

MEMORANDUM

Date: November 12, 2012

To: April C. Mason, Provost and Senior Vice President
Jim Bloodgood, Faculty Senate President

From: Ruth A. Dyer, Senior Vice Provost for Academic Affairs *RD*
Robert Clark, Associate Professor, Modern Languages *RC*
Co-Chairs, Professional Titles Working Group

Subject: Report and Recommendations of Professional Titles Working Group

The Professional Titles Working Group has completed its work, and we are attaching our final report and recommendations. We want to commend the Working Group members on the very thoughtful approach they took to addressing the issues that were brought to them for consideration. They carefully examined the areas of concern, sought to identify flexible and reasonable solutions, obtained input from the campus community on their draft recommendations and made revisions based on the feedback they received.

The Working Group addressed each of the elements of the charge it was given, and the final report reflects the extensive discussions among the Working Group members and their dialogue with the campus community. This report includes several recommendations for your consideration and recognizes that if you decide to consider implementation that a request to the Board of Regents to use these titles and multiple-year contracts will need to be made.

Please let us know if you have any questions about the report, the recommendations, or the work of this group. Our hope is that these recommendations will clarify and strengthen the positions available for use by the university.

cc: Professional Titles Working Group

Professional Titles Working Group

Report and Recommendations

November 9, 2012

Background

Both Faculty Senate and K-State academic administrators identified the need to expand the set of titles for faculty members employed in non-tenure track positions and to provide a level of advancement within each title track that reflects the professional development of the individual. Faculty Senate leadership requested that the Faculty Senate President and the Provost and Senior Vice President appoint a joint working group to consider these and other issues.

Working Group

The members of the Working Group and their affiliations were:

Robert Clark, Co-Chair	Associate Professor, Modern Languages
Ruth Dyer, Co-Chair	Senior Vice Provost for Academic Affairs
Kelli Cox	Director, Planning and Analysis
Jennifer Gehrt	Director, Human Resources
Fred Guzek	Associate Professor, Arts, Sciences and Business, Salina
Mo Hosni	Professor, Mechanical and Nuclear Engineering
Kaleen Knopp	Instructor, Arts, Sciences and Business, Salina
Eric Maatta	Department Head, Chemistry
Dirk Maier	Department Head, Grain Science and Industry
Beth Montelone	Associate Dean, Arts and Sciences
Rob Pettay	Instructor, Kinesiology
Donita Whitney	Instructor, Management

The charge was to:

Review non tenure-track faculty titles at Kansas State University and make recommendations for possible changes to Faculty Senate and the Provost. Specific aspects of this charge included:

- Review and compare professional titles (i.e., non-tenure track faculty) at peer institutions and 'top 50 research institutions.'
- Identify costs and benefits, both tangible and intangible, of the current KSU model of professional titles.
- Identify costs and benefits, both tangible and intangible, of other models of professional titles.
- Consider salary and/or contractual benefits that might accompany new professional titles.
- Consider guidelines or criteria that might accompany new professional titles.
- Propose changes, if any, to the current KSU model and the reasoning used to support proposed changes to professional titles at KSU.

The Working Group held its first meeting on February 24, 2012, and formed two subgroups to accomplish its charge:

- Costs and benefits of current K-State model and of new titles
- Compilation and comparison of titles used at other universities

Each subgroup was asked to gather information and background that would be useful in addressing the charge to the working group. Included below are brief summaries of the general information compiled by each subgroup.

Costs and benefits of current K-State model and of new titles

This subgroup identified implications of maintaining the current professional faculty titles model. Currently, non-tenure track faculty members enjoy the same payroll benefits as tenure-track faculty when an individual has at least a 0.5 FTE appointment, and that standard will continue.

In the current one-level instructor model, instructors have no career path if they stay in a non-tenure track position, and thus, they lack opportunity for advancement. This inability to advance talented faculty may result in a higher rate of turnover.

In addition, there are times when highly accomplished individuals leave their positions in industry, government, or non-profit organizations and would like the opportunity to share their experiences with college students. Presently at K-State, there is an inability to give accomplished experts a more appropriate or prominent title than Instructor.

There also is a perception that faculty who only have instructional duties are not as highly valued as those who have teaching, research and service responsibilities. On the other hand, instructors who focus their efforts solely on teaching responsibilities allow tenure-track faculty to place greater emphasis on research and other scholarly activity, because of the decreased teaching load they must carry.

This subgroup also compiled data on the number of instructor positions currently in place, both for regular and term appointments, along with years in rank. Jennifer Gehrt provided data on the estimate for the cost associated with a promotion increase of various percentages for all instructors with five or more years of service at K-State. The subgroup recognized that not every individual with five or more years of service would meet the criteria in a unit for promotion to a Senior Instructor rank, but the cost estimate did provide an upper estimate on the potential expense.

Compilation and comparison of titles used at other universities

This subgroup looked at information from 26 universities, including our peers and other universities with a profile similar to K-State's, and prepared a comparison sheet of the ranks within the various titles used by each of the universities. They developed draft descriptions of proposed sets of titles, ranks within each title, descriptions of the qualifications for each title and rank, and general characteristics and duties associated with each title.

Recommendations

On the basis of the data gathered and the discussions of the working group members, a final set of recommendations has been developed.

1. New Titles, Ranks and Characteristics of each title

The following outlines the recommendations for a new set of titles, ranks within each title, and general characteristics for each title that distinguish the attributes of individuals being considered for these non-tenure track faculty positions. Individuals on regular appointments at the lowest rank within each title are provided with one-year contracts. Individuals on regular appointments at the higher ranks are eligible to receive multiple-year contracts, either for a three-year or a five-year time period. Notice of non-reappointment for these multiple-year contracts will follow the standard policies used for other non-tenure track multiple-year appointments. Examples of a single-year contract for the existing Clinical Track Assistant Professor position and multiple-year contracts for the existing clinical track Associate Professor and Professor positions are included in Appendix A.

Professor of Practice and Senior Professor of Practice

Individuals appointed to these ranks are not required to hold a terminal degree, but must typically have at least 10 years of experience in business, industry, government, or non-profit organizations.

See Appendix B for full descriptions of these titles.

Instructor/Advanced Instructor/Senior Instructor

Individuals appointed to these ranks are not required to hold a terminal degree appropriate to the discipline. Under circumstances outlined in the relevant department document, persons appointed to these ranks who receive a terminal degree appropriate to the discipline may seek to transfer to a non-tenure track position for which a terminal degree is required or to a tenure-track position.

See Appendix C for full descriptions of these titles.

Teaching Assistant Professor/Teaching Associate Professor/Teaching Professor

Individuals appointed to these ranks will hold the terminal degree appropriate to the discipline. Under circumstances outlined in the relevant department document, persons appointed to these ranks may seek a one-time transfer to a tenure-track appointment and individuals on a tenure-track appointment may seek a one-time transfer to a teaching faculty appointment.

See Appendix D for full descriptions of these titles.

Extension Assistant Professor/Extension Associate Professor/Extension Professor

Individuals appointed to these ranks will hold the terminal degree appropriate to the discipline and extension credentials consistent with those mandated for the comparable tenure-track rank in their disciplines. Under circumstances outlined in the relevant department document, persons appointed to these ranks may seek a one-time transfer to a tenure-track appointment and individuals on a tenure-track appointment may seek a one-time transfer to an extension faculty appointment.

See Appendix E for full descriptions of these titles.

2. Department/Unit Procedures for Use of New Titles

If a unit wishes to use one or more of these recommended titles, the unit must first include in its department documents the specific criteria that apply to these positions and the processes to be used for appointment, reappointment, annual evaluations and promotion. Approval of the department document revisions will follow the regular process.

Under certain circumstances to be set forth in the units' respective department documents, persons appointed to one of these proposed titles or a tenure-track appointment may make a one-time transfer from the appointed track to the other.

Persons appointed to these ranks may expect to be promoted on the basis of demonstrated individual merit in relationship to their association with the university's mission and within their discipline. Each higher rank demands a higher level of accomplishment consistent with the expectations based on specific criteria, standards, and guidelines developed by departmental faculty in consultation with the department head or chair and the appropriate dean and set forth in the department document. Department heads/chairs are expected to notify faculty members regarding their progress toward or readiness for promotion review.

3. Promotion-related Salary Increases

Based on the ranks within each title, a promotion-related increase in salary similar to the one used for tenure-track/tenured faculty positions is proposed. Promotion-related increases in salary will be awarded at the university level and will be in addition to any merit salary increases based on an annual evaluation. Consideration for promotion from the first rank to the second rank within a given set of titles may occur during the sixth year after a five-year period in the first rank. Consideration for promotion from the second rank to the third rank, if any, within a given set of titles may occur in accordance with criteria established by the unit.

The salary increase for promotion to the second rank within a title, where only two ranks exist, will be 10% of the average salary of all university full-time non-tenure track faculty members with corresponding titles for the year preceding promotion.

Salary increases for promotion to the second rank and third rank, where three ranks exist within a title, will be 8% and 11%, respectively, of the average salary of all university full-time non-tenure track faculty members with corresponding titles for the year preceding promotion.

Funds for these increases are to be from the unclassified salary adjustment pool for faculty members and academic administrators. In years when no salary adjustment pool exists, the funds for these promotion increases will come from the same segment of the base budget used to fund tenure-track/tenured promotion increases.

Appendix B

General Description

Professor of Practice and **Senior Professor of Practice** are proposed titles to describe non-tenured faculty positions at Kansas State University to be held by eminently qualified academic, business, industry, or government leaders who have demonstrated excellence as well as made major impacts on fields and disciplines important to Kansas State University's programs. The title "Professor of Practice," which is well-established at a number of leading institutions, is intended to provide such highly regarded individuals with the respect that is customarily extended to faculty members who hold tenure. This designation represents an effective and meaningful way for Kansas State University to involve accomplished professionals who seek a non-tenured position within a leading research university.

Because of the stature of individuals to be offered this position and the requirement for extensive professional experience, we anticipate that the category will have only two ranks, i.e., Professor of Practice or Senior Professor of Practice. Unlike the currently available title of "Adjunct Professor" or "Adjunct Associate Professor" that is used as a courtesy appointment without regular compensation, the expectation is that Professor or Senior Professor of Practice would be paid, either on a full-time or part-time basis, as appropriate for the situation. The source of funding for these positions may come from industry, government, or philanthropic support.

The recruiting units/programs further understand and will inform the candidates that:

- 1) "Professor/Senior Professor of Practice" is a non-tenurable position which would be defined as a faculty appointment in accordance with the Kansas State University Handbook definition of faculty positions by rank (see the University Handbook, Section C10, available at <http://www.k-state.edu/academicpersonnel/fhbook/fhsecc.html#10>).
- 2) General duties and responsibilities must be agreed upon in advance with each Professor/Senior Professor of Practice and his/her department head and/or dean. They may include teaching, research, outreach and service, or some combination thereof. It is expected that Professors/Senior Professors of Practice will set personal/professional goals consistent with those of Kansas State University and their College, School, Center, or Department.
- 3) The position requires persons of sufficiently high caliber and specific talent to justify the conferring of this title without requiring of them all the activities expected of tenure-track (tenured) faculty members. A terminal degree such as a M.S. or Ph.D. degree is not a requirement, but may be presented as evidence to support any of the above requirements if its content is relevant. Considerable professional experience in the designated area of expertise is a required qualification.
- 4) The position may be described as "Professor/Senior Professor of Practice of X," where X is an academic discipline or specialty like Computer Systems, Entrepreneurship, Leadership, Mechanical Engineering, Milling Science, etc.
- 5) As with research-track, clinical-track and tenure-track faculty, this title carries a responsibility for maintaining the quality and reputation of the University, including the

obligation to scrutinize appointments and reappointments to positions with the same care and with the same fundamental principles and procedures as those pertaining to the research-, clinical- and tenure-track faculty, including evaluation at the College-wide level.

- 6) Appointment of professionals to Professor/Senior Professor of Practice requires deliberation by the faculty of the unit/program/department and must receive a plurality vote of the faculty as set forth in the department documents.

Qualifications

Professors/Senior Professors of Practice will:

- be successful and effective practitioners who have developed a high level of expertise and have had a major impact on fields of particular importance to Kansas State University's teaching, research, outreach or service programs, and who are committed to enhancing Kansas State University's programs and reputation
- have substantial bases of experience, normally of at least 10 years, or a national/international reputation for excellence
- have rich and extensive backgrounds in fields and disciplines related to the school or college of appointment at Kansas State University

Expectations

Individuals hired into the Professor/Senior Professor of Practice are expected to:

- be effective teachers of the profession and devoted to teaching students the skills, methods, and values of their profession
- understand research that applies to the profession and be able to evaluate research results, devise applications of the research, and teach the results to students
- serve as liaisons between industry or government and Kansas State University in identifying teaching, research, outreach and service opportunities that support the public interest and societal needs
- remain current in their profession in order to fulfill their responsibilities of adding instructional value to university programs, enhancing the research, outreach or service missions of their departments, and/or permitting the university to expand its course offerings, often in cutting-edge areas

Appointments at the rank of Professor of Practice and Senior Professor of Practice

The primary responsibility for persons on these appointments will be teaching, research, or outreach and service or some combination of these duties. The entire set of expectations must be clearly defined in the offer letter. Persons appointed to these positions should have substantial non-academic experience and credentials appropriate to the discipline. Individuals on these appointments are not eligible for tenure and are not eligible to vote on matters of tenure or promotion for tenure-track faculty.

1. Professor of Practice and Senior Professor of Practice---term appointment. This appointment may be full time or part time. A term appointment carries no expectation of continued employment beyond the period stated in the contract. Service on a term appointment is not credited toward tenure, and the Standards for Notice of Non-reappointment and do not apply.
2. Professor of Practice and Senior Professor of Practice --- regular appointment. This may be a full-time or part-time position. A Professor/Senior Professor of Practice on a regular appointment is a member of the general faculty, and is afforded all perquisites accorded to the general faculty, including Notice of Non-Reappointment or non-renewal, as appropriate (see Appendix A, University Handbook), with the exception that years of service on a regular appointment will not be counted toward tenure.

Persons appointed to the rank of Professor of Practice may be promoted to Senior Professor of Practice on the basis of demonstrated individual merit in relationship to their association with the university's mission and within their discipline. The Senior Professor of Practice position demands a higher level of accomplishment consistent with the expectations based on specific criteria, standards, and guidelines developed by departmental faculty in consultation with the department head or chair and the appropriate dean. Department heads/chairs are expected to notify faculty members regarding the progress of Professor(s) of Practice toward or readiness for promotion review, per program/department review documents.

Recommendations for appointment, annual evaluation, and promotion shall be made according to the guidelines and procedures described in the University Handbook (see Section C) and department documents. Those persons appointed to Professor and Senior Professor of Practice positions will receive an initial one-year contract and, subject to their performance, need of the unit and availability of funds, they may be eligible to receive additional one-year contracts. Persons holding regular appointments may be eligible to receive a subsequent three-year contract. Notice of non-renewal for a regular, multiple-year appointment must be given 12 months before the end of the contract.

Appendix C

Appointments at the rank of Instructor, Advanced Instructor, and Senior Instructor

The primary responsibility for persons on these appointments will be instruction, although the entire set of expectations must be clearly defined in the offer letter. Individuals in these positions are not required to hold the terminal degree appropriate to the discipline. Instructors are not eligible for tenure and are not eligible to vote on matters of tenure or promotion for tenure-track faculty.

1. Instructor, Advanced Instructor and Senior Instructor---term appointment. This appointment may be full time or part time. A term appointment carries no expectation of continued employment beyond the period stated in the contract. Service on a term appointment is not credited toward tenure, and the Standards for Notice of Non-reappointment do not apply.
2. Instructor, Advanced Instructor, and Senior Instructor--- regular appointment. This may be a full-time or part-time position. An instructor at any rank on a regular appointment is a member of the general faculty, and is afforded all perquisites accorded to the general faculty, including Notice of Non-Reappointment or non-renewal, as appropriate (see Appendix A, University Handbook), with the exception that years of service on a regular appointment will not be counted toward tenure.

Persons appointed to these ranks may expect to be promoted on the basis of demonstrated individual merit in relationship to their association with the university's mission and within their discipline. Typically, consideration for promotion from instructor to advanced instructor can occur after a five-year period at the rank of instructor. Consideration for promotion to Senior Instructor may occur in accordance with criteria established by the unit. Each higher rank demands a higher level of accomplishment consistent with the expectations based on specific criteria, standards, and guidelines developed by departmental faculty in consultation with the department head or chair and the appropriate dean. Department heads/chairs are expected to notify faculty members regarding their progress toward or readiness for promotion review.

Recommendations for appointment, reappointment, annual evaluation, and promotion shall be made according to the guidelines and procedures described in the University Handbook (see Section C). Persons holding regular appointments to Instructor positions will receive one-year contracts. Those persons holding regular appointments to Advanced Instructor positions may receive three-year contracts. Those persons holding regular appointments to Senior Instructor positions may receive five-year contracts. Notice of non-renewal for regular, multiple-year appointments must be given 12 months before the end of the contract.

Appendix D

Appointments at the rank of Teaching Assistant Professor, Teaching Associate Professor, and Teaching Professor

The primary responsibility for persons on these appointments will be instruction, although opportunities for scholarly inquiry and service can exist. The entire set of expectations must be clearly defined in the offer letter. Individuals in these positions will hold the terminal degree appropriate to the discipline. Faculty members on the Teaching Professor track are not eligible for tenure and are not eligible to vote on matters of tenure or promotion for tenure-track faculty.

1. Teaching Assistant Professor, Teaching Associate Professor, and Teaching Professor---term appointment.

This appointment may be full time or part time. A term appointment carries no expectation of continued employment beyond the period stated in the contract. Service on a term appointment is not credited toward tenure, and the Standards for Notice of Non-reappointment do not apply.

2. Teaching Assistant Professor, Teaching Associate Professor, and Teaching Professor--- regular appointment.

This may be a full-time or part-time position. Persons holding these positions are eligible for membership on the Graduate Faculty. A Teaching Professor at any rank on a regular appointment is a member of the general faculty, and is afforded all perquisites accorded to the general faculty, including Notice of Non-Reappointment or non-renewal, as appropriate (see [Appendix A](#), University Handbook), with the exception that years of service on a regular appointment will not be counted toward tenure.

Under certain circumstances as outlined in the department document, persons appointed to these ranks may seek a one-time transfer to a tenure-track appointment, and individuals on a tenure-track appointment may seek a one-time transfer to a non-tenure track teaching faculty appointment.

Persons appointed to these ranks may expect to be promoted on the basis of demonstrated individual merit in relationship to their association with the university's mission and within their discipline; typically, consideration for promotion from Teaching Assistant Professor to Teaching Associate Professor can occur after a five-year period as a Teaching Assistant Professor. Consideration for promotion to Teaching Professor may occur in accordance with criteria established by the unit. Each higher rank demands a higher level of accomplishment consistent with the expectations based on specific criteria, standards, and guidelines developed by departmental faculty in consultation with the department head or chair and the appropriate dean and set forth in the department document. Department heads/chairs are expected to notify faculty members regarding their progress toward or readiness for promotion review.

Recommendations for appointment, reappointment, annual evaluation, and promotion shall be made according to the guidelines and procedures described in the University Handbook (see Section C). Persons holding regular appointments to Teaching Assistant Professor positions will

receive one-year contracts. Those persons holding regular appointments to Teaching Associate Professor positions may receive three-year contracts. Those persons holding regular appointments to Teaching Professor positions may receive five-year contracts. Notice of non-renewal for regular, multiple-year appointments must be given 12 months before the end of the contract.

Appendix E

Appointments at the rank of Extension Assistant Professor, Extension Associate Professor, and Extension Professor

In certain cases, the university's best interests are served by entering into ongoing relationships with personnel beyond the Extension Associate level. These individuals will normally qualify for principal investigator status on proposals to external agencies, if approved by their department head or chair and the dean of the relevant college. These appointments will be at the rank of Extension Assistant Professor, Extension Associate Professor, and Extension Professor. Individuals appointed to these positions should have extension credentials consistent with those mandated for the comparable tenure-track rank in their disciplines. The entire set of expectations must be clearly defined in the offer letter. Faculty members on the Extension Professor track are not eligible for tenure and are not eligible to vote on matters of tenure or promotion for tenure-track faculty. Faculty at these ranks will be appointed on one of the following contracts:

1. Extension Assistant Professor; Extension Associate Professor; Extension Professor – term appointment.

Those on a term appointment may be engaged in research, extension or other creative endeavors in academic departments. This appointment may be full-time or part-time. A term appointment carries no expectation of continued employment beyond the period stated in the contract. Service on a term appointment is not credited toward tenure, and the Standards for Notice of Non-Reappointment do not apply.

2. Extension Assistant Professor; Extension Associate Professor; Extension Professor -- regular appointment.

Those on a regular appointment may be engaged in research, extension or other creative endeavors in academic departments. This appointment may be full-time or part-time. An Extension Professor at any rank on a regular appointment is a member of the general faculty and is afforded all perquisites accorded to the general faculty, including Notice of Non-Reappointment or non-renewal, as appropriate (see Appendix A, University Handbook), with the exception that years of service on a regular appointment will not be counted toward tenure.

Individuals appointed to these ranks may expect to be promoted on the basis of demonstrated individual merit in relationship to their association with the university's mission and within their own disciplines; typically, consideration for promotion from Extension Assistant Professor to Extension Associate Professor can occur after a five-year period as an Extension Assistant Professor. Consideration for promotion to Extension Professor may occur in accordance with criteria established by the unit. Each higher rank demands a higher level of Extension accomplishment consistent with the Extension expectations for tenure-track faculty. Annual evaluation and promotion are based upon an individual's achievements related to the specific criteria, standards, and guidelines developed by departmental faculty in consultation with the department head or chair and the appropriate dean and set forth in the department document. Department heads/chairs are expected to notify faculty members regarding their progress toward or readiness for promotion review.

Recommendations for appointment, reappointment, annual evaluation, and promotion shall be made according to the guidelines and procedures described in the University Handbook. Persons holding regular appointments to Extension Assistant Professor positions will receive one-year contracts. Those persons holding regular appointments to Extension Associate Professor positions may receive three-year contracts. Those persons holding regular appointments to Extension Professor positions may receive five-year contracts. Notice of non-renewal for regular, multiple-year appointments must be given 12 months before the end of the contract.