Academic Affairs Guidelines for the Appointment, Evaluation, and Promotion of Lecturer and Instructor Rank Faculty

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General Remarks
The purpose of this document is to provide to members of the Boulder campus community a set of guidelines for the appointment, evaluation, and reappointment of non-tenure-track teaching faculty in the lecturer, instructor, and senior instructor faculty ranks. This document has a history running from a document adopted by the Boulder Faculty Assembly on April 2, 1998 titled "Instructors’ Bill of Rights,” to an Academic Affairs policy adopted by Deans Council on March 9, 1999, on to a BFA/Academic Affairs Task Force on Instructors Report issued during the 2007-2008 Academic Year, and then to a new BFA task force during the 2009-10 academic year.

Lecturers and instructors play an integral part in the ability of the Boulder campus to provide the breadth and quality of educational experience expected of an AAU public university. Lecturers and instructors supplement and complement the teaching activities of the tenure-track faculty, and in so doing they allow the tenure-track faculty to engage more students in individualized instructional opportunities in their studios, libraries, and laboratories. They also provide the institution the ability to more rapidly adjust its educational opportunities to meet student needs and preferences than can always be accommodated for by the tenure-track faculty alone. It is important that the campus community recognize the important role played by instructors in enabling the campus to address both its research and its teaching missions.

Instructors and lecturers play different roles on campus. Lecturers help meet changing student demands, as enrollments change, as faculty vacancies occur, and as educational needs shift. By definition, lecturers are temporary employees, whether part-time or full-time. They make an important contribution to teaching on campus, but their role is restricted to teaching, and their position is contingent upon changing needs.

Rostered full-time instructors are considered by the University of Colorado to be part of the regular faculty, which is also comprised of the tenured and tenure-track faculty. Instructors contribute over a number of years, and sometimes over an entire career, to the teaching and service missions of the university; they may pursue their own research or creative work alongside their university duties, work that may enrich their contributions. Rostered instructors should be considered as continuing members of their departmental, college, or school community; they should participate in the governance of the department, in particular in relation to curricular matters (although they may not be involved in personnel decisions concerning tenure-track faculty). As rostered faculty, they are reviewed as part of the annual merit process.

The nature of the instructional mission of the Boulder campus is such that each college and school has a different need and pattern of employment of lecturers and instructors. Accordingly, the different colleges and schools use these titles differently and attach
different expectations and compensation to these titles. The guidelines below are meant to influence the application of these titles, not to inhibit their usefulness. Hiring units or individuals with questions concerning the rights and privileges of these titles should consult their dean’s office or the Office of Faculty Affairs.

Schools and colleges should analyze where they need continuing, perhaps career-long contributions to their missions by non-tenure-track faculty. In those cases, and in those cases alone, positions should be created for rostered instructors on multi-year, renewable letters-of-offer. The campus should do what it can to integrate these instructors into the university community and to provide them with working conditions conducive to the performance of their duties. In other cases, where part-time or temporary employees are needed to teach classes, units should hire lecturers.

All Lecturer, Instructor, and Senior Instructor positions are non-tenure-track appointments. As such, they are considered to be at-will appointments by the University and by the State of Colorado. All appointment letters of at-will employees must carry a description of at-will status. Nothing described in this document is meant to nor may it be interpreted to conflict with the at-will status of these job titles. An excerpt of that at-will statement appears below. The full text of the appropriate offer letter template is available from the Office of Faculty Affairs.

“The following are additional terms and conditions applicable to your appointment. By State law or University policy, these terms must be included in this letter of offer.

State law specifically requires that you be an employee-at-will in your position and that the following paragraph be included verbatim in this letter of offer:

Your employment contract is subject to termination by either party to such contract at any time during its term, and you shall be deemed to be an employee-at-will. No compensation, whether as a buy-out of the remaining term of contract, as liquidated damages, or as any other form of remuneration, shall be owed or may be paid to you upon or after termination of such contract except for compensation that was earned prior to the date of termination.”

Definition of Full-Time: Lecturers and instructor-rank faculty have responsibilities, privileges, and benefits defined in part by whether their appointments are to positions that are considered less than 50% full-time or 50-100% full-time. The percent time of the appointment (% full-time) is based on the college- or school-specific definition of 100% full-time effort, which typically includes three to five 3-credit courses per semester or equivalent. In larger colleges, full-time expectations may be defined on a discipline-specific basis.
I. LECTURER, INSTRUCTOR ADJUNCT

1. DEFINITION: Lecturers are hired on a semester-to-semester basis and do not have regular faculty appointments. An advanced degree in an appropriate discipline is normally required for appointment to this rank. Appointment may range from less than 50% to full-time. The role of lecturers is extremely important to the University's ability to offer special programs and classes according to the fluctuations of demand and funding from semester to semester.

2. APPOINTMENT AND REAPPOINTMENT: Appointment as a Lecturer or as Instructor Adjunct is an at-will appointment and is subject to the limitations and restrictions defined by Colorado Statute and by the University’s "at-will" policy. Campus administration urges that departments show due consideration for lecturers by providing early notification of possible extensions of their appointment and that units keep the principle of continuity of employment in mind when making teaching assignments. The establishment of a hiring committee is recommended but not required for appointments to this faculty title.

3. SALARY: A pay scale within the primary unit shall be established, defined on a per-course or per-credit-hour basis, taking into consideration experience and the nature of the assignment. Honorarium teaching should not be indexed by instructor salaries: instructors have duties and roles on campus that are different from those of lecturers. Departments working with their deans’ offices should set honorarium salaries at market rates.

4. BENEFITS: Lecturers: University of Colorado at Boulder provides to lecturers the same health care benefit options available to other faculty ranks once a person teaches for a semester at 50% or more time. Benefits are not provided to an individual whose appointment is or falls below 50% full-time. Lecturers are not eligible for retirement benefits. Hiring authorities or candidates should direct questions regarding benefits to the Faculty Benefits Office at 303-492-8066. Lecturers with simultaneous appointments in two or more units will be eligible for benefits if the sum of their appointments is equivalent to 50% time or above as defined by the unit of their earliest-dated, active appointment. In such cases, the obligation for notifying in writing all units of appointments that sum to 50% or greater rests with the employee. Costs of benefits will be borne by each unit on a proportional basis. Instructor Adjuncts: As is the case for all faculty adjunct positions, instructor adjuncts are not eligible for University health or retirement benefits regardless of the percent time of their appointment.

Lecturers and Instructor Adjuncts are eligible for parking, bookstore, recreation center, library, and University ID privileges as permitted by specific campus policies.

Sufficient instructional support, including access to supplies, staff support, and office space for meeting students shall be provided.

Lecturers and instructor adjuncts shall be eligible for most teaching awards.
Where someone has been a lecturer at 50% or more for three years, the unit should consider whether the position should be redefined as a rostered instructor: again, if a long-term relationship between the individual and the campus is desirable, a rostered instructorship should be created. Where the position is temporary and contingent, lecturers should be employed. Where a unit finds that it has continuing but fluctuating part-time work, it is best not to employ someone beyond three years because doing so may suggest a guarantee of continuing employment that does not exist. Having multiple lecturer appointments in different units constitutes a different situation: while the individual may have more than a 50% appointment, there is no need for a single, continuing position.

5. EVALUATION: Units may evaluate the performance of lecturers in a number of ways, including Faculty Course Questionnaires, class visits, and/or the Faculty Report of Professional Activities. A written statement of policy should be provided from the beginning of employment.

II. INSTRUCTOR

1. DEFINITION: The title of Instructor is a non-tenure-track faculty position. Instructors normally hold a terminal degree appropriate for the discipline. Appointment may range from less than 50% to full-time. Instructors usually teach undergraduate courses and may have advising responsibilities and some limited administrative responsibilities in addition. Application to the Graduate School for graduate faculty status is required in order for instructors to teach at the graduate level, including service on graduate committees.

2. APPOINTMENT AND REAPPOINTMENT: Appointment as an Instructor is an at-will appointment and is subject to the limitations and restrictions defined by Colorado Statute and by the University’s "at-will" policy. A letter of initial appointment must be for more than one year and may be up to four years. Annual merit weights will be defined in the letter of appointment; in most cases, the merit weights will be 80% teaching and 20% service. Instructors will be reviewed every year as part of the annual merit process and must undergo a formal review for reappointment before the end of their final year of appointment, preferably in the first semester of that year. The unit should establish the criteria for successful reappointment, which should include an evaluation of teaching and other duties. In most cases, reappointments of instructors will be for more than one year and may be for up to four years. However, when a reappointment process results in recommendation of a one-year probationary period to correct problems in performance, a one-year reappointment will be permitted; during the course of that year, another evaluation should take place that would result in either a multi-year reappointment or non-reappointment.

3. SALARY: Academic Affairs shall establish a floor for full-time instructors (based on a 9-month appointment in all units except the libraries, where the appointment is for 12-months). Based on that floor, each college and school shall establish a salary range for 100% full-time instructors within their unit.
In larger colleges, starting salaries may be discipline-specific. Instructors on less than 100% time appointments shall be paid proportionately. Instructors shall be eligible for annual merit increases as part of the regular faculty merit assessment process.

4. BENEFITS: Instructors at 50% time or greater receive health and retirement benefits consistent with those offered to tenure-track faculty. Health benefits and retirement are not extended to those instructors whose appointments are initially or fall below 50% full-time.

Instructors are eligible for most faculty teaching and service awards and may apply for most faculty development fund programs offered to the general tenure-track faculty, such as travel or research/creative work awards. Administrative units at all levels should consider applications from rostered instructors for any administrative position (excluding those that involve personnel actions concerning tenure-track faculty) where the terms of that position and of their base appointment are in accord.

Instructors also are eligible for parking, bookstore, recreation center, library, and University ID privileges as permitted by specific campus policies.

Sufficient support for the instructional responsibilities of Instructors will be provided, including library privileges, reasonable use of office staff support, and space for meeting with students. Instructors are encouraged to participate in faculty governance to the full extent permitted by department or primary unit bylaws.

5. EVALUATION: Evaluation for annual merit will be based upon the merit weighting defined at the time of appointment unless it is subsequently modified in writing. The criteria used for annual evaluation must be available in writing to all faculty. Instructors need to maintain currency in their area of teaching, and such currency should be demonstrated during the annual evaluation. Each unit should determine the appropriate measures to be used and any appropriate support for faculty development that may be provided. Annual merit evaluations will be conducted by the unit using procedures established in writing.

6. PROMOTION TO THE RANK OF SENIOR INSTRUCTOR: Instructors will normally be considered for promotion to the rank of Senior Instructor after a period of seven years of continuous appointment at the rank of Instructor at greater than 50% time. Up to three years’ credit towards promotion, based on previous academic service, may be awarded at the time of initial appointment. Promotion after seven years is not mandatory, nor is it a right. Units will establish the criteria for promotion to Senior Instructor. The review for promotion should include a rigorous accounting of the candidate’s teaching record, using multiple measures, an evaluation of the individual’s service, and a demonstration of the individual’s continued currency in the field. Instructors promoted to Senior Instructor continue to be considered "at-will" employees as defined by Colorado Statute and University policy.
III. SENIOR INSTRUCTOR

1. **DEFINITION:** The title of Senior Instructor is a non-tenure-track faculty position. Senior Instructors normally hold a terminal degree appropriate for the discipline. Appointment may range from less than 50% to full-time. Senior Instructors generally teach undergraduate courses and may have advising responsibilities and some administrative responsibilities in addition.

2. **APPOINTMENT AND REAPPOINTMENT:** Appointment as a Senior Instructor is an at-will appointment and is subject to the limitations and restrictions defined by Colorado Statute and by the University’s "at-will" policy. A letter of initial appointment that defines the salary and terms of employment must be for more than one year and may be written for periods of up to four years. Annual merit weights will be defined in the letter of appointment; in most cases, the merit weights will be 80% teaching and 20% service. Senior instructors will be reviewed every year as part of the annual merit process and must undergo a formal review for reappointment before the end of their final year of appointment, preferably in the first semester of that year. Each unit should establish the criteria for successful reappointment, which should include an evaluation of teaching and other duties. In most cases, reappointments of senior instructors will be for more than one year and may be for up to four years. However, when the reappointment process results in a recommendation for a one-year probationary period to correct problems in performance, a one-year reappointment will be permitted. During the course of that year, another evaluation will take place that will result in either a multi-year reappointment or non-reappointment.

3. **SALARY:** Initial salaries for senior instructors will normally be greater than those earned by instructors in their initial appointments.

4. **BENEFITS:** Benefits for senior instructors are the same as those of instructor-rank faculty, plus the following:
   Senior instructors who have completed six years (twelve semesters) in rank (at 100% time appointment) either as an instructor appointed as a Senior Instructor or as a Senior Instructor will be eligible to apply for a differentiated workload for one semester. If granted, the differentiated workload will reduce the formal teaching responsibilities of the senior instructor to one 3-credit course (or its equivalent) for that semester. The purpose of this workload adjustment is to allow senior instructors time to update their pedagogy and instructional skills, develop new curriculum, or incorporate instructional technology activities into their teaching. The faculty member on differentiated workload is expected to remain on campus and serve the campus full-time as otherwise defined by the appointment letter. Senior instructors with appointments of less than 100% (but at least 50%) full-time shall be eligible for this benefit on a pro-rated basis. For example, a 50% senior instructor will be eligible to apply for a differentiated workload after 24 semesters. Application for a differentiated workload assignment is made to the unit chair or director and must be approved in writing by the dean. Senior instructors are eligible for emeritus status upon retiring.
5. EVALUATION: Same as for Instructors (above).

IV. GRIEVANCE PROCESSES FOR INSTRUCTORS AND SENIOR INSTRUCTORS

All employees of the University of Colorado at Boulder are guaranteed freedom of speech. Reappointment will not be jeopardized by exercise of that freedom.

Where an instructor feels that s/he has been subject to discrimination or harassment, s/he should pursue remedy through the Office of Discrimination and Harassment.

If an instructor is dismissed for cause, grievances are handled in the normal manner for such dismissals.

Non-renewal is not dismissal. To preserve the employee’s rights to grieve non-renewal, rostered instructors on multi-year letters of offer must be notified at least six weeks before the end date in the letter of offer whether (a) s/he will be renewed; (b) s/he will not be renewed; or (c) his/her renewal is still pending.

If an instructor feels s/he has been denied reappointment unfairly, by a process that has been arbitrary, capricious, retaliatory, inconsistent with the treatment of peers in similar circumstances, or based on personal malice, s/he can grieve the non-renewal.

A fast-track grievance procedure will be established in all schools and colleges to hear grievances while the instructor is still a member of the university community.