions. A well-established system and set of procedures are in place that guide the recruitment, placement, evaluation, and rewarding of tenure-track faculty. There is also an established set of rules protecting tenure-track faculty from unfair treatment and insuring unimpeded freedom to pursue knowledge. For the most part, this longstanding and well-honed system has worked effectively in promoting the development and growth of tenure-track faculty and rewarding them for their successes.

A comparable but less elaborate system also exists for developing and protecting non-tenure track faculty (NTTF) members for contributions they make to the university and to the academic enterprise which also includes research, teaching and service. However, the position titles for NTTF are peculiar, having little or no meaning to the academic community outside of FSU. The absence of a recognizable title can be harmful to one's career. An important goal is to develop policies that further protect and support the NTTF who are paid on Contracts and Grants (C&G) so that they may have the same opportunity for professional development and career advancement. This will benefit the individual NTTF and benefit FSU in making us more competitive in recruiting and retention.

The FSU Office of Research has convened a group of faculty to review this situation as it pertains to NTTF involved in research. The following are several recommendations put forth by this group to address the non-tenure track research faculty:

A. Research Appointment Titles

Current, non-tenured track research appointments carry titles of: Research Associate, Associate In, Assistant In, Staff Physicist, Scholar/Scientist/Engineer, Associate Scholar Scientist/Engineer, and Assistant Scholar/Scientist/Engineer. While these titles are understood internally, it is important that any changes to titles are ones that are recognizable outside of our university. Further, they should denote a ladder-structure. As such, the following titles could be considered:

- ? Research Professor Ranks (Research Professor, Research Associate Professor, Research Assistant Professor): This rank would be governed by the same promotion criteria and processes as the tenure track, with the only difference between the two series being teaching duties and no tenure required for Research Professors. They would be treated as full members of the academic departments in all other regards.
- ? Scholar/Scientist Ranks (Assistant Scholar/Scientist, Associate Scholar/Scientist and (Full) Scholar/Scientist): This series should be 25-75% research and 25-75% service to the institution, depending on individual circumstances. Hiring/firing, as well as the promotion, of these individuals would continue under current policies, which allow great autonomy to the hiring department or college as to numbers of Scholar/Scientists, job descriptions, etc. All other current practices would remain unchanged, e.g. it is anticipated that these individuals could continue to get courtesy appointments from academic departments, but they would typically not be considered full members of the academic department.
- ? Research Associate (Assistant in Research and Associate in Research): This series should be 0-25% research and 75-100% service to the institution. Hiring/firing as well as the promotion of these individuals would continue under current policies. All other current practices would remain unchanged.

Non-tenure track research professor positions should be phased into the FSU system. There will be no automatic appointments to a research professor position for those in existing research positions. The research professor ranks will be filled gradually via reclassification of our “best and brightest” Scholar/Scientists and via outside recruitment searches launched cooperatively by the research unit and the appropriate academic department. Appointments would be subject to approval by the academic departments. It is important to note that the use of these appointment titles would not be made mandatory and will be used at the discretion of the departments. It is also important to note that these ranks are intended for faculty who are C&G paid. Although outside this committee’s purview, we recognize the importance of establishing guidelines for the proportional number of tenure-track faculty at FSU. This is essential for the preservation of tenure. This is an issue that will require further faculty and administrative review.

B. Three Classification System of Research Professors

The three-classification system (Assistant, Associate, Full) would be regarded as a career-level framework, with appropriate policies and procedures for appointment, review, and promotion. The creation of positions within this system, advertising for qualified candidates, selection and appointment procedures, review, promotion and termination would be under well-defined procedures administered through academic units by the Dean of the Faculties and further subject to the policies, rules, and procedures of the Campus Affirmative Action Plan.

Qualifications for Classification

The qualification for each of the three research professor classifications are comparable to those set forth for regular members of the faculty.

Typically a candidate for the rank of *Research Assistant Professor* would have to have completed the terminal degree in his or her discipline and, in some fields, have at least one year of successful postdoctoral research experience. A person at this level would be fully capable of original, independent research work. An individual with the rank of Research Assistant Professor would serve one year contracts, with annual review required.

A person at the level of *Research Associate Professor* would have begun to establish a national reputation through published work and would typically have responsibility for carrying out independently, as principal investigator, projects of his or her own devising. Normally, a person should have achieved a minimum of three years of successful research as reflected in published work in refereed sources before attaining or being appointed to the rank of Research Associate Professor. An individual with the rank of Research Associate Professor would receive a three-year contract, with review required at the end of the cycle.

An individual with the rank of *Research Professor* would have shown a career of continued growth in scholarship which has brought a national or international reputation as a first-class researcher who has made substantial contributions to his or her discipline. Holders of this rank will receive 5-year contracts, with review required at the end of the cycle. Recognizably, there may be times when an individual promoted to this rank may be funded by grants which will expire before the end of the contract. This situation could require bridge support, which will be discussed later.

The normal time in rank to be considered for promotion is five years of service at the current rank. Any individual in any of the above ranks will be given one year's notice prior to the expiration and non-renewal of their contracts, following the first year of successful employment.

Separate titles should be used for those individuals with lesser qualifications who are assigned to research jobs which are routine and supervised but call for qualifications and responsibilities greater than those of staff technicians.

C. Departmental Affiliation

NTTF research professors should be formally affiliated with academic departments. Departments would make the hiring and promotional decisions using identical procedures with the only differences being tenure and teaching duties.

Most of the decision making will be done by those individual departments who participate, while trying to keep all NTTF research professors on same playing field as tenure track faculty.

D. "Bridge" Support

A current void exists for NTTF who are at the end of a grant and have not yet begun their next grant. As the policy is currently written, those individuals are not provided options for alternative employment. It is recommended that there should be "bridge" or temporary support available, possibly from the Office of Research and partnering with a dean, to provide this support. The support would not be automatic and would be considered at the request of the NTTF member's Dean.

E. Space Allocation

Research Non-Tenure Track Faculty positions carry with them the allocation of physical infrastructure. At a minimum, this should include office space, and, in many cases, it could include access to research facilities or assignment of laboratory space. An explicit policy should be set in place about the lines of authority to allocate such space, as well as provision for review of such allocations.

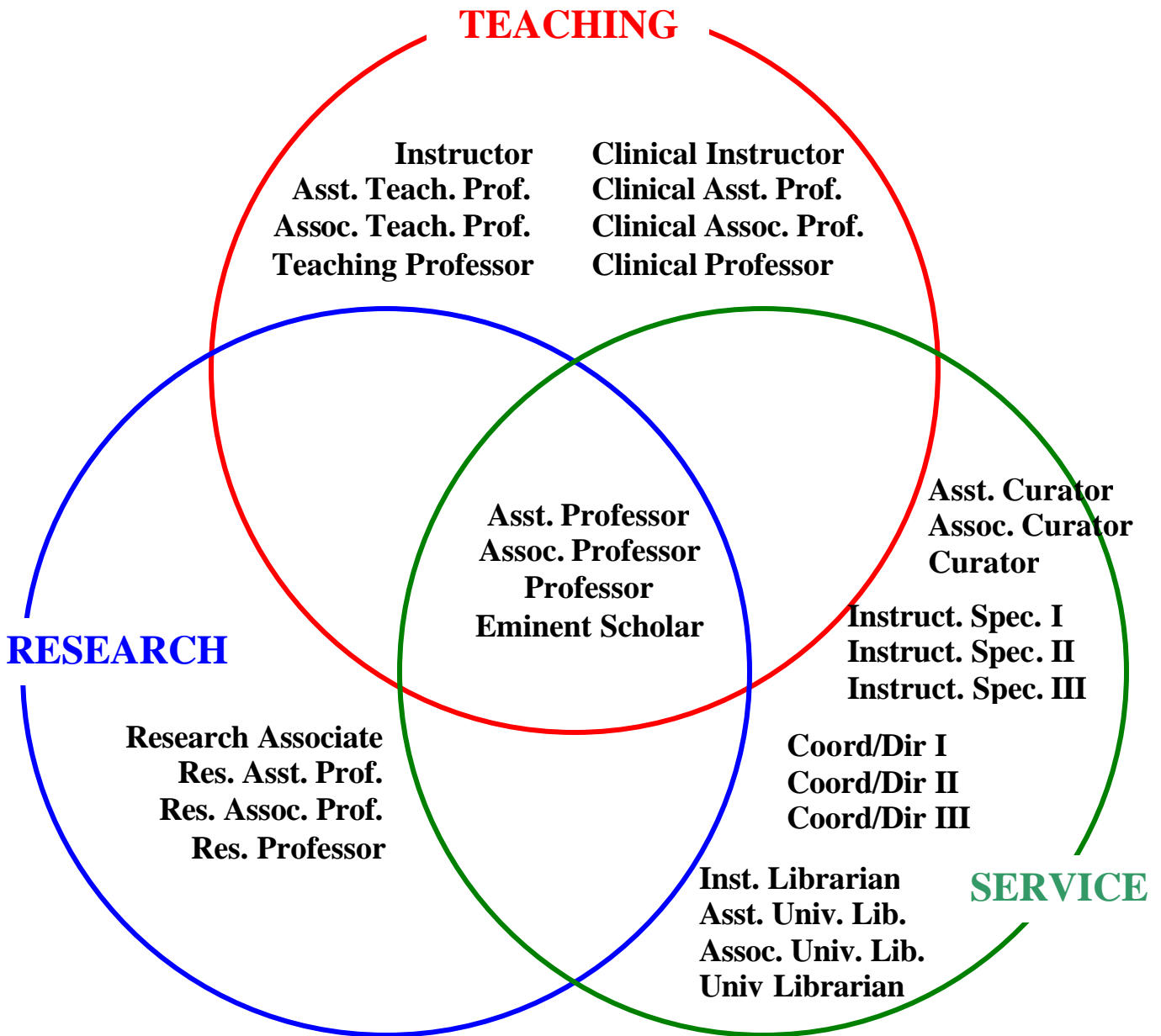
In summary, it is not until we begin to look at the structure of NTTF positions that we can compete nationally for the best and brightest individuals. This can be accomplished with policy revisions that can be implemented immediately and without jeopardizing the strength and security of the tenure faculty status. By implementing policies similar to those at the nation's finest institutions, FSU can continue its climb in stature as one of the country's finest research universities.

Note: Multi-year contracts and the minimum notice of non-renewal as stated above are subject to collective bargaining. The provision for promotion, but ineligibility for tenure for research professors, may also be subject to collective bargaining.

Document prepared by a special committee formed by the Office of Research to address non-tenure track faculty positions at FSU. Committee members include:

Professor David Balkwill
Professor Greg Boebinger
Professor Rob Contreras (Chair)
Professor Isaac Eberstein
Professor Tim Moerland
Professor and Dean of Faculties Anne Rowe

Appendix C: Recommended Faculty Position Titles



Titles to be Phased Out

- Lecturer
- Assistant in _____
- Associate in _____
- Asst. Scholar/Scientist
- Assoc. Scholar/Scientist
- Scholar/Scientist
- Staff Physicist

Modifiers

- Visiting _____
- Service _____

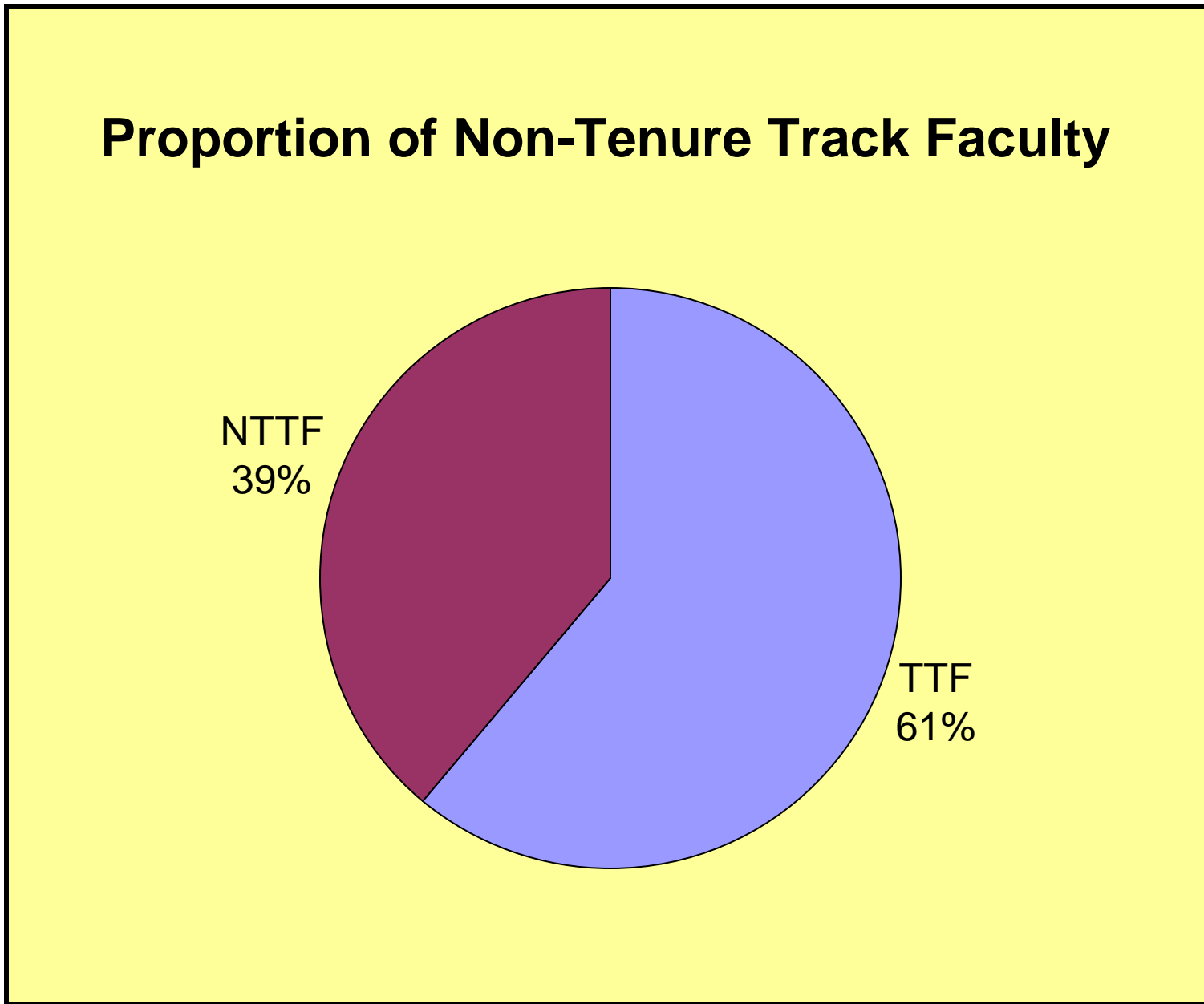
Appendix D: Florida State University Faculty by Tenure Type and Unit

Unit	Unit Name	All Fac	TTF	NTTF	%NTTF
APPS	Acad & Professional Pgm Svcs	15	1	14	93.3
AS	College of Arts & Sciences	580	427	153	26.4
BUS	College of Business	112	87	25	22.3
CCES	Ctr for Civic Edu & Service	1	0	1	100.0
COM	College of Communication	52	33	19	36.5
CRIM	College of Criminology	29	16	13	44.8
CSIT	Computational Sci & Info Tech	10	5	5	50.0
EDU	College of Education	141	90	51	36.2
ENG	College of Engineering	74	48	26	35.1
GRAD	Graduate Studies	3	1	2	66.7
HOUS	University Housing	1	0	1	100.0
HUM	College of Human Sciences	51	35	16	31.4
INFO	College of Information	29	22	7	24.1
INTL	International Programs	6	0	6	100.0
ISPA	Inst for Sci & Public Affairs	47	1	46	97.9
LAW	College of Law	54	31	23	42.6
LSI	Learning Systems Institute	65	11	54	83.1
MAG	Natl High Magnetic Field Lab	54	4	50	92.6
MED	College of Medicine	56	24	32	57.1
MPTV	Schl of Motion Pic TV & RA	16	3	13	81.3
MUS	College of Music	89	83	6	6.7
NUR	School of Nursing	26	14	12	46.2
PCC	Panama City Campus	30	2	28	93.3
PRES	Office of the President	2	1	1	50.0
PROV	Office of the Provost	10	7	3	30.0
RING	Ringling Ctr for Cultural Arts	3	0	3	100.0
RSCH	Office of Research	21	1	20	95.2
SCC	Student Counseling Center	2	1	1	50.0
SOC	College of Social Sciences	125	104	21	16.8
STDS	Dean of Students	3	0	3	100.0
STRZ	Strozier Library	36	0	36	100.0
SWK	College of Social Work	35	19	16	45.7
UNGD	Undergraduate Studies	2	2	0	0.0
VATD	Coll Vis Arts, Theatre & Dance	97	75	22	22.7

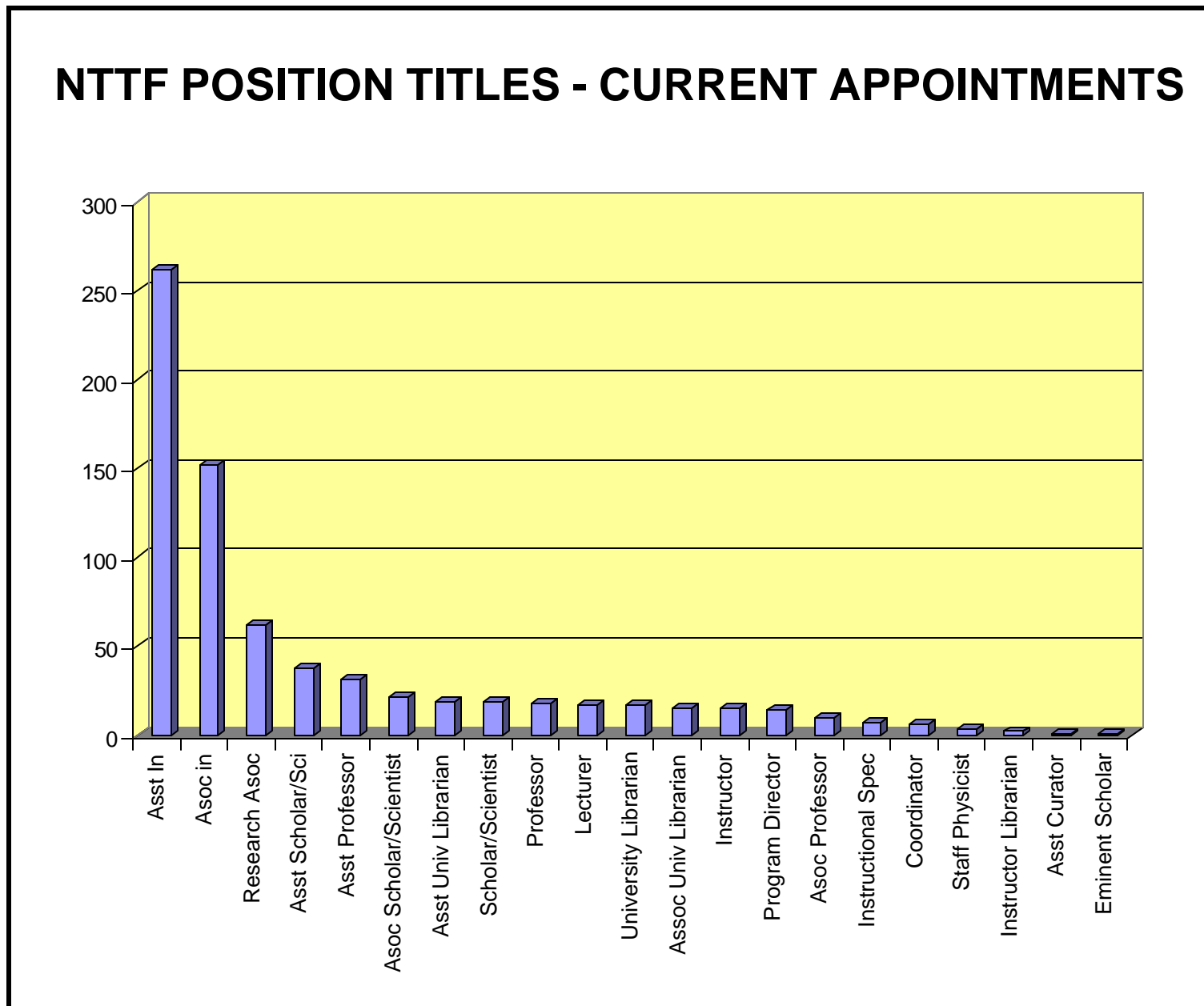
Column Totals	1878	1148	730
Percent of Total		61.1	38.9

TTF = Tenure Track Faculty
 NTTF = Non-tenure Track Faculty
 % NTTF = NTTF as percent of all faculty

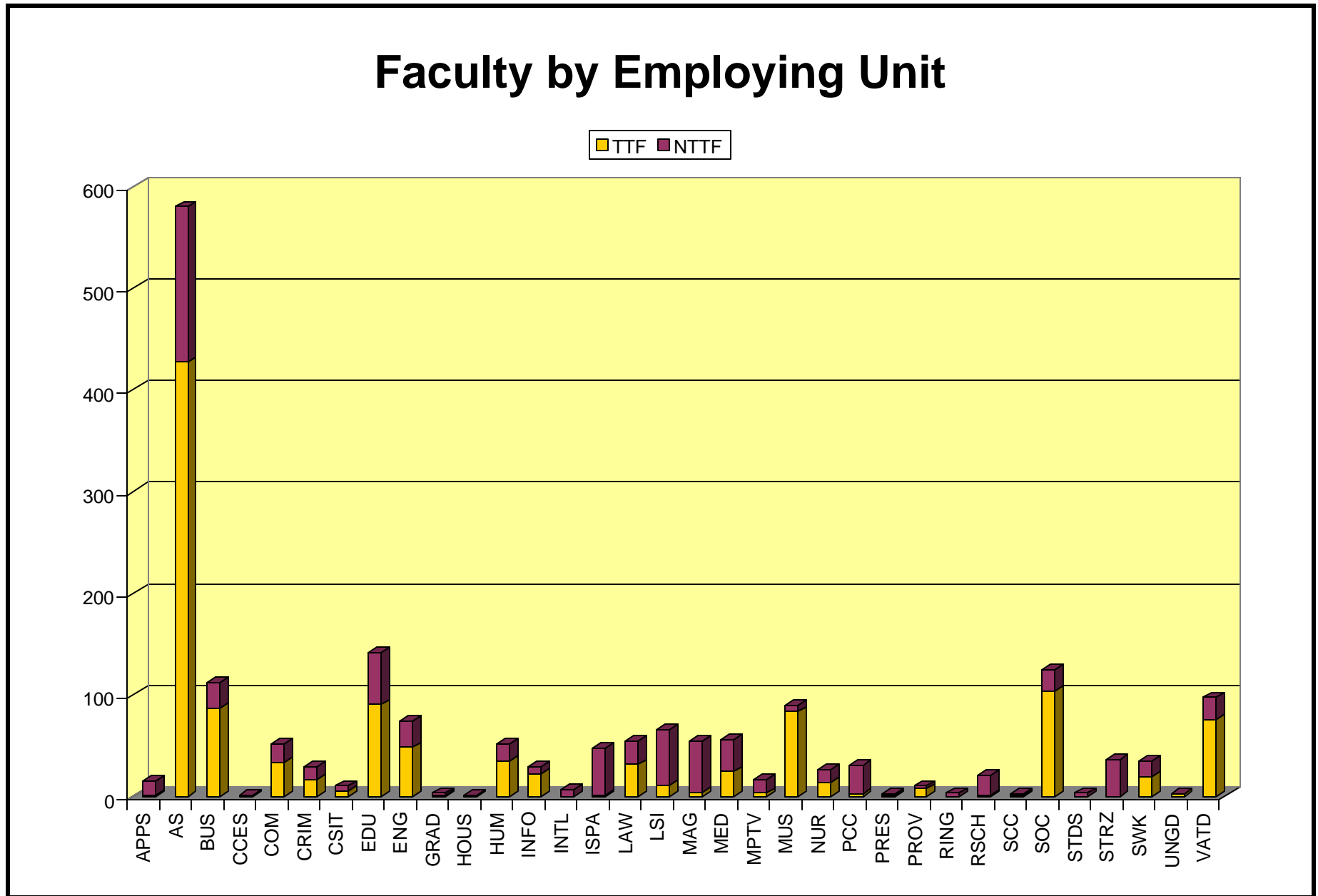
Appendix E: Proportion of Non-Tenure Track Faculty



Appendix F NTTF Position Titles – Current Appointments

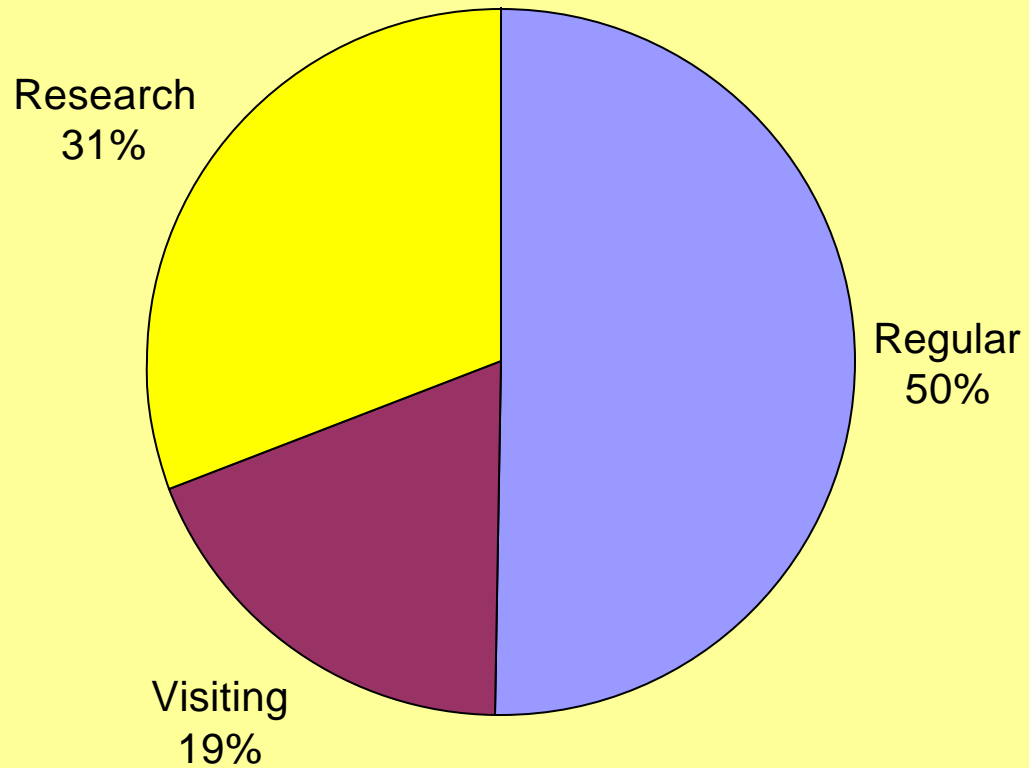


Appendix G Faculty by Employing Unit

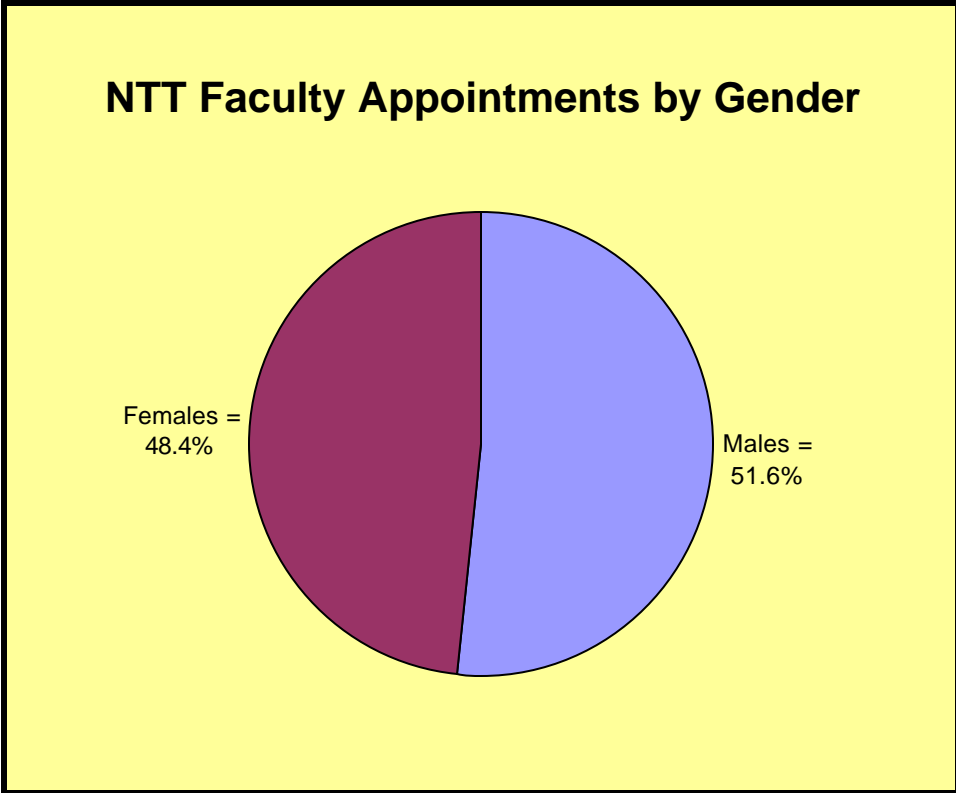
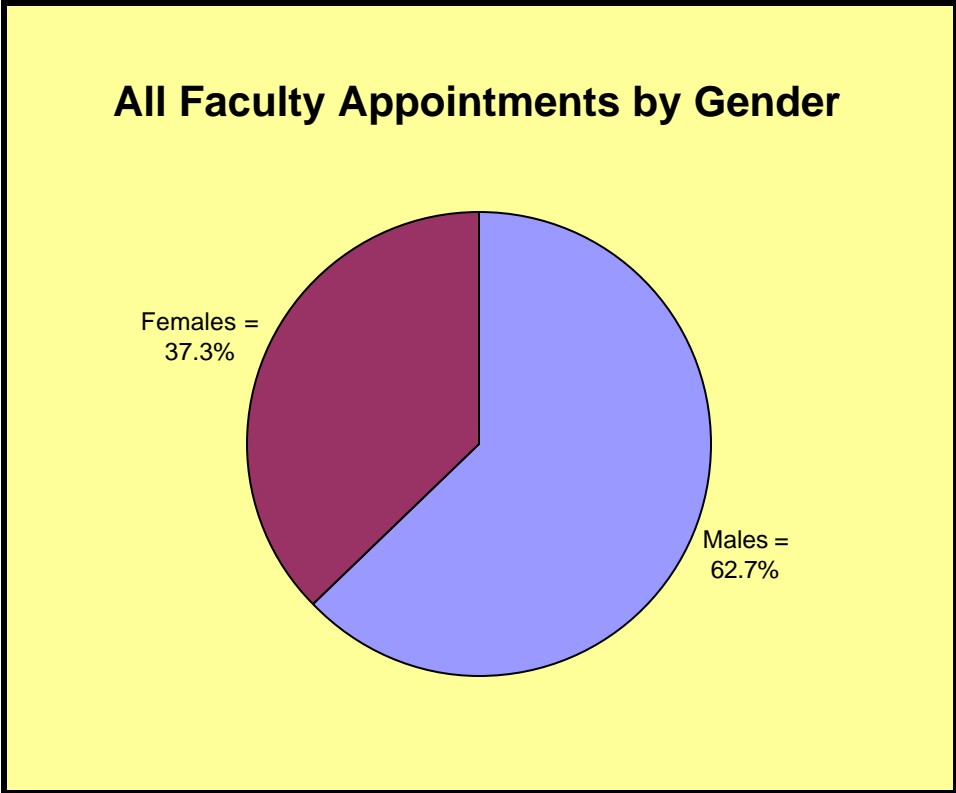


Appendix H NTT Faculty by Employment Class

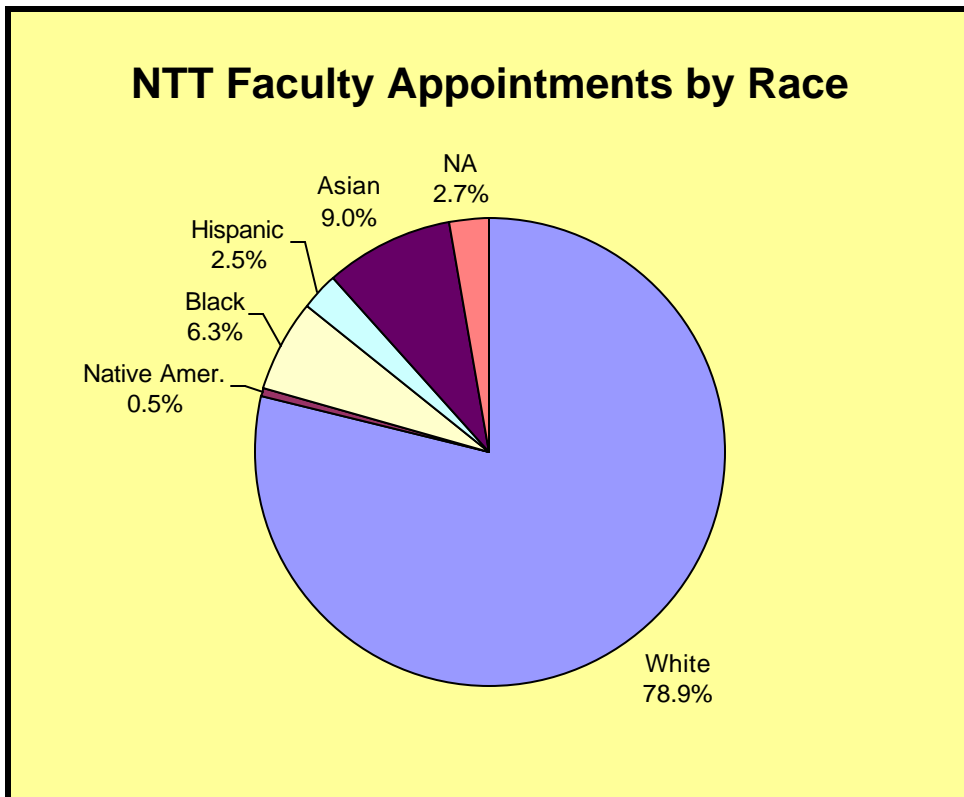
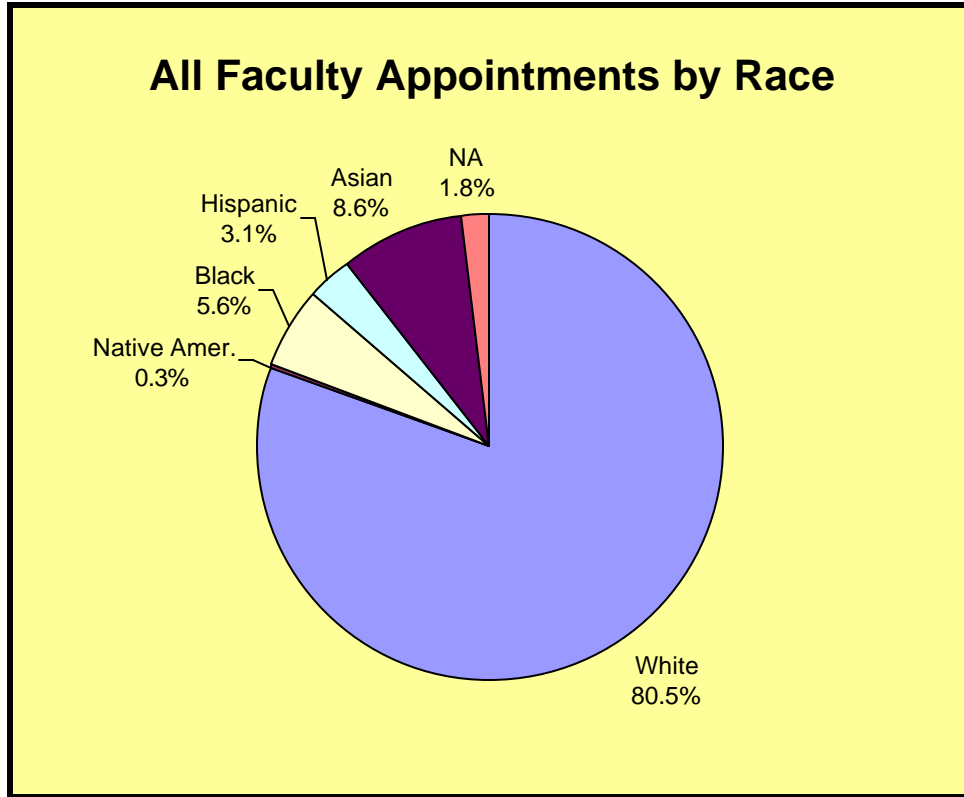
NTT Faculty by Employment Class



Appendix I Faculty Appointments by Gender



Appendix J Faculty Appointments by Race



Appendix K: Some existing policies on non-tenure-track faculty

The following documents specify policies, rules, or other constraints that affect the hiring, classification, and treatment of non-tenure-track faculty members at FSU. For each document, there is a mechanism for amendment.

1. *The FSU Constitution* - <http://www.fsu.edu/~dof/constitution.html> - may be amended by 2/3 vote of the Senate plus majority vote of the faculty eligible for election to the Senate.
2. The General Faculty *Bargaining Unit Definition* (see full text below) - may be modified by the Public Employees Relations Commission (PERC).
3. *The UFF-FSU Collective Bargaining Agreement (CBA)*- <http://www.uff-fsu.org/cbac/UFF%20Agreement.pdf> – may be modified by mutual agreement of the UFF and the FSU Board of Trustees.
4. *FSU policies* - may be modified by the President or delegated authority.

In the past, there were also statutory provisions and Board of Regents policies that were relevant. However, after the reorganization of the SUS under the Board of Governors and local boards of trustees, it seems personnel matters are now delegated to the universities.

A. FSU Constitution

It seems clear that the intent of the FSU constitution was to forbid the employment of any non-tenured faculty members for more than six years, and to provide permanent status for non-faculty members of the professional staff.

It defines the General Faculty as follows:

The General Faculty shall consist of those persons holding the academic rank of Instructor, Assistant Professor, Associate Professor, or Professor in one of the colleges, schools, or other academic units of the University, and of those members of the Professional Staff to whom the President assigns an academic rank.[Article II, Section A]

It distinguishes members of the General Faculty from Members of the Professional Staff, who are entitled to annual recommendation for reappointment (like tenure), as follows:

Those persons holding academic appointments within The Florida State University, but not within a college or school, and those persons within a college or school holding academic appointments whose responsibilities do not include teaching, shall be considered members of the Professional Staff. Members of the Professional Staff having appropriate qualifications and responsibilities shall be assigned faculty rank by the President of the University on recommendation of their administrative officers for the purpose of membership in the General Faculty.

Members of the Professional Staff shall enjoy the assurance of annual recommendation for reappointment in accordance with the provisions of the Florida Statutes and the regulations of the Board of Regents.[Article VII]

The Constitution sometimes uses the defined term “General Faculty” and sometimes uses just the word “faculty”. This permits two interpretations of most references to “faculty”:

1. If “faculty” means the same thing as “General Faculty”, then the Constitution has nothing to say about non-tenure-track faculty members other than Instructors.
2. On the other hand, there is an intentional distinction in usage, the term “faculty” should be interpreted more inclusively, e.g.,

faculty: the teaching and administrative staff and those members of the administration having academic rank in an educational institution. [Merriam-Webster Online Dictionary]

Under the latter interpretation, several provisions of the Constitution would apply to non-tenure-track members of the faculty, including the prohibition against continued employment for more than seven years:

- (1) No person employed after 1965 may remain in the service of the University as a nonpermanent member of the faculty of any college, school, or other academic unit in any rank or combination of ranks for a total of more than seven years, except that faculty whose service began before September 1972 may count four additional years in the Instructor or Acting Assistant Professor ranks as probationary. Persons holding an administrative or service role will normally hold a courtesy rank in an academic unit and shall not be subject to the rule during such service unless the academic unit grants a regular tenure-earning appointment. When the administrative or service function is ended, the person shall receive, upon request, a tenure-earning appointment in an academic unit.*
- (2) Not later than the end of the sixth year of service (or the tenth in the case of the above exceptions), the Departmental Chairperson, or equivalent, in consultation with the dean of his or her college or school, shall either nominate the faculty member for tenure or arrange to terminate his or her service at the end of the seventh year (or the eleventh, in the case of the above exceptions). In every case, the faculty member shall be notified in writing of this recommendation by the dean.*
- (3) Only time spent in the rank of Assistant Professor and above shall be construed as tenure-earning time. Assistant Professors and Instructors shall be considered ineligible for tenure or for reappointment beyond a seven-year maximum. .[Article VI B.7]*

Regardless of the interpretations of “faculty”, it is clear the Constitution does not recognize non-tenure-track faculty members in ranks other than Instructor as being eligible to serve as Senators.

Besides the ambiguity and potential inconsistency with current practice as to the reappointment of non-tenured faculty for more than seven years, the FSU Constitution contains several other inconsistencies, including references to the Board of Regents.

B. Bargaining Unit Definition

All faculty members in the following position classifications holding regular, visiting, provisional, research, affiliate, or joint appointments are included in the bargaining unit:

9001 - Professor
9002 - Associate Professor
9003 - Assistant Professor
9004 - Instructor
9005 - Lecturer
9006 - Graduate Research Professor
9007 - Distinguished Service Professor
9009 - Eminent Scholar
9053 - University Librarian
9054 - Associate University Librarian
9055 - Assistant University Librarian
9056 - Instructor Librarian
9115 - Coordinator
9120 - Associate in _____
9121 - Assistant in _____
9126 - Program Director
9150 - Curator
9151 - Associate Curator
9152 - Assistant Curator
9153 - Staff Physicist
9160 - Scholar/Scientist/Engineer
9161 - Associate Scholar/Scientist/Engineer
9162 - Assistant Scholar/Scientist/Engineer
9166 - Research Associate
9173 - Counselor/Advisor
9178 - Instructional Specialist
9334 - Specialist, Computer Research
9433 - Specialist, Music

Together with chairpersons (Administrative Code: C1) in the following colleges and schools:

*College of Arts and Sciences
College of Business
College of Communication
College of Engineering
College of Social Sciences
School of Visual Arts and Dance*

And employees in the above classifications with the following administrative titles: Associate Chair (C2), Assistant Chair (C3), Coordinator (N1); Program Director (G1), Associate Program Director (G2), Assistant Program Director (G3), Department Head (H1), Associate Department Head (H2), Assistant Department Head (H3), and Counselor/Advisor (B1).

Excluded:

Department Chairs in departments not specifically included above, employees in the included classifications with administrative titles not specifically included above, Deans, Associate Deans, Assistant Deans, and all other administrators above them, Administrative & Professional employees not specifically included, employees of the College of Law and College of Medicine, employees serving as members of the University Board of Trustees, managerial employees, confidential employees, and all other employees. [Appendix A]

C. Collective Bargaining Agreement

The CBA applies only to the faculty members specified above, notably excluding the College of Law and the College of Medicine. For those employees to which the CBA applies, it defines “faculty member” to be any member of the bargaining unit:

“faculty member” means a member of the bargaining unit [Article 32]

Since the CBA defines “faculty member” to be any member of the bargaining unit, nearly all of the CBA pertains to both tenure and non-tenure track faculty members. For example, all the provisions regarding annual evaluation and duty assignment apply to all members of the bargaining unit. These include the requirement for each department/unit to have written criteria and procedures for:

Annual evaluation [10.3 (a)]

Promotion [14.2 (b)]

Merit-based salary increases [10.1 (b) and 23.4]

All of the faculty, including non-tenure-track, are eligible for the same across-the-board, promotion, and departmental merit salary increases. An exception is made for C&G-funded positions, if the terms of the contract or grant do not permit the increase. (However, note that 23.2 (b) seems to require that a person on C&G money cannot be given a salary increase except according to one of the provisions of Article 23.)

There is also a requirement that “faculty members eligible for promotion shall be apprised annually in writing of their progress toward promotion” [14.2 (e)(1)], and that annual duty assignments “provide equitable opportunities, in relation to other faculty members in the same department/unit, to meet the required criteria for promotion, tenure, and merit salary increases”. [9.3 (d)].

For other examples, see: the provisions of Article 8 on recruitment, dual compensation, etc.; the provisions of Article 9 on working hours, instructional technology, etc.; the provisions of Article 18 on rights to inventions and works; the provisions of Article 24 on benefits. All are stated as applying to “faculty members”, which means they apply to non-tenure-track as well as tenure-track faculty members.

There are just few sections of the CBA that deal specifically with tenure, including how tenure is earned and the privileges that go with tenure, mainly in Article 15 [Tenure].

The following are some of the provisions that seem to bear most directly on the classification of non-tenure-track faculty members and some other issues that seem to be of concern to the non-tenure-track faculty.

1. Creation of new non-tenure-track position classifications

(1) The Board may create new position classifications with job duties including the creation, dissemination, or presentation of knowledge only after negotiations with the UFF to determine the nature and necessity of the new position classification and whether it will be designated within or outside the bargaining unit.

(2) All new position classifications with job duties including a substantial teaching or research component shall be designated within the bargaining unit. [1.2(a)]

2. Commitment to a tenured faculty

The Board agrees that it is in the best interests of the University, the faculty, and the students to maximize the ratio of tenured and tenure-accruing E&G appointments to the number of non-tenure-accruing E&G appointments, among those appointments including significant teaching responsibilities.[8.3]

3. Restriction on adjunct appointments

Adjuncts shall be employed only when faculty are not available for assignment. Such appointment is for one academic term at a time and is ordinarily paid on a per course basis or, in cases of non-instructional appointments, on a per activity basis. Adjunct appointments may not be for more than 50% of the time throughout an academic year or full-time for more than twenty-six weeks of an academic year. The use of adjuncts shall, upon the request of the UFF Chapter representatives, be a subject of consultation under the provisions of Article 2.[8.3 (3)]

4. Notice of non-reappointment

(a) All faculty members, except those described in (b)(1) and (c) below are entitled to the following written notice that they will not be offered further appointment:

(1) For faculty members in their first two (2) years of continuous University service, one semester (or its equivalent, 19.5 weeks, for faculty members appointed for more than an academic year);

(2) For faculty members with two (2) or more years of continuous University service, one year; or

(3) For faculty members who are on "soft money", e.g., contracts and grants, sponsored research funds, and grants and donations trust funds, who had five (5) or more years of continuous University service as of June 30, 1991, one year.

...

(e) A faculty member who is entitled to written notice of non-reappointment in accordance with the provisions of Section 12.2 who receives written notice that she will not be offered further appointment shall be entitled, upon written request within twenty (20) days following receipt of such notice, to a written statement of the basis for the decision not to reappoint.

Of course, there is more. Section 12.4 then requires the University to make a reasonable effort to find other employment for the individual if the reason was one of a list of reasons, which appear to cover the usual reasons for non-renewal that might loosely be called “lay off”. The subject of layoff is covered in more detail, in Article 13 (Layoff and Recall).

5. Right to vote

This article applies to all bargaining unit members. It does not specify how faculty members are selected to serve as representatives, in places where it requires that the faculty be represented, and it does not specifically address the Faculty Senate, because the UFF did not want to interfere with the existing Senate system. In particular, the CBA left to the Senate to decide who votes for senators and who can serve as a senator.

However, the CBA does appear to require that all bargaining unit members be allowed to vote on certain issues, including departmental bylaws:

The faculty members of each department/unit, by majority vote, shall establish bylaws, which must pass Administrative review. ..[26.5(a)].

The same appears to be true for evaluation criteria and procedures:

The faculty of each department/unit shall develop and maintain specific written criteria and procedures by which to evaluate faculty members consistent with the criteria specified in Sections 10.2 and 10.3 and subject to the approval of the unit’s dean. [10.4 (a)]

...

These criteria and procedures, and any revisions thereof, shall be recommended by a secret ballot vote of a majority of the faculty members in the department/unit. [10.4 (b)(3)]

...

Subsequent revisions may be initiated by a majority vote of at least a quorum of the faculty members subject to evaluation or upon the initiative of the department/unit administrator. [10.4(b)(4)]

D. FSU Personnel Policies

As with the CBA, many FSU policies apply to all employees. The following specifically apply to non-tenure-track faculty members:

1. *Promotion Procedures for Non-Tenure-Track Faculty* - <http://www.fsu.edu/~dof/forms/nonregfac06.pdf>
2. *Minimum Requirements for Promotion “Assistant in” to “Associate in” - to “Research Associate”* - <http://www.fsu.edu/~dof/promoreqs.htm>.
3. *Under the terms of the CBA, written promotion criteria and procedures need to be defined for all faculty positions. Therefore, where there are none defined by the University they must be defined by the department/unit. Apparently, this requirement of the CBA remains to be implemented by many departments/units.*
4. *Faculty Position Code Descriptions* - <http://www.hr.fsu.edu/index.cfm?page=JobGroupManagement&pp=FAC> (click on code to see description), for example for Research Associate:

DESCRIPTION: Responsible to a Chair or other appropriate administrator of a State university. Responsible for defining problem areas within the functional area to which assigned. Outlines research programs and projects, analyzes statistical and other data, and provides appropriate recommendations to address and eliminate problem areas. May be assigned teaching duties.

**** Examples listed are not an all inclusive list of duties and tasks. MINIMUM QUALIFICATIONS: Master's degree from an accredited institution with demonstrated record of academic research achievement, or professional qualifications in the field of specialization above those which would be equivalent to the highest degree. Must meet university criteria for appointment to the rank of Research Associate.*

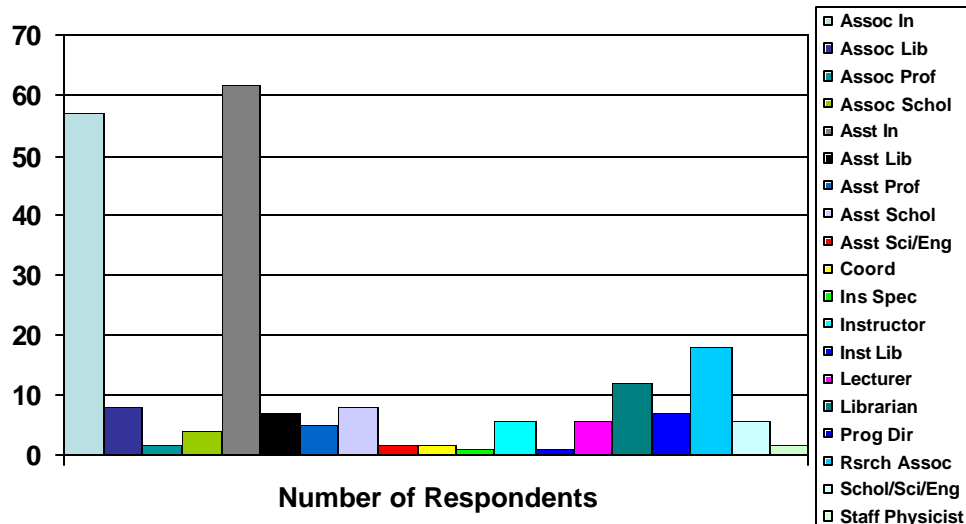
5. *College of Medicine Faculty Handbook* – This document is not accessible on-line except from inside the COM’s intra-net. The faculty of the COM is outside the faculty bargaining unit, and so this appears to be the only document that applies to that faculty.

Appendix L Summary of Job Satisfaction Survey

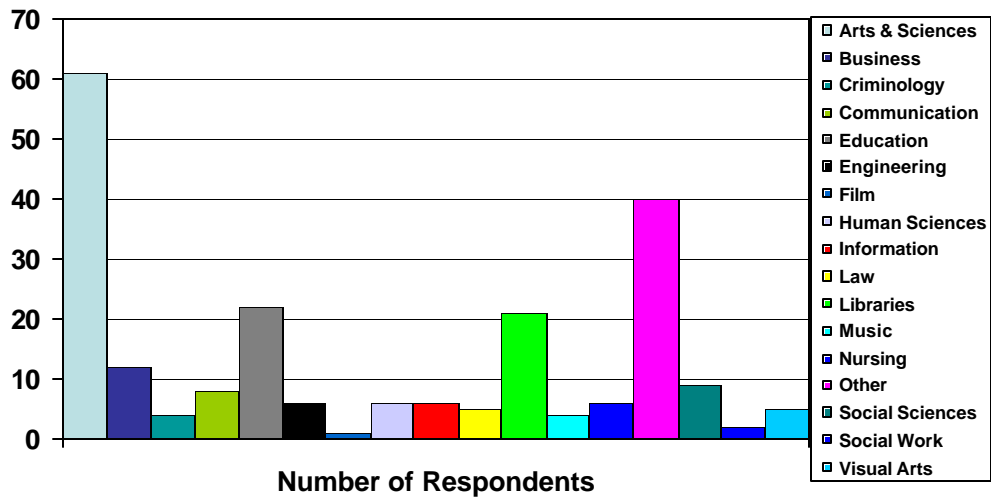
Survey Information

- Conducted via web 3/17/06 – 3/31/06
- Five Likert-scale questions with comment fields, two free response questions
- Survey invitation sent via email to 684 non-tenure track faculty
- 219 respondents = 32 percent

Respondent Job Classes



Respondent Academic Units

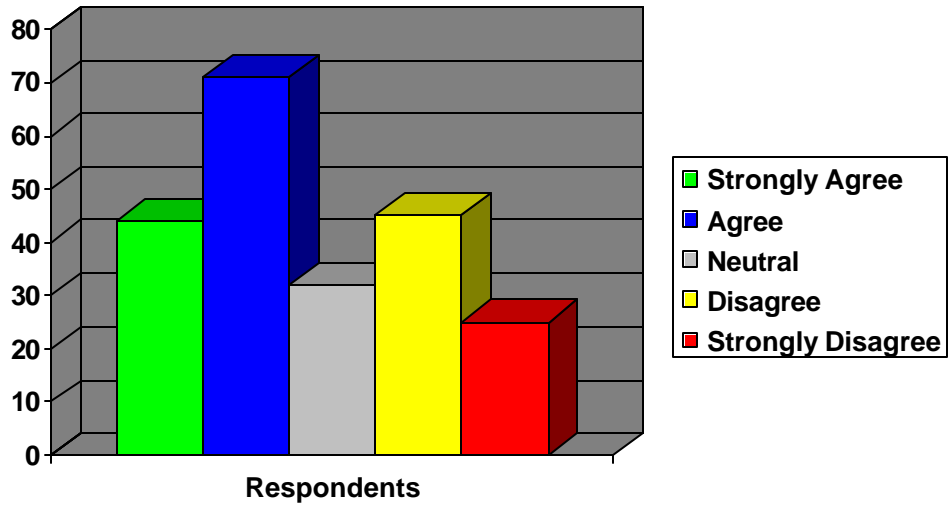


Overall Responses

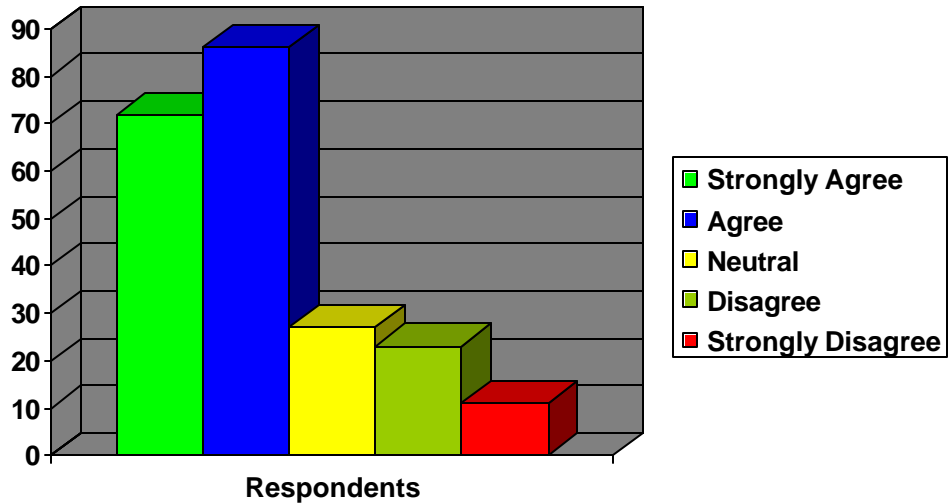
1. *I feel secure in my position.*
2. *My assignment of responsibilities clearly identifies the tasks I am expected to carry out.*
3. *I am considered a peer by tenure-track faculty in my area.*
4. *I have clear standards for promotion and opportunities to work toward promotion.*
5. *I would leave FSU for a tenure-track position elsewhere.*

SURVEY ITEMS and FACULTY RESPONSES		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
1. Security	#	44	71	32	45	25	217
	%	20	33	15	20	12	*
2. AOR	#	72	86	27	23	11	219
	%	33	39	12	11	5	*
3. Peer	#	23	54	64	46	32	219
	%	11	25	29	21	15	*
4. Promotion	#	23	24	39	61	71	218
	%	11	11	18	28	32	*
5. Leave FSU	#	41	46	55	40	37	219
	%	19	21	25	18	17	*

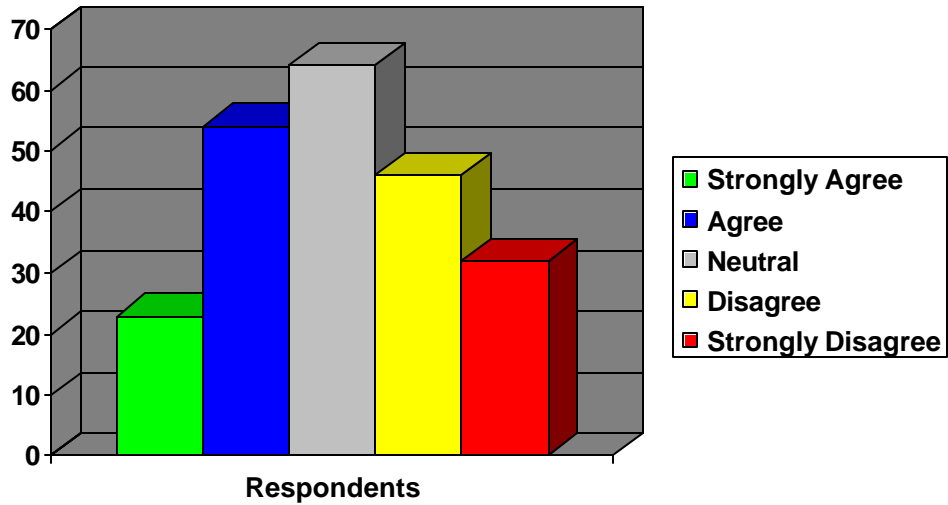
1. I feel secure in my position.



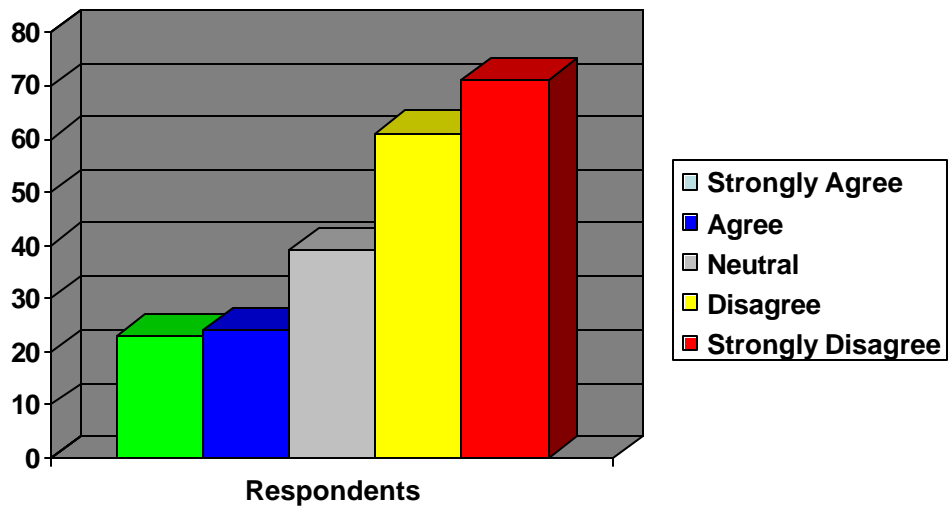
2. My assignment of responsibilities clearly identifies the tasks I am expected to carry out.



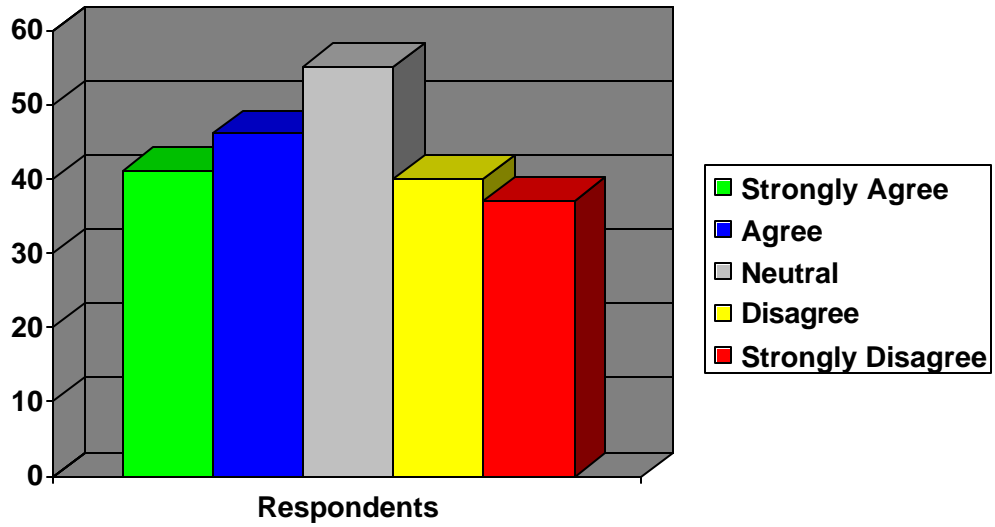
3. I am considered a peer by tenure-track faculty in my area.



4. I have clear standards for promotion and opportunities to work toward promotion.



5. I would leave FSU for a tenure-track position elsewhere.



Appendix M Non-Tenure Track Faculty Survey Comments

The sub-committee takes a strong stand on the importance of protecting the anonymity of those individuals who responded to the survey, but also finds that the comments communicate the strong feelings of many of our NTTF colleagues. The comments of some individuals were specific enough to allow their identification. We have taken the following steps to both protect anonymity and provide a flavor of the responses in each section of the survey:

- ? words or phrases that could identify an individual have been replaced by a generic word or phrase enclosed in square brackets and
- ? a limited number of comments have been selected in each section to communicate the flavor of the comments as a whole.

1. I feel secure in my position.

Total comments n = 109

Representative Comments

- ? 12-month soft money with an uncertain funding climate and no support from the university does not make me feel secure.
- ? The position is dependent on outside grant.
- ? I sign a three month contract
- ? I feel secure as long as I do not complain about the unfair treatment or other inequities. I do not feel threatened by budget cuts or performance related issues - just those in charge.
- ? I see people around me let go without detectable reason
- ? While I've been on the faculty for over 20 years, I still do not feel secure in my position.
- ? Faculty in the **(name of unit)** are sometimes moved about with little or no warning. Sometimes it appears to be in retribution for something the person has said or done....
- ? I feel secure for the current year, but there is no guarantee of employment for the next year.
- ? As long as the current administration is in place, I feel secure. However, I am aware that my position is an at-will appointment.
- ? That security is limited to my own ability to raise funds to support both my position and all positions for my staff.
- ? I am doing a good job, so I feel secure for now.
- ? I hold an Administrative position as the **(name of position)**. As such, I perform duties not desired by others and they are reluctant to get rid of me. I also do a very good job.

2. My assignment of responsibilities clearly identifies the tasks I am expected to carry out.

Total comments n = 66

Representative Comments

- ? My AOR always has to be corrected and then changes during the year without written notice.
- ? Very generic
- ? My assignment is not only vague, but when it changed in mid-year, I was ordered to back-date the change.
- ? I do not have an official assignment of responsibilities
- ? My AOR is a fabrication of responsibilities for about 30% of what I do. There are words on a piece of paper that satisfy the requirement of having an AOR.
- ? Occasionally, I've been surprised by an assignment that I'm expected to do that I haven't been expected to do in past years. They've been appropriate enough, but someone needs to tell about the change.
- ? Although they may be clearly stated, they are not clearly evaluated and I see that no matter how hard I work I will never be able to advance at FSU.

- ? I am sometimes unable to perform these tasks due to lack of support from the ... Administration.
- ? Yes, I have a clear set of goals for my area.
- ? Except that I have my own independent research program, my own grants, my own students, and I teach a graduate level course, and none of this was in my original "assignment of responsibilities".
- ? My assignment of responsibilities is very general and gives me enough latitude to do my job.
- ? The assignment of responsibilities is general rather than specific — as it should be since specifics can change depending on what is needed.
- ? My department Chairperson has always communicated very clearly my assignments and responsibilities and is always willing to discuss them with me.

3. I am considered a peer by tenure-track faculty in my area.

Total Comments n = 136

Representative Comments

- ? No, there are very clear lines drawn within my area....
- ? My department will not even place us in the faculty listing on our websites....
- ? Since I cannot serve on department committees, cannot vote in faculty meetings, cannot serve as dissertation chair or outside committee member, fellow faculty members view me as less than.
- ? Tenure and non-tenure are a world apart.
- ? Absolutely not. This is clearly displayed in faculty meetings, the manner in which decision are made, inclusion is talked about but when it comes down to being included it does not happen. Non tenure faculty are not respected for their skill and abilities. All decisions made at the college are for the benefit of the tenure and tenured earning faculty.
- ? Most (if not all) tenure track faculty in my department view the non-tenure track faculty as basic staff...here to meet their needs, rather than as a colleague that can contribute to their research and possibly collaborate.
- ? Some yes, some no. Most treat me as a technician, not as faculty.
- ? Accepted, but not the same
- ? Since I hold a Ph.D, some of my colleagues consider me a peer, others do not. But it is mostly negative.
- ? This really does not pertain to me since I am totally in an administrative capacity.
- ? We don't have tenure track faculty in my area.
- ? The faculty are surprisingly nice in this respect.
- ? Many tenure-track faculty have this attitude, some do not. I have always felt that this was their problem and a loss to them.
- ? Most people have treated me with respect.

4. I have clear standards for promotion and opportunities to work toward promotion.

Total comments n = 107

Representative Comments

- ? There is no plan for promotion in my position.
- ? No possibility for promotion or pay raise, as far as I know.
- ? According to my chair, my opportunities for promotion and / or raises are non-existent.
- ? If we have standards I have not idea what they are or even if such standards exist.
- ? NOT! On my first day, I was informed that no future pay increases (beyond State's annual chintzy 1%) nor promotion would ever occur. Honest, but demoralizing. Why even hope?
- ? Was lied to about the promotional criteria and then never presented any standards.

- ? I have no idea what to do towards a promotion.
- ? The only way I can go forward is to leave this university and go elsewhere.
- ? There are clear standards for promotion, but the opportunities to work towards them are afforded selectively within the organization.
- ? Absolutely NOT. Although I do a ton of service, lots of creative work, receive very high marks on teaching evaluations, and do extra work at every turn, the fact that I don't do research is frowned on by those that do.
- ? We have standards, but there is little to no guidance on how to assemble promotion folders and what items are the most important to the ... Administration.
- ? Standards are clear. Opportunities are made available to administrative favorites.
- ? As a 100% soft-money funded NTT faculty, there is no path to promotion, only the opportunity to continue to bring in grant funds and continue to work.

5. I would leave FSU for a tenure-track position elsewhere.

Total comments n = 95

Representative Comments

- ? I've been trying for two years, and would leave in a heart beat. As an FSU alum and life-long Seminole, I feel almost heart-broken that I have been made so bitter about this position. But clearly I can not stay here if I have any hope of establishing a career.
- ? Who wouldn't given the lack of respect and appreciation we receive.
- ? In a heart-beat. Only tenure guarantees academic freedom. Would marriage be the same if it was just a series of one year contracts?
- ? Except that I would rather not leave Tallahassee.
- ? very likely once my PhD is complete
- ? The only thing keeping me here is spouse's employment.
- ? The only thing keeping me at FSU is my age.
- ? I am very well compensated. It is not clear to me that I would command the same salary in a TT position at the bottom of the ladder.
- ? I would also leave FSU for a non-tenured track position elsewhere if the right opportunity presented itself.
- ? I would not leave solely for that reason.
- ? Not Applicable. Without a PhD, I would not be eligible for tenure track positions.
- ? Not interested in tenure track
- ? I love my job here—it does not matter very much to me that it is not tenure track. I do feel that my work and achievements warrant a tenure-track position, but I do not really fit well into any one department on campus.
- ? I'm too near retirement.
- ? I do not want to move from Tallahassee and my family. I'm staying here, even though I would love to have a tenure-track position.
- ? I am bound to Tallahassee and want to be a part of FSU. Tenure is more competitive than I am cut out to be
- ? No, I love my job

6. One thing I would change about my position, if I could, is:

Total comments n = 170

Representative Comments

- ? Clear standards for promotion and opportunities to work toward promotion
- ? If I could somehow increase the respect the position had, that's what I would change.
- ? The position to be considered for tenure.
- ? I would like to feel included.
- ? Salary.
- ? I would like to have the ability to have a voice in major decisions made regarding my program and position.
- ? Clear, defined process for advancement.
- ? I would like some support from the university. I generate overhead for the university at no cost to the school (my salary is entirely paid for by my own grants). I also generate salary money for other researchers. I feel I deserve the opportunity to work toward the goal of having the university support some of my time which I could then use as leverage to generate more grant money from external sources. I am also sick of receiving letters telling me when my new "termination date" is. This is demoralizing.
- ? Workload
- ? I really think that there needs to be more opportunity for advancement in the classification systems of the non-tenure track faculty. There should be at least 3, if not 4, rankings (not unlike the assistant, associate, and full professor ranking system).... It would give those who might need it a little more incentive than is currently built in to the job. One additional comment, is that non-tenure track faculty are not eligible for many (if any) of the awards for which tenure-track faculty are eligible, even though they may be doing the same tasks (e.g., teaching awards, peer recognition resulting in a distinguished faculty designation of some sort). I would recommend the inclusion of non-tenure track faculty in some of these awards where appropriate and the creation of other recognition titles (with salary rewards) as appropriate, too. This might also help improve the status of non-tenure track faculty in the minds of some tenure-track faculty.
- ? So far I enjoy everything about my position.
- ? Be included in service opportunities/committees, even faculty meetings in the Department
- ? The title...no one outside of the university understands what an "Assistant-In" or "Associate-In" does. People seem to think we stopped in mid-sentence. The general public assumes if you teach at a university you are a professor.
- ? I would very much like to be allowed by the University to have doctoral directive status.

7. The best thing about my position is:

Total Comments n= 176

Representative Comments

- ? Have health insurance and retirement
- ? Pleasant work environment
- ? It is a job, in my chosen field.
- ? I am happy to have a job.
- ? Not having to deal with the political issues associated with promotion and tenure.
- ? Flexibility.
- ? none
- ? Interaction with students.
- ? Working for the university
- ? The ability to work in a strongly R&D oriented environment.
- ? I am doing exactly the type of work I want to do.
- ? Academic freedom.

- ? It is not tenure track and I see very little politics. I can focus 100% of my energy on teaching which is why I am here
- ? Freedom to pursue the research I am interested in and time to do it.
- ? The opportunity to work with bright, interesting students who have the chance to make a difference in the world. Having a long Christmas break and all summer off (although I always do a significant amount of work during summer preparing for the fall semester).

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