

## McCormick Non-Tenure Track Faculty Practices

Integrating non-tenure track (NTT) teaching faculty into McCormick departments and programs provides a seamless educational product and gives our students a better overall experience. NTT faculty supplement and complement tenure/tenure-track (T/TT) faculty in our academic programs, although their engagement should not take research-oriented T/TT faculty out of the classroom. NTT faculty fall into the following categories.

### Teaching track faculty – professors of instruction, clinical professors, professors of practice

- Faculty in this track are selected for both their expertise and teaching ability. We generally appoint teaching faculty for three year terms, and these are renewable. This assures continuity of faculty, and it builds longer term commitment to McCormick and to the departments, and most importantly, to our students. These faculty commonly attend and participate in faculty meetings and they are frequently key participants in curriculum development.
- Teaching loads for these faculty are six to eight courses per year. Teaching faculty who are less than full-time teach proportionally fewer courses. Some NTT faculty have additional responsibilities, which reduce their teaching loads. For example, most department assistant chairs hold Ph.D.s and are appointed as teaching faculty. McCormick's five full-time freshman advisors are appointed as professors of instruction or clinical professors, and together they advise 500 freshmen.
- Fulltime salaries range from \$75,000 to \$195,000 depending on experience and credentials. Those in the higher end of this range usually have additional managerial or leadership duties. Salaries are set to be competitive with industry jobs, which are an option for many of these faculty.
- Teaching faculty are funded by departments or jointly by the Office of the Dean and the departments.
- Salaries are adjusted annually in the same cycle used for T/TT faculty. Departments track classroom performance through CTECs and other sources and make annual salary adjustment recommendations to the dean. If teaching performance is in question, coaching and support are offered. If non-tenure track faculty continue to underperform in the classroom, they are not reappointed.
- Teaching faculty offer some fundamental courses that are at the core of our undergraduate programs. Others teach more advanced, applied courses, and they are chose based on their professional expertise and experience in applied areas that are less familiar to our tenure track faculty. Teaching faculty who have unique professional experience are typically appointed as clinical professors.

- Over the past few years, however, we have systematically moved toward professor of instruction titles, rather than clinical, lecturer, or senior lecturer titles.
- Teaching faculty hiring is done through regular departmental processes, with T/TT faculty reviewing and voting on candidates. Regular faculty are also responsible for reappointment and promotion recommendations.
- Teaching faculty are selected based on searches, the scope of which depends on the degree of specialization sought.
- Promotion process, timing and criteria:

Title	Typical Appointment term	Minimum experience and/or education requirement	Typical timing of promotion evaluation
Lecturer	3 years, renewable twice	Appropriate training and/or experience in salient field	In 6 <sup>th</sup> year
Senior lecturer	3 years, renewable	≥ 6 years relevant teaching experience	Not applicable
Assistant Professor of Instruction	3 years, renewable twice	Ph.D. in related field and at least 1 year of documented teaching experience	In 6 <sup>th</sup> year
Associate Professor of Instruction	3 years, renewable	Ph.D. in related field and ≥ 6 years relevant teaching experience	In 6 <sup>th</sup> year
Professor of Instruction	5 years, renewable	Ph.D. in related field and ≥ 12 years relevant teaching experience	Not Applicable
Clinical Assistant Professor	3 years, renewable twice	≥ 5 years salient experience; little teaching experience	In 6 <sup>th</sup> year
Clinical Associate Professor	3 years, renewable	≥ 10 years salient experience; little teaching experience	In 6 <sup>th</sup> year
Clinical professor	5 years, renewable	≥ 10 years salient experience; >3 years substantial, documented teaching experience	Not Applicable

- Some departments that previously hired adjuncts to teach applied courses have shifted to full-time teaching appointments, combining multiple adjunct appointments into single full-time appointments. By moving to full-time professors of instruction or clinical professors, students have ongoing access to their professors, and those professors are much more closely connected to the culture and operations of their departments.

#### Adjunct faculty

- Adjunct faculty teach primarily in McCormick (professional) MS programs, as well as some regular undergraduate and graduate courses where their skills are uniquely suited

for the topics. Occasionally an adjunct is hired to substitute for faculty who are on a leave.

- Adjuncts are experts whose principal employment is outside of Northwestern.
- The salary range is \$8,000 to \$20,000 per course, and appointments can be for a quarter (i.e., a single course), a year, or up to three years.
- The typical teaching load for an adjunct is no more than one course at a time, and they may teach only 1-2 courses per year.
- Initial adjunct appointments are based on professional credentials. Subsequent renewal appointments also consider CTEC reports. These are reviewed both by departments and McCormick.
- Some departments improve and assure the teaching performance of their adjuncts by observing them in the classroom and providing them with personalized coaching to assure their teaching performance.
- Adjuncts whose teaching performance is weak are not re-hired.

#### Visiting faculty

- Faculty visitors are brought in through departments in response to choices by our tenure track faculty, almost always for the purpose of research collaborations, though they will sometimes teach or co-teach a course.
- All visitors have one or more faculty sponsors, and the typical pattern is for one of our tenure track faculty to select and advocate for specific visitors, who are formally appointed based on department votes with final approval by the Office of the Dean.
- Commonly visitors are on sabbatical from their home institutions and come with full or partial funding. Supplemental funding may come from research grants or occasionally from departmental funds if connections to the visitor stretch broadly across that department.
- McCormick has for many years hosted Eshbach Scholars, faculty visitors coming for research collaborations. The School provides up to \$15,000 to support such visitors, contingent on an equal amount coming from the department or grant funds. Eshbach funding is provided on a competitive basis. McCormick normally offers as many as two each year, more if requested amounts are below the maximum level.
- The Industrial Engineering and Management Sciences Department, which has a large undergraduate teaching program, regularly invites tenured faculty from other institutions to visit for a year and take on a significant teaching loads. These visitors typically come from institutions where there are limited research opportunities, and the benefit to them is interaction to our strong teaching faculty. These opportunities are widely advertised and the program is supported with department funds.

### Best Practices

- It is important to monitor the quality of teaching through CTECs and other means since the primary mission of NTT faculty is teaching.
- Assuring fair compensation is a way to attract and retain the most knowledgeable and effective teachers.
- Department chairs and other supervisors need to be proactive in identifying appropriate opportunities to promote professors of instruction and clinical faculty.
- Where finances and teaching loads permit, full- and near-full-time NTT appointments are a better way to keep the teaching faculty on campus and available to students through the week, in contrast to (part-time) adjuncts.

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