

Contingent Appointments and Faculty Governance



Presenter



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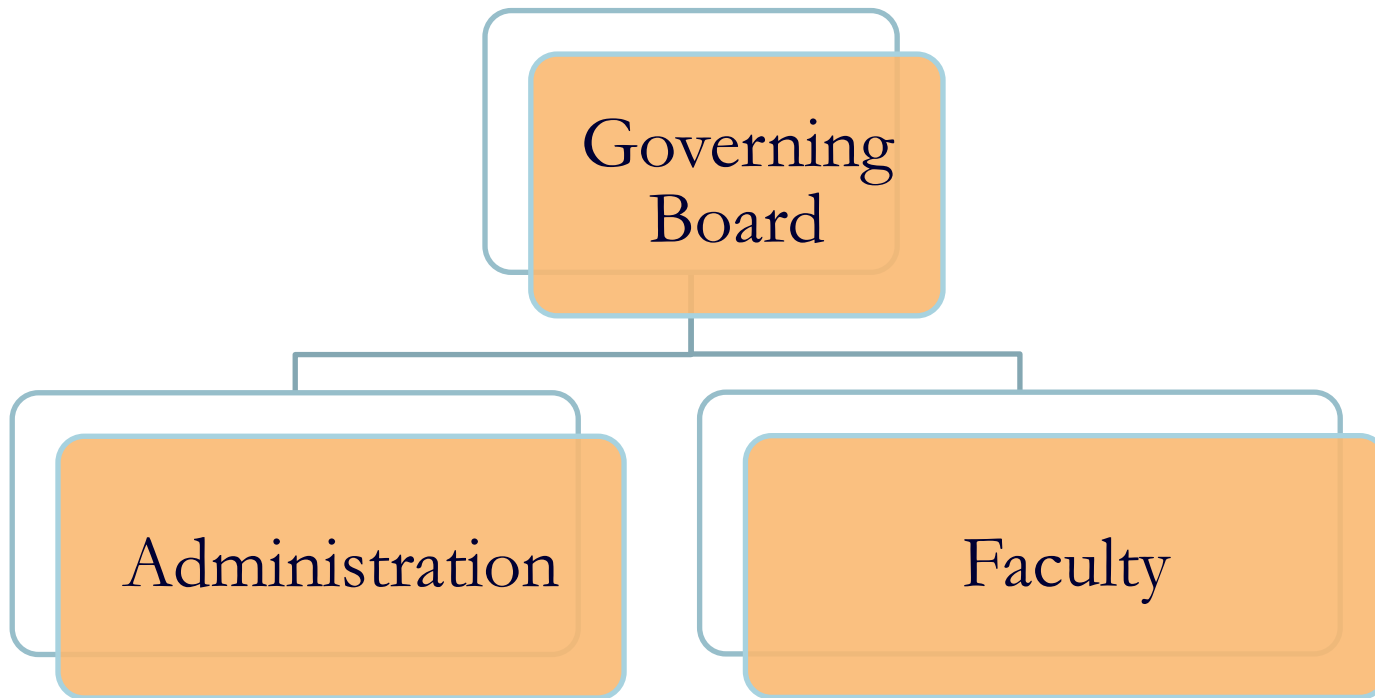
Moderation & Logistics



Here to moderate and help with logistical and technical issues:
Gwendolyn Bradley, AAUP staff.

Shared Governance

The three major components of institutional decision making:

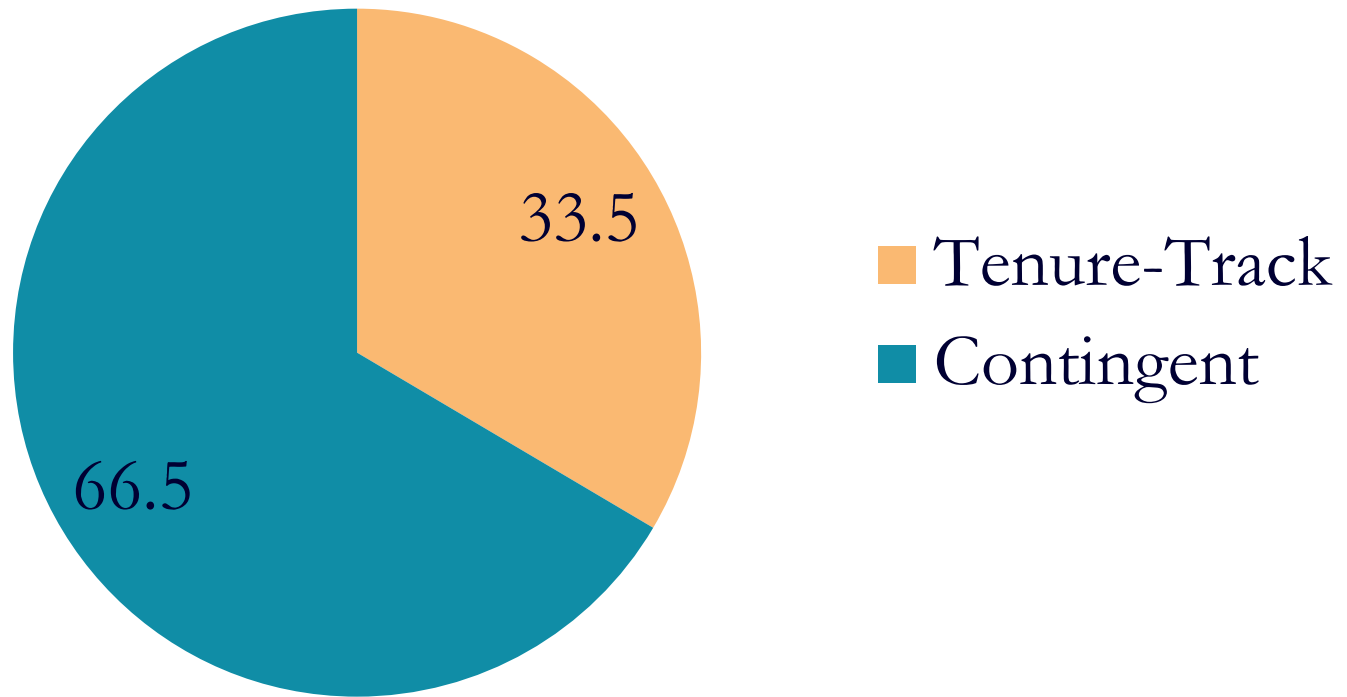




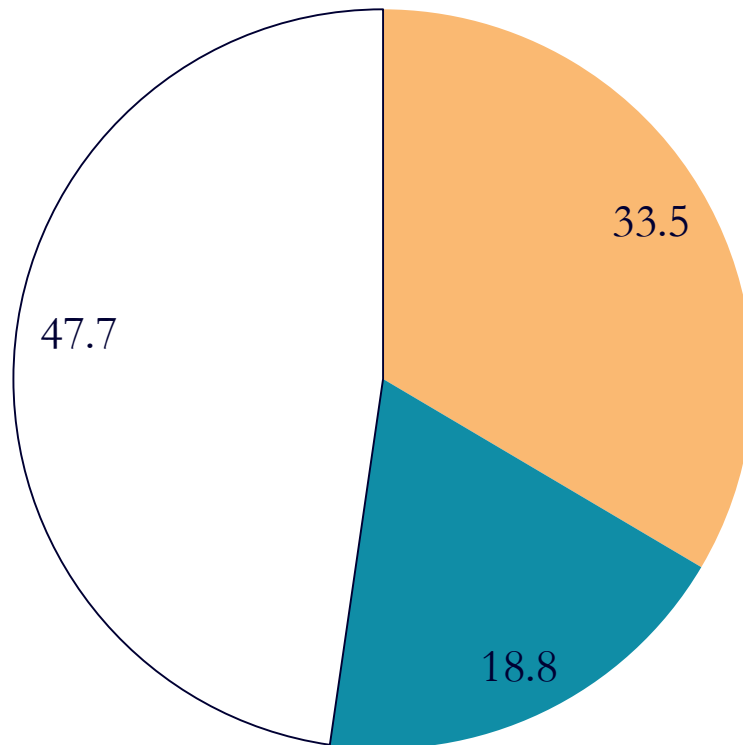
Erosion of Faculty Role

- The faculty role in shared governance is eroding.
- **Why?**
- There is an emphasis on running colleges like a business (top down).
- Faculty cede decision making to administrators—are reluctant to do governance work.
- **Contingency undermines the academic profession, unbundling faculty work.**

The Numbers (2009)



The Numbers

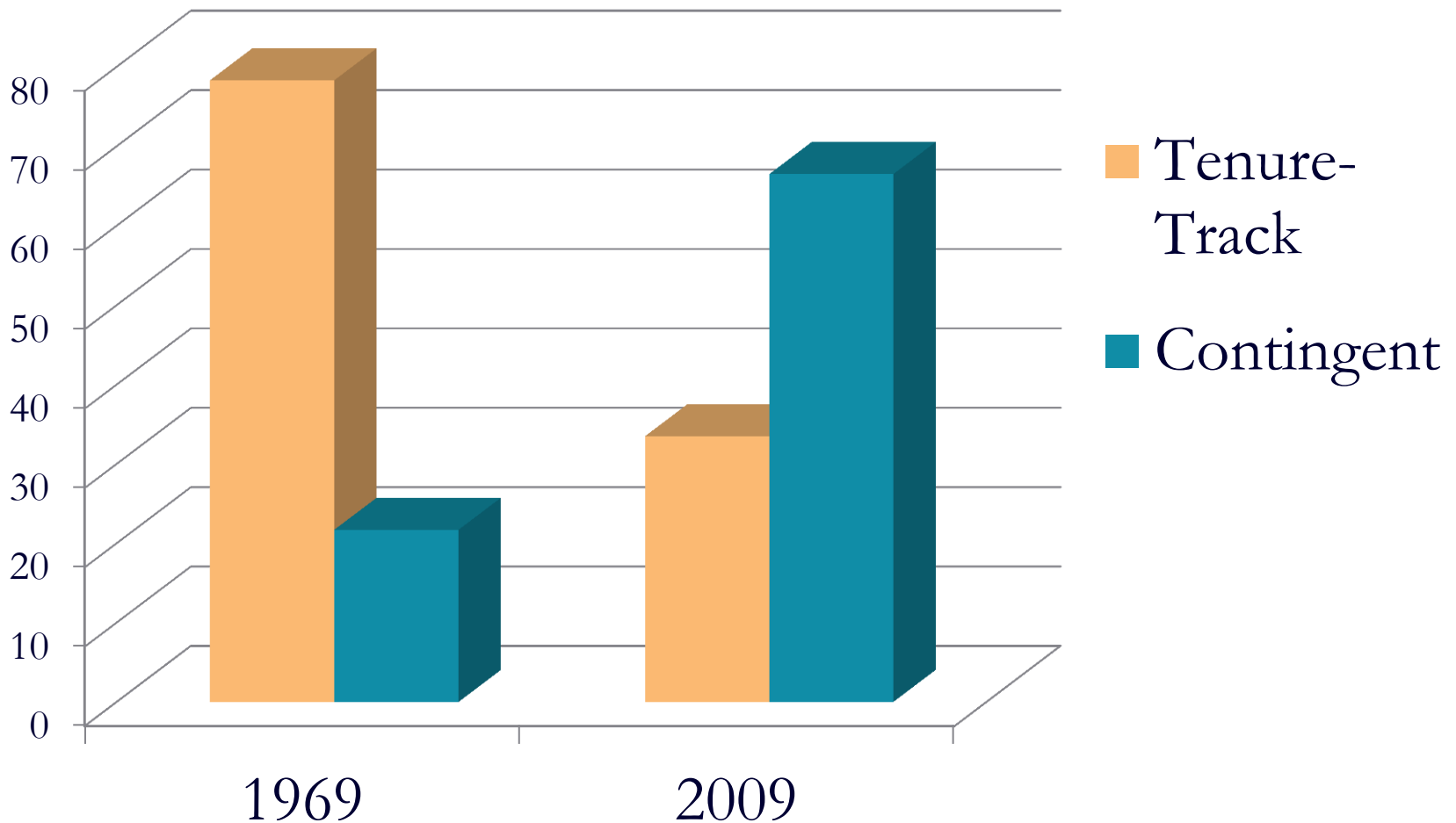


■ Tenure-Track

■ Full-time
Contingent

□ Part-time
Contingent

Shrinking Tenure Track



What Are Contingent Appointments?

- ❑ Lecturers
- ❑ Adjuncts
- ❑ Instructors
- ❑ Senior lecturers
- ❑ Co-adjutants

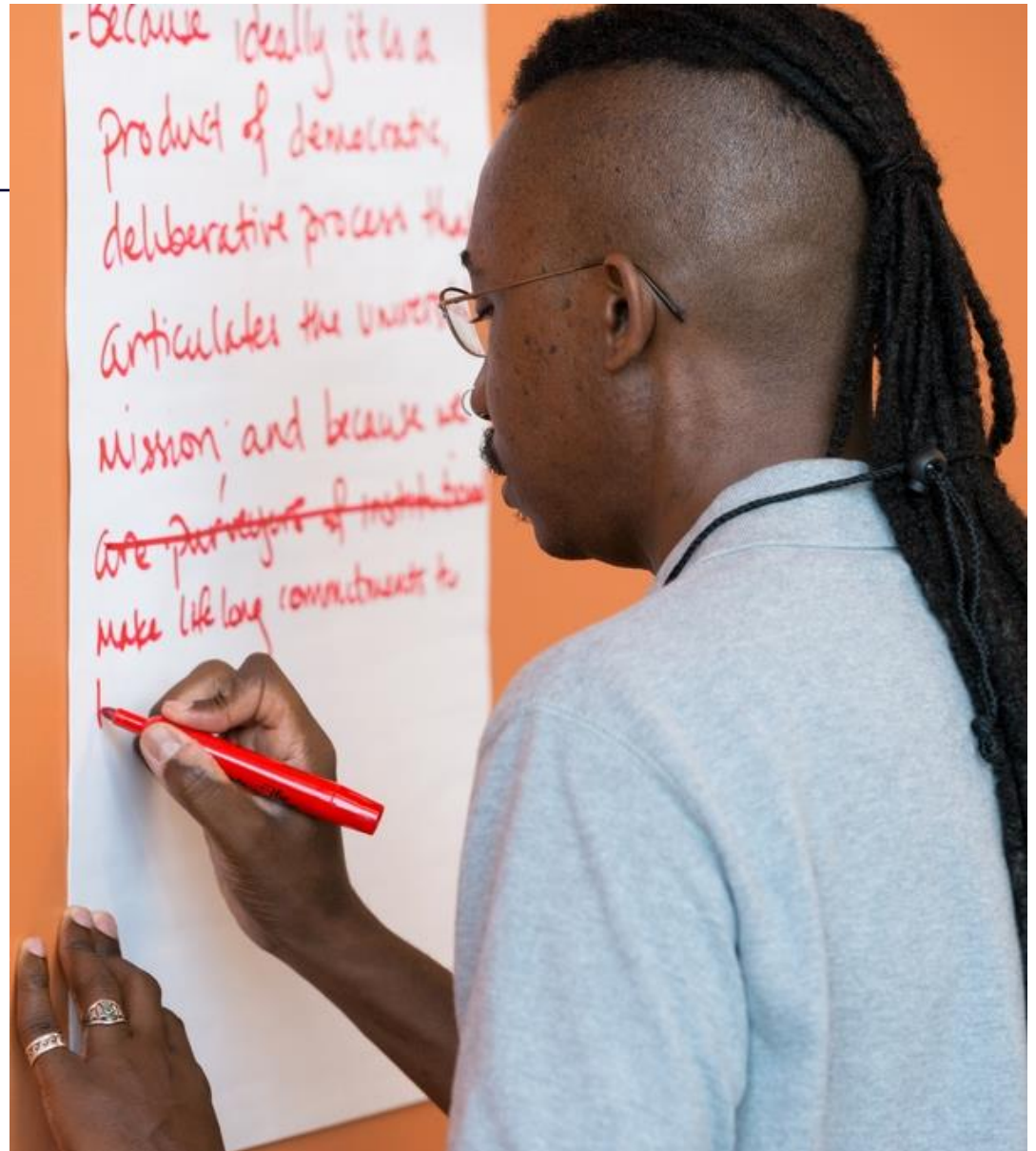


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- ❑ Non-senate faculty
 - ❑ Unranked faculty
 - ❑ Visiting faculty
 - ❑ Non-tenure-track faculty
 - ❑ Professors of practice



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- ❑ Research assistants
 - ❑ TAs/GAs
 - ❑ Postdocs
 - ❑ Affiliates
 - ❑ Specialists
 - ❑ Clinical faculty

 - ❑ and so on.



Governance Participation

The new faculty majority is largely excluded from governance.



Common Limits on Participation

- ❑ Only some departments include all faculty
- ❑ Only some contingent job titles are included
- ❑ Only a small number of seats are reserved for adjuncts



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- ❑ Only full-time NTT faculty can participate
 - ❑ Participation is uncompensated
 - ❑ Meetings are not well publicized





What's wrong with that?

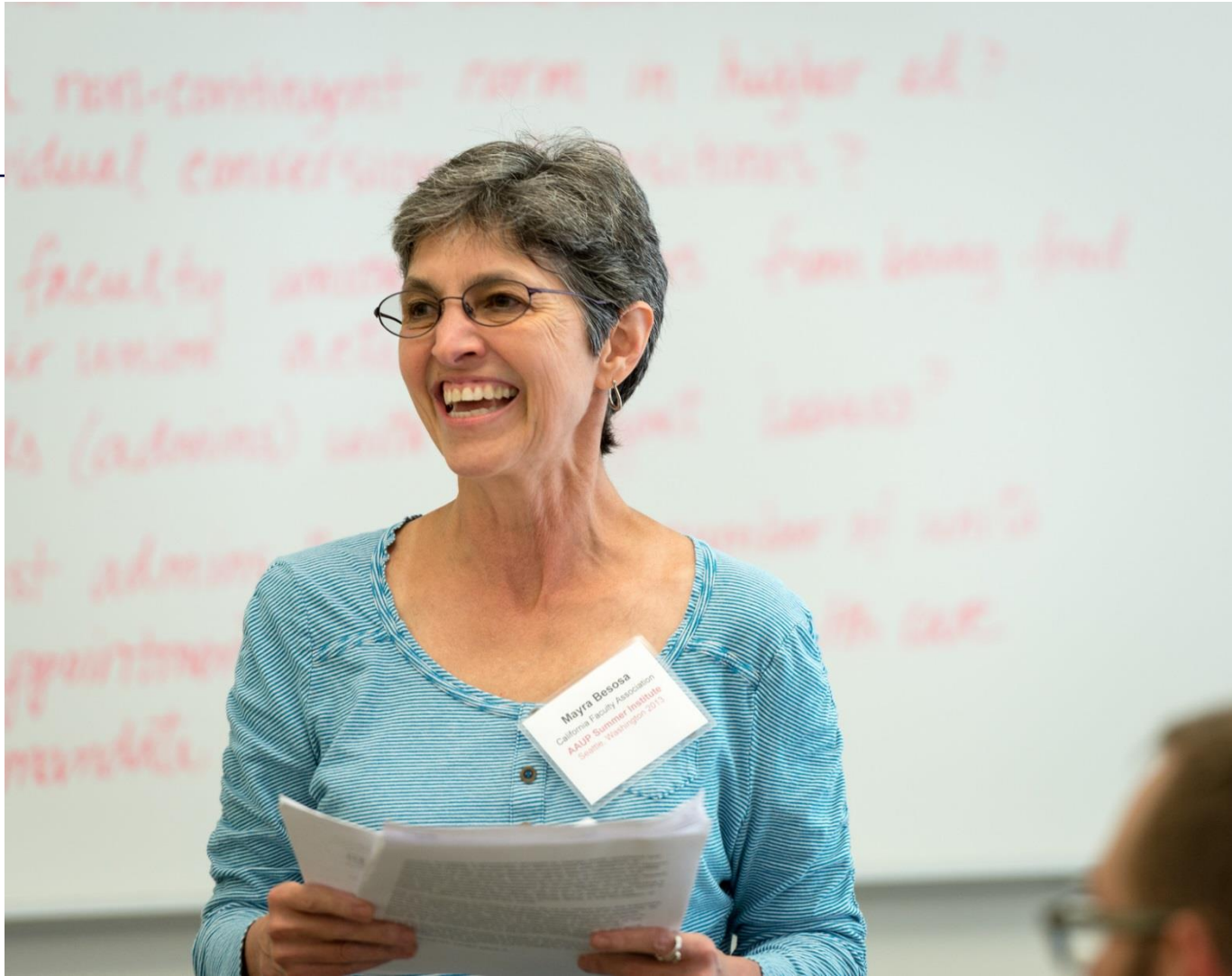
When only a small percentage of faculty participate in governance:

- ❑ Faculty professionalism is undermined.
- ❑ Faculty power is eroded.
- ❑ Tenure-line faculty are overburdened with committee work while
- ❑ the majority of faculty are cut out of decision making.
- ❑ Equity among academic colleagues is diminished.



Barriers/Drawbacks to Inclusion

- ❑ Possibility of unsalaried faculty putting in additional hours without compensation.
- ❑ Lack of recognition or credit for governance activities.
- ❑ Differing qualifications at some institutions.
- ❑ Lack of job security and vulnerability to pressure and retaliation.
- ❑ Lack of time due to holding multiple jobs.





Report: The Inclusion in Governance of Faculty Holding Contingent Appointments (2012)

Basic Principles:

- **All faculty are faculty** and should be afforded similar responsibilities and opportunities in governance.
- Faculty governance must be exercised or it is meaningless.
- All faculty members should be afforded academic freedom and due-process protections.



The Report's Recommendations

The report makes eight recommendations, beginning with a definition of faculty.



Recommendation 1

Institutional policies should define as “faculty” and include in governance bodies at all levels individuals whose appointments consist primarily of teaching or research activities conducted at a professional level.



Recommendation 2

Eligibility for voting and holding office in institutional governance bodies should be the same for all faculty regardless of full- or part-time status.



Recommendation 3

While reserving a specified number of seats for contingent faculty may be adopted as a transitional mechanism to ensure at least some contingent faculty representation in institutional governance bodies, ideally there should be no minimum or maximum number of seats reserved in institutional governance bodies.



Recommendation 4

All members of the faculty, defined on the basis of their primary function as teachers or researchers and assuming that they meet any time-in-service requirements, should be eligible to vote in all elections for institutional governance bodies on the basis of one person, one vote.



Recommendation 5

While faculty on contingent appointments may be restricted from participating in the evaluation of tenured and tenure-track faculty, faculty on contingent appointments should have the opportunity to contribute to the evaluation of other contingent faculty.



Recommendation 6

All faculty members, regardless of their status or appointment type, should, in the conduct of governance activities, be explicitly protected by institutional policies from retaliation in the form of discipline, nonreappointment, dismissal, or any other adverse action.





Recommendation 7

Faculty holding contingent appointments should be compensated in a way that takes into consideration the full range of their appointment responsibilities, which should include service. Where such compensation does not exist, its absence should not be used to exclude faculty on contingent appointments from voluntarily serving in governance



Recommendation 7, Cont.

Faculty on contingent appointments should not be required, expected, or pressured to participate in activities that are not included as compensated responsibilities under the terms and conditions of their appointments. The Association discourages compensation for service tasks that are not explicitly a component of an appointment.




Recommendation 8

Where service is explicitly a component of the appointment, participation in service should be included as part of the evaluation of a faculty member on a contingent appointment. If service in a governance role is not explicitly a component of the appointment, it may be recognized as an additional positive factor in the evaluation if the faculty member voluntarily participates in it, but a lack of service should not be considered a negative factor in the evaluation.




In Conclusion

As long as a significant portion of the faculty has no job security, including all faculty in governance is difficult, especially in nonunionized situations. However, it is crucial to establishing strong faculty governance.



Full integration of faculty in shared governance is possible only where academic freedom is protected.



The faculty must be able to exercise its collective voice freely and fully if it is to effectively determine the course of higher education.



The Report and Recommendations

The report *The Inclusion in Governance of Faculty Members Holding Contingent Appointments* is available at
<http://www.aaup.org/report/governance-inclusion>



How to Contact Us



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Visit us on the web at www.aaup.org

The screenshot shows the AAUP website homepage. At the top, there's a navigation bar with buttons for "VISIT THE AAUP FOUNDATION" and "VISIT THE AAUP CBC". Below this is the AAUP logo and a search bar. A main navigation menu includes links for "ABOUT", "OUR PROGRAMS", "MEMBERSHIP", "ISSUES", "REPORTS & PUBLICATIONS", "NEWS", "GET INVOLVED", and "I NEED HELP".

The main content area features a large red box on the left with the AAUP logo and the tagline: "Advancing academic freedom and shared governance, defining fundamental professional values and standards for higher education, and ensuring higher education's contribution to the common good." To the right is a featured article titled "AAUP-CBC Fall Regional Meeting" with a photo of autumn leaves and a "Learn More" link.

Below these are three columns of content:

- ACADEMIC FREEDOM**: "The Role of the Faculty in Conditions of Financial Exigency" - Recent years have witnessed massive closings of academic programs that are basic to a college or university's curriculum, with a resulting erosion in the
- SHARED GOVERNANCE**: "Faculty Communication with Governing Boards: Best Practices" - From its initial statement of principles in 1915 and its earliest investigations into violations of academic freedom, the AAUP has emphasized the necessity of effective
- COMMUNITY COLLEGES**: "Support for CCSF" - Accompanied by a photo of a group of people at a meeting.