



University Senate TRANSMITTAL FORM

Senate Document #:	11-12-06
PCC ID #:	N/A
Title:	Policies on the Employment of Adjunct Faculty
Presenter:	Charles Fenster, Chair, Senate Faculty Affairs Committee
Date of SEC Review:	January 26, 2012
Date of Senate Review:	February 8, 2012
Voting (highlight one):	<ol style="list-style-type: none"> 1. On resolutions or recommendations one by one, or 2. In a single vote 3. To endorse entire report
Statement of Issue:	<p>On October 3, 2010 the Board of Regents approved the USM II-1.07 Policy on the Employment of Adjunct Faculty, which required all institutions of the University System of Maryland (USM) to adopt and implement an adjunct faculty policy by September 1, 2011. Because of the short timeline, the University of Maryland's Office of Faculty Affairs developed an interim policy (II-1.07(A)) to satisfy the USM request. In addition, an amendment to the University of Maryland Policy on Full-Time and Part-time Non-Tenure Track Instructional Faculty policy (II-1.00(F)) was also approved on interim basis for clarification purposes.</p>
Relevant Policy # & URL:	<p>http://president.umd.edu/policies/ii107a.html http://president.umd.edu/policies/II-100F.html</p>
Recommendation:	<p>The Faculty Affairs Committee (FAC) recommends that the new policy, UMCP Policy on the Employment of Adjunct Faculty II-1.07(A) be approved as it appears in Appendix 1. In addition, the FAC recommends that the amendment to the University of Maryland Policy on Full-Time and Part-Time Non-Tenure-Track Instructional Faculty policy II-1.00(F) be approved as it appears in Appendix 2.</p>
Committee Work:	The FAC reviewed these policies during the Fall 2011 semester.

	<p>The committee consulted with the Office of Faculty Affairs and the President's Legal Office to ensure that the proposed amendments were appropriate. The committee held an open forum to get input from the affected adjunct faculty. The FAC also reviewed data from the Office of Institutional Research, Planning, and Assessment (IRPA) to better understand the total population that would be affected and reviewed similar policies at peer institutions.</p> <p>At its meeting on December 12, 2011, following deliberation, the FAC voted unanimously in favor of recommending that the University approve the new policy for adjunct faculty and amend the policy on full-time and part-time non-tenure-track instructional faculty.</p>
Alternatives:	The University could use the USM policy, which only affects a small group of adjunct faculty on our campus.
Risks:	There are no associated risks.
Financial Implications:	Individual units will have to bear the cost of the one-time compensation increment for those adjunct faculty I who are promoted to adjunct faculty II status.
Further Approvals Required:	Senate Approval, Presidential Approval.

Senate Faculty Affairs Committee

Senate Document 11-12-06

Policies on the Employment of Adjunct Faculty

January 2012

BACKGROUND:

On October 3, 2010 the Board of Regents approved the USM II-1.07 Policy on the Employment of Adjunct Faculty, which required all institutions of the University System of Maryland (USM) to adopt and implement an adjunct faculty policy by September 1, 2011. Because of the short timeline, the University of Maryland's Office of Faculty Affairs developed an interim policy (II-1.07(A)) to satisfy the USM request. In addition, an amendment to the University of Maryland Policy on Full-Time and Part-time Non-Tenure Track Instructional Faculty policy (II-1.00(F)) was also approved on interim basis for clarification purposes.

The new policy is designed to establish baseline standards related to searches, appointments, contracts, and conditions of employment for adjunct faculty. Its goal is to assure the quality of instruction by individuals with appropriate credentials and experience and to facilitate a continuous improvement in their status at the University. The policy applies to non-tenure-track instructors appointed to teach specific courses who are (a) compensated on a course-by-course basis or (b) on a salaried appointment at less than 50% FTE and ineligible for benefits. The amendment to the existing policy ((II-1.00(F)) clarifies that that particular policy applies only to instructional faculty with appointments of 50% or more FTE.

The Senior Vice President and Provost, Ann Wylie, submitted a proposal for the Senate to conduct a thorough official review of the new interim policy (II-1.07(A)) as well as the amendment to the existing policy (II-1.00(F)) in August 2011.

COMMITTEE WORK:

The Senate Faculty Affairs Committee (FAC) was charged (Appendix 3) by the Senate Executive Committee (SEC) with reviewing the proposal, "Policies on the Employment of Adjunct Faculty" on September 12, 2011 (Appendix 4). The SEC asked the FAC to review the proposed new policy and amendment to existing policy to determine whether they are appropriate.

The SEC asked the FAC to consult with the Office of Faculty Affairs and the Office of Legal Affairs. Dr. Juan Uriagereka, Associate Provost for Faculty Affairs, sits on the

FAC and provided input throughout the review process. A member of the University's Office of Legal Affairs was also consulted on the proposed revisions to the policy.

The FAC created a working group to determine any necessary revisions to the interim policy. In addition, the FAC held an open forum on November 15, 2011 to gather input from adjunct faculty whom the new policy would affect. The FAC also reviewed data from the Office of Institutional Research, Planning, and Assessment (IRPA) to better understand the total population that would be affected based on the revised guidelines that the working group was proposing. In addition, the committee reviewed similar policies at peer institutions and found that the proposed policy was in line or slightly better than what they currently have in place.

RECOMMENDATIONS:

At its meeting on December 12, 2011, the Faculty Affairs Committee voted unanimously in favor of recommending that the new policy, UMCP Policy on the Employment of Adjunct Faculty II-1.07(A) be approved as it appears in Appendix 1. In addition, the FAC recommends that the amendment to the University of Maryland Policy on Full-Time and Part-time Non-Tenure Track Instructional Faculty policy II-1.00(F) be approved as it appears in Appendix 2.

APPENDICES:

- Appendix 1 – Recommended Policy Changes to the Interim UMCP Policy on the Employment of Adjunct Faculty II-1.07(A)
- Appendix 2 – Recommended Amendment to the University of Maryland Policy on Full-Time and Part-time Non-Tenure Track Instructional Faculty policy II-1.00(F)
- Appendix 3 – Charge from the Senate Executive Committee, September 12, 2011
- Appendix 4 – Policies on the Employment of Adjunct Faculty Proposal

APPENDIX 1

Recommended Policy Changes to the Interim UMCP Policy on the Employment of Adjunct Faculty II-1.07(A)

II-1.07(A) UNIVERSITY OF MARYLAND POLICY ON THE EMPLOYMENT OF ADJUNCT FACULTY

I. POLICY STATEMENT

This policy is designed to establish baseline standards for the University related to search processes, appointments, contracts and conditions of employment for adjunct faculty. The goal of the policy is to assure a high quality of instruction by individuals with appropriate credentials and experience and to facilitate a continuous improvement in the status of adjunct faculty at the University.

II. APPLICABILITY

- A. This policy applies to adjunct faculty defined as faculty who are:
 - 1. Employed to provide instructional services;
 - 2. Neither tenured nor eligible for tenure; and
 - 3. Appointed to teach specific courses and compensated either
 - i. on a course-by-course basis or
 - ii. on a salaried appointment at less than 50% FTE **and are ineligible for benefits.**

- B. Policies for Salaried Part-Time, Non-Tenure Track Faculty. Part-Time, Non-Tenure Track (PTNTT) faculty who are appointed to salaried positions at 50% FTE or more are not included as “adjunct faculty” for the purposes of this policy, and are covered instead by II-1.00(F) University of Maryland Policy on Full-Time and Part-Time Non-Tenure Track Instructional Faculty.

III. CATEGORIES OF ADJUNCT FACULTY

For the purposes of this policy, adjunct faculty shall be designated as one of the following:

- A. “Adjunct Faculty I”: All adjunct faculty, except those faculty members who have been designated by an institution as “Adjunct Faculty II”;

- B. “Adjunct Faculty II”: Adjunct faculty members who have been determined by the University to have a consistent record of high-quality instruction. Upon the written request of the faculty member to the department chair or unit head, the University shall consider granting Adjunct Faculty II status to adjunct faculty members who meet the following criteria:
 - 1. ~~Have an established record of teaching for at least six (6) semesters, e.g., Fall and Spring; and~~ **Are currently teaching in the department;**

2. **Have taught a minimum of 12 courses of 3 credits each at the University within the past 4 consecutive academic years (excluding summer and winter terms); and**
3. Are supported by a series of high-level performance evaluations.

“Adjunct Faculty II” status shall be granted upon the recommendation of the department or unit chair and Dean, subject to approval by the Provost.

IV. ADJUNCT FACULTY POSITION TITLES

Adjunct faculty who are designated as Adjunct Faculty I or Adjunct Faculty II by the University may hold the titles of Lecturer, Senior Lecturer, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor.

V. RECRUITMENT AND SELECTION OF ADJUNCT FACULTY

- A. Credentials. The University shall develop written standards for the academic degrees or professional certification and professional experience required for appointment as adjunct faculty. These standards may vary depending on the level of courses to be taught.
- B. Selection Procedures. The Provost shall assure that each college or hiring unit has in place written procedures for selecting adjunct faculty. Procedures shall include verification of credentials and shall reflect the University’s commitment to equal opportunity and affirmative action.

VI. PROFESSIONAL DEVELOPMENT AND WORKING CONDITIONS

- A. Support for Teaching. The University shall provide each Adjunct Faculty member with the support it determines to be necessary for the execution of the appointee’s duties, which may include access through the University’s website or other electronic resources, including the following:
 1. Information on the college and department’s policies, requirements, learning outcomes and goals for each course, along with access to examples of past course syllabi (if available);
 2. Official schedule of classes, including academic calendar and time frames of class meetings;
 3. Assistance with textbook ordering and completing textbook compliance form.
 4. A University email account along with access to on-campus computing facilities; and
 5. For Adjunct Faculty teaching face-to-face classes on campus;
 - a. Telephone or other voice access, as appropriate;
 - b. Necessary office supplies;
 - c. Copying services for course materials; and

- d. Appropriate space for meeting with students during scheduled office hours.

B. Professional Development. To the extent feasible, professional development opportunities for new Adjunct Faculty shall include:

1. Departmental orientation and overview
2. Campus orientation
3. Introduction to teaching ~~polieies and~~ resources
4. Training in using UMEG, TESTUDO; ELMS and other course administration and learning instruction information technology.

Subsequent opportunities for development also will be provided to the extent feasible. Such opportunities may include invitations to departmental, college, University, and external faculty development events, mentoring from senior faculty, and support for attending academic conferences.

C. Performance Evaluation. The Senior Vice President and Provost will assure that each department has in place written procedures for evaluating Adjunct Faculty performance on a regular schedule, as required by BOR II-1.20 Policy on Evaluation of Performance of Faculty and ~~Policy-II-1.20(A)~~ UMCP Policy on Periodic Evaluation of Faculty Performance.

1. Among other things, performance evaluation procedures shall include student evaluations and faculty classroom visitation and observation.
2. Departments shall evaluate the teaching by Adjunct Faculty members on the same basis used to evaluate the teaching of tenure-track faculty members.
3. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions about promotion, compensation, and any subsequent appointments are made.

VII. Appointment, Designation and Assignment

A. Appointment of Adjunct Faculty Members

1. Contracts and Letters of Appointment. Each Adjunct Faculty member, including both Adjunct Faculty I and Adjunct Faculty II, shall be provided a written contract or formal letter of appointment prior to the beginning of the assignment, which includes:
 - a. Position title;
 - b. Contract term;
 - c. Per-course compensation **or salary rate and % FTE appointment;**
 - d. Description of the assignment;
 - e. Institution benefits, if any;
 - f. Information regarding faculty policies and procedures, including performance evaluation policies;

- g. Explanation of the implications of the cancellation of a course before the start date;
 - h. Information about eligibility for and benefits associated with designation of Adjunct Faculty II status;
2. Provisions for Adjunct Faculty II
- a. After designation of “Adjunct Faculty II” status, a faculty member:
 - 1. Shall be sent a letter of notification from the Dean’s Office. The letter shall stipulate the benefits of designation of “Adjunct Faculty II” status, including provisions (2) through (4) below.
 - 2. Shall receive a **one-time** compensation increment of at least 10% of the ~~average per course minimum, annual per-course~~ compensation ~~of his/her department or unit for adjunct faculty at the institution as determined by the Provost on an annual basis~~, consistent with State and USM budget policies;
 - 3. Shall be given priority consideration, to the extent operationally feasible, among adjunct faculty for future teaching assignments in the subjects for which the adjunct faculty member has had consistent instructional experience at the University;
 - 4. May be eligible for longer term appointments that assure the adjunct faculty member assignment to a fixed number of classes during the term of the appointment.
 - b. Designation of “Adjunct Faculty II” status does not prevent an adjunct faculty member from competition for or selection into a salaried part-time non-tenure-track or other faculty position.
3. Teaching Assignments. The appointing department shall provide adjunct faculty with reasonable and adequate notice of projected teaching assignments prior to the start of classes.
- a. The University has the goal of providing such notice 45 days before the class start date, to the extent feasible. Nothing in this section shall prevent a department from making an adjunct faculty teaching appointment on short notice based on changed circumstances in class enrollments, the availability of resources, or other factors.
 - b. If the University has a fall or spring semester class to which an adjunct faculty member has been assigned that is cancelled less than 30 days prior to the class start date, and has been unable to offer the adjunct faculty member re-assignment to a comparable class, the University shall compensate the adjunct faculty member 10% of the payment amount specified in the contract or appointment letter for that class.

VIII. Compensation and Benefits

- A. Compensation. Every effort should be made to make adjunct faculty compensation professionally appropriate and competitive to the extent allowed by available fiscal resources.
- B. Benefits for Adjunct Faculty. Adjunct faculty shall be entitled to receive institutional benefits as designated in their written contract or formal letter of appointment.
- C. Sabbatical and Terminal Leave. Adjunct faculty members are ineligible for sabbatical leave or for terminal leave, regardless of length of service.

IX. Grievance and Appointment Rights

- A. Grievance Procedure. Adjunct faculty shall have available the same grievance procedures as all other faculty, consistent with the USM Policy on Faculty Grievances, II-4.00 and UMCP Policy and Procedure Governing Faculty Grievances II-4.00(A).
- B. Process Related to the Termination of Adjunct Faculty. Prior to terminating an Adjunct faculty member's appointment before the end of its term, the faculty member shall be offered an opportunity to meet and discuss the matter at the level of the College or School. The University may remove the Adjunct faculty member from the classroom, provided, however, it shall continue to pay the Adjunct faculty member pending a reasonable opportunity to be heard.

X. Participation in the Campus Community

- A. Adjunct faculty members shall be invited, to the extent feasible, to participate in the scholarly, intellectual, academic, and social life aspects of the department, college and University.
- B. Shared Governance Participation: The University shall provide opportunities for adjunct faculty to communicate their concerns to campus administration, provide advice in the development and implementation of policies and procedures related to adjunct faculty, and otherwise participate fully in shared governance through participation in existing shared governance bodies, with sufficient numbers of positions designated for adjunct faculty to ensure their significant representation.

APPENDIX 2

Recommended Amendment to the University of Maryland Policy on Full-Time and Part-time Non-Tenure Track Instructional Faculty policy II-1.00(F)

II-1.00(F) UNIVERSITY OF MARYLAND POLICY ON FULL-TIME and PART-TIME NON-TENURE TRACK INSTRUCTIONAL FACULTY

APPROVED BY THE PRESIDENT May 16, 2002; Technical Amendments February 23, 2009

This policy applies to faculty employed to provide instructional services who (1) have salaried appointments of 50% FTE or greater and (2) are neither tenured nor eligible for tenure. This policy does not apply to adjunct faculty as defined by II-1.07(A) University of Maryland Policy on the Employment of Adjunct Faculty. Instructional faculty who are: (1) neither tenured nor eligible for tenure and (2) are either compensated on a course-by-course basis or on salaried appointments at less than 50% are covered by II-1.07(A) University of Maryland Policy on the Employment of Adjunct Faculty.

STANDARD EMPLOYMENT ELEMENTS

1. Credentials: Each department or unit shall develop written standards for the academic degrees or professional certifications and/or professional experience required for appointment to part time non-tenure track (PTNTT) and full-time non-tenure track instructional faculty (FTNTT) ranks. These standards should be appropriate for the needed instructional level.
2. Search Procedures: Hiring of PTNTT and FTNTT faculty members should be conducted under procedures that will ensure the selection of qualified professionals. Each department or unit shall develop written procedures for evaluating credentials and selecting faculty.
3. Written Contracts: All FTNTT and PTNTT faculty members shall be provided with clear written and approved contracts prior to the beginning of their assignment. The contract shall stipulate the term of the contract, the salary, assignments and expectations, expected notification about renewal or non-renewal, resources, and performance-evaluation policies and procedures.
4. Support for Teaching: In the best interest of students, all FTNTT and PTNTT instructional faculty members should be provided with the necessary and appropriate department or unit support for the execution of their duties. These resources should conform to departmental practices with respect to assistance in ordering books, duplication of class syllabi and examination questions, provision of teaching supplies. Care should be taken to ensure that students can have access

to FTNTT and PTNTT faculty members through mailboxes, appropriate spaces for meeting students, electronic mail, telephones, etc. Where appropriate and feasible, and with the agreement of the department faculty, the professional development of FTNTT and PTNTT faculty members should be supported. This may include extending invitations to departmental and institutional faculty development events.

5. Performance Evaluation: Each department shall have written procedures for evaluating FTNTT and PTNTT faculty performance on a regular schedule, as required by BOR Policy II-1.20. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions are made about rank, salary, and contract renewal. FTNTT and PTNTT faculty members shall have the opportunity to review each evaluation and sign off on it.

CONTRACT COMPONENTS

6. Term of Employment: Normally, initial contracts for FTNTT instructional faculty should be for one academic year, and initial contracts for PTNTT instructional faculty should be for a period of one semester. Departments are encouraged to offer two or three year contracts to FTNTT faculty members with records of long-term satisfactory service verified by written evaluations of performance and to offer longer-term contracts, not to exceed three years, to PTNTT instructional faculty in cases of demonstrated departmental need.
7. Notice of Non-Renewal: FTNTT instructional faculty should receive adequate notice of non-renewal of contracts as specified in Board of Regents Policy II-1.00 University System Policy on Appointment, Rank, and Tenure of Faculty (section 1. C. 12). PTNTT instructional faculty should receive at least 30 days of notice of non-renewal prior to the end of a current contract. After five or more years of continuous service, any PTNTT or FTNTT instructional faculty member whose contract is not renewed should be informed in writing of the basis of a decision not to renew. The faculty member has the right to appeal the decision consistent with the institution's faculty grievance policy and procedures.
8. Faculty Grievance: Departments shall inform PTNTT and FTNTT instructional faculty members that they have full access to the faculty grievance procedure. Grievances may include the non-renewal of a contract.
9. Teaching Assignment: Whenever possible, departments should provide notice of projected teaching assignment(s) at least 45 days prior to the start of classes to allow for appropriate preparation. In addition, all contracts should specify the consequences of the class being cancelled prior to the start of classes.

INTEGRATION INTO THE INSTITUTION

10. Faculty Participation: Each department or unit should make every effort to integrate FTNTT and PTNTT faculty members into the scholarly, intellectual and academic life of the department or unit, and institution. Departments are encouraged to have policies aimed toward this integration.
11. Shared Governance: All FTNTT and PTNTT faculty should be informed of the procedures and calendar for the election of their representatives in the University Senate.
12. Ranks: The University should confer appropriate, non-tenure track instructional ranks commensurate with credentials and professional experience. For long-term PTNTT and FTNTT instructional faculty, academic units should consider the development of procedures for progression in rank.

APPENDIX 3



University Senate CHARGE

Date:	September 12, 2011
To:	Charles Fenster Chair, Faculty Affairs Committee
From:	Eric Kasischke Chair, University Senate 
Subject:	Interim Policies on the Employment of Adjunct Faculty
Senate Document #:	11-12-03
Deadline:	November 18, 2011

The Senate Executive Committee (SEC) requests that the Faculty Affairs Committee review the attached proposal entitled, “Interim Policies on the Employment of Adjunct Faculty” and make recommendations on whether the draft policy and amendment to a related policy are appropriate.

The Board of Regents approved the USM II-1.07 Policy on the Employment of Adjunct Faculty. They have tasked the University with developing a campus policy that aligns with the University System of Maryland (USM) policy. The attached proposed adjunct policy and amendment to the existing UMCP II-1.00(F) University of Maryland Policy on Full-Time and Part-Time Non-Tenure Track Instructional Faculty responds to this request. The SEC requests that the Faculty Affairs Committee review the proposed new policy and amendment to existing policy to determine whether they are appropriate.

Specifically, we ask that you:

1. Review similar policies for adjunct faculty at our peer institutions.
2. Consult with the University’s Office of Faculty Affairs on the impact of this new policy on our adjunct faculty.
3. Review whether the proposed new policy aligns with the USM Policy.
4. Review whether additional UMCP policies must be amended to address the new policy.
5. If appropriate, recommend whether the proposed policy and amendment should be revised.

We ask that you submit your report and recommendations to the Senate Office no later than November 18, 2011. If you have questions or need assistance, please contact Reka Montfort in the Senate Office, extension 5-5804.

APPENDIX 4



**University Senate
PROPOSAL FORM**

Name:	Ann Wylie
Date:	August 31, 2011
Title of Proposal:	INTERIM POLICIES ON THE EMPLOYMENT OF ADJUNCT FACULTY
Phone Number:	x-56814
Email Address:	juan@umd.edu
Campus Address:	1119 Main Administration, College Park, MD 20742
Unit/Department/College:	Office of the Senior Vice President and Provost
Constituency (faculty, staff, undergraduate, graduate):	Instructional non-tenure-track Faculty (adjunct faculty)
Description of issue/concern/policy in question:	<p>USM II-1.07 Policy on the Employment of Adjunct Faculty (approved by the Board of Regents 10.3.10) requires all campuses in the USM to adopt an implementing adjunct faculty policy by 9.1.11. The attached proposed adjunct policy satisfies that request. In addition, a clarification to the existing UMCP II-1.00(F) FT and PT NTT Instructional Faculty policy is also proposed to delimit the instructional faculty constituency each policy serves (depending on whether the employee is appointed above or below 50% FTE). Because of the 9.1.11 USM deadline, although President Loh approved the interim policies on August 30, 2011, both policies are presented to the SEC as “interim”, and pending University Senate Action in Fall 2011. The Senate should review the draft policies and submit them for presidential approval before they are finalized, as is normally the case.</p>
Description of action/changes you would like to see implemented and why:	<p>The new Adjunct policy is designed to establish baseline standards related to searches, appointments, contracts and conditions of employment for adjunct faculty. Its goal is to assure the quality of instruction by individuals with appropriate credentials and experience, and to facilitate a continuous improvement in their status at the University. The policy applies to non-tenure-track instructors appointed to teach specific courses and compensated (a) on a course-by-course basis or (b) on a salaried appointment at less than 50% FTE. The FT PT NTT Instructional policy modification clarifies that the policy applies only to instructional faculty with appointments of 50% or more FTE.</p>

Suggestions for how your proposal could be put into practice:	The USM requires a version of this policy by 9.1.11.
Additional Information:	The present draft has been carefully reviewed by the Chancellor.

Please send your completed form and any supporting documents to senate-admin@umd.edu or University of Maryland Senate Office, 1100 Marie Mount Hall.

II-1.07(A) UNIVERSITY OF MARYLAND POLICY ON THE EMPLOYMENT OF ADJUNCT FACULTY (Interim Policy: Pending University Senate Action in Fall 2011)

I. POLICY STATEMENT

This policy is designed to establish baseline standards for the University related to search processes, appointments, contracts and conditions of employment for adjunct faculty. The goal of the policy is to assure a high quality of instruction by individuals with appropriate credentials and experience and to facilitate a continuous improvement in the status of adjunct faculty at the University.

II. APPLICABILITY

- A. This policy applies to adjunct faculty defined as faculty who are:
 - 1. Employed to provide instructional services;
 - 2. Neither tenured nor eligible for tenure; and
 - 3. Appointed to teach specific courses and compensated either
 - i. on a course-by-course basis or
 - ii. on a salaried appointment at less than 50% FTE.

- B. Policies for Salaried Part-Time, Non-Tenure Track Faculty. Part-Time, Non-Tenure Track (PTNTT) faculty who are appointed to salaried positions at 50% FTE or more are not included as “adjunct faculty” for the purposes of this policy, and are covered instead by II-1.00(F) University of Maryland Policy on Full-Time and Part-Time Non-Tenure Track Instructional Faculty.

III. CATEGORIES OF ADJUNCT FACULTY

For the purposes of this policy, adjunct faculty shall be designated as one of the following:

- A. “Adjunct Faculty I”: All adjunct faculty, except those faculty members who have been designated by an institution as “Adjunct Faculty II”;

- B. “Adjunct Faculty II”: Adjunct faculty members who have been determined by the University to have a consistent record of high-quality instruction. Upon the written request of the faculty member to the department chair or unit head, the University shall consider granting Adjunct Faculty II status to adjunct faculty who have met the following criteria:
 - 1. Have an established record of teaching for at least six (6) semesters, e.g., Fall and Spring; and
 - 2. Are supported by a series of high-level performance evaluations.

“Adjunct Faculty II” status shall be granted upon the recommendation of the department or unit chair and Dean, subject to approval by the Provost.

IV. ADJUNCT FACULTY POSITION TITLES

Adjunct faculty who are designated as Adjunct Faculty I or Adjunct Faculty II by the University may hold the titles of Lecturer, Senior Lecturer, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor.

V. RECRUITMENT AND SELECTION OF ADJUNCT FACULTY

- A. **Credentials.** The University shall develop written standards for the academic degrees or professional certification and professional experience required for appointment as adjunct faculty. These standards may vary depending on the level of courses to be taught.
- B. **Selection Procedures.** The Provost shall assure that each college or hiring unit has in place written procedures for selecting adjunct faculty. Procedures shall include verification of credentials and shall reflect the University's commitment to equal opportunity and affirmative action.

VI. PROFESSIONAL DEVELOPMENT AND WORKING CONDITIONS

- A. **Support for Teaching.** The University shall provide each Adjunct Faculty member with the support it determines to be necessary for the execution of the appointee's duties, which may include access through the University's website or other electronic resources, including the following:
 - 1. Information on the college and department's policies, requirements, learning outcomes and goals for each course, along with access to examples of past course syllabi (if available);
 - 2. Official schedule of classes, including academic calendar and time frames of class meetings;
 - 3. Assistance with textbook ordering and completing textbook compliance form.
 - 4. A University email account along with access to on-campus computing facilities; and
 - 5. For Adjunct Faculty teaching face-to-face classes on campus;
 - a. Telephone or other voice access, as appropriate;
 - b. Necessary office supplies;
 - c. Copying services for course materials; and
 - d. Appropriate space for meeting with students during scheduled office hours.

- B. **Professional Development.** To the extent feasible, professional development opportunities for new Adjunct Faculty shall include:
 - 1. Departmental orientation and overview
 - 2. Campus orientation
 - 3. Introduction to teaching policies and resources
 - 4. Training in using UMEG, TESTUDO; ELMS and other course administration and learning instruction information technology.

Subsequent opportunities for development also will be provided to the extent feasible. Such opportunities may include invitations to departmental, college, University, and external faculty development events, mentoring from senior faculty, and support for attending academic conferences.

- C. **Performance Evaluation.** The Senior Vice President and Provost will assure that each department has in place written procedures for evaluating Adjunct Faculty performance on a regular schedule, as required by BOR II-1.20 Policy on Evaluation of Performance of Faculty and Policy II-1.20(A) UMCP Policy on Periodic Evaluation of Faculty Performance.
 - 1. Among other things, performance evaluation procedures shall include student evaluations and faculty classroom visitation and observation.

2. Departments shall evaluate the teaching by Adjunct Faculty members on the same basis used to evaluate the teaching of tenure-track faculty members.
3. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions about promotion, compensation, and any subsequent appointments are made.

VII. Appointment, Designation and Assignment

A. Appointment of Adjunct Faculty Members

1. Contracts and Letters of Appointment. Each Adjunct Faculty member, including both Adjunct Faculty I and Adjunct Faculty II, shall be provided a written contract or formal letter of appointment prior to the beginning of the assignment, which includes:
 - a. Position title;
 - b. Contract term;
 - c. Per-course compensation;
 - d. Description of the assignment;
 - e. Institution benefits, if any;
 - f. Information regarding faculty policies and procedures, including performance evaluation policies;
 - g. Explanation of the implications of the cancellation of a course before the start date;
 - h. Information about eligibility for and benefits associated with designation of Adjunct Faculty II status;
2. Provisions for Adjunct Faculty II
 - a. After designation of “Adjunct Faculty II” status, a faculty member:
 1. Shall be sent a letter of notification from the Dean’s Office. The letter shall stipulate the benefits of designation of “Adjunct Faculty II” status, including provisions (2) through (4) below.
 2. Shall receive a compensation increment of at least 10% of the average per course compensation of his/her department or unit, consistent with State and USM budget policies;
 3. Shall be given priority consideration, to the extent operationally feasible, among adjunct faculty for future teaching assignments in the subjects for which the adjunct faculty member has had consistent instructional experience at the University;
 4. May be eligible for longer term appointments that assure the adjunct faculty member assignment to a fixed number of classes during the term of the appointment.
 - b. Designation of “Adjunct Faculty II” status does not prevent an adjunct faculty member from competition for or selection into a salaried part-time non-tenure-track or other faculty position.
3. Teaching Assignments. The appointing department shall provide adjunct faculty with reasonable and adequate notice of projected teaching assignments prior to the start of classes.
 - a. The University has the goal of providing such notice 45 days before the class start date, to the extent feasible. Nothing in this section shall prevent a department from making an adjunct faculty teaching appointment on short notice based on changed circumstances in class enrollments, the availability of resources, or other factors.

- b. If the University has a fall or spring semester class to which an adjunct faculty member has been assigned that is cancelled less than 30 days prior to the class start date, and has been unable to offer the adjunct faculty member re-assignment to a comparable class, the University shall compensate the adjunct faculty member 10% of the payment amount specified in the contract or appointment letter for that class.

VIII. Compensation and Benefits

- A. Compensation. Every effort should be made to make adjunct faculty compensation professionally appropriate and competitive to the extent allowed by available fiscal resources.
- B. Benefits for Adjunct Faculty. Adjunct faculty shall be entitled to receive institutional benefits as designated in their written contract or formal letter of appointment.
- C. Sabbatical and Terminal Leave. Adjunct faculty members are ineligible for sabbatical leave or for terminal leave, regardless of length of service.

IX. Grievance and Appointment Rights

- A. Grievance Procedure. Adjunct faculty shall have available the same grievance procedures as all other faculty, consistent with the USM Policy on Faculty Grievances, II-4.00 and UMCP Policy and Procedure Governing Faculty Grievances II-4.00(A).
- B. Process Related to the Termination of Adjunct Faculty. Prior to terminating an Adjunct faculty member's appointment before the end of its term, the faculty member shall be offered an opportunity to meet and discuss the matter at the level of the College or School. The University may remove the Adjunct faculty member from the classroom, provided, however, it shall continue to pay the Adjunct faculty member pending a reasonable opportunity to be heard.

X. Participation in the Campus Community

- A. Adjunct faculty members shall be invited, to the extent feasible, to participate in the scholarly, intellectual, academic, and social life aspects of the department, college and University.
- B. Shared Governance Participation: The University shall provide opportunities for adjunct faculty to communicate their concerns to campus administration, provide advice in the development and implementation of policies and procedures related to adjunct faculty, and otherwise participate fully in shared governance through participation in existing shared governance bodies, with sufficient numbers of positions designated for adjunct faculty to ensure their significant representation.

DRAFT
08/29/11 Version 8

Amendments to Existing UM Policy

II-1.00(F) UNIVERSITY OF MARYLAND POLICY ON FULL-TIME and PART-TIME NON-TENURE TRACK INSTRUCTIONAL FACULTY

APPROVED BY THE PRESIDENT May 16, 2002; Technical Amendments
February 23, 2009 (Amendments Pending University Senate Action in Fall 2011)

This policy applies to faculty employed to provide instructional services who (1) have salaried appointments of 50% FTE or greater and (2) are neither tenured nor eligible for tenure. This policy does not apply to adjunct faculty as defined by II-1.07(A) University of Maryland Policy on the Employment of Adjunct Faculty. Instructional faculty who are: (1) neither tenured nor eligible for tenure and (2) are either compensated on a course-by-course basis or on salaried appointments at less than 50% are covered by II-1.07(A) University of Maryland Policy on the Employment of Adjunct Faculty.

STANDARD EMPLOYMENT ELEMENTS

1. Credentials: Each department or unit shall develop written standards for the academic degrees or professional certifications and/or professional experience required for appointment to part time non-tenure track (PTNTT) and full-time non-tenure track instructional faculty (FTNTT) ranks. These standards should be appropriate for the needed instructional level.
2. Search Procedures: Hiring of PTNTT and FTNTT faculty members should be conducted under procedures that will ensure the selection of qualified professionals. Each department or unit shall develop written procedures for evaluating credentials and selecting faculty.
3. Written Contracts: All FTNTT and PTNTT faculty members shall be provided with clear written and approved contracts prior to the beginning of their assignment. The contract shall stipulate the term of the contract, the salary, assignments and expectations, expected notification about renewal or non-renewal, resources, and performance-evaluation policies and procedures.
4. Support for Teaching: In the best interest of students, all FTNTT and PTNTT instructional faculty members should be provided with the necessary and appropriate department or unit support for the execution of their duties. These resources should conform to departmental practices with respect to assistance in ordering books, duplication of class syllabi and examination questions, provision of teaching supplies. Care should be taken to ensure that students can have access to FTNTT and PTNTT faculty members through mailboxes, appropriate spaces for meeting students, electronic mail, telephones, etc. Where appropriate and feasible, and with the agreement of the department faculty, the professional development of FTNTT and PTNTT faculty members should be supported. This may include extending invitations to departmental and institutional faculty development events.

5. Performance Evaluation: Each department shall have written procedures for evaluating FTNTT and PTNTT faculty performance on a regular schedule, as required by BOR Policy II-1.20. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions are made about rank, salary, and contract renewal. FTNTT and PTNTT faculty members shall have the opportunity to review each evaluation and sign off on it.

CONTRACT COMPONENTS

6. Term of Employment: Normally, initial contracts for FTNTT instructional faculty should be for one academic year, and initial contracts for PTNTT instructional faculty should be for a period of one semester. Departments are encouraged to offer two or three year contracts to FTNTT faculty members with records of long-term satisfactory service verified by written evaluations of performance and to offer longer-term contracts, not to exceed three years, to PTNTT instructional faculty in cases of demonstrated departmental need.
7. Notice of Non-Renewal: FTNTT instructional faculty should receive adequate notice of non-renewal of contracts as specified in Board of Regents Policy II-1.00 University System Policy on Appointment, Rank, and Tenure of Faculty (section 1. C. 12). PTNTT instructional faculty should receive at least 30 days of notice of non-renewal prior to the end of a current contract. After five or more years of continuous service, any PTNTT or FTNTT instructional faculty member whose contract is not renewed should be informed in writing of the basis of a decision not to renew. The faculty member has the right to appeal the decision consistent with the institution's faculty grievance policy and procedures.
8. Faculty Grievance: Departments shall inform PTNTT and FTNTT instructional faculty members that they have full access to the faculty grievance procedure. Grievances may include the non-renewal of a contract.
9. Teaching Assignment: Whenever possible, departments should provide notice of projected teaching assignment(s) at least 45 days prior to the start of classes to allow for appropriate preparation. In addition, all contracts should specify the consequences of the class being cancelled prior to the start of classes.

INTEGRATION INTO THE INSTITUTION

10. Faculty Participation: Each department or unit should make every effort to integrate FTNTT and PTNTT faculty members into the scholarly, intellectual and academic life of the department or unit, and institution. Departments are encouraged to have policies aimed toward this integration.
11. Shared Governance: All FTNTT and PTNTT faculty should be informed of the

procedures and calendar for the election of their representatives in the University Senate.

12. Ranks: The University should confer appropriate, non-tenure track instructional ranks commensurate with credentials and professional experience. For long-term PTNTT and FTNTT instructional faculty, academic units should consider the development of procedures for progression in rank.



OFFICE OF THE SENIOR VICE PRESIDENT AND PROVOST

1119 Main Administration Building
College Park, Maryland 20742-5031
301.405.5252 TEL 301.405.8195 FAX

MEMORANDUM

DATE: August 30, 2011

TO: Wallace D. Loh
President

FROM: Ann G. Wylie
Senior Vice President and Provost

A handwritten signature in black ink, appearing to read "Ann G. Wylie".

SUBJECT: Interim University of Maryland Policy on the Employment of Adjunct Faculty

1. This is to request that you approve, on an interim basis, the attached *Policy on the Employment of Adjunct Faculty* effective immediately. Speaking generally, the policy offers more job security to adjunct faculty. I am comfortable with it.
2. This is a new policy required by the Board of Regents. A USM Policy on the Employment of Adjunct Faculty was issued to USM institutions during Fall Semester, 2010, with a requirement they adopt parallel implementing policies. There followed significant discussion about the intended scope by of the policy. This has only recently been decided. Nevertheless, we are supposed to have a University policy in place by September 1.
3. Typically, University policies of this nature would emanate from the University Senate for your approval. However, where time constraints such as presently exist, the practice has been for the President to institute a policy on an interim basis, pending further study and possible recommended amendment by the Senate. Like in previous instances, we have informed the Senate Executive Committee and shared the proposed policy with them. We have incorporated its suggested changes into the document. The policy has also been reviewed for form and legal sufficiency by Legal Affairs.
4. I recommend you approve the policy on an interim basis. If you concur, please approve it below.

APPROVED: _____

A handwritten signature in black ink, appearing to read "Wallace D. Loh".

Wallace D. Loh
President

Date: _____

8/30/11

Attachment (1)

II-1.07(A) UNIVERSITY OF MARYLAND POLICY ON THE EMPLOYMENT OF ADJUNCT FACULTY

(Interim Policy Approved by the President August 30, 2011 pending University Senate Action)

I. POLICY STATEMENT

This policy is designed to establish baseline standards for the University related to search processes, appointments, contracts and conditions of employment for adjunct faculty. The goal of the policy is to assure a high quality of instruction by individuals with appropriate credentials and experience and to facilitate a continuous improvement in the status of adjunct faculty at the University.

II. APPLICABILITY

- A. This policy applies to adjunct faculty defined as faculty who are:
 - 1. Employed to provide instructional services;
 - 2. Neither tenured nor eligible for tenure; and
 - 3. Appointed to teach specific courses and compensated either
 - i. on a course-by-course basis or
 - ii. on a salaried appointment at less than 50% FTE.
- B. Policies for Salaried Part-Time, Non-Tenure Track Faculty. Part-Time, Non-Tenure Track (PTNTT) faculty who are appointed to salaried positions at 50% FTE or more are not included as “adjunct faculty” for the purposes of this policy, and are covered instead by II-1.00(F) University of Maryland Policy on Full-Time and Part-Time Non-Tenure Track Instructional Faculty.

III. CATEGORIES OF ADJUNCT FACULTY

For the purposes of this policy, adjunct faculty shall be designated as one of the following:

- A. “Adjunct Faculty I”: All adjunct faculty, except those faculty members who have been designated by an institution as “Adjunct Faculty II”;
- B. “Adjunct Faculty II”: Adjunct faculty members who have been determined by the University to have a consistent record of high-quality instruction. Upon the written request of the faculty member to the department chair or unit head, the University shall consider granting Adjunct Faculty II status to adjunct faculty who have met the following criteria:
 - 1. Have an established record of teaching for at least six (6) semesters, e.g., Fall and Spring; and
 - 2. Are supported by a series of high-level performance evaluations.

“Adjunct Faculty II” status shall be granted upon the recommendation of the department or unit chair and Dean, subject to approval by the Provost.

IV. ADJUNCT FACULTY POSITION TITLES

Adjunct faculty who are designated as Adjunct Faculty I or Adjunct Faculty II by the University may hold the titles of Lecturer, Senior Lecturer, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor.

V. RECRUITMENT AND SELECTION OF ADJUNCT FACULTY

- A. Credentials. The University shall develop written standards for the academic degrees or professional certification and professional experience required for appointment as adjunct faculty. These standards may vary depending on the level of courses to be taught.
- B. Selection Procedures. The Provost shall assure that each college or hiring unit has in place written procedures for selecting adjunct faculty. Procedures shall include verification of credentials and shall reflect the University's commitment to equal opportunity and affirmative action.

VI. PROFESSIONAL DEVELOPMENT AND WORKING CONDITIONS

- A. Support for Teaching. The University shall provide each Adjunct Faculty member with the support it determines to be necessary for the execution of the appointee's duties, which may include access through the University's website or other electronic resources, including the following:
 - 1. Information on the college and department's policies, requirements, learning outcomes and goals for each course, along with access to examples of past course syllabi (if available);
 - 2. Official schedule of classes, including academic calendar and time frames of class meetings;
 - 3. Assistance with textbook ordering and completing textbook compliance form.
 - 4. A University email account along with access to on-campus computing facilities; and
 - 5. For Adjunct Faculty teaching face-to-face classes on campus;
 - a. Telephone or other voice access, as appropriate;
 - b. Necessary office supplies;
 - c. Copying services for course materials; and
 - d. Appropriate space for meeting with students during scheduled office hours.

- B. Professional Development. To the extent feasible, professional development opportunities for new Adjunct Faculty shall include:
 - 1. Departmental orientation and overview
 - 2. Campus orientation
 - 3. Introduction to teaching policies and resources
 - 4. Training in using UMEG, TESTUDO; ELMS and other course administration and learning instruction information technology.

Subsequent opportunities for development also will be provided to the extent feasible. Such opportunities may include invitations to departmental, college, University, and external faculty development events, mentoring from senior faculty, and support for attending academic conferences.

- C. Performance Evaluation. The Senior Vice President and Provost will assure that each department has in place written procedures for evaluating Adjunct Faculty performance on a regular schedule, as required by BOR II-1.20 Policy on Evaluation of Performance of Faculty and Policy II-1.20(A) UMCP Policy on Periodic Evaluation of Faculty Performance.
 - 1. Among other things, performance evaluation procedures shall include student evaluations and faculty classroom visitation and observation.

2. Departments shall evaluate the teaching by Adjunct Faculty members on the same basis used to evaluate the teaching of tenure-track faculty members.
3. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions about promotion, compensation, and any subsequent appointments are made.

VII. Appointment, Designation and Assignment

A. Appointment of Adjunct Faculty Members

1. Contracts and Letters of Appointment. Each Adjunct Faculty member, including both Adjunct Faculty I and Adjunct Faculty II, shall be provided a written contract or formal letter of appointment prior to the beginning of the assignment, which includes:
 - a. Position title;
 - b. Contract term;
 - c. Per-course compensation;
 - d. Description of the assignment;
 - e. Institution benefits, if any;
 - f. Information regarding faculty policies and procedures, including performance evaluation policies;
 - g. Explanation of the implications of the cancellation of a course before the start date;
 - h. Information about eligibility for and benefits associated with designation of Adjunct Faculty II status;
2. Provisions for Adjunct Faculty II
 - a. After designation of "Adjunct Faculty II" status, a faculty member:
 1. Shall be sent a letter of notification from the Dean's Office. The letter shall stipulate the benefits of designation of "Adjunct Faculty II" status, including provisions (2) through (4) below.
 2. Shall receive a compensation increment of at least 10% of the average per course compensation of his/her department or unit, consistent with State and USM budget policies;
 3. Shall be given priority consideration, to the extent operationally feasible, among adjunct faculty for future teaching assignments in the subjects for which the adjunct faculty member has had consistent instructional experience at the University;
 4. May be eligible for longer term appointments that assure the adjunct faculty member assignment to a fixed number of classes during the term of the appointment.
 - b. Designation of "Adjunct Faculty II" status does not prevent an adjunct faculty member from competition for or selection into a salaried part-time non-tenure-track or other faculty position.
3. Teaching Assignments. The appointing department shall provide adjunct faculty with reasonable and adequate notice of projected teaching assignments prior to the start of classes.
 - a. The University has the goal of providing such notice 45 days before the class start date, to the extent feasible. Nothing in this section shall prevent a department from making an adjunct faculty teaching appointment on short notice based on changed circumstances in class enrollments, the availability of resources, or other factors.

- b. If the University has a fall or spring semester class to which an adjunct faculty member has been assigned that is cancelled less than 30 days prior to the class start date, and has been unable to offer the adjunct faculty member re-assignment to a comparable class, the University shall compensate the adjunct faculty member 10% of the payment amount specified in the contract or appointment letter for that class.

VIII. Compensation and Benefits

- A. Compensation. Every effort should be made to make adjunct faculty compensation professionally appropriate and competitive to the extent allowed by available fiscal resources.
- B. Benefits for Adjunct Faculty. Adjunct faculty shall be entitled to receive institutional benefits as designated in their written contract or formal letter of appointment.
- C. Sabbatical and Terminal Leave. Adjunct faculty members are ineligible for sabbatical leave or for terminal leave, regardless of length of service.

IX. Grievance and Appointment Rights

- A. Grievance Procedure. Adjunct faculty shall have available the same grievance procedures as all other faculty, consistent with the USM Policy on Faculty Grievances, II-4.00 and UMCP Policy and Procedure Governing Faculty Grievances II-4.00(A).
- B. Process Related to the Termination of Adjunct Faculty. Prior to terminating an Adjunct faculty member's appointment before the end of its term, the faculty member shall be offered an opportunity to meet and discuss the matter at the level of the College or School. The University may remove the Adjunct faculty member from the classroom, provided, however, it shall continue to pay the Adjunct faculty member pending a reasonable opportunity to be heard.

X. Participation in the Campus Community

- A. Adjunct faculty members shall be invited, to the extent feasible, to participate in the scholarly, intellectual, academic, and social life aspects of the department, college and University.
- B. Shared Governance Participation: The University shall provide opportunities for adjunct faculty to communicate their concerns to campus administration, provide advice in the development and implementation of policies and procedures related to adjunct faculty, and otherwise participate fully in shared governance through participation in existing shared governance bodies, with sufficient numbers of positions designated for adjunct faculty to ensure their significant representation.



UNIVERSITY OF MARYLAND

OFFICE OF THE SENIOR VICE PRESIDENT AND PROVOST

1119 Main Administration Building
College Park, Maryland 20742-5031
301.405.5252 TEL 301.405.8195 FAX

MEMORANDUM

DATE: August 30, 2011

TO: Wallace D. Loh
President

FROM: Ann G. Wylie
Senior Vice President and Provost

A handwritten signature in black ink, appearing to read "Ann G. Wylie".

SUBJECT: Interim University of Maryland Policy on Full-Time and Part-Time Non-Tenure-Track Instructional Faculty

1. This is to request that you approve, on an interim basis, an amendment to the University's existing *Policy on Full-Time and Part-Time Non-Tenure-Track Instructional Faculty* effective immediately. The amendment is shown in bold on the attached document. The amendment is required by USM policy. It complements the proposed interim *University Policy on the Employment of Adjunct Faculty*. I think it is helpful.
2. The amendment should be in place by September 1.
3. Typically, an amendment of this nature would emanate from the University Senate for your approval. However, where time constraints such as presently exist, the practice has been for the President to institute an amendment on an interim basis, pending further study and possible recommended changes by the Senate. Like in previous instances, we have informed the Senate Executive Committee and shared the proposed amendment with them. The policy has also been reviewed for form and legal sufficiency by Legal Affairs.
4. I recommend that you approve the amendment on an interim basis. If you concur, please approve it below.

APPROVED: Wallace D Loh Date: 8/30/11
Wallace D. Loh
President

Attachment (1)

II-1.00(F) UNIVERSITY OF MARYLAND POLICY ON FULL-TIME and PART-TIME
NON-TENURE TRACK INSTRUCTIONAL FACULTY

APPROVED BY THE PRESIDENT May 16, 2002; Technical Amendments
February 23, 2009; (Interim Amendments approved by the President August 30,
2011 pending University Senate Action)

This policy applies to faculty employed to provide instructional services who (1) have salaried appointments of 50% FTE or greater and (2) are neither tenured nor eligible for tenure. This policy does not apply to adjunct faculty as defined by II-1.07(A) University of Maryland Policy on the Employment of Adjunct Faculty. Instructional faculty who are: (1) neither tenured nor eligible for tenure and (2) are either compensated on a course-by-course basis or on salaried appointments at less than 50% are covered by II-1.07(A) University of Maryland Policy on the Employment of Adjunct Faculty.

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1. Credentials: Each department or unit shall develop written standards for the academic degrees or professional certifications and/or professional experience required for appointment to part time non-tenure track (PTNTT) and full-time non-tenure track instructional faculty (FTNTT) ranks. These standards should be appropriate for the needed instructional level.
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development events.

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12. Ranks: The University should confer appropriate, non-tenure track instructional ranks commensurate with credentials and professional experience. For long-term PTNTT and FTNTT instructional faculty, academic units should consider the development of procedures for progression in rank.