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CONFIDENTIAL DRAFT

TO: Department Chairs, Department Administrators

FROM: Nina Zipser and Lisa Mincieli

DATE: February 4, 2010

RE: **Implementation of recommendations from the Advisory Committee on Non-Ladder Appointments**

This memo details the implementation plans for the policy changes described by Dean Smith in his February 4 letter to the Advisory Committee on Non-Ladder Appointments. These new policies and procedures are detailed in the *FAS Appointment and Promotion Handbook*. An updated version of the handbook can be found at www.fas.harvard.edu/~facaff, and a hardcopy will be sent to you and your department administrator. The changes to the Handbook focus on the sections regarding non-ladder faculty appointments.

Multi-year contracts for preceptors

Multi-year contracts for preceptors will become available as of the 2010-2011 academic year. Multi-year appointments are not guaranteed to any non-ladder faculty member, and departments may continue to hire preceptors on an annual basis as they have in the past. However, a department that has a long-term, identifiable curricular need may request a multi-year contract for a preceptor from its Divisional Dean. After careful consideration of the department's curricular needs, the Divisional Dean will determine whether there is a justification for a multi-year appointment. Only preceptors with an annual FTE that is greater than 0.5 will be eligible for multi-year contracts.

Both newly hired preceptors and continuing preceptors may be eligible for multi-year contracts, depending on curricular need and budgetary resources, the current year of the appointment, and the individual's remaining eligibility within the FAS eight-year rule.

- (1) **New hires:** Preceptors being hired for or after the 2010-2011 academic year may be considered for multi-year contracts. The structure of such appointments will be as follows: (1) an initial three-year preceptorial term, with the second two years contingent upon a successful review of the preceptor after his or her first semester of teaching, followed by (2) a multi-year term not to exceed five years, with the term length determined by the individual's remaining eligibility within the FAS eight-year rule. The second term is contingent upon a successful review of the preceptor during the third year of his or her appointment and upon continuing curricular need and budgetary resources. (See Chapter 9 in the *FAS Appointment and Promotion Handbook* for detailed appointment and review procedures.) Appointment letters will clearly describe all review procedures and criteria, as well as timelines for reviews, and will state that, if at any point during the appointment the department or the Divisional Dean determines that there is no longer a curricular need or budgetary resources for the appointment, it may be terminated with twelve months notice and without a performance review.
- (2) **Continuing preceptors:** Over the course of the next two years, preceptors with an annual FTE of greater than 0.5 who are in their second through fifth years may be eligible to be reviewed for multi-year contracts in the 2010-2011 or 2011-2012 academic years. Due to the number of reviews that may be required, we plan to stage entry into multi-year contracts.
- a. In academic year 2010-2011, at the request of the department and after authorization from the Divisional Dean, preceptors in their third or fifth year may be reviewed for reappointment to a multi-year contract. Contingent upon a successful review and ongoing curricular need and budgetary resources, the preceptor will be appointed to a multi-year contract beginning in 2011-2012. The term length will be determined by his or her remaining eligibility within the FAS eight-year rule and cannot exceed five years. Requests for these reviews must be made and authorized by the end of June 2010.
 - b. In academic year 2011-2012, at the request of the department and after authorization from the Divisional Dean, preceptors who will then be in their third or fifth years may be reviewed for reappointment to a multi-year contract. Contingent upon a successful review and ongoing curricular need and budgetary resources, the preceptor will be appointed to a multi-year contract beginning in 2012-2013. The term length will be determined by his or her remaining eligibility within the FAS eight-year rule and cannot exceed five years. Requests for these reviews must be made and authorized by the end of June 2011.

Appointment letters will clearly describe all review procedures and criteria, as well as timelines for reviews, and will state that, if at any point during the appointment the department or the Divisional Dean determines that there is no longer a curricular need or budgetary resources for the appointment, it may be terminated with twelve months notice and without a performance review.

Preceptors who will be in their sixth, seventh, or eighth year of a preceptor appointment in 2010-2011 will not have the option of a multi-year contract and instead will continue to be able to hold annual appointments for the remainder of their years of eligibility.

All preceptors, whether hired into multi-year contracts or annual appointments, must complete a review after the first semester of teaching. The guidelines for this review are detailed in Chapter 9 of the *FAS Appointment and Promotion Handbook*. To reappoint a preceptor with an annual appointment, a department requests a continuation of the position from the Assistant Dean for the division. Upon authorization, the department reviews the preceptor's teaching performance. The department submits to the Assistant Dean for the division the preceptor's teaching evaluations and a draft letter of reappointment that includes dates of reappointment, teaching duties, salary, and an accounting of the individual's remaining eligibility within the preceptor rank and within the FAS's eight-year rule. Once the Assistant Dean has approved the draft letter, the department sends it to the candidate and processes the reappointment in ASPerIN.

Multi-year contracts for lecturers

Multi-year contracts for lecturers will become available as of the 2010-2011 academic year. Lecturers hired for the 2010-2011 academic year with an appointment greater than half-time (i.e., an annual FTE that is greater than 0.5) will now be eligible for a three-year contract, with the second two years contingent upon a successful review of the lecturer after his or her first semester of teaching.

Multi-year appointments are not guaranteed to any non-ladder faculty members, and departments may continue to hire lecturers on an annual basis, as they have done in the past. However, a department that has a long-term, identifiable curricular need may request a multi-year contract for a lecturer from the Divisional Dean. After careful consideration of the department's curricular needs, the Divisional Dean will determine whether there is a justification for a multi-year appointment. Departments must make this request and receive authorization for a position with a multi-year contract from the Divisional Dean before hiring a lecturer.

Appointment letters for multi-year contracts must clearly describe the structure of the contract and the procedures and criteria for review. If a candidate's first-year review is unsuccessful, the lecturer's contract will terminate at the end of the first year. In cases in which the department or the Divisional Dean determines that there is no longer a curricular need or budgetary resources for the appointment, it may be terminated with twelve months notice. Lecturers with multi-year contracts can teach for a maximum of three years, regardless of the teaching load of the lecturer.

Current lecturers are not eligible for multi-year contracts.

Lecturer term limits

Currently, lecturers have a term limit of three years, with any partial year counting as one year of service. Effective as of the 2010-2011 academic year, all lecturers who are hired on an annual basis (not in a multi-year contract) will have a term limit equivalent to 3.0 annual lecturer FTEs. This accounting scheme is based on the assumption that a full teaching load for lecturers is four courses per year (0.25 FTE per course), regardless of department or division. For example, a lecturer might teach four courses per year for three years, one course per year for

twelve years, or any combination of courses and years that does not exceed 3.0 annual FTEs as a lecturer.

Current lecturers on annual appointments will be switched to this new term limit beginning in the 2010-2011 academic year. However, any teaching in years prior to 2010-2011 will continue to count as one year of service or 1.0 FTE.

All lecturers, even those hired to teach one course per year, must complete a first-year review after the first semester of their initial year of appointment. The guidelines for this review are detailed in the *FAS Appointment and Promotion Handbook*. To reappoint a lecturer with an annual appointment, the department requests a continuation of the position from the Divisional Dean. Upon authorization, the department reviews the lecturer's teaching performance. The department submits to the Assistant Dean for the Division the lecturer's teaching evaluations and a draft letter of reappointment that includes dates of reappointment, teaching duties, and salary. Once the Assistant Dean has approved the draft letter, the department sends it to the candidate and processes the reappointment in ASPerIN.

Maternity benefits for lecturers and preceptors

Lecturers and preceptors in multi-year contracts may take paid short-term maternity leave of up to eight weeks in connection with pregnancy and childbirth. The FAS will automatically count maternity leaves toward the fulfillment of the FMLA twelve-week leave requirement, even if the eligible employee does not specify that she is taking an FMLA leave. The faculty member who plans to avail herself of maternity leave must notify her Department Chair, or supervisor, and the Assistant Dean for the appropriate division with as much advance notice as possible. The Chair consults with the Assistant Dean regarding the arrangements for teaching responsibilities preceding and/or following the maternity leave. Departments are expected to accommodate faculty members who take maternity leave. Please see the *FAS Appointment and Promotion Handbook* for more information on family and parental leave policies. Policies for course coverage for lecturers and preceptors planning to take maternity leave are as follows:

- (1) *Due date midway through the semester or earlier:* preceptor/lecturer given administrative duties for the department until she goes on leave. The department chair or the director of the program should speak with the appropriate Assistant Dean about plans to cover the course(s) the lecturer/preceptor was scheduled to teach.
- (2) *Due date after midpoint of the semester:* preceptor/lecturer teaches the course(s) up until her due date, after which a member of the department covers the course and receives an additional 0.25 FTE, prorated for the duration of teaching. (Note: If a ladder faculty member covers the remainder of the course(s), he/she receives no additional compensation.) If no colleagues are available for this option, the department may request additional resources from the Divisional Dean.

Note: It is the responsibility of the instructor to let students know at the beginning of the course that she will not be teaching through the end of the course.

Expository Writing term limits

The term limits for newly hired Expository Writing preceptors will be eight years. The term limits of current preceptors will be extended from five years to eight. Transitions into multi-year contracts will follow the guidelines described above in the multi-year contracts for preceptors section. Preceptors must continue to adhere to the FAS eight-year rule. Prior appointments as a lecturer, teaching assistant, etc. count toward the eight-year term limit. For more information on the eight-year rule, please see the *FAS Appointment and Promotion Handbook*.

Two-year extension to the eight-year rule in less-commonly-taught languages

In some languages, it is difficult to find a replacement for a preceptor who is coming to the end of his or her eight-year term limit. In these cases, if the department has shown evidence of a timely and thorough national search that yields no appropriate candidate, the Divisional Dean may approve reappointment of a preceptor for an additional year in order for the search to be continued. If the search is again unsuccessful, the preceptor may be renewed for one additional year, for a maximum of two potential years beyond the eight-year term limit. In order to qualify for this exception, the department must keep the Divisional Dean fully apprised of the search process.

Changes to multi-year, renewable appointments

New criteria for senior lecturers

Effective immediately, the rank of senior lecturer will have new appointment and review procedures and criteria.¹ Senior lectureships no longer need to be dependent on an administrative post. Thus, all new appointments to senior lecturer must include searches. Additionally, all newly appointed senior lecturers must meet the following criteria:

Qualifications for appointment to senior lecturer include a Ph.D. or equivalent terminal degree in the field. These appointments will be reserved for instructors who have demonstrated excellence in teaching and who ordinarily have taught within the ladder ranks at a university or peer undergraduate institution. Appointments are made for a term of up to five years and are renewable contingent upon review and approval of the FAS Committee on Appointments and Promotions.

Current faculty who hold the title senior lecturer will continue to do so and will see no change to the terms or status of their appointments.

¹ For details on the appointment and review procedures for senior lecturers, please see the *FAS Appointment and Promotion Handbook*.

New criteria for full-time Professors of the Practice

Effective immediately, appointment to the rank of Professor of the Practice will have new appointment and review procedures and criteria.² All newly appointed Professors of the Practice must meet the following criteria:

Professor of the Practice appointments are reserved for instructors who have national or international reputations as leaders in educational innovation and are the best in their field in terms of curriculum development, educational reform (such as leading a major curriculum reform), and pedagogy. Their expertise should be demonstrated through major contributions to the educational scholarship in their field. Candidates should have a Ph.D. or equivalent terminal degree in the field. Although they need not administer large academic programs, they should either chair or be closely involved in departmental or divisional curricular committees. Appointments are ordinarily made for five-year terms and are renewable contingent upon review and approval of the Dean. Professors of the Practice have full voting rights in the Faculty of Arts and Sciences and voting rights as senior faculty in the department, except on decisions relating to appointments to the tenured rank.

Current faculty who hold the title Professor of the Practice will continue to do so and will see no change to the terms or status of their appointments. Although they will be reviewed under the revised review procedures, their reviews will be based on the Professor of the Practice criteria in place at the time of their appointment.

Part-time Professor of the Practice appointments will remain unchanged.

Final important notes

- (1) While current non-ladder faculty are welcome to apply for the position of senior lecturer or Professor of the Practice should a position become available, it is expected that there will be very few of these appointments. There is no promotion path in the non-ladder ranks that leads to the position of senior lecturer or Professor of the Practice.
- (2) The review procedures for senior preceptor appointments have been clarified in greater detail. (Please see the *FAS Appointment and Promotion Handbook* for details.) This position remains unchanged in all other ways.
- (3) Individuals in the non-tenure-track ranks of lecturer, preceptor, and teaching assistant may only hold teaching appointments for a maximum of eight years. This policy holds regardless of how many or what type of appointments (including teaching assistantships) the individual has held in the past. For the purposes of this policy, any appointment, full-time or fractional within an academic year, is ordinarily counted as one year of service. The only exception to the eight-year rule is for lecturers holding less than half-time annual appointments on or after July 1, 2010. In these circumstances, lecturers may be reappointed, under the appropriate conditions, until they have accumulated 3.0 annual lecturer FTEs. Lecturer appointments prior to academic year 2010-2011 count as one year of service.

² For details on the review procedures for full-time Professors of the Practice, please see the *FAS Appointment and Promotion Handbook*.