

**University of Illinois at Urbana-Champaign**

**CHANCELLOR'S COMMITTEE ON**

**ADJUNCT PROFESSORS**

**Final Report**

**June 29, 2011**

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## **Executive Summary**

The Committee took note of the report of the UIUC Academic Senate Committee on Academic Freedom and Tenure pertaining to the status of adjunct professors on the UIUC campus. Two questionnaires, one to deans, directors and department heads and the other to a select group of tenured and tenure track faculty were prepared, mailed and their responses evaluated. Based on the current prevailing conditions pertaining to adjunct professors, the Committee presents a series of recommendations to the Chancellor. Also, although not implicit within the Committee's charge, are recommendations regarding the status of persons with titles of clinical, research, visiting, etc., professor (all ranks).

## **Introduction**

During the late spring and early Summer of 2010 a situation developed, which brought to the forefront certain generic problems associated with current definitions of adjunct professor (all ranks) duties, services, procedures, etc. The history, problems and a number of recommendations are contained in the report by the UIUC Senate Committee on Academic Freedom and Tenure and need not be repeated here.

The University of Illinois Statutes<sup>1</sup> are at best vague on the subject of adjunct professors (see pages 7, 19, 23, 27) and provide meager guidance. Similar comments also pertain to clinical, research, visiting, etc., professors of all ranks, i.e. "other academic" staff.

## **Charge to the Committee**

On January 10, 2011, Vice President and Chancellor (Interim) Robert A. Easter appointed the current Ad Hoc Committee on Adjunct Professor Status (Appendix A). The charge to the Committee is "to generate a proposed campus process for the hiring, evaluation, re-appointment and termination of adjunct faculty members as well as the generation of a grievance procedure in case of contested decisions."

## **Committee Activities**

In response to its charge, the Committee has met on several occasions to familiarize itself with potential problems and to devise a plan of action. The Committee decided to conduct two surveys, one for deans, directors and department heads and a second similar one for a select group of faculty identified from the first survey as having interest in and connections to these matters. The two survey instruments and their summarized responses are displayed in Appendix B.

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<sup>1</sup> <http://www.uillinois.edu/trustees/statutes.cfm>

Based on this survey information and on the Committees member's experiences, the Committee after protracted deliberations now presents its report and recommendations.

### **Definitions**

As described in the University Statutes, adjunct faculty are a part of a larger group of academics. This group is not eligible for indefinite tenure and is also distinguished from academic professionals. This larger category of academic staff broadly referenced as "other academic" staff. While these positions meet a number of operational campus needs, the titles themselves offer a general sense of what the individual does. Position titles within this group of "other academic" staff<sup>2</sup> are:

Adjunct Assistant Professor; Adjunct Associate Professor; Adjunct Professor

Clinical Associate; Research Associate (including Postdoctoral Research Associate; Teaching Associate

Clinical Assistant Professor; Clinical Associate Professor; Clinical Professor (clinical faculty positions may carry an Adjunct title modifier)

Research Assistant Professor; Research Associate Professor; Research Professor (research faculty positions may carry an Adjunct title modifier)

Instructor; Lecturer (Additionally, these two titles may include additional modifiers, i.e., Adjunct, Clinical, or Senior)

Any of the afore-listed titles may include a Visiting modifier.

It should be noted that within the other academic group, permanent (no visiting title modifier) Associates (Clinical Associate, Research Associate, or Postdoctoral Research Associate, or Teaching Associate) and Research faculty (Research Assistant Professor, Research Associate Professor, or Research Professor) whose positions are full time and fully funded by hard money do have right to notice of non-reappointment from the Board of Trustees.

### **Analysis of Questionnaire Responses**

Two questionnaires were prepared, mailed and their responses evaluated. The first mailing was sent to the UIUC Academic Council of Deans (22) and Provost Department Heads (143) for a total of 165 individuals. The second mailing was sent to 73 selected UIUC faculty members. The numerical summaries and detailed response comments are presented in Appendix B. The detailed comments are invaluable and point succinctly to actual problem areas, which the Committee addressed in its recommendations below. The

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<sup>2</sup> As defined in University of Illinois Statutes, Article IX, Section 3 c.

responses clearly indicate the multiple and varied uses of adjunct titles and their modifiers across campus.

#### Use of Appointments:

Ninety percent (90%) of respondents indicated that their unit makes appointments in the non-tenure track “other academic” positions of adjunct, research or clinical professors, instructors and lecturers. These appointments are referred to both in the statutes and in common language of the campus as “other academic” appointments. Eighty-eight (88%) of respondents who make “other academic” appointments have made such appointments in the current academic year.

The UIUC deans, directors and department heads whose units make “other academic” appointments reported using the visiting professor title and lecturer title the most (60% and 63%, respectively), followed by the titles of adjunct professor (55%) and instructor (55%). The same group reported that research and clinical professorships were the least used titles, at 25% and 23% respectively. Sixty-one percent (61%) of the deans, directors and department head respondents who reported making “other academic” appointments report that they have established criteria that determine how they use these appointment titles. Thirty-six percent (36%) of the deans, directors and department heads reported that they do not have such criteria.

When faculty members who frequently work with “other academic” appointments were asked about the use of the different titles, 79% reported that their unit appointed Instructors, 71% reported appointing Adjunct professorships, visiting professorships, and lecturers, and 29% reported appointing research professorships. Seventy-one percent (71%) of the faculty surveyed reported that their unit has established criteria that determine which appointment titles are used and 29% reported that they do not have such criteria.

Respondents to both surveys who reported making “other academic” appointments cited a wide variety of reasons for doing so, including on-campus and on-line teaching needs, administrative functions, academic dual hires, collaborative research, and funded research projects. “Other academic” appointments are used to assist with both long-term and short-term teaching needs, the latter including coverage for temporary absences of tenure-stream faculty. Respondents explained that such appointments assist with meeting regular as well as supplemental curricular offerings and provide a mechanism for hiring individuals who have expertise not held by the unit faculty. In sum, the respondents reported that these categories of appointments help units serve their teaching and research missions and provide needed flexibility and expertise to augment tenure-stream faculty appointments.

### Hiring and Performance Review Practices and Procedures:

Almost all respondents whose units make “other academic” appointments report that the tenure-stream faculty play a primary role in the selection and review of candidates for these positions. For these units, the tenure-track faculty typically comprises the search committee and/or who are otherwise involved in the vetting and review of the candidates, with hires either approved by the unit executive committee or unit executive officer. Several respondents indicated that faculty also assists in identifying the needs of the department for such positions.

Seventy-seven percent (77%) of the deans, directors and department head respondents and sixty-four (64%) of faculty respondents who reported that their units make “other academic” appointments stated that their units have procedures for reviewing performance of these persons. Forty-seven percent (47%) of the administrator respondents and fifty-seven percent (57%) of the faculty respondents reported that tenure-track faculty provides input into those evaluations. Many units report that ICES reviews and teaching reviews are a part of such reviews. Faculty advisory committees provide input or conduct the reviews in some units. Many units report that the department head or chair conduct performance evaluation reviews.

Nineteen percent (19%) of the administrator respondents and 21% of the faculty respondents from units that make “other academic appointments” reported that their units do not have review procedures for performance evaluations.

While some units regularly conduct or offer exit interviews to “other academic groups”, it does not appear to be the norm.

### Rights and Privileges:

Approximately eighty percent (80%) of the administrator respondents and eighty-six (86%) of the faculty respondents from units who make “other academic” appointments reported that these persons have access to the unit grievance procedures. No faculty respondents and sixteen percent (16%) of administrator respondents reported that “other academic” persons do not have access to unit grievance procedures. With respect to voting rights, 30% of administrator respondents and 29% of faculty respondents from units that make “other academic” appointments report that such staff members have voting rights in the unit, while nearly sixty-four percent (64%) of both groups of respondents reported that they do not have voting rights. Seventy-seven (77%) of the administrator respondents and 64% of faculty respondents whose units make “other academic” appointments state that these persons attend faculty meetings.

## **General Comments by the Committee**

As the responses indicate, some units use adjunct professors for a number of various duties. Some of these duties are specialized to the particular needs of a minority of the units. A majority of the respondent units have procedures in place for hiring and evaluation of adjunct appointees.

The Committee notes that “other academic” staff may have access to certain existing campus processes, such as those of Provost’s Communication #17: Program for Multi-Year Contracts for Eligible Academic Staff, which addresses mandatory procedures for dismissing staff prior to the end of a multi-year contract.

## **Acknowledgements**

The Committee is greatly indebted for the most valuable professional assistance provided by Jason Kosovski and Sharon Taylor. Mr. Kosovski supervised the distribution and information collection of the two web surveys. Ms. Taylor provided staff functions, which greatly facilitated the Committee’s work. Special thanks are also due to Sandy Jones who substituted on numerous occasions for Committee Member Stone. Ms. Jones provided incisive and constructive contributions to the Committee’s deliberations.

## **Recommendations**

The Committee recognizes that adjunct professors perform valued services, which in most instances fill special needs not otherwise available to the University. The Committee unanimously recommends that the following steps be initiated for the combined well being of adjunct professors and of the University of Illinois (not prioritized):

1. A clear definition of all academic staff titles<sup>3</sup> should be formulated.
2. Offer letters should clearly and explicitly state the service period, salary, duties, percent time and the fact that this appointment is non-permanent for a finite period with no expectations of re-appointment. A renewal may, however, be individually offered for another fixed subsequent period, subject to the proper procedures (see Recommendations #4).
3. Other academics of all ranks, but non-tenure track, should be accorded processes of evaluation, annual reviews and appeals that are fair, unbiased and systematic. The Committee recommends that “other academics” have access to defined processes that allow them to raise issues and challenge actions that impact the terms and conditions of their appointments and duties.

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<sup>3</sup> See previous Definition Section.

4. Initial, continuing and final evaluations of other academics, including possible initial hiring and non-renewal decisions, should be routinely performed as determined by unit faculty.
5. For persons in the other academic group (Definitions) who are not entitled to notice of non-reappointment from the Board of Trustees, a written communication regarding an approaching end of employment is recommended as a courtesy.
6. The levels of participation by adjunct professors in unit committee meetings, actions, etc. should be clearly defined in the unit's by-laws.
7. The past practice of exit interviews for all categories of appointees should be reinstated and participation by departing staff should be strongly encouraged.
8. Compliance with these recommended procedures, when implemented, should be monitored on a continuous basis by the Provost or her/his designee.
9. It is the Committee's view that the recommended changes would benefit from review by the UIUC Senate Executive Committee, as statutory amendments may be appropriate, and therefore recommends that the entire report be transmitted to the UIUC Senate.

## **Appendix A**

### **Chancellor's Appointment Letter**

UNIVERSITY OF ILLINOIS  
AT URBANA-CHAMPAIGN

Office of the Chancellor  
Swanlund Administration Building  
601 East John Street  
Champaign, IL 61820



January 10, 2011

✓ Harry Hilton, Chair  
Elizabeth Delacruz  
Katherine Galvin  
Cheryl Heck  
Menah Pratt-Clarke  
John Prussing  
Deb Stone

Dear Colleagues,

As a result of recent recommendations made by the Committee on Academic Freedom and Tenure and the subsequent vote by the Senate Executive Committee, I am appointing an ad hoc committee to provide recommendations on matters involving adjunct faculty members. The committee is being formed to generate a proposed campus process for the hiring, evaluation, re-appointment, and termination of adjunct faculty members, as well as the generation of a grievance procedure in case of contested decisions.

I am asking you to serve on this committee and I would expect the committee to begin its work at the start of the semester and would hope to have recommendations by May 1. Please contact Sharon Taylor at 333-6394 or ([taylr@illinois.edu](mailto:taylr@illinois.edu)) if you are unavailable to serve.

The campus appreciates your willingness to serve on this important committee and I look forward to hearing of your progress.

Sincerely,



Robert A. Easter  
Vice President and Chancellor (Interim)

c: M. Hogan  
J. Tolliver

## **Appendix B**

### **The Questionnaire and Survey Results**

The two surveys were posted on the UIUC web site and participants were invited by email to respond.

Summaries: 1- Deans, directors, department heads responses

## Status of Adjunct Faculty

Total Submissions: 40 Status: running

<b>1. Does your unit appoint people in non-tenure track other academic positions [adjunct, visiting, research, or clinical professors (assistant, associate or full); instructors; or lecturers]?</b>		<b>Percent</b>	<b>Count</b>
Yes	<input type="text" value="36"/>	90%	36
No (If no, please submit the survey at this point.)	<input type="text" value="4"/>	10%	4
		<b>Answered</b>	<b>40</b>
		<b>Skipped</b>	<b>0</b>

<b>2. Please check which of these other academic appointments your unit makes:</b>		<b>Percent</b>	<b>Count</b>
Adjunct professorships	<input type="text" value="22"/>	55%	22
Visiting professorships	<input type="text" value="24"/>	60%	24
Research professorships	<input type="text" value="10"/>	25%	10
Clinical professorships	<input type="text" value="9"/>	23%	9
Instructors	<input type="text" value="22"/>	55%	22
Lecturers	<input type="text" value="25"/>	63%	25
		<b>Answered</b>	<b>36</b>
		<b>Skipped</b>	<b>4</b>

<b>3. Why does your unit make appointments in each of these various categories? (e.g, on campus teaching, exclusively for online teaching or distance education, including teaching in off-campus sites, etc.)</b>		<b>Count</b>
		<b>Answered</b> 36
		<b>Skipped</b> 4

[view answers](#)

<b>4. Does your unit have any such appointments this academic year?</b>		<b>Percent</b>	<b>Count</b>
Yes	<input type="text" value="35"/>	88%	35
No	<input type="text" value="1"/>	3%	1
		<b>Answered</b>	<b>36</b>
		<b>Skipped</b>	<b>4</b>

<b>5. Does your unit have established criteria that determine which other academic appointment title you use?</b>		<b>Percent</b>	<b>Count</b>
Yes	<input type="text" value="22"/>	55%	22
No	<input type="text" value="13"/>	33%	13
		<b>Answered</b>	<b>35</b>
		<b>Skipped</b>	<b>5</b>

<b>6. In what ways are your tenured and tenure track faculty involved in the hiring of other academic persons? (e.g. is the unit faculty involved in the applicant review process?, do they provide input as to job description, candidate names?, etc.)</b>		<b>Count</b>
		<b>Answered</b> 36
		<b>Skipped</b> 4

[view answers](#)

<b>7. Does your unit have review procedures for performance evaluations of other academic persons?</b>		<b>Percent</b>	<b>Count</b>
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Yes	<input type="text" value="70%"/>	70%	28
No	<input type="text" value="18%"/>	18%	7
		Answered	35
		Skipped	5

<b>8. Does your unit regularly review persons in other academic appointments? If so, who participates in the review process?</b>		Count
	Answered	35
	Skipped	5

[view answers](#)

<b>9. Do your tenure-track faculty provide input into performance evaluations of other academic appointees?</b>	Percent	Count
Yes	<input type="text" value="43%"/>	43%
No	<input type="text" value="43%"/>	43%
	Answered	34
	Skipped	6

<b>10. In what ways are your tenured and/or tenure track faculty involved in reappointments and termination of other academic persons?</b>		Count
	Answered	34
	Skipped	6

[view answers](#)

<b>11. Does your unit conduct exit interviews for other academic appointees? If so, by whom?</b>		Count
	Answered	35
	Skipped	5

[view answers](#)

<b>12. Do persons with other academic appointments have access to your unit grievance procedures?</b>	Percent	Count
Yes	<input type="text" value="73%"/>	73%
No	<input type="text" value="15%"/>	15%
	Answered	35
	Skipped	5

<b>13. Does your unit have any multiple-year appointments of other academic persons?</b>	Percent	Count
Yes	<input type="text" value="48%"/>	48%
No	<input type="text" value="43%"/>	43%
	Answered	36
	Skipped	4

<b>14. Are persons hired into these non-tenure track other academic positions in your unit required to use end of semester ICES surveys with their students and are they required to make that ICES data available to UEOs?</b>		Count
	Answered	35
	Skipped	5

[view answers](#)

<b>15. Do individuals holding non-tenure track or other academic appointment positions in your unit have voting rights in your academic unit?</b>	Percent	Count
Yes	<input type="text" value="28%"/>	28%
		11

No	<input type="text"/>	57%	23
		Answered	34
		Skipped	6

<b>16. Do individuals holding non-tenure track or other academic appointment positions in your unit attend faculty meetings in your unit?</b>		<b>Percent</b>	<b>Count</b>
Yes	<input type="text"/>	70%	28
No	<input type="text"/>	13%	5
		Answered	33
		Skipped	7

<b>17. Please list names and email addresses of tenure track and tenured faculty who frequently work with adjunct faculty.</b>			<b>Count</b>
		Answered	27
		Skipped	13

[view answers](#)

**3. Why does your unit make appointments in each of these various categories? (e.g., on campus teaching, exclusively for online teaching or distance education, including teaching in off-campus sites, etc.)**

- on campus teaching
- Typically the appointment are made to feel teaching needs and supplements the vacancies created by FTE faculty on a temporary basis due to personal or sabbatical leaves.
- on-campus teaching
- lecturers are hired for the language courses and in the M.A.TESL program. In the language courses lecturers teach undergraduate level language courses and supervise graduate TAs in the same courses.
- According to one of the Vice Chancellor's documents on faculty status, the two ranks checked below are appropriate for those, esp. academic professionals, who lack faculty status. We have occasion to appoint such people for teaching purposes.
- We carry a large educational burden for the campus in terms of required writing classes and other gen eds. This requires a larger staff than we can have via tenure track or even graduate student TAs. Most of our lecturers and instructors are hired to teach these classes.
- All teaching needs (on campus and online), partner hires, cover teaching shortfalls.
- campus teaching, Online teaching
- online teaching professional science masters laboratory instruction lecturer
- Adjunct appointments are made with professors from other institutions to facilitate collaborative research. Also, in the College of Medicine, clinical professorships are common because of the relationship with Carle and Christie and the teaching that many of the MDs do for the College.
- Adjunct: On campus teaching and research: part of a dual career arrangement Lecturers: on campus teaching to replace faculty on leave, and to cover classes no longer covered by regular faculty due to recent unreplaced retirements
- We have one "other academic" appointment who was hired to cover areas of physiology teaching in both LAS and the College of Medicine that did not match the expertise of tenure-track faculty. Teaching is on-campus
- Campus teaching, research
- Online teaching--instructors Provide practice perspectives--adjuncts (these positions do not involve salary)
- One position is a spousal hire. This position is 50% administrative (director of undergraduate studies) and 50% teaching. The Lecturer position (Academic Professional) is for our Director of Basic Language, whose duties are part administrative, part instructional.
- 1) For short-term grant or other externally-funded projects; 2) when a position is in transition (i.e., a position becomes vacant and although we need immediate coverage we intend to make some fundamental changes in its responsibilities); 3) to fill in when a permanent faculty member takes on new but short-term (1-3 years) duties
- on campus teaching
- Teaching online courses as well as on-campus courses that require additional professional expertise that is not currently on the faculty. In addition, we hire adjunct faculty to accommodate units that have fewer faculty but serving larger number of students.
- On-campus teaching to supplement regular curriculum
- We have created visiting appointments to utilize teaching funds generated by faculty members participating in various programs (including Discovery, Campus Honors, HRT, external fellowships). We have also used a lecturer appointment to deal with a special situation involving a transition from tenure-track to non-tenure-track.
- Our unit has specific "tracks" of appointment for faculty. See our criteria document at: <https://www.med.illinois.edu/administration/DeansOffice/FacultyApptProm.php>
- We hire both full time "clinical professors" at the assistant clinical professor level and part-time "instructional adjuncts" who primarily teach undergraduate courses in our teacher preparation program but there will likely be more of them teaching in online degree or endorsement programs. Full-time clinical professors teach a 4 and 4 load per year.
- most of our faculty are clinical physicians, and their primary employment is with their clinics--their faculty role is secondary; we have many visiting clinical positions, who are residents in training. we have some adjunct positions for faculty whose primary appointment is either in another department or who do not have any other academic "home" in the medical school; we have a few "lecturer" positions for participants in our curriculum who are not MD's.
- Variety of demands; on-line teaching; distance education, academic dual career hires; occasionally on-campus teaching; research funded projects
- On campus teaching.

- Visiting professors are only done occasionally are treated the same as tenure track faculty--duties are in teaching and research. Clinical and Research faculty are appointed as Academic Professionals. Clinical faculty have a primary teaching role and some of them have additional administrative duties. Research faculty work in our research center and are engaged in funded research activities. Adjunct instructors are hired to teach specific courses on an as needed basis. They do not have any other duties than teaching. Off-campus and online courses are taught by FT faculty, clinical faculty and adjunct instructors.
- campus teaching
- Flexibility/ Expertise - If our faculty does not have expertise in a subject, we hire local people with expertise. The Adjunct and Instructor positions are very important for this flexibility. For instance, we have set an objective of diversifying our techniques to include more global forms. The range of expertise in Tenure faculty is limited so we have hired local experts in Capoeira, African dance, Balinese dance, et. Size -Because we have a small program, we don't have the numbers of students that justify a tenure hire in each of these global forms. Adjuncts provide a broader range of styles. When lines open up again we would like to hire a tenure faculty in global forms, but we still will need to augment with other styles. Visiting Professorships are very important, as it allows us flexibility in bringing in artists on a short term basis. These artists are often connected to the professional field, creating network opportunities for our students. They bring in fresh ideas and help to inspire the students and resident faculty. Lecturers provide a slot for faculty who are great teachers, but are not interested in the pursuit of tenure. It is very important in balancing the overall faculty.
- a variety of teaching and research related reasons
- (1) shrinkage in number of T-TT faculty, and gaps in the teaching program. (2) dual career hires. (3) excellent candidates and no regular T-TT lines.
- On campus teaching
- Visiting Professors: campus teaching, online teaching Visiting Lecturers: campus teaching, online teaching Visiting Instructors: campus teaching
- Adjuncts are 0% professor, lecturer and instructors - they provide seminars, mentoring of graduate students and project assistance. Visiting professor - occasionally used for a permanent professor to collaborate with - 1 or 2 semesters usually. Research professorships - we have two - one is moving toward tenure the other is assisting with teaching and research goals
- Adjunct profs: To allow technical colleagues who are not in tenure track UIUC appointments (eg, industrial colleagues, PhD-level colleagues in UIUC research institutes like NCSA) to participate in departmental research, and to occasionally advise Phd students. Also, faculty who leave UIUC are usually granted an Adjunct appt so they can continue to work with their remaining on-campus students. Visiting professorships: We have visitors who come to do sabbaticals, mid career colleagues who wish to visit for short periods of time to work with faculty, students, etc, and a visiting appt is the most appropriate title to recognize their temporary status in the dept. Research professorships: It is often the case that some colleagues need to be actively involved in our research and advising work, at a level similar to that of a tenure track faculty, but without the tenure track slot. This is especially true of the very large, interdisciplinary research funding we are now increasingly attracting. To support some of these extremely large research efforts, we need senior colleagues (i.e., well beyond post-doc level seniority) who need to be able to manage and lead research, advise students, occasionally teach as appropriate. The Research Prof appointment is the standard mechanism for this at most of our peer schools (eg, CMU, MIT, etc). Also, this track allows for a real career development path, eg, from Asst Research Prof to Assoc Research Prof, etc. Parallel to the tenure track, but supported entirely on "soft money", but with clear expectations for performance, advancement, career development, and the like. Lecturers: as a department with a very significant outside service component for our teaching (eg, we teach over 1000 non-majors every year) the Lecturer positions allow us to dedicate significant, focused, full-time effort at these important, introductory classes for these youngest and least-experienced students. Our data is that these few intro classes are not only the make-or-break experience for our own majors, but also are significant components of our non-majors' perception of their success as they enter their bachelors level degree programs. Courses with literally several hundred people per class, meeting multiple times per day, 5 days (and often several nights) per week, are not well handled by tenure track faculty, simply because of the near 24/7 demands of monitoring, mentoring, oversight, cheating, and the like. A small cadre of professional, full-time lecturers has been extraordinarily successful in transforming these large, high-stress classes (which formerly had abysmal ICES scores) into a positive experience for our own majors and the very many other students (in LAS, in engineering, in business, etc) who rely on these classes.
- Krannert Center for the Performing Arts' unique structure involves select full time APs be given adjunct professorship status in order to teach in the Department of Theatre.
- We do so since Architecture is still below the FTE's required to teach for the size of the student population. Sometimes we do so to fill sabbaticals or approved leaves.

**6. In what ways are your tenured and tenure track faculty involved in the hiring of other academic persons? (e.g. is the unit faculty involved in the applicant review process?, do they provide input as to job description, candidate names?, etc.)**

- Tenure-track faculty are involved in the review process
- All faculty are made aware of the need for recruiting non-tenured track track by groups. Ones needs are identified, each group is asked to provided names of possible candidates. Advertising for the positions are posted similar to FTE recruitingment. The job description is provided by the department heads based on teaching needs. Once applicants are identified select faculty from the groups are asked to evaluate application and make recommendations for interviewing. The department head conducts interviews with a smaller selection of faculty and decisions are made.
- All such decisions are discussed among the dept. executive committee (all tenure-line faculty in our small department). Searches are conducted as appropriate.
- The head reports on hiring plans for lecturer positions to the tenure line faculty, who have the opportunity to provide input or ask questions. In the past there has sometimes been a search committee composed of tenure line faculty who have conducted a search for a lecturer, while on other occassions the search has been conducted by the head in consultation with one or more faculty members who have relevant knowledge or expertise in the targeted language area.
- No.
- We hire via a search that is typically run by a faculty committee with 5 members.
- 1. Faculty review of candidates through a search committee and approval by executive committee. 2. A faculty member observe teaching performance annually and provides feedback.
- These decisions are made in consultation with the academic division coordinators but made by the department Head.
- Hiring typically is done by search committee (including tenured/tenure track faculty) that is advisory to the department head or school director.
- Yes, tenure track faculty do not bring the appointment to me until the are certain it should be done.
- All faculty provide input. Hires are approved by the Department Executive committee on recommendation of the chair.
- This is not a routine procedure for the department. The one "other academic" was hired about 10 years ago and we hope to replace him with a tenure-track faculty member in the next two years. I am not sure how much faculty input was provided for his hiring.
- They provide input
- The department executive committee reviews and approves all instructor and adjunct appointments
- Faculty have been involved in interviewing individuals proposed as spousal hires and in voting whether to approve them.
- The Library's executive committee reviews and approves both the visiting position and the job description and recommends search committee members. Generally, all members of the search committee are tenure-track faculty.
- tenured faculty describe teaching needs, names of potential candidates for teaching, unit head does actual interviews and hiring
- In most cases, faculty are involved in vetting the adjuncts. This is the case for at least one unit in the college.
- Per faculty bylaws, all appointments of adjunct faculty are reviewed by the College's appointments committee and then approved (or not) by the faculty. Visitors are vetted through the appointments committee if the visitor is someone whom we might be interested in for a future permanent appointment. "Podium" visitors to cover a specific class for a specific semester (usually as the result of a leave or sabbatical by a tenured/tenure-track faculty member) generally are handled exclusively by the Associate Dean for Academic Affairs.
- In an advertised position, faculty members are part of the discussion of candidates, including reviewing applications.
- Yes: Department Heads are involved in applicant review process, and tenured/tenure track faculty may be on search committees. Depending on the position, faculty may have input on the job description, and can always refer nominations to the College.
- Some tenure track faculty are more typical to make recommendations for adjuncts who have the qualifications to teach courses or areas where there are particular needs
- we do not have any tenured or tenure track faculty; we utilize a faculty committee to approve new appointments.
- Search and review process is done primarily by the unit faculty
- Tenured and tenure track faculty review CVs, including research and teaching records; they provide names of possible candidates. Final decision to hire rests with the head.

- The Dean makes hiring decisions on visiting, research and clinical faculty. For clinical and research positions we form search committees that faculty may serve on, but the hiring process is based on the process for AP positions. The Associate Dean for Academic Affairs hires adjunct instructors on an as needed basis each semester. There is no formal search process for these positions. However, experienced adjuncts who perform well in the classroom are often rehired. Adjuncts teach using a master syllabus designed by tenure track faculty. They are supervised by the Associate Dean.
- They identify people, but have no other involvement.
- Choices of adjuncts are made by Head, but the faculty participates in defining the needs and they provide names of candidates. Visiting Professorships are decided by a faculty committee, or Executive committee.
- tenure track faculty participate on search committees and on the advisory committees which oversee the process
- Usually initiated by the T-TT faculty. In dual hire situations, a match with a group is first found, then discussions lead to appointment in a group that can manage their careers.
- Yes
- The only faculty members normally involved in the hiring of other academics are the Head and Associate Head (tenured faculty). The unit faculty members do give input. The Associate Head (tenured professor) is also involved in the hiring of Visiting Instructors and Lecturers for the large CMN 101 course when there are not enough Graduate Teaching Assistants to cover the sections. The Head and Director of the Online Masters Program (tenured professor) are involved in the hiring of the Visiting Lecturer who acts as Asst. Dir. for the program as well as the unpaid Visiting Professors who teach online courses.
- They comprise the search committee members for new hires; Visiting professorship positions require a faculty sponsor; the adjunct appointment process requires a nomination by a faculty member; the nomination is reviewed by the Dept. DFAC and then voted on by the department voting faculty members. When an adjunct appointment is up for renewal (every three years) the adjunct must submit a list of activities from the last three years, a CV, and a statement requesting renewal. These renewal packets are then reviewed by the department DFAC and voted on by the voting faculty if recommended by the DFAC review.
- Research faculty are treated much as a standard academic job interview: CVs are circulated, there is a formal talk in front of the faculty, meeting with faculty and students, etc. Faculty can forward names of individuals who have expressed interests in such positions to the Head, who can then contact them and encourage them to formally apply for any positions. Adjunct faculty are approved by the faculty based on a review of their CV and qualifications; we require them to have a faculty sponsor who argues for why an Adjunct appt is appropriate and necessary. These appts are for 3 years and can be reapplied for at the end of the 3 year review.
- These adjunct appointments are made in consultation with the head of the Theatre Department and Dean of the College of Fine and Applied Arts, as well as the codirectors of Level 21 (design, technology and management program in theatre).
- Tenured and tenure track faculty in each discipline suggest upon review acceptable candidates to consider

**8. Does your unit regularly review persons in other academic appointments? If so, who participates in the review process?**

- The departmental advisory committee, group coordinators and the department head.
- yes
- I believe that lecturers are reviewed by the head every year, prior to renewal of their contracts. But the faculty at large do not participate in that review, nor has there been a policy of reporting on the review findings to the tenure line faculty.
- All we do is decide whether the individuals involved are doing what we want in the way we want. If so, we keep them.
- We have no tradition of review. For employees hired on an annual basis, the hiring process is a de facto review. This is not a good practice, but it is the only one we could come up with without adding administrative help (which has a cost). We have one of the largest adjunct faculties on campus, so formal review would be a major undertaking.
- A faculty member observe teaching performance annually and provides feedback. Head is supposed to provide an annual review of performance. This is done irregularly.
- Yes, faculty advisory committee
- Annual written evaluation and face-to-face performance review.
- Our department head takes care of this.
- The LAS Dean reviews our adjunct (spouse of chair) Lecturers are reviewed by the chair, and reappointments are made with the approval of the EC (see #7)
- The department head reviews the performance of the "other academic" position.
- The Department Head
- NO
- The head conducts an annual activities review for these positions as for all faculty in the department.
- Yes, they're included in the Library's annual faculty review process.
- depends. Teaching is definitely reviewed: e.g. we always encourage visiting instructors to conduct ICES process; also, many tenured faculty participate in reviews of student work in design studio and technical courses taught by visitors; also core resident faculty work across the curriculum to coordinate syllabi and student activities with visiting faculty; unit head performs teaching observations for visitors and collects feedback from students.
- These are reviewed annually and are based on ICES and other feedback. All adjunct appointments are made year-to-year based on need and enrollments. The department heads handle the reviews.
- All classes, including those taught by non-tenure-track faculty, are required to do ICES student evaluations. These evaluations are reviewed by the Associate Dean for Academic Affairs, and on occasion the Dean. The Associate Dean meets individually with adjunct/visiting faculty to go over any problems noted in the student evaluations before a decision is made on renewal of the appointment for the next year.
- Yes, we utilize some version of our annual review process (course observation, self-review) for those in multiple-year appointments.
- We strive and encourage annual evaluation of employee performance, regardless of the type of employment. However, positions below .20FTE are relieved of this responsibility if desired.
- For full-time clinical professors the past two years they have provided materials following the faculty annual review format to the department to be reviewed at a meeting of the department head and department faculty advisory committee. Department head provides each of the clinical professors with a letter providing feedback based on this deliberation
- dept. head
- Reviews are conducted annually by Faculty Advisory Committee (FAC) and Head
- No.
- Visiting professors are reviewed in the same manner as tenure track faculty. Clinical and research faculty are reviewed using the annual evaluation process for AP's. There is not a formal evaluation of adjuncts, but the Associate Dean makes decisions re: rehiring based on evaluation of teaching performance, which includes ICES scores and feedback from students.
- Yes, dept head
- The Head provides an annual review to Instructors, Lecturers, Adjuncts.
- the KCH advisory committee
- Yes. The direct supervisor and the department head (me).
- Our unit is extremely pressed for teaching staff. Unless an egregious problem occurs, we do not subject nontenure stream nonap faculty to rigorous review

- The Visiting Assistant Professor and other academics are reviewed annually by the Head. ICES scores are included in the review. The evaluation and classroom observation of Visiting Lecturers and Instructors in the CMN 101 course are completed by the Program Coordinator (Ph.D.).
- See question 6 for adjunct appointment review information. Research professors are reviewed each spring by the Promotion and Tenure committee and the department head during the tenure track achievement summary submission process - Provost Communication #21. The Teaching Associates are reviewed in the spring through Provost Communication #22 process.
- the dept head meets with all the faculty, research faculty, and lecturers on a yearly basis, reviewing their yearly contributions (research, teaching, etc) and offering career advice as appropriate.
- Annual reviews conducted by their supervisor. The Theatre Department also reviews adjuncts for their teaching, but primary responsibility lies with KCPA.
- The review procedures are very informal. typically the procedures are the result of our design jury review process or ICES scores.

**10. In what ways are your tenured and/or tenure track faculty involved in reappointments and termination of other academic persons?**

- All reappointments are based on the recommendation of the group coordinator and department head in consultation with the Associate dean of the college
- conduct class visits, write reports.
- The head will ask select faculty members who have expertise related to the language courses taught and supervised by the lecturer to conduct a performance review. I have not participated in such reviews, nor do I know for certain how or when they are conducted.
- They provide informal assessments to the extent they are in a position to observe the individuals in question. Usually, we hear from them only if there is a problem.
- Only via the search process.
- Executive committee is kept informed of issues with staff.
- Yes, again those on faculty advisory committee
- This is handled by department heads or the school director.
- see #8
- The reappointments are primarily the responsibility of the Department Head although informal advice may be sought from other senior faculty members. We have no experience with termination at this point.
- If the person works in their laboratory they must give a yearly written evaluation.
- The decision is made by the department advisory committee in consultation with the department chair
- Faculty are not involved in reappointment or termination.
- As supervisors.
- not formally, but any feedback--positive or negative--is weighed carefully by unit head; feedback on student products, performance, and readiness for next level in curriculum is very important
- To date, they provide informal feedback, but there is no policy or procedures for such.
- Terminations would be processed with the College's Executive Committee, which is made up of tenured/tenure-track faculty elected by the faculty. Other than this, there
- n/a
- In their supervisory/admin capacity.
- The faculty advisory committee is comprised of associate and full professors.
- N/A
- All such reappointments and terminations are reviewed by FAC
- It hasn't come up.
- Tenure track faculty only provide feedback on Visiting professors. Clinical faculty are evaluated by the Associate Dean and Dean. Research faculty are evaluated by their supervisor in the research center.
- consultation at best.
- There is no formal process - but if there is a concern or budget cuts the advisory committee discusses and makes recommendations.
- all terminations are discussed in the KCH advisory committee
- All NTT are attached to T-TT faculty. No firing occurs unless the responsible T-TT faculty sees the necessity or the funds are running out.
- no
- Only the administrative tenured faculty are involved in the reappointments.
- The department's promotion and tenure committee members review fellow tenure track faculty in the spring through a rating form then the department head conducts face to face discussions with each faculty member. For other academics the department head or the supervising faculty member in charge of the lab in which they work conducts the review.
- Adjunct (and Affiliate) faculty are reviewed by the tenure track faculty for 3 year appointments (see above discussion of Adjunct review process). Only the Head is involved in reapppt and termination processes for these individuals (but, based on inputs/feedback from the faculty about their performance).
- I believe that faculty from Theatre Department review adjuncts work/teaching in collaboration with the co-directors of Level 21.
- They are involved per discussions with the program chair of each discipline.

**11. Does your unit conduct exit interviews for other academic appointees? If so, by whom?**

- Inoformal
- no
- Not to my knowledge.
- No.
- No.
- No.
- no.
- it hasn't come up
- In my time here (3.5 years), we have not had to do this.
- To date, all of our lecturers were on one year appointments and got tenure-track offers elsewhere. No interview was deemed necessary in such cases.
- We have had no exits.
- No
- NO
- It has not to my knowledge.
- Not regularly
- yes, unit head conducts exit interviews
- They do, but not always. The exit interviews are completed by department heads.
- No.
- Only informally
- Exit interviews are offered, most departing employees decline. The HR person within the College/unit.
- Not to my knowledge since none of the clinical professors have left since I joined the department
- if this happens, the exit interview would be conducted by the dept. head
- Exit interviews are conducted at the College level.
- No.
- yes..the Dean and/or Associate Dean depending on the type of appointment. Since adjuncts are only hired on a semester by semester basis as temporary help they do not have an exit interview.
- no.
- Adjuncts who are hired for one course do not have an exit interview. There would be an exit interview for lecturers, instructors.
- yes, dept head.
- No
- no
- The Department Head normally conducts the exit interviews.
- no.
- Not sure; unaware of any exits of lecturers or research faculty in the last few years.
- Yes. By the HR Manager.
- No

**14. Are persons hired into these non-tenure track other academic positions in your unit required to use end of semester ICES surveys with their students and are they required to make that ICES data available to UEOs?**

- A similar survey provided by College of Medicine
- Yes absolutely and including a midterm evaluation by the department
- no
- I do not know.
- We have internal procedures for evaluation of teaching.
- I do not know, to be honest. I would think so, and I get a pile of them, but I'm not sure if this is written as a requirement.
- They are strongly encouraged to do so.
- Yes.
- yes
- Not sure
- YES
- For LAS teaching ICES surveys are collected and are available to the Department Head.
- Yes to both
- If they are teaching for us, yes.
- They are required to use ICES surveys but are not required to make ICES data available to the EO.
- Not applicable
- yes
- Yes
- Yes - see 8. above.
- Yes
- not REQ per se - but recommended - especially for annual reporting purposes, and promotion. No REQ for making avail to UEO, however included in annual reports, which are forwarded to UEOs.
- Yes
- no, we do not use ICES
- Yes
- Yes.
- Yes. All instructors, including FT tenure track, clinical faculty and adjuncts, are required to use the ICES survey at the end of their class. All ICES results are shared with the UEO's (Dean and Associate Dean).
- yes
- Yes
- yes
- Yes
- Yes, they are required to use the ICES surveys and must make the data available to the Department Head.
- Yes
- yes, for lecturers and for research faculty doing teaching.
- Yes.
- Good question. They should be required and I will insure that they are.

**17. Please list names and email addresses of tenure track and tenured faculty who frequently work with adjunct faculty.**

- Michael Finke mcfinke@illinois.edu Richard Tempest rtempest@illinois.edu Valeria Sobol vsobol@illinois.edu
- These are the tenure line faculty who work with the lecturers who teach and supervise language courses: Elabbas Benmamoun (Arabic) Rakesh Bhatt (Hindi) Eyamba Bokamba (African languages, and supervising faculty member for all language TAs) James Yoon (all) There are two lecturers who teach in the MATESL program, and I believe they report to Prof. Randy Sadler, and possibly also to other faculty in that program (Dickerson, Markee, Koshik, Davidson).
- Evan M. Melhado, melhado@uiuc.edu
- Robert W. Barrett (Associate Head) Catherine Prendergast (Director, Freshman Rhet program) Alex Shakar (director, Creative Writing) You can find the emails as easily as I can via outlook.
- Feng Sheng Hu May Berenbaum Ken Paige Carol Augspurger Evan DeLucia
- Robert Cummins (rcummins@illinois.edu) Jon Waskan (waskan@illinois.edu)
- The only tenure-track faculty members who currently team teaches with the "other academic" is Ann Nardulli <anardull@life.illinois.edu>. Al Feng, Phil Best, and Benita Katzenellenbogen, who previously participated in these courses, retired within the last year.
- Alain Fresco afresco@illinois.edu, Laurence Mall lmall@illinois.edu, Peter Golato pcolato@illinois.edu
- Too many to list. Major employers of visiting faculty on grants: William Mischo (w-mischo@illinois.edu), Tim Cole (t-cole3@illinois.edu). Our Cataloging and Access unit often hires visiting faculty for externally-funded cataloging projects - Michael Norman (manorman@illinois.edu) heads that unit.
- Stephen Sears: ssears@illinois.edu David Hays: dlhays@illinois.edu
- Rich Martin - richmart@ad.uiuc.edu Bill Berry - weberry@illinois.edu
- John D. Colombo, Associate Dean for Academic Affairs jcolombo@law.illinois.edu Dean Bruce Smith smithb@law.illinois.edu
- Greg Freund, freun@illinois.edu Bruce Schatz, schatz@illinois.edu Byron Kemper, byronkem@illinois.edu Lee Cox, cox2@illinois.edu
- Professor Susan Noffke s-noffke@ad.uiuc.edu Professor Sarah McCarthey mccarthe@uiuc.edu
- N/A
- Peter Kuchinke Donald Hackmann Debra Bragg James Anderson Michael Peters Chris Span Cameron McCarthy
- NA
- Barry Ackerson, Associate Dean for Academic Affairs, backerso@illinois.edu
- All the tenure faculty "work with" the lecturers, instructors, visiting professors. The following might be helpful. Linda Lehovc, BFA Director lehovec@illinois.edu Sara Hook, MFA Director sarahook@uiuc.edu
- <http://kch.illinois.edu/Faculty/>
- Marcelo Garcia, Chris Barkan, Mark Rood, Charlie Werth
- Harriet Murav Anna Stenport Mara Wade
- David Tewksbury, Department Head (tewksbur@illinois.edu); John Caughlin, Associate Head (Caughlin@illinois.edu); John Lammers, Dir. of Online Masters Program (jcl@illinois.edu)
- Hans Blaschek (blaschek), Sharon Donovan (sdonovan), Keith Cadwallader (cadwldr), Kelly Tappenden (tappende), Faye Dong (fayedong), Donald Layman (dlayman), Shelly Schmidt (sjs), John Erdman (jwerdman), Elizabeth Jeffery (ejeffery)
- We have 60ish faculty and about 15 current adjuncts; too many to list everybody dealing with everybody. A few good examples: John Hart (jch@illinois.edu) who is working with industrial colleagues at Navteq in Chicago to help teach an advanced special topics class; Marc Snir (snir@illinois.edu) who has active relationships with many such colleagues in NCSA.
- I wanted to communicate that the structure at KCPA is very different, so our APs who are employed 100% by KCPA hold 0% appointments in the department of theatre. It's a hybrid approach and complex, with individuals holding adjunct appointments accountable to 2 entities (but the primary employer is Krannert Center).
- Paul Armstrong Paul Kapp Mir Ali Mike McCulley

## **Appendix B**

### **The Questionnaire and Survey Results**

The two surveys were posted on the UIUC web site and participants were invited by email to respond.

Summaries: 2 – Selected Faculty Sample responses

## Status of Adjunct Faculty (Faculty Survey)

Total Submissions: 14      Status: running

1. Please check which of these other academic appointments your unit makes:		Percent	Count
Adjunct professorships	<input type="text" value="71%"/>	71%	10
Visiting professorships	<input type="text" value="71%"/>	71%	10
Research professorships	<input type="text" value="29%"/>	29%	4
Clinical professorships		0%	0
Instructors	<input type="text" value="79%"/>	79%	11
Lecturers	<input type="text" value="71%"/>	71%	10
		Answered	14
		Skipped	0

2. Why does your unit make appointments in each of these various categories? (e.g., on campus teaching, exclusively for online teaching or distance education, including teaching in off-campus sites, etc.)	Count
	Answered 14
	Skipped 0

[view answers](#)

3. Does your unit have any such appointments this academic year?		Percent	Count
Yes	<input type="text" value="100%"/>	100%	14
No		0%	0
		Answered	14
		Skipped	0

4. Does your unit have established criteria that determine which other academic appointment title you use?		Percent	Count
Yes	<input type="text" value="71%"/>	71%	10
No	<input type="text" value="29%"/>	29%	4
		Answered	14
		Skipped	0

5. In what ways are your tenured and tenure track faculty involved in the hiring of other academic persons? (e.g. is the unit faculty involved in the applicant review process?, do they provide input as to job description, candidate names?, etc.)	Count
	Answered 14
	Skipped 0

[view answers](#)

6. Does your unit have review procedures for performance evaluations of other academic persons?		Percent	Count
Yes	<input type="text" value="64%"/>	64%	9
No	<input type="text" value="21%"/>	21%	3
		Answered	12
		Skipped	2

7. Does your unit regularly review persons in other academic appointments? If so, who participates in the review process?	Count
	Answered 14

Skipped 0

[view answers](#)

8. Do your tenure-track faculty provide input into performance evaluations of other academic appointees?

	Percent	Count
Yes	57%	8
No	36%	5
	Answered	13
	Skipped	1

9. In what ways are your tenured and/or tenure track faculty involved in reappointments and termination of other academic persons?

Answered	14
Skipped	0

[view answers](#)

10. Does your unit conduct exit interviews for other academic appointees? If so, by whom?

	Count
Answered	14
Skipped	0

[view answers](#)

11. Do persons with other academic appointments have access to your unit grievance procedures?

	Percent	Count
Yes	86%	12
No	0%	0
	Answered	12
	Skipped	2

12. Does your unit have any multiple-year appointments of other academic persons?

	Percent	Count
Yes	50%	7
No	21%	3
	Answered	10
	Skipped	4

13. Are persons hired into these non-tenure track other academic positions in your unit required to use end of semester ICES surveys with their students and are they required to make that ICES data available to UEOs?

Answered	14
Skipped	0

[view answers](#)

14. Do individuals holding non-tenure track or other academic appointment positions in your unit have voting rights in your academic unit?

	Percent	Count
Yes	29%	4
No	64%	9
	Answered	13
	Skipped	1

15. Do individuals holding non-tenure track or other academic appointment positions in your unit attend faculty meetings in your unit?

	Percent	Count
Yes	64%	9
No	29%	4

Answered	13
Skipped	1

16. Please list names and email addresses of tenure track and tenured faculty who frequently work with adjunct faculty. Count

Answered	11
Skipped	3

[view answers](#)

**2. Why does your unit make appointments in each of these various categories? (e.g., on campus teaching, exclusively for online teaching or distance education, including teaching in off-campus sites, etc.)**

- to make up for the loss of tenured/tenure-line faculty (50% reduction since 2004) while serving an increased number of graduate students, primarily in our online graduate programs
- Adjunct: they add external perspective to our teaching and research programs. Research: title/position was part of retention agreements. Lecturers: teach some of our very large classes, some lab classes, and in our Hospitality Program.
- Campus teaching, dual career
- adjunct: teaching/ research/ mentoring visiting: teaching/ not a permanent position research: no teaching required
- For on-campus teaching and for language program direction
- Our unit mainly does appoints adjuncts to cover for faculty on leave or sabbatical.
- teaching, research, spousal hires of individuals who do not want to experience a tenure track position
- Because my Dept has not been replacing faculty lines once a faculty retires or leaves.
- To the best of my knowledge, most of the English department's limited number of visiting professorship hires during the last decade have been linked to retention efforts and frequently lead to DCAC hires in the end. We hire instructors and lecturers each year to staff the department's numerous on-campus courses, particularly in Rhetoric and BTW. Since the bulk of these courses are required for all students, we need to offer them in sufficient numbers.
- To fill our teaching load
- on campus teaching, online teaching, and teaching in off-campus sites
- adjuncts --> grad student supervision and service on phd committees instructors --> teaching in the languages program lecturers --> teaching in the languages program and the service ESL program
- This is an unusual appointment for us to meet present teaching needs.
- for mainly campus teaching of non majors

**5. In what ways are your tenured and tenure track faculty involved in the hiring of other academic persons? (e.g. is the unit faculty involved in the applicant review process?, do they provide input as to job description, candidate names?, etc.)**

- We have a written policy for faculty review and approval of foreign visiting researchers but no such policy or formal procedure for the other categories listed above. As program coordinator, I make suggestions to appoint appropriate adjunct faculty to the dept head. We have a group of about 20 with appropriate education and professional background and we draw from this group to fill the adjunct needs. These individuals are known to me and the rest of the program faculty.
- Tenure-track and tenured faculty are involved in all stages of hiring: position description; search committee; interview process; and feedback on candidates.
- Appointments of lecturers are made after a search approved by the dean and the executive committee of the department
- individual faculty make nominations; the voting faculty all vote to elect/ re-elect following a review of how the adjunct has interacted/ provided non-financial support in teaching/ research/ mentoring/ other during the preceding period (3 yr).
- Tenured and tenure-track faculty participated in a national job search that led to hiring our current language program director. I would say that there has been less tenured and tenure-track faculty involvement and less transparency in other appointments.
- Our tenured and tenure-track faculty sit on search committees. They write the job description, make the short list, interview and recommend candidates to our director.
- nomination and initial review, however criteria are not well defined for all appointments (to my knowledge)
- I am certain they are consulted by the head.
- The Associate Head chairs the hiring committee for instructorships and lectureships. The standing members of this committee include the Directors of Creative Writing, Professional Writing, Rhetoric, and Undergraduate Studies. The Associate Director of Rhetoric is also a standing member of the committee. Finally, two members of the literature faculty are appointed to the committee each year. The committee generates the job description, reads files, selects candidates for interviews, interviews those candidates, and meets to produce a ranked list of

candidates. The Associate Head then makes use of the list to hire instructors and lecturers when courses become available.

- Not that I'm aware of. I'm a new department head, but we've never had faculty involvement in these matters.
- tenured/tenure track faculty reviews the credentials of prospective appointments and also assess whether the instruction can be handled by our current full-time faculty or that we need to add instructional capacity to meet student demand for courses.
- adjunct faculty appointments are approved by the advisory committee and voted on by the entire faculty
- instructor/lecturer positions are filled through open search
- We have only one "other academic" hired several years ago. There was little input from faculty.
- yes, all of the above

**7. Does your unit regularly review persons in other academic appointments? If so, who participates in the review process?**

- We require and review ICES ratings for all faculty, adjunct or otherwise. We make reappointment decisions for adjuncts based on ICES evaluations. From time to time, students submit informal and unsolicited feedback and this, too, is factored into the decision to appoint again.
- Yes, we annually review people in these positions. The person who directly oversees the person does the review. Sometimes, both the person who is directly reported to and the dept head meet with the employee together, if the employee's duties also tie to FSHN (e.g., employees at the National Soybean Research Lab).
- Yes. The Chair does annual reviews of all faculty members, and submits the results to the executive committee for approval.
- see above, 3-year reviews, voted by full voting faculty
- I don't know whether my unit reviews persons in other academic appointments.
- Yes, the School's Executive Committee
- it depends on the appointment
- The Heads appoint a committee. However all of our recent appointments have been 1 year and such individuals were not evaluated internally since they moved on.
- No.
- No.
- Department head, with advice and consent of faculty
- instructors and lecturers have tenure-line faculty who supervise them. The supervisors are responsible for the review and report the results to the head.
- As with any other instructor, teaching performance is informally reviewed, including student evaluations.
- yes The head has annual reviews with these other academic appointment personnel

**9. In what ways are your tenured and/or tenure track faculty involved in reappointments and termination of other academic persons?**

- as program coordinator, i am the only one providing decision recommendations to the department head regarding re-appointment or termination.
- They provide input into performance evaluations of people who work in their labs and are classified as AP's such as technicians. The faculty member is totally responsible for hiring, reappointment, and termination.
- Minimal involvement with lecturers beyond approval of the EC
- voting
- To my knowledge, tenured and/or tenure-track faculty are not involved in performance evaluations, reappointments and termination of other academic persons.
- Through the Executive Committee
- I believe this is highly variable and such information needs to be determined from the administrators of each unit
- They are consulted by the head and give their input. But as I already stated the only individuals who have been appointed were short term.
- None of our instructorships and lectureships fall under the category of reappointments. Those currently holding such positions must go through the same application process as new candidates if they wish to once again serve as instructors or lecturers. As outlined in my answer to Question 5, that process includes tenure-stream faculty--but no one is being reappointed. (The one exception here involves those who have taught as adjuncts for the

department for six years: in accordance with AAUP guidelines for the treatment of adjunct faculty, our department considers these individuals to have a reasonable expectation of ongoing employment and staffs them as Senior Instructors and Lecturers from their seventh year forward.)

- None that I'm aware of.
- the tenure-track faculty periodically assess the effectiveness of part-time appointees and use that process to determine whether the Head should continue to tap into this particular pool of talent.
- As specified in 7 above
- This was largely a department Head decision.
- Advisory committee (which consists of only tenure or tenure track faculty) is always consulted in regards to termination of other academic persons and occasionally consulted in regards to reappointment of such persons.

**10. Does your unit conduct exit interviews for other academic appointees? If so, by whom?**

- Not to my knowledge
- No, we don't.
- The Chair conducts such interviews
- I don't know - if so, this would be Faye Dong
- Our unit has not had occasion to conduct exit interviews (the other academic appointees hired by our unit are still here).
- No.
- I do not know.
- The Head
- No.
- No.
- We do not have a formal process for conducting exit interviews; however, we do informally obtain perspective and comments from individuals who are leaving our team.
- Not to my knowledge
- We have had no exits recently.
- no

**13. Are persons hired into these non-tenure track other academic positions in your unit required to use end of semester ICES surveys with their students and are they required to make that ICES data available to UEOs?**

- Yes to both
- Yes, they are expected to do this, similar to tenure-track faculty members.
- Yes
- answer 11 refers to visiting and research appointments, not adjunct (adjunct are not hired/payed) visiting fill ICES
- I don't know the answer to question 11, though I doubt that persons hired for other academic positions are excluded from unit grievance procedures. For question 12, I would guess that our unit does have multiple-year appointments of other academic persons, since the appointments of such persons have continued over multiple years. I don't know my unit's policy with respect to question 13.
- Yes and yes.
- I assume so
- Yes
- Yes. Instructors and lecturers must all use ICES surveys, and they must make the results of those surveys available to the Associate Head.
- Not required.
- Yes
- Yes.
- Yes and yes
- yes

**16. Please list names and email addresses of tenure track and tenured faculty who frequently work with adjunct faculty.**

- Scott Johnson (sjohnson@uiuc.edu) as Associate Dean for Online Learning in the College of Education
- Hans Blaschek blaschek@illinois.edu Sharon Donovan sdonovan@illinois.edu Elizabeth Jeffery ejeffery@illinois.edu Elvira de Mejia edemejia@illinois.edu Hong Chen hongchen@illinois.edu Shelly Schmidt sjs@illinois.edu
- Robert Cummins (rcummins@illinois.edu)
- faye dong fayedong@illinois.edu soo lee soolee@illinois.edu elvira demejia edemejia@illinois.edu
- Paul Kapp phkapp@illinois.edu Scott Murray scmurray@illinois.edu Paul Armstrong parmstro@illinois.edu Mir Ali mirali1@illinois.edu
- Mark Rood, mrood@illinois.edu
- Karen Fresco: kfresco@illinois.edu
- Curtis Perry, Head (cperry@illinois.edu) Cathy Prendergast, Director of Rhetoric (cprender@illinois.edu) Richard Nardi, Associate Director of Rhetoric (rnardi@illinois.edu) Bruce Erickson, Director of Programs in Professional Writing (baerick2@illinois.edu) Alex Shakar, Director of Creative Writing (ashakar@illinois.edu)
- Jason Chambers (jpchambe@illinois.edu) Jan Slater (slaterj@illinois.edu)
- If you mean by adjunct faculty, the tenure-line faculty in other departments, many of us work with them, so it is hard to say who works most frequently. On the other hand, the supervisors for instructors/lecturers are as follows: Eyamba Bokamba--for instructor/lecturer of languages program Wayne Dickerson--for service ESL lecturers (Patti Watts, and Hugh Bishop) Randy Sadler--for service ESL lecturer (Susan Ahmed)
- I think I filled this out already, but was told to try again and access would be denied if I had already done it. Access was not denied so I filled it out again. Ann Nardulli (anardull@life.illinois.edu) team teaches with the "other academic".