

Overview

It is important, but not easy, for us to disentangle the different kinds of information needed to better understand how to accurately identify all individuals at the University of Arizona who meet our notional definition of ‘career track faculty’. This report is a small step in illuminating some of the difficulties we find.

And it has led us to frame the following guiding questions:

1. Where are there opportunities to regularize and clarify the data in our systems regarding Career Track Faculty, so that we can better support our business processes, institutional culture, and the University’s core values?
2. What are the crucial areas in which the University can improve our communication, both internally and externally, about the contributions and conditions of employment of Career Track Faculty, especially with regard to opportunities to support some appropriate and equitable guidelines for supporting continuity of employment (i.e. via adoption, where feasible, of multiyear contracts).

With respect to question (1), we see tremendous variabilities in titles, and in the mapping of titles to other data (notably, but not only, in the ‘contract status’ field). We see evidence of legacy usage of the ‘non-tenure eligible’ contract status for individuals who clearly meet our definition of ‘career track’, as well as the erroneous use of ‘career track’ as distinct from ‘multiyear’. With regard to titles, it’s clear that this element has been used for something we might more felicitously refer to as a ‘working’ or ‘local’ title – one that address local or disciplinary practices, rather than titles that roll up to employment categories described in policy. We see value (perhaps necessity in some cases) in maintaining local titles, but as a data element that’s clearly designated as such, and distinct from HR title.

With respect to question (2), we see evidence of significant under-use, and disparate patterns of use, of the multiyear contract type. Anecdotally, we have evidence that this may at least in some ways tied to the problems discussed in (1). The variability in the data obscure a number of facts that we think are important – for example, that multiyear contracts are typically not associated with advancement in rank among Career Track faculty, as is common seen with Tenured/Continuing Status. Standards and alignment of the parallel paths within the Career Track faculty for lecturers and professorial titles are inconsistent.

Development and communication of best practices around continuity of employment, path to promotion, and conditions of work for career track faculty is an important next step. Regularization of our data in a way that clearly maps to ABOR and locally defined categories, as discussed below, would be helpful.

Terminology

'Career Track Faculty' is a designation that was adopted several years ago, on the basis of previous task force recommendations and with the support of the Provost's office and others, to replace the term 'Non-tenure eligible', and to include faculty members not on the Tenure or Continuing Status tracks but who nevertheless have a significant and enduring relationship to the university. Faculty members not on the Tenure or Continuing tracks and whose titles include the set of modifiers listed below should be the only such individuals excluded from the 'career track' designation¹:

- Visiting
- Adjunct
- Global²
- Individuals with joint/courtesy titles who do not otherwise meet the definition for career-track faculty³

For purposes of shared governance, Career Track faculty members become members of the General Faculty once they have been employed half time or greater for three of the last four years.⁴ Being able to programmatically identify this population is just one challenge posed by our current practices.

Career Track faculty include individuals who are employed on year-to-year or multi-year contracts. They may be employed under a very broad array of titles, as elaborated below. One purpose of this report is to investigate, based on a set of data provided to our Committee by Faculty Affairs and drawn from UAccess, how the notional category 'career track' maps onto – or fails to map onto – data elements in our system of record.

Importantly, this document describes an extract of anonymized data from UAccess that our committee was provided access to. This report is a description of that data extract, and we've tried to connect our description to what we know about policy and practice. The mapping is imperfect, but we hope to illuminate ways in which the University could ensure a better match between data and policy going forward.

The variability and mismatches we highlight in these data are problematic from systems, policy, and communications perspectives, but we recognize that employment data such as titles and contract status have real implications for individuals and units. Given the heterogeneity of purpose served by career track faculty across the Institution, we expect that variability is necessary.

Being able to accurately map our variable naming conventions to some data elements that can allow us to reliably, readily, and accurately identify the ways in which UA and ABOR policies apply to individuals,

¹ There are also those with courtesy or joint appointments (i.e., those whose faculty title is not associated with FTE). The exception to this, is those who are unit heads or other administrators whose jobs require a faculty title and who are not already TT faculty (e.g., unit heads in the health sciences).

² 'global' is used in a manner that renders it roughly synonymous to 'adjunct'.

³ A tenured faculty member in History, for example, may also have a courtesy title in Anthropology. Likewise, a lawyer in the General Counsel's office may have a courtesy title in Law. Neither would be considered career track faculty.

⁴ The exception is for career track Instructors who are not eligible for membership in the General Faculty, per the Faculty Constitution.

and to communicate clearly about ourselves both internally and externally, is important. We hope to contribute to this effort.

ABOR Titles for Faculty Not Eligible for Tenure

- The titles of Professor of Practice, Research Professor, Clinical Professor and Lecturer (including their different ranks) are not differentiated at the ABOR level from a policy perspective⁵
- Instructor is the only title at the ABOR level that is differentiated in policy. Unlike the above titles, a career path (through promotion in rank) is not described for instructors, and instructors are not eligible for multiyear contracts.
- Volunteer Faculty is another category of faculty defined in ABOR. It is used for non-employees
- Any titles used at the University of Arizona should clearly roll up under one of these ABOR title categories

This Report

This report is drawn from a UAccess data extract provided to the ad Hoc Committee on Career Track Faculty by the Office of Faculty Affairs in Fall 2019. The data are anonymized, and include only the following columns:

- Tenure/Contract Status :: a column drawn directly from UAccess employment records
- UA Title :: a column drawn directly from UAccess employment records
- Count :: a derived column showing the number of employees who match on both preceding columns
- Percentage :: a derived column showing the percent of the total count represented by that row count

The data do not include tenured and tenure eligible faculty. The total number of rows (distinct combinations of contract status + title) is 570, and the total count is 3476.

The data do include continuing and continuing-eligible academic professionals. The total number of rows in this group is 130, representing a count of 203. Because continuing and continuing-eligible status is analogous to tenure, we have removed these rows from the data set that we are describing.

We do not have information about the specifics of the query that was used to generate the file, only that it was intended to provide enough information about titles to begin to understand the variability in practice. We do not know whether the data are limited to employees' primary titles, for example, or whether secondary or other titles are included in the counts. A summary of the data we will be describing is in the table below. Note that the 'titles' count is large because of many one-off modifiers (i.e. "PetSmart Professor of Practice"). While these pose challenges to our analysis, a deeper dive into title *categories* would be of use:

⁵ In their unmodified form. Any title used for faculty off the tenure track that is modified (e.g., adjunct, visiting, etc.), or is used as a courtesy or volunteer title is governed by the policy associated with that modifier.

Contract Status	N titles	%Titles	N count	%People
Career Track	275	62.50%	798	66.44%
Non Tenure Track	110	25.00%	264	21.98%
Multi Year	47	10.68%	112	9.33%
Fiscal Year	3	0.68%	22	1.83%
Year to Year	5	1.14%	5	0.42%
All Tolled	440	100%	1201	100%

The remainder of this report is a description of these data. Our intent is to provide a snapshot of issues related to variability in use of titles and contract status elements in our UAccess data regarding career track faculty. We hope this snapshot can be advisory to the Office of Faculty Affairs to help us better understand these issues.

The Challenge of Courtesy Titles

Current practice in UAccess does not allow queries to accurately distinguish courtesy titles (including 'courtesy', 'joint') from titles that indicate an individual's home unit/primary appointment. This renders any data extract of titles ambiguous, and subject to inaccuracy because it may erroneously include both 'main' and courtesy titles.

Mapping UA Titles to ABOR categories

ABOR categories for faculty off the tenure track include: professor of practice, research professor, and clinical professor (assistant, associate, and full); principal lecturer, senior lecturer, and lecturer; and instructor. While on our campus there are some policy distinctions between these categories of faculty, from an ABOR perspective, only instructor is distinguished in policy (in that it is not eligible for promotion or for MYE contracts). ABOR also has a category of title for non-employees – Volunteer Faculty. While we do not use that term on our campus, ABOR policy for volunteer faculty applies to all of our non-employee DCCs with faculty titles.

The meaning of 'Career Track' and its origin as a data element

'Career Track' is a designation first implemented at the University of Arizona as the result of a series of Faculty Senate Task Force reports. Working in alliance with Faculty Affairs, the recommendation was made to shift campus usage of 'non-tenure eligible' to a term that would allow employees to be defined by their relation to the University, rather than by the absence of a relation. 'Career Track' was recommended after extensive outreach and discussion, this change was endorsed by the Faculty Senate and was implemented with assistance from the Office of the Provost and Workforce Systems.

The designation 'career track faculty' has policy implications for those who hold it. It includes faculty who are in neither the tenure nor continuing-status streams, but who are also not 'visiting', 'adjunct', global, 'limited term' or equivalent. It also does not include those who hold courtesy/joint appointments.

From a policy perspective, Career Track Faculty have some rights/benefits that are not afforded to adjunct, limited-term, or others outside of this category. Specifically, they

- are afforded 90-day notices of nonrenewal,
- receive annual reviews,
- and are eligible for promotion (if allowed under their title).

Because there is some flexibility in units using the modifier “adjunct” with faculty who are part-time/short-term, it is possible that some part-time/short-term faculty may be categorized as Career Track.

Career Track is not, however, a Contract Status in any meaningful sense. Career Track faculty may be on annual contracts or on multi-year contracts.

The inclusion of ‘career track’ as a value in a column labeled ‘tenure/Contract Status’ is, therefore, a source of some confusion.

Observations from Title Report

The data don’t allow an accurate breakdown of titles by College (or other administrative unit). But they do allow us to disentangle ‘Contract Status’ from our notional understanding of the term ‘Career Track’. They also illustrate why our terminology is so confusing.

‘Tenure/Contract Status’ is a data element in UAccess, which we will refer to as ‘Contract Status’ in this report. The Contract Statuses in this report are:

1. Career Track
2. Multi Year
3. Non Tenure Track
4. Fiscal Year
5. Year to Year

Faculty listed with a ‘Non Tenure Track’ Contract Status are a heterogeneous group, including those designated as Visiting, part-time, summer only, and such.

Titles within Contract Status

The following table shows which faculty title families occur in which Contract Statuses. In the table, ‘Professor’ means a ranked professorial title without any of the following modifiers: ‘of Practice’ (there are 52 distinct titles that include this substring), ‘Research’ (N=101 distinct titles), ‘Clinical’ (N=82 distinct titles). ‘Practice’ means ‘Professor of Practice’ titles at any rank. ‘Lecturer’ includes any rank. ‘Instructor’ includes any modifier. ‘Research’ means ‘Research Professor’ of any rank. ‘Clinical’ includes any titles including that key term nearly all are also counted in the ‘professor’ category since they typically have both terms in their titles (i.e., ‘Clinical Professor of...’, or ‘Professor of ... (Clinical Scholar Track)’). The ‘Other’ category includes a variety of different titles that do not include the substrings listed above.

	Professor	Practice	Lecturer	Instructor	Research	Clinical	Other
Career Track	Y	Y	Y	Y	Y	Y	Y
Non Tenure Track	Y	Y	Y	Y	Y	Y	Y
Multi Year	Y	Y	Y	N	Y	N	N
Fiscal Year	N	N	N	N	N	N	Y
Year to Year	N	N	N	N	N	N	Y

Below are some breakdowns of the data we have, using 'Contract Status' to explore our distributions.

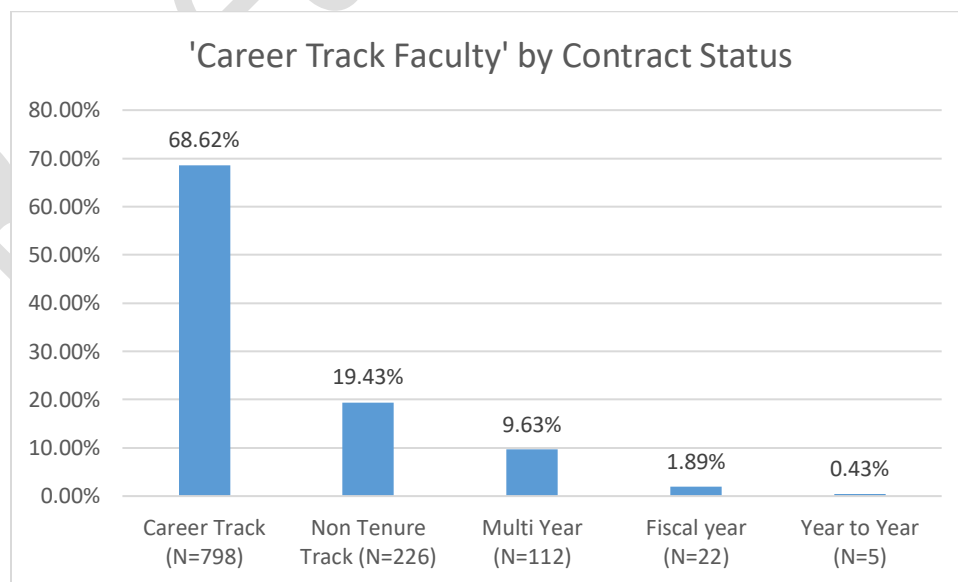
Finding 'Career Track' faculty in the data

"Career Track" Faculty should include the 798 individuals with a 'Career Track' Contract Status, plus the 112 with a 'Multi-Year' Contract Status, plus the 226 individuals who are listed with a Non Tenure Track title that does not contain any of the following terms:

- Visiting (N=9)
- Emeritus (N=13)
- Short-Term (N=8)
- Summer-Session (N=8)

To do this count we had to make two broad assumptions.

- People with a Non Tenure Track contract status who have the term 'Part Time' in their title (N=53) are retained, although whether they are considered 'Career Track' might vary by individual and/or unit. This will over-count the number of part time faculty who units see as 'Career Track', but we choose to over- rather than under-count these faculty.
- We assume that the 22 individuals with Fiscal-Year contracts and the 5 with Year to Year contracts (these are all Med School) are likely to be 'Career Track' faculty.



Discussion

This report reflects a particular slice of employment data pulled at a particular time, based on a particular query – and we should expect our results to look different under different circumstances. The absence of a single, clear, reliable way to access information about career track faculty is a significant challenge for our committee, and – more importantly, for the University as a whole.

We hope that this report provides a starting rather than an ending point for discussion of the best ways to go about understanding and addressing some of the challenges we have identified.

Submitted for committee review: Amy Fountain and Bill Neumann

Research Report