

Lundquist College of Business
Non-Tenure Track Faculty Professional Responsibilities

Approved by the Office of the Provost and Academic Affairs: 04 27 17

I. Preamble

Career Non-Tenure Track Faculty and Pro-Tem Non-Tenure Track Faculty (NTTF) play a vital role in the Lundquist College of Business (LCB). Although their primary mission is to teach undergraduate and graduate students, Career NTTF also make significant service, professional, administrative, and other contributions to further the mission (Pro-Tem NTTFs have no research, service or professional development expectations unless specified in their contract). This document addresses the assignment of responsibilities for Non-Tenure Track Faculty (NTTF) in the areas of teaching and service/professional development. The aim of this document is to define the policy and to ensure consistent, fair, equitable and transparent implementation of the policy across all departments in the LCB in accordance with the CBA between the University of Oregon and United Academics.

Teaching and service/professional development responsibilities are intended to meet the strategic, curricular, enrollment and service needs of the Lundquist College of Business and the professional aspirations of Career NTTF within the mission of the LCB. These responsibilities will make appropriate use of each Career NTTF member's qualifications and expertise and potential to acquire expertise. While this policy describes the assignment of professional responsibilities in detail, Department Heads will communicate with their Career NTTF at least annually before responsibilities are assigned to discuss their teaching preferences, service assignments, administrative assignments and professional development and how those correspond to the curricular, strategic, and enrollment needs of LCB.

The policies and procedures outlined below are consistent with the roles and responsibilities for Department Heads and the Dean or designee.

II. Contributing Factors to FTE for Career NTTF

A. Course Load:

The number of courses taught by Career NTTF on a 1.0 FTE appointment will vary by the levels/types of courses taught, levels of student engagement/resource intensiveness in the classroom, and service adjustments necessary to meet the LCB's strategic objectives. The number of courses and the types/levels of courses Career NTTF will teach each year will be determined during the annual conversation between the Career NTTF and their respective Department Head. The starting point for each 1.0 FTE Career NTTF is 8 courses.

The number of courses Professors of Practice and Clinical Professors are expected to teach during an academic year is also variable depending on the nature of professionally-related education and service associated with the appointment.

Three and four credit classes, including lower division, upper division, honors classes and graduate classes are equivalent in load. Differences in class size are based on the level of the course and demands associated with student contact and grading (e.g., lower division classes tend to be larger than upper division classes and graduate classes tend to be smaller than undergraduate classes).

Possible course load and course equivalency modifications due to a variety of factors, including course size and unusual student engagement activities, are described in Section III.C. below.

B. Service and Professional Development Expectations:

Service: Career NTTF on 1.0 FTE are expected to be involved in service to one of more of the following: their department, the college, the university, their profession and the greater business community. This may take the form of:

- (1) serving on department/ college/university committees and taskforces,
- (2) taking leadership roles in professional organizations,
- (3) serving on committees and boards in the business community,
- (4) advising student clubs,
- (5) taking temporary administrative roles associated with strategic initiatives within LCB, and
- (6) other forms of service consistent with the examples listed.

Note: Serving as instructor of record for a significant number (6 or more 3-4 credit) of individual studies or honors theses throughout the course of the academic year will count as an instructor's service component.

Service loads should be comparable and equitable for Career NTTF within and across departments.

Professional Development: In addition to service, Career NTTF on 1.0 FTE are expected to engage in professional development by remaining intellectually active and current in the fields in which they teach. This may include activities such as:

- (1) attending academic and/or teaching conferences and workshops,
- (2) consulting (paid and unpaid),
- (3) developing new skills and expertise related to business education,
- (4) giving talks and presentations, and
- (5) any other industry engagement which includes site visits, industry tours, student projects, and managing events (seminars, conference, and workshops) that include industry representatives.

AACSB accreditation standards require that Career NTTF remain current in their fields. Service and professional development combine to equal 0.20 FTE of a 1.0 FTE appointment.

Service and professional development expectations for Career NTTF on less than a 1.0 FTE will vary depending on individual faculty preferences in consultation with their Department Head and LCB strategic and service needs. Specific service and professional development expectations will be clearly stated in each NTTF contract for those on less than a 1.0 FTE appointment.

Department Heads will communicate with their Career NTTF at least annually, and offer an opportunity to meet, before responsibilities are assigned to discuss service assignments, administrative assignments, and professional development, and how those correspond to the curricular, strategic, and enrollment needs of LCB.

Career NTTF will be provided financial support for professional development consistent with LCB's professional development policy

The professionally-related education and service expectations for Professors of Practice will vary depending on the particulars of their appointment and will be clearly defined in their contracts.

C. Research and Scholarship:

In general, Career NTTF, regardless of FTE appointment, are not expected to engage in research or scholarship above and beyond those activities necessary for professional development related to remaining intellectually active and current in the fields in which they teach. In a few cases, however, Career NTTF in the LCB may have expectations for research. This would be explicitly stated in their contract with an appropriate weight (e.g., 0.7 FTE teaching, 0.2 FTE service/professional development and 0.1 FTE research). Research expectations are based on consultation with the appropriate Department Head and approved by the Dean or designee, and depend on funding and the curricular and enrollment needs of LCB.

For Career NTTF who do not have research expectations, research publications and scholarship are valued and will be considered in performance evaluations and promotions as a component of professional development related to remaining intellectually active and current in the fields in which they teach.

D. Undergraduate and Graduate Advising:

Career NTTF provide students guidance on class issues during office hours. Career NTTF may also provide informal guidance to students as part of the normal teaching of a course. Advising student clubs is part of service expectations and not teaching load.

Career NTTF are not expected or required to conduct formal student advising, which includes career advising, curricular advising, and other programmatic advising. The LCB recognizes the value that Career NTTF create in these discussions with students, but the advising for these is at the discretion of the Career NTTF and will not be included in any performance evaluation.

E. Student Contact and Communication:

Career NTTF Instructors teaching a course will hold office hours and may communicate with students and student teams outside of class as appropriate for the course they are teaching. Faculty teaching one course per term will schedule office hours for a minimum of two hours per week. Faculty teaching two or more courses per term will schedule office hours for a minimum of three hours per week. Regardless of the minimum number of office hours scheduled, faculty may meet reasonable student requests for contact and communication. Scheduling exam review sessions, feedback on practice team presentations, and other similar contact and communication is done at the discretion of the instructor.

F. Overloads, Course Buy-Outs, and Course Cancellations:

Overloads: From time to time, curricular and enrollment needs may provide an opportunity for Career NTTF on a 1.0 FTE to teach an additional course(s) in that academic year (AY). Overload teaching appointments will be assigned on an FTE percentage commensurate with normal workload duties, and will be compensated at a minimum commensurate with normal workload duties. Alternatively, Career NTTF may “bank” an overload course in one AY and trade this for a reduced teaching (course release) load in a subsequent year in consultation with their Department Head. Faculty will not be disciplined or terminated for refusing an overload teaching assignment.

Teaching assignments in Portland-based graduate programs, and the associated compensation, will be jointly determined with the Director of the OEMBA or the Sports Product Management Program and the Career NTTF. Final approval by the Dean or designee is required.

Buy Outs: When Career NTTF teach outside of LCB or when a grant is used to buy out a course, the buy-out rate is equal to 10.0% of base salary for each course including OPE plus a transfer cost of 2.5% of base salary including OPE.

Cancellations: The LCB has the right to cancel classes due to inadequate enrollment. In the past, inadequate enrollment has been generally defined as fewer than 20 students in an undergraduate class and fewer than 10 students in a graduate class, excluding Ph.D. seminars. However, these enrollment numbers are guidelines and not absolute criteria for cancelling a course. Other factors include curricular and enrollment needs of the unit.

In the event of such a cancellation, Career NTTF will be assigned an additional course during the same AY (not to exceed three courses in one term and excluding summer). If a replacement course is not needed in the same AY, additional work related to the faculty member’s expertise and background equivalent to the cancelled course may be assigned.

Determination of how to adjust teaching loads will be jointly decided with the Career NTTF, the appropriate Department Head, and the Dean or designee.

G. Institutional Equity and Inclusion

Article 19, Section 11, page 39, of the Collective Bargaining Agreement requires that Career NTTF, as part of their promotion process will include in their personal statement a brief discussion of their contributions to institutional equity and inclusion. While equity and inclusion practices may vary considerably by discipline, all Career NTTF are expected to contribute to institutional priorities in their teaching and service activities as appropriate, as well as involvement with academic and professional associations, non-profit, governmental, and/or private sector organizations. More information on how Career NTTF can contribute may be found at <http://inclusion.uoregon.edu/>.

III. Accounting for Individual Faculty Needs in the Context of LCB Curricular, Enrollment and Service Needs

A. Teaching and Service Assignment Processes:

Career NTTF and Pro-Tem NTTF, as is their right under the CBA, have the option to meet with their Department Head before responsibilities are assigned, to discuss the faculty member's preferences regarding assignments for teaching, research, service and other professional responsibilities as set forth in the CBA, and the member's anticipated resource needs.

During fall of each year Department Heads or their designee prepare an initial proposed teaching schedule for the following AY. If needed, a conversation between Career NTTF and their Department Head will occur to discuss any issues or concerns the Career NTTF may have about their assigned teaching schedule. Every effort will be made to accommodate Career NTTF teaching preferences and service assignments. However, actual teaching schedules and assignments depend on the curricular and enrollment needs of the department.

In rare cases of significant curricular and enrollment need, a faculty member may be assigned a course that they are qualified to teach but which they prefer not to teach. A faculty member is obligated to devote their best effort to the university, particularly to students, to perform all duties with professionalism and diligence and in accordance with standards appropriate to AAU institutions.

During an AY, it may be necessary to modify scheduled assignments. This will only be done after the Department Head or designee discusses the changes with the Career NTTF. Changes will not be made for arbitrary or capricious reasons. If Career NTTF have questions or concerns about their teaching, research and service assignments, they are encouraged to contact the Dean or designee, who has final authority to assign courses and service assignments.

Department Heads and/or area coordinators, by the start of the spring quarter, will inform each Career NTTF of their teaching assignments in writing for the following academic year.

B. New Course Preparations:

The teaching loads for a 1.0 FTE Career NTTF will take into consideration that occasionally NTTF will be asked to prepare a course that they have never taught or have not taught for 3 or more years, including on-line courses. In some cases, the proposal for a new course may come from the faculty member. In others, the new preparation for that Career NTTF is assigned based on the full strategic, curricular, and enrollment needs of the college and the faculty member's qualifications and expertise, and the potential to acquire the appropriate expertise, as well as the faculty member's evolving teaching interests.

For such new course preparations, the Department Head and/or the Dean or designee will provide reasonable resources and assistance to help with course preparation. In cases of substantial new demands placed on the faculty member as part of new course preparations, e.g., developing an on-line course in an area not previously taught, the faculty member's course load may be reduced.

The same expectations exist for Career NTTF on less than a 1.0 FTE.

C. Balance of Workload Components, Timing of Activities and Per Student Enrollment Funds:

The assignment and distribution of courses for Career NTTF considers both the curricular and enrollment needs of the college and the Career NTTF qualifications and expertise. Career NTTF will be assigned no more than three courses in one term unless they agree. At the time the teaching schedule is developed, the distribution of courses over the AY takes into consideration a variety of factors including:

- (1) service and administrative assignments of the Career NTTF,
- (2) number of different preparations over the AY,
- (3) teaching at both undergraduate and graduate levels,
- (4) teaching in the Honors Program,
- (5) class size (e.g., large enrollment courses where additional resources (such as GTF support) are not seen as fully mitigating the workload)
- (6) intensity of writing, group activities, or experiential learning activities,
- (7) other items not listed, yet relevant to workload

It is recognized, however, that periodic adjustments to the teaching load courses may be necessary to more fairly balance the workload of individual Career NTTF who undertake additional responsibilities beyond the usual and expected service and teaching activities.

Examples of responsibilities and activities that could qualify as being equivalent to a course/section reduction, include, but are not limited to: service in an administrative capacity, support of essential credit or non-credit activities of academic programs, the

nature of an individual's teaching portfolio in a particular AY (e.g., compared to past practice, an unusually high number of preparations, an unusually high number of new preparations, an unusually high number of large enrollment classes, and teaching multiple courses at lower division, upper division, and graduate levels), and participation in strategic initiatives as determined by the Dean's office. In addition, the faculty member and Dean or designee may agree to count an unusual number of courses in categories (5) and (6) above as part of the faculty member's service FTE.

Department Heads and/or area coordinators when formulating teaching schedules will factor in the nature of an individual's overall professional responsibilities for that AY and make recommendations to the Dean or designee on course equivalencies and other types of support. Individual Career NTTF also may request an adjustment in their teaching load based on the reasons listed above to their Department Head and/or the Dean or designee. Final decisions associated with deviations from the base teaching load of eight courses will follow this policy. Specific adjustments will be made and approved in consultation with the Dean or designee, the Career NTTF, and their Department Head.

In general, new Career NTTF will teach no more than two courses during their first term (2, 3, 3) of their employment to minimize the number of courses and preps for the first term. Any new Career NTTF who wants to teach more to limit their load in subsequent terms may request a different schedule after consultation with the Department Head. However, new Career NTTF will have no more than two preps for the first two terms.

LCB leadership will strive to treat similarly situated Career NTTF within the LCB will be treated the same across and within departments.

Per Student Enrollment Funds (currently equal to \$3.50 per student in a class) are available to support the teaching of each course and may be used to cover copy costs, purchase course material, hire graders, and other purchases associated with the teaching of a course. These funds carry over. Per Student Enrollment Funds are not to be used for travel to conferences, purchase of computers, and other non-course related expenses.

In specific cases of high enrollments, it may be more appropriate to provide Career NTTF with more resources for grading, answering student emails, or keeping office hours instead of adjusting their teaching loads. The Dean or designee will approve additional resources in consultation with the appropriate Department Head and the Career NTTF and will disseminate this information to all Career NTTF.

D. Administrative Duties and Teaching and Service Expectations:

Standing administrative appointments that Career NTTF may hold are:

- (1) Director of the Lundquist College of Business Honors Program,
- (2) Director of the Master's in Accounting Program, and
- (3) Academic Director of the Oregon Executive MBA.

These three administrative appointments carry a minimum two-course reduction.

Other standing administrative appointments include program director of one of the four centers of excellence in LCB. Because the duties of center program managers vary across the centers and may vary from year to year, reduction in teaching is determined with the Career NTTF, the appropriate Department Head, the Dean or designee.

Other temporary administrative duties that could qualify as being equivalent to a course reduction include the support of essential credit or non-credit activities of academic programs, participation in strategic initiatives (as determined by the Dean's office), and other similar temporary assignments. In some cases, it may be more appropriate to consider a temporary administrative assignment as part of service expectations or to provide a stipend to compensate for administrative duties beyond expected service contributions. The Dean or designee will consult with the appropriate Department Head and the Career NTTF before any adjustments are made.

IV. Pro-Tem NTTF

Pro-Tem positions are intermittent and of limited duration (3 years maximum generally) and the FTE is based on the number of courses taught during each contract period. Pro-Tem NTTFs are expected to possess the qualifications to prepare a new course as part of their contract. Because Pro-Tem's have no research, service or professional development expectations, unless specified in their contract, each AY they teach no more than the equivalent of a 10 course load as defined in this policy, and would have the corresponding FTE for equity purposes. Deviations from the 10-course load equivalency for Pro-Tems can be negotiated between the Pro-Tem faculty member, the Department Head and the Dean or designee.

Pro-Tem NTTF who have a course cancelled due to inadequate enrollment may have the terms of their appointment modified to account for the cancellation of the class, or the appointment may be terminated. The LCB and the University will have no liability for any such modification or termination.

Per Student Enrollment Funds (currently equal to \$3.50 per student in a class) are available to support the teaching of each course and may be used to cover copy costs, purchase course material, hire graders, and other purchases associated with the teaching of a course. These funds may carry over within an academic year. Per Student Enrollment Funds are not to be used for travel to conferences, purchase of computers, and other non-course related expenses.

Pro-Tem NTTF Instructors teaching a course will hold office hours and may communicate with students and student teams outside of class as appropriate for the course they are teaching. Faculty teaching one course per term will schedule office hours for a minimum of two hours per week. Faculty teaching two or more courses per term will schedule office hours for a minimum of three hours per week. Regardless of the minimum number of office hours scheduled, faculty may meet reasonable student requests for contact and communication. Scheduling exam review sessions, feedback on practice team presentations, and other similar contact and communication is done at the discretion of the instructor.

Teaching assignments in Portland-based graduate programs, and the associated compensation, will be jointly determined with the Director of the OEMBA or the Sports Product Management Program and the Pro-Tem NTTF. Final approval by the Dean or designee is required.