Term Faculty Task Force Update
Spring 2018
The Term Faculty Task Force is charged with
a) Identifying challenges and difficulties, as well as career development opportunities for term faculty, and
b) Generating recommendations to address those challenges and opportunities.

Among the myriad issues related to the well-being of our term faculty, the task force should address such issues as:

- Compensation
- Release time
- Promotion
- Contract lengths
- Responsibilities and expectations
- Performance evaluation
- Others as appropriate
TASK FORCE MEMBERS

- Visitor Karen Alcalde, BOV rep
- Laurence Bray, Bioengineering (VSE)
- John Cantiello, Health Administration and Policy (co-chair) (CHHS)
- Kimberly Eby, Faculty Affairs and Development (Provost Office, co-chair)
- Brian Fitzpatrick, English (CHSS)
- Al Fuertes, School of Integrative Studies (CHSS)
- Michelle Lim, HR/Payroll
- Joe Marr, Computational and Data Sciences (COS)
- Cindy Parker, Management (Business)
- Keith Renshaw, Psychology (Faculty Senate chair) (CHSS)
- Larry Rockwood, Biology (department head rep) (COS)
- Ellen Rodgers, College of Education and Human Development (CEHD)
- Girum Urgessa, Civil, Environmental, and Infrastructure Engineering (Faculty Matters Faculty Senate rep, VSE)
VALUES AND PRINCIPLES GUIDING OUR WORK

• Equity
• Faculty rights
• Respect for all the diverse roles faculty play within the institution
• Desire to recognize the strengths of all contributors
• Vision for faculty well-being
• Unity
• Inclusivity
• Creation of opportunities regardless of background or title
• Transparency
• The spirit of possibility
TASK FORCE TIMELINE

Spring 2017
• Formation of task force & identify goals and priorities
• Share key national resources & set up Bb

Summer 2017
• Interviews with local academic unit heads (n=59)
• Research promising practices

Fall 2017
• Analyze interview data
• Research promising practices
• Engage and inform Mason community
  • Community Forum
  • Provost web presence
• Develop survey for spring

Spring 2018
• Research promising practices
• Faculty survey (n=748)
• Engage and inform Mason community
  • Community forum (Today)

Summer 2018
• Review open-ended comments
• Examine term faculty compensation
• Draft Task Force recommendations

Fall 2018
• Engage and inform Mason community
  • Community forum
  • Present to senior leadership
  • Solicit final feedback
• Final Task Force recommendations
KEY FINDINGS: INTERVIEWS WITH LAU HEADS

- **strong desire to support term faculty**
- Standard Term Faculty Teaching Load was **mostly 4:4**
- Expectations for service and research **vary** in practice and with regard to whether they are explicit in contracts
- LAU heads referred to Faculty Handbook for term faculty evaluation guidance, but **very few policies and guidelines**
  - Some LAU heads were unaware that pathways for promotion exist
  - Stated desire for clearer guidelines, & policies
- **Very rare** for term faculty to participate in review and/or promotion committees
- **Low compensation**, particularly when compared to tenure-line faculty, was a source of morale problems
- Culture for term faculty is significantly shaped by LAU head
PROMISING PRACTICES FROM OTHER INSTITUTIONS

• Policies should ensure term faculty members are represented appropriately in matters of shared governance, including hiring, evaluation, promotion, curriculum, work environments, & bylaws
• Term faculty should have access to grievance and due process procedures
• Given appropriate credentials, term faculty should be able to serve on graduate committees
• Given strong performance, there should be expectations for continued employment and longer contracts
• Expectations for term faculty promotion should be standardized and communicated
• Relationships between workload expectations and term faculty evaluation should be explicitly stated
  • Including administrative responsibilities, service, and research
• Offer resources and support for professional development
METHODS: FACULTY SURVEY

Participants: All full-time faculty (n=748; 31.2% response rate)
• Term, Tenured/Tenure-Track, Admin/Professional, Other

Responses
• Come from faculty with range of years at Mason
• 53% female (Mason 50%); 40% male (Mason 50%); 7% other/prefer not to say

<table>
<thead>
<tr>
<th>Faculty Status</th>
<th>Term</th>
<th>Tenured/Tenure-Track</th>
<th>Administrative/Professional</th>
<th>Other</th>
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<tbody>
<tr>
<td></td>
<td>343 (77%)</td>
<td>232 (26%)</td>
<td>129 (16%)</td>
<td>44 (21%)</td>
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<th>College/ School</th>
<th>CHSS: 159</th>
<th>CEHD: 80</th>
<th>INTO-Mason: 27</th>
<th>ASLS: 9</th>
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<td>CHHS: 74</td>
<td>SCHAR: 22</td>
<td>S-CAR: 8</td>
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<td>VSE: 90</td>
<td>SBUS: 60</td>
<td>CVPA: 20</td>
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GEORGE MASON UNIVERSITY
IMPORTANCE OF ISSUES

- Reimbursement for Professional Devt
- Engage in Professional Practice
- Voting Rights - LAU
- Participate in Annual Eval of LAU Head
- Serve on Coll/Sch Committees
- Voting Rights - College/School
- Access to Faculty Mentors
- LAU Orientation
- Graduate Faculty Status
- Conduct Research
- Access Study Leave
- Participate in Annual Eval of Term Fac
- Participate in Annual Eval of Tenure-...

Term = 3.32
Tenure = 2.75
A/P = 3.09
Other = 2.81
IMPORTANCE OF POLICIES

- Contract renewal decisions
- Workload specifications
- Processes for promotion to Assoc & Full
- Contract lengths
- Performance evaluations for term faculty
- Service expectations
- Student advising responsibilities
- Promotion of instructors (i.e., non-...)
- Study leave
- Change word "term"
- Allow multiple titles

Term = 3.40
Tenure = 2.80
A/P = 3.29
Other = 3.09
Do you think that term faculty should use the designation “term” in their title for items like business cards, e-signatures, websites, and other materials?

- Yes
- No
- Not sure
RESPONSES TO CONTRACT LENGTH

Initial Contract Length

- 1-yr
- 2-yr
- 3-yr
- Other
RESPONSES TO CONTRACT LENGTH

Term Associate Professor Contract Length

- 2-yr
- 3-yr
- 4-yr
- 5-yr
- Other

- Total
- Term
- Tenure
- AP
- Other

G E O R G E  M A S O N  U N I V E R S I T Y
RESPONSES TO CONTRACT LENGTH

Term Full Professor Contract Length

- 3-yr
- 4-yr
- 5-yr
- 6-yr
- 7-yr
- Other

Chart showing the percentage response for different contract lengths for Term, Tenure, AP, and Other categories.
Require or Encourage Promotion?

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<tr>
<th></th>
<th>Require</th>
<th>Encourage</th>
<th>Other</th>
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<tbody>
<tr>
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<tr>
<td>Term</td>
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<td>AP</td>
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<td>Other</td>
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Legend:
- Black: Total
- Red: Term
- Green: Tenure
- Gray: AP
- Green: Other
KEY FINDINGS

- Nearly all of the issues identified in the survey were rated as important across all ranks of faculty (term, tenure-track/tenured, admin/prof, and other)
- Supporting professional development for term faculty is important
  - Reimbursement of professional development expenses
  - Access to faculty mentoring and having LAU orientations
  - Possibly even creation of study leave policies
- Strong support for voting rights (within LAU and College/School) and participation in faculty governance (evaluation of LAU head, service on committees) was indicated
- There’s a need to think about term faculty and their roles in research at Mason
KEY FINDINGS

- Using the title “term” faculty did not emerge as a key concern, at least not relative to other issues
  - BUT, there’s general consensus that the designation should be used internally for HR-related issues and reporting, but not externally

- Mason needs clearer policies regarding term faculty issues, particularly around:
  - Performance evaluations and contract renewals
  - Processes for promotion
  - Workload specifications (e.g., service expectations, student advising responsibilities)
• Of 101 term faculty who spend ≥ 25% time on administrative duties...
  • 31% report it is not in their contract (4% not sure)
  • 22% report it is not in annual evaluation (9% not sure)

• Of 62 term faculty who spend ≥ 25% time on student advising...
  • 50% report it is not in their contract (3% not sure)
  • 39% report it is not in annual evaluation (8% not sure)

• Of 52 term faculty who spend ≥ 25% time on research and scholarship...
  • 77% report it is not in their contract (2% not sure)
  • 29% report it is not in annual evaluation (10% not sure)
KEY FINDINGS

• Contract Lengths
  • Initial: 1-year
  • Subsequent pre-promotion: 3-year
  • Associate Professor: 5-year (3-year had some support)
  • Full Professor: 5-year (tenure-line) or 7-year (term)

• Promotion after specific period
  • Encourage but don’t require
OUR NEXT STEPS

**Summer 2018**
- Review open-ended comments
- Examine term faculty compensation
- Draft Task Force recommendations

**Fall 2018**
- Engage and inform Mason community
  - Community forum
  - Present to senior leadership
  - Solicit final feedback
- Final Task Force recommendations
FINAL THOUGHTS

Feedback, comments, and/or suggestions for us?

Stay connected...

https://provost.gmu.edu/faculty-matters/term-faculty-information

Thank you for coming!
PERCEPTIONS OF FACULTY WORKLOAD

3 = moderately demanding
4 = very demanding

3 = neutral;
4 = satisfied

Level

Satisfaction

Total
Term
Tenure
AP
Other