

TO: Fort Wayne Senate

FROM: Zafar Nazarov, Chair
Faculty Affairs Committee

DATE: December 4, 2017

SUBJ: Continuing Lecturers Policy

WHEREAS, Purdue University has asked the Faculty Affairs Committee (FAC) of the Fort Wayne Senate to provide feedback on draft revisions of the policy on Continuing Lecturers (CLs) (see attached) and FAC did so vis-a-vis the Presiding Officer of the Fort Wayne Senate (i.e., see the responses from 9/28/16 and 3/21/17); and

WHEREAS, each time, FAC has expressed concern about the importance of balancing the preservation of tenure-track faculty lines with the specific instructional needs of the different campuses in the system, and has wondered how the three proposed caps (i.e., originally 10%, then 25%, then most recently, 15%—with the regional campuses able to set their own caps in accordance with their needs) have been arrived at, as no commentaries, explanations, or rationales have been offered; and

WHEREAS, although FAC would like to have an understanding of the rationale(s) underlying the previous and the latest revisions regarding the cap for CLs because we believe there is a delicate balance to be struck between meeting instructional needs and preserving tenure lines, we have reviewed the document and find it otherwise acceptable;

BE IT RESOLVED, the Senate approve the proposed changes in the most recent draft of document VI.F.4.

Terms and Conditions of Employment of Lecturers (VI.F.4)

Volume VI: Human Resources

Chapter F: Terms and Conditions of Employment

Responsible Executive: Provost and Executive Vice President for Academic Affairs and Diversity

Responsible Office: Office of the Provost and Executive Vice President for Academic Affairs and Diversity

Date Issued: January 1, 1999

Date Last Revised: [University Policy Office will complete]

TABLE OF CONTENTS

Contacts

Statement of Policy

Reason for This Policy

Individuals and Entities Affected by This Policy

Exclusions

Responsibilities

Definitions (defined terms are capitalized throughout the document)

Related Documents, Forms and Tools

Website Address for This Policy

History and Updates

Appendix

CONTACTS

Subject	Contact	Telephone	Email/Web Address
Policy Clarification	Vice Provost for Faculty Affairs	765-494-2948	www.purdue.edu/provost/index.html
Fort Wayne Campus Questions	Vice Chancellor for Academic Affairs	260-481-6116	www.ipfw.edu/offices/oaa/academic-affairs/
Northwest Campuses Questions	Vice Chancellor for Academic Affairs	219-989-4033	academics.pnw.edu/academic-affairs/staff/
West Lafayette Campus Questions	Vice Provost for Faculty Affairs	765-494-2948	www.purdue.edu/provost/index.html

STATEMENT OF POLICY

Purdue University has established the Lecturer classification as a unique employment category to assist in meeting the academic mission of the University. Lecturers are professional instructional staff that supplement and support faculty expertise and capabilities in the instruction of students. Lecturers may be classified either as Continuing Lecturer or as Limited-term Lecturer.

The employment of Lecturers must be carefully monitored and managed to ensure that their employment:

- Enhances the education of students;
- Provides sound and fair employment opportunities for individuals; and
- Complies with the limits established by the University.

The number of Continuing Lecturers may not exceed 15 percent of the tenure/tenure-track and clinical/professional faculty on the West Lafayette campus. The Fort Wayne and Northwest campuses shall employ a combination of Continuing Lecturers and tenure/tenure-track and clinical/professional faculty that is appropriate to their instructional needs. An annual review of that combination shall be conducted by the Chief Academic officer of the Fort Wayne and Northwest campuses, and submitted to the Provost for consultation and review. Limited-term Lecturers do not have a University maximum, and each campus may manage the number of Limited-term Lecturers it employs.

Appointments

Continuing Lecturers are regular staff and must have a total FTE of .50 or greater through any combination of exempt benefit-eligible classifications. All Continuing Lecturer appointments will normally be on an academic-year basis. A Continuing Lecturer is responsible for teaching a minimum number of credit hours each semester. The number of credit hours is proportional to the FTE appointment. Generally, six credit hours of instruction a semester, averaged over the academic year, would be equivalent to a .50 FTE appointment for a Continuing Lecturer. A Continuing Lecturer also is expected to contribute to the infrastructure of his or her college's/school's instructional programs by performing the appropriate and necessary duties related to the academic programs of the college/school. For summer appointments of Continuing Lecturers, three credit hours is the typical expectation for a one-month appointment at 1.00 FTE.

Limited-term Lecturers are not regular employees of the University. The number of credit hours is proportional to the FTE appointment. Generally, three credit hours of instruction for a semester would be equivalent to a .25 FTE appointment for a Limited-term Lecturer. The term of appointment may not exceed one semester. There is no limitation on the number of semesters that an individual may be employed as a Limited-term Lecturer if the individual's FTE for all Limited-term Lecturer positions is less than .50 FTE per semester. An individual who holds a Limited-term Lecturer position(s) with an FTE of .50 or greater may not be employed as a Limited-term Lecturer for more than six continuous academic-year semesters without the approval of the President or his/her designee. The Deans are responsible for tracking the pattern of Limited-term Lecturer employment in their unit, and the Provost (West Lafayette campus) and

Vice Chancellors for Academic Affairs are responsible for monitoring compliance with these limits.

The proper steps for new appointments, reappointments, non-renewal of appointments and salary payments are outlined in the Operating Procedures for Lecturer Appointments.

Benefits

Continuing Lecturers accrue the same benefits as administrative/professional staff. Limited-term Lecturers are not benefit-eligible employees of the University.

Termination of Employment

The University may terminate the employment of any Lecturer before the end of his/her term of appointment for misconduct, poor performance or inefficiency upon written notice to the Lecturer. Lecturers are not entitled to the procedures for cases of termination for cause that are available to faculty classifications. Procedural disputes in cases of termination for cause before the end of the term of appointment may be grieved pursuant to the policy on Faculty Grievances (I.B.1). If a Lecturer's employment is terminated prior to the expiration of his/her appointment, the University will pay his or her salary either 1) through the last day of employment for a Continuing Lecturer or 2) based on the number of credit hours taught through the last day of employment for a Limited-term Lecturer. The University will not pay the Lecturer's salary for the remainder of his or her term of appointment. The final salary payment will be paid in the individual's final paycheck according to the University's normal payroll practices.

The employment of a Limited-term Lecturer may be terminated prior to the expiration of the contract when the University elects to cancel the course due to not meeting the minimum enrollment requirements for the course. If this occurs, the University will provide written notification to the Limited-term Lecturer and the pay practice outlined above will apply.

A Continuing Lecturer will give the University written notice of his/her intent to resign at least one academic semester before the end of the current appointment. For purposes of this notice, summer session is not considered an academic semester.

University Policies and Procedures

Lecturers are bound by and obligated to familiarize themselves with the University's written policies, procedures, standards, guidelines and regulations, including but not limited to, Anti-Harassment (III.C.1), Political Activities (III.B.4), Intellectual Property (I.A.1), Amorous Relationships (III.A.1), Conflicts of Commitment and Reportable Outside Activities (III.B.1) and Individual Financial Conflicts of Interest (III.B.2).

REASON FOR THIS POLICY

This policy articulates the terms of employment for Lecturers at Purdue University and the methods implemented to monitor and manage this staff classification.

INDIVIDUALS AND ENTITIES AFFECTED BY THIS POLICY

All colleges, schools and departments that employ Lecturers and any staff who serve in a human resources or business manager capacity.

EXCLUSIONS

None.

RESPONSIBILITIES

Provost

- Administer this policy.
- Monitor the distribution of Continuing Lecturers on the West Lafayette campus
- Monitor the semester limits of Limited-term Lecturers on the West Lafayette campus.

Academic Department Heads

- Adhere to the provisions of this policy and the requirements outlined in its supporting operating procedures.
- Ensure that high academic standards are applied to the employment and review of Lecturers.

Deans

- Adhere to the provisions of this policy and the requirements outlined in its supporting operating procedures.
- Ensure that high academic standards are applied to the employment and review of Lecturers.
- Monitor the duration of employment of Limited-term Lecturers in their unit to ensure compliance with this policy.

Vice Chancellors for Academic Affairs

- Monitor the distribution of Continuing Lecturers on their campus.
- Monitor the semester limits of Limited-term Lecturers on their campus.

Deans (West Lafayette campus) and Vice Chancellors for Academic Affairs

- Provide an annual report to the Provost detailing the number and FTE of Limited-term and Continuing Lecturers employed in their unit of responsibility.

Lecturers

- Adhere to the terms of their employment as outlined in this policy and in their employment contract.
- Become familiar with and follow all policies and procedures related to their employment, both those now published and those adopted from time to time by the University.

DEFINITIONS

Additional defined terms may be found in the central [Policy Glossary](#).

Lecturer

A unique employment classification of University staff consisting of Continuing Lecturers and Limited-term Lecturers.

Continuing Lecturer

A category of Lecturer staff employed by an academic unit of the University to instruct a course or courses on an ongoing basis, and to perform other appropriate and necessary duties relating to the course or courses, their students, and the college's/school's instructional programs.

Continuing Lecturers are not considered faculty and do not have faculty voting privileges, nor are they eligible for tenure or sabbatical leave.

Limited-term Lecturer

A category of Lecturer staff employed by an academic unit of the University to instruct a course or courses on a semester-by-semester basis. Limited-term Lecturers are not considered faculty and do not have faculty voting privileges, nor are they eligible for tenure or sabbatical leave. Limited-term Lecturers are not benefit-eligible employees of the University.

RELATED DOCUMENTS, FORMS AND TOOLS

- Operating Procedures for Lecturer Appointments [Hyperlink TBD]
- [Procedures for Appointing and Paying Limited-term Lecturers with Concurrent Appointments](#)
- [Disclosure Statement for Nonexempt Limited-term Lecturers](#)

Policies (this list is not exhaustive; Lecturers are held accountable under all applicable University policies)

- Purdue University [Faculty and Staff Handbook](#)
- [Amorous Relationships \(III.A.1\)](#)
- [Anti-Harassment \(III.C.1\)](#)
- [Conflicts of Commitment and Reportable Outside Activities \(III.B.1\)](#)
- [Faculty Grievances \(I.B.1\)](#)
- [Individual Financial Conflicts of Interest \(III.B.2\)](#)
- [Intellectual Property \(I.A.1\)](#)
- [Political Activities \(III.B.4\)](#)

Forms

- Offer Letter Templates for New Lecturer Appointments
 - [Continuing Lecturers](#)
 - [Limited-term Lecturers](#)
- [Lecturer Reappointment \(Form 19L\)](#)
- [Payroll Action \(PA\) Form](#)
- [Notice of Non-Renewal of Contract \(Form 19E\)](#)

WEBSITE ADDRESS FOR THIS POLICY

www.purdue.edu/policies/human-resources/vif4.html

HISTORY AND UPDATES

[Date TBD]: Policy was updated to the new template, which included moving the procedures to a separate document. Language regarding Clinical/professional faculty was added to the basis by which the maximum number of Continuing Lecturers is calculated and the percentage limit was changed. The use of teacher contact hours was replaced with credit hours when determining a Lecturer's FTE.

November 18, 2011: Policy number changed to VI.F.4 (formerly IV.14.4).

January 1, 1999: This policy defines the employment classification of Lecturer and described the terms and conditions of their employment. Updates to the policy were done on August 1, 2003, and February 20, 2007. For additional reference, see the [University Policy on Lecturers Implementing Guidelines issued August 2003](#)

APPENDIX

There are no appendices to this policy.

Operating Procedures for Lecturer Appointments

These procedures supplement the policy on [Terms and Conditions of Employment of Lecturers \(VI.F.4\)](#). Refer to the policy for contact information and applicable definitions.

Effective Date: [TBD]

NEW APPOINTMENTS

Continuing Lecturer: All appointments to the Continuing Lecturer staff must be made using an offer letter, which requires approval by the president or his/her designee.

Limited-term Lecturer: All new appointments to the Limited-term Lecturer staff must be made using an offer letter, which requires approval by the president or his/her designee. The begin date and the end date of the appointment must be set forth in the offer letter. If the Limited-term Lecturer already holds a concurrent appointment or will be adding an appointment, please refer to the [Procedures for Appointing and Paying Limited-term Lecturers with Concurrent Appointments](#) to determine how the appointment should be processed.

Offer letter templates are provided in the Related Documents, Forms and Tools section of the [policy](#).

REAPPOINTMENT

Continuing Lecturer: Continuing Lecturer appointments must be renewed each academic year by action of the board of trustees' approval of the annual operating budget for Purdue University or by approval of a Payroll Action (PA) Form by the president or his/her designee. Contract (Form 19L) extensions are not normally required unless the current contract included an end date.

Limited-term Lecturer: If the Limited-term Lecturer appointment is being renewed, a Form 19L is required for each semester the University employs the Limited-term Lecturer (exception: renewal for a summer session that is preceded by a spring session appointment does not require completion of Form 19L, but an offer letter is required to outline the duties for the summer). If the Limited-term Lecturer holds an additional appointment, please refer to the [Procedures for Appointing and Paying Limited-term Lecturers with Concurrent Appointments](#) to determine how to renew the appointment.

NON-RENEWAL OF APPOINTMENT

Continuing Lecturer: If the University does not intend to continue the appointment of a Continuing Lecturer, written notice of this intention will be given on University Form 19E (Notice of Non-Renewal of Contract). The University will give the written notice to the Continuing Lecturer at least one academic semester before the end of the current appointment. For purposes of this notice, summer session is not considered an academic semester.

Limited-term Lecturer: Limited-term Lecturer contracts are made for one semester at a time. No further notice is required.

TRANSFERS FROM A NON-BENEFITS ELIGIBLE POSITION

In the case where a person is in a non-benefits eligible position and transfers to a Continuing Lecturer position, only service after being classified as a Continuing Lecturer will be considered when determining eligibility for University benefits including, but not limited to, calculating the waiting period of any benefit program. Where a staff member transfers to a Continuing Lecturer position from another benefit-eligible classification, the service period will include time in the prior position.

SALARY PAYMENTS

The University will pay employees with one Lecturer appointment according to the monthly payment schedule set forth in the University payroll calendar. The respective unit will set the rate of compensation for its Lecturer staff. The rate of pay for Lecturers is subject to modification if there is any legislative reduction in the state or federal appropriations from which the compensation is paid. Salaries derived from other sources will be paid to the extent funds are available.

For information on salary payments for Limited-term Lecturers with concurrent appointments, see [Procedures for Appointing and Paying Limited-term Lecturers with Concurrent Appointments](#).

HISTORY AND UPDATES

[Date TBD]: These procedures were updated and separated from the policy on Terms and Conditions of Employment of Lecturers (VI.F.4).

September 28, 2016

TO: Jeffrey Malanson, Presiding Officer
Fort Wayne Senate

FR: Lesa Rae Vartanian, Chair
Senate Faculty Affairs Committee (FAC)

RE: Comments on IFC Resolution 15.08 and draft documents VI.F.4

FAC met on Monday, 9/19/16 and discussed IFC Resolution 15.08 as well as the draft documents VI.F.4 (*“Terms and Conditions of Employment of Lecturers”* and the supplement document *“Operating Procedures for Lecturer Appointments.”* Below is a summary of our questions, comments, and concerns.

We agree that Continuing Lecturers (CLs) and Limited Term Lecturers (LTLs) “play a vital role” in helping Purdue campuses meet their common core mission of providing an excellent undergraduate education. We also generally agree with points 1 through 8 listed under the ‘Situation Analysis.’ At the same time we believe it is imperative to protect existing tenure-track faculty lines, we recognize the nature and conditions of the appointments of non-tenure-track faculty disadvantage CLs and LTLs in real-world, tangible ways (e.g., compensation, stability of employment, access to resources needed and/or desirable for maximum instructional performance). This reality is inconsistent with the values of social justice and equity we usually promote in higher education. Though Purdue policy does not regard CLs and LTLs as “faculty,” we are hard-pressed to see how we, at IPFW (where just over 15% of our teachers are CLs or LTLs), would meet our instructional needs or responsibilities without these colleagues, or with significantly fewer of them.

We also agree that long-term goals or initiatives such as curricular design and innovation can be hampered by the unpredictability/lack of stability in the human infrastructure of an educational institution (although, obviously there’s never any guarantee that someone hired on tenure-track will in fact stay for the long term). While the concern certainly makes sense on a conceptual level, we do wonder if there are data indicating that this is in fact an empirical reality?

Likewise, members of the committee had many questions about the 10% rule. How was the figure of 10% determined? Are there data suggesting or supporting this as an optimal limit, or is the 10% an arbitrary figure? It would seem useful to know what percentage of *courses* on a campus are taught by CLs and LTLs (and graduate assistants, for that matter). Is there any indication that the quality of instruction is somehow significantly different as a function of instructional job title? Perhaps capping the *percent of classes* taught by non-tenure-track faculty would be a more direct way of addressing the curricular/pedagogical issues? Given the differences in the structure, resources, and mission of our campus from the one in West Lafayette, we question whether it is feasible to expect the same ratio of CLs/LTLs to tenured/TT faculty to be appropriate for all campuses. Again, examination of our own numbers reveals that at present, 61 of the 399 individuals who teach at IPFW are CLs—15.28%. Given that we well exceed the stated 10% max, what exactly would or will be the consequence? The policy is

unclear on this issue—saying only that the VCAA is to manage the percentage. How, we wonder, will that be managed?

When the comparison of individuals who teach revolves around the issue of being eligible to pursue promotion and/or tenure, then grouping CLs with LTLs may make sense. However, there are important differences between those two job titles that we think may be obscured by treating them as if they were the same within these documents. For example, a CL teaches a full load and has service expectations, whereas an LTL might teach a single course each semester year after year. The typical length of appointment differs as well. We are wondering why an LTL who teaches more than .50 is only allowed to teach for six semesters while one teaching less than .50 can teach indefinitely? There are situations in which having an LTL teach continuously may be the best curricular decision. While we think the issues of fairness and justice should apply to all, we wonder if separate policies might be more appropriate, in light of the differences between CLs and LTLs. It also seems to be the case that LTLs are mentioned more frequently in the “Situation Analysis” section than are CLs.

We did not understand Recommendation #5; at present, many academic departments at IPFW are already involved in the hiring and supervision of CLs and LTLs who teach courses for academic credit, and while that seems a good thing, there is no explanation or rationale accompanying the recommendation to spell out why it is being recommended.

Lastly, we are not sure how changing job titles (i.e., “Continuing Lecturer” to “Lecturer” and “Limited Term Lecturer” to “Visiting Lecturer”) would impact the situation. We note, in the final paragraph of the resolution, “many institutions similar to Purdue have experienced positive outcomes for the mission of enhanced undergraduate education when they have made provision for non-tenure-track faculty appointments for people who focus on effective undergraduate instruction.” We suggest that the position and recommendations offered in the resolution would be much more compelling if the successes other institutions have experienced were discussed in detail.

March 21, 2017

TO: Jeffrey Malanson, Presiding Officer
Fort Wayne Senate

FR: Lesa Rae Vartanian, Chair
Senate Faculty Affairs Committee (FAC)

RE: Comments on Revision of Draft Document VI.F.4

On September 28, 2016, FAC provided a report to the presiding officer of the Fort Wayne Senate on Resolution 15.08 and a draft document of VI.F.4 *“Terms and Conditions of Employment of Lecturers.”* On February 14, 2017, FAC was asked to provide feedback on the latest draft of VI.F.4.

We note with appreciation that our comments regarding the restrictive nature of the original 10% cap seem to have been heard: This latest draft now includes a cap of 25% on CLs—more than double the prior cap of 10%. As we indicated in our 9/28/16 report, our campus teaching force includes just over 15% CLs/LTLs, and we would have a very difficult time fulfilling our mission if we were forced to reduce to 10%. That said, now we wonder how or why 25% has been proposed as the cap. We had noted in September that the figure of 10% seemed arbitrary, as it was not grounded in any empirical data suggesting that figure as an optimal limit; that seems to be the case once again. Furthermore, though we still believe our CLs and LTLs play an important and vital role in the delivery of our teaching mission, we also think preserving tenure track lines to the fullest extent possible should be a priority. Thus, whereas we felt 10% was too small, we are concerned that 25% may be too large (we also think that how the 25% would be calculated may be a more important issue).

In September, we had said, *“Given the differences in the structure, resources, and mission of our campus from the one in West Lafayette, we question whether it is feasible to expect the same ratio of CLs/LTLs to tenured/TT faculty to be appropriate for all campuses.”* Perhaps the Northwest campus has been operating with more than 15% (or 20%) CLs/LTLs, and that’s the reason for such a seemingly drastic increase? We wonder if it is necessary for the main campus to set the same cap for the campuses not located in West Lafayette. Perhaps the Northwest and Fort Wayne campuses would be best served by having greater leeway in setting their *own* caps in accordance with a) a set of basic values agreed upon throughout the system (e.g., replacing tenure-track lines with CLs as a cost-savings measure is undesirable) and b) their own particular circumstances and needs.

Finally, it appears to us that although the feedback we provided in September extended beyond the single issue of a cap for CLs/LTLs, the issue of that cap is the only facet of the document that has been modified in this latest draft.