

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

Approved in Dean's Council, 29 March 2011

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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, senior instructor, and teaching professor 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. A major revision was approved on 29 March 2011.

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 adjust more rapidly 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, whether part-time or full-time, are not continuing employees. 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 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. (Please note that some other titles, such as scholar-in residence, are treated under the same policies and procedures as instructors.)

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 (usually three year), renewable contracts. 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.

Full-time Instructor, Senior Instructor, and Teaching Professor positions are offered under the CU System Instructor Employment Agreement (available on the Office of Faculty Affairs website). The CU System Instructor Employment Agreement offers non-at will contracts for up to three years to full-time instructors with at least 50% teaching in their annual merit formula.

With the exception of Instructor, Senior Instructor, and Teaching Professor positions that qualify for placement on a CU System Instructor Employment Agreement, all Lecturer, Instructor and Senior Instructor positions 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.

“State law specifically requires that you be an employee-at-will in your non-tenure track position and that the following paragraph be included 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 the contract, as liquidated damages, or as any other form of remuneration, shall be owed or 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 four 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 and instructor adjuncts 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 these ranks. Appointment may range from less than 50% to full-time. The role of lecturers and instructor adjuncts 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 and instructor adjuncts 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 these faculty titles.
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 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 (other than FICA) because they are not continuing faculty members and thus do not have appointments that extend up to the vesting date. Hiring authorities or candidates should direct questions regarding benefits to the [Benefits Office of Employee Services](#). 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 a full-time Instructor may be made through a CU System Instructor Employment Agreement (available on the Office of Faculty Affairs website). Full-time instructors with at least 50% teaching in their annual merit formulas qualify for placement on this Agreement. The appointment should be for three years. An appointment for less than three years is permitted if a probationary period is needed, or if the need for teaching is less than three years. This Agreement is accompanied by a Cu Boulder campus letter of offer that describes, among other things, annual merit weights and the 50% teaching requirement. 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 three 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.

Appointments as a 1) part-time Instructor and 2) full-time instructor not qualifying for placement on a CU System Agreement are at-will appointments and are subject to the limitations and restrictions defined by Colorado Statute and by the University's "at-will" policy. A letter of offer for the 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. 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.

Under University policy on parental leave, instructors are entitled to eighteen weeks of leave to provide care for the faculty member's child within twelve months of the birth, adoption, or foster care placement of the child, during which period the faculty member may use accrued sick leave. If the faculty member exhausts all accrued sick leave before the end of the eighteen-week period, then the faculty member may continue the leave for the remainder of the period at half pay with full benefits.

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 six 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 six 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.

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 full-time Senior Instructor is made through the CU System's Instructor Employment Agreement (available on the Office of Faculty Affairs website), assuming the Senior Instructor meets the qualifications for placement on such an agreement, described above. A letter of initial appointment should be for three years. This agreement is accompanied by a CU Boulder campus letter of offer that describes, among other things, annual merit weights. Senior Instructors will be reviewed every year as part of the annual merit process.

Senior Instructors must undergo a formal review for reappointment before the end of

their final year of appointment, preferably in the first semester of that year. After the first three-year appointment, the Senior Instructor will undergo a formal, but expedited review. The chair and/or dean will review the Senior Instructors file. If the Senior Instructor has been meeting or exceeding expectations, as indicated by appropriate measures of teaching, for example, then a new three-year contract may be issued. If the chair and/or dean see the need for a full review, that review will be conducted.

In all cases, after the first six years as a Senior Instructor, the faculty member will undergo a full formal review by the department. If the Senior Instructor continues to be employed by the university, reviews will alternate between expedited reviews and full reviews, with this six year timeline for and rigor of the full review being in rough parallel to post-tenure review for tenured faculty. The unit should establish the criteria for successful reappointment, which should include an evaluation of teaching and other duties. A faculty committee should be involved in this review.

In most cases, reappointments of senior instructors will be for more than one year and may be for up to three 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 three 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).
6. PROMOTION TO THE RANK OF TEACHING PROFESSOR: Senior Instructors with at least three years in rank may be considered for the honorific working title of Teaching Professor as described below.

IV. TEACHING PROFESSOR

Definition:

1. **DEFINITION:** The title of Teaching Professor is a working title. A Teaching Professor will still hold the rank and position of Senior Instructor, which 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. Teaching Professors generally teach undergraduate courses and may have advising responsibilities and some administrative responsibilities in addition.

2. **APPOINTMENT AND REAPPOINTMENT**

After a minimum of three years at the rank of senior instructor, senior instructors who have been exemplary teachers and members of the university community may be considered for the title of “*Teaching Professor*.” The working title of Teaching Professor will be given to a limited proportion of senior instructors to recognize a record of distinction. Since this third title is an honor, there is no expectation that the granting of this title will occur at a particular point in the individual’s career after three years in rank as senior instructor, nor is there an expectation that each senior instructor should seek this title. Although senior instructors may, as a matter of convenience, seek promotion to Teaching Professor at the point of regular reappointment and contract renewal, a senior instructor may seek promotion at any time after three years in rank. Promotion materials should be submitted to the primary unit in the early fall, on a schedule consistent with normal reappointments and promotions to senior instructor. If someone is nominated for the title of “Teaching Professor” and then is not approved, that decision has no implications for the individual’s status as a senior instructor; that individual could be nominated for promotion to Teaching Professor again.

Expectations for Promotion to Teaching Professor

To determine whether an individual should be named Teaching Professor, faculty committees will examine the nominee’s teaching record, together with his/her service and leadership (including outreach and engagement), to determine whether this is a record of distinction.

A “record of distinction” typically carries the expectation that the individual has made a major impact in the disciplinary unit and its students (e.g. on pedagogy and curriculum), one that likely extends to considerable impact on the campus generally and/or a role in national discussions.

Multiple measures of exemplary performance constituting a record of distinction should be used. Examples of multiple measures may include, but are not limited to:

- A record of exemplary classroom teaching, including the following:
 - FCQs
 - Peer evaluations of teaching
 - Letters from students
- Contributions to course and curriculum development
- Contributions to the scholarship of teaching and learning, including the following:
 - Contributions to local or national workshops on teaching
 - Relevant publications such as textbooks, lab manuals, articles on pedagogy, etc.
 - Work that improves teaching across multiple units
 - Papers, posters, or presentations on pedagogical topics delivered at conferences
- Evidence of student engagement, as evidenced, for example, through mentoring of students or service on honors thesis committees.
- Leadership and service that have an impact on the unit, school/college, campus and/or national communities.
- Outreach to communities and partners beyond the university, including non-profits, or disadvantaged groups, that draws upon the instructor's expertise.
- Practitioner experience that supplements a teaching career.

Review Process

Unit-Level Review. When a senior instructor wishes to apply for promotion to Teaching Professor, or when the unit wishes to nominate that person, the chair/director of the unit should call upon the appropriate faculty committee (e.g. the committee typically convened to review instructors) to review and advance a nomination packet which will include:

- a letter of nomination from the chair,
- one or more supporting letters (which may be from outside the unit or campus),
- a vita,
- a teaching statement,
- a service statement, and
- a teaching portfolio that speaks to multiple measures of exemplary performance (see above for examples of multiple measures of exemplary performance).

The department will vote on the granting of the title. If the vote is positive, the case will be forwarded to the school/college.

School/College Review. Given the endorsement of the unit, the nomination packet will be reviewed at the school/college level by the appropriate committee. If that committee

ratifies the nomination, it goes to the dean. The dean will consider the nomination and, if s/he approves it, s/he will write a letter of support and send the case to the Provost.

Campus-Level Review. The Provost will convene a committee composed of three vice provosts and four faculty members, selected by the provost with the approval of BFA; initially, the four faculty members will all be tenured faculty members, but as instructors receive the title of “Teaching Professor” they will provide at least two of the four faculty members. The Provost, with the concurrence of the Chancellor, will grant the title. Only positive recommendations move from level to level.

3 SALARY: Upon promotion to Teaching Professor, the individual will receive a salary increment to be added to the base academic-year salary. Initial salaries for Teaching Professors will normally be greater than those earned by Senior Instructors in the same unit in their initial appointments.

4 BENEFITS: Benefits for Teaching Professors are the same as those of Senior Instructor-rank faculty,

V. GRIEVANCE PROCESSES FOR INSTRUCTORS AND SENIOR INSTRUCTORS

All employees of the University of Colorado 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 Institutional Equity and Compliance.

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 or CU System Instructor Employment Agreements 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.