

**SANTA CLARA UNIVERSITY
PROVOST'S OFFICE**

**Faculty Appointment Policies Implementation
February 1, 2011**

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Faculty Appointment Policies Implementation

These guidelines have been developed by the Provost's Office after broad consultation to address two needs: (1) to provide guidelines to each Dean's Office for developing plans to implement the new Faculty Handbook policies approved by the Board of Trustees on June 5, 2010 and (2) to share information with the faculty about the guidelines that will be followed.

I. Faculty Categories, Policies and Procedures

I. 1 Summary of Faculty Categories

In June 2010, the Board of Trustees approved revisions to the University's faculty appointment policies. Under the new policies, there are four categories of faculty:

Category One	Tenured and Tenure-Track Faculty
Category Two	Faculty on Renewable-Term (Lecturer) or Continuing (Senior Lecturer) Appointment
Category Three	Faculty on Fixed-Term Appointment
Category Four	Faculty with Other Appointments

No changes have been made to policies concerning tenured and tenure-track faculty (category one) or visiting and emeriti faculty (category four). However, significant changes have been made to appointment policies in categories two and three. Below is a summary of key changes.

Category Two: Faculty on Renewable-Term or Continuing Appointment

Senior Lecturer

A Senior Lecturer holds a full-time continuing appointment primarily for teaching in an area of persistent programmatic need. To be eligible for promotion to Senior Lecturer, candidates must have nine years of full-time service as a Lecturer at the University or equivalent academic experience. Promotion to Senior Lecturer is not automatically granted for length of service; it is a recognition of an *exemplary* record of achievement including a record of *extraordinary* teaching (Faculty Handbook 3.4A.2.1). Applications for promotion to Senior Lecturer are reviewed by the Senior Lecturers and tenured faculty of the department. If the review is positive, the application is sent to a Committee on Promotion to Senior Lecturer. Committee recommendations are sent to the Dean, who makes a recommendation to the Provost. Appointments are full-time and continuing, but do not confer tenure or eligibility for tenure. Standards and procedures for promotion to Senior Lecturer are described in section 3.4A.2 of the Faculty Handbook.

Lecturer

In the past, the term *Lecturer* referred to those who held either a renewable-term or a fixed-term appointment. Under the new policies, the title refers only to those with a renewable-term non-tenure-track appointment.

Lecturers are appointed primarily to teach in an area of persistent programmatic need. Applicants should possess superior abilities as teachers, and the ordinary educational requirement is the doctorate or other appropriate terminal degree (Faculty Handbook 3.1.2.1.2). In certain disciplines, practical experience and credentials may be taken as equivalent preparation. In addition to teaching, lecturers are expected to engage in service at the departmental level or higher and in professional activity that is appropriate to the discipline and that contributes to their primary responsibility for teaching. Professional activity should support and enhance teaching but does not need to be related to specific courses taught. Appointment is made for an initial term of three years, a second term of three years, and subsequent terms of six years. Reappointment is contingent on superior performance, persistent programmatic need, and availability of funds. Standards and procedures for reappointment are described in section 3.4A.1 of the Faculty Handbook. Appointments are normally full-time and never less than half-time.

Renewable-Term Positions in the School of Law

Some faculty in the School of Law are appointed to renewable-term positions primarily for teaching in an area of persistent programmatic need. Policies and procedures for appointment are set by the School of Law and approved by the Provost. Faculty members with this type of appointment are not eligible for promotion to Senior Lecturer.

Category Three: Faculty on Fixed-Term Appointment

There are three types of fixed-term appointments: adjunct faculty, research professor, and appointments-in-residence. All fixed-term appointments are non-tenure-track, can be either part-time or full-time, and can be for a period of one academic term or one academic year. Occasionally, multi-year, fixed term positions may be authorized.

Under the new set of policies, *fixed-term faculty who teach five or more courses per year on the quarter system or three or more courses per year on the semester system shall not remain in a fixed-term appointment for more than six academic years.*¹ Exceptions for faculty holding the rank of Adjunct Professor (or its equivalent) or Research Professor may be made with the approval of the Provost.

Adjunct Faculty

There are two types of adjunct faculty: Adjunct Lecturers and Adjunct Professors. Adjunct faculty appointments are designed to address one or more of the following purposes: to replace faculty on leave of absence or administrative assignment; to address persistent programmatic need on a part-time basis; to address short-term programmatic need on a full-time basis; to provide expertise in a specialty area; or to explore a new instructional area.

An Adjunct Lecturer is expected to demonstrate competence in the subject matter and superior abilities as a teacher.

An Adjunct Professor appointment can be made at the rank of Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor to recognize qualifications in an academic

¹ Courses taught in the Undergraduate Summer Session are not counted when calculating the courses taught per year.

discipline or professional field that are equivalent to those for regular appointments at the respective ranks. A faculty member holding the rank of Adjunct Professor may be appointed with a different title such as Clinical Professor, Professor of the Practice, or Dean's Executive Professor, provided such a title is more descriptive of the faculty member's role.

Research Professor

A Research Professor holds an appointment primarily to engage in research that advances the goals of a department and contributes to its overall academic quality. Research Professors are appointed in recognition of their research accomplishments, ability to obtain external funding, and willingness to play an active role in the department. The qualifications for appointment as a Research Professor shall be commensurate with the qualifications and levels of accomplishment in research expected of a regular Professor.

Appointments-in-Residence

With the approval of the Dean and Provost, distinguished artists, scholars, scientists, engineers, executives, statespersons, and others may be granted appointments-in-residence from time to time to enrich the life of the University community.

I.2 Persistent Programmatic Need

One of the most notable differences between category two (faculty on renewable-term or continuing appointment) and category three (faculty on fixed-term appointment) involves the concept of persistent programmatic need. Faculty in category two are appointed specifically to address persistent programmatic need.

Persistent programmatic need is defined as a *continuing need* in a *particular area* of the curriculum to offer classes that cannot be covered by *current or projected* tenured or tenure-track faculty. The faculty positions required to meet persistent programmatic need should be identified according to the following process, which should be coordinated by each Dean's Office:

Step 1. The number of current and projected tenure-track faculty positions should be identified. Current tenure-track faculty positions include all current faculty positions regardless of assignment or phased retirement status. (A faculty position occupied by a faculty member on phased retirement would count as one position, as would a faculty position occupied by a full-time or part-time administrator.) Projected tenure-track positions include those realistically anticipated in the next five years.

Step 2. The number of course sections needed on a continuing basis should be determined, using the following formula for quarters (adjusted to semesters as needed): *total course sections* – [*6 x (number of current and projected tenured or tenure-track faculty)*].

For example, if the total number of course sections is 100 and the department has 10 current or projected tenured or tenure-track faculty, then the number of course sections that are needed on a continuing basis is $100 - (6 \times 10) = 40$ sections.

The determination of the number of course sections needed on a continuing basis is not the same as the determination of persistent programmatic need, which requires the completion of step 3 below.

Step 3. After the number of continuing need sections is calculated, the department and dean should conduct an analysis to determine how many of these sections correlate with a continuing need *in a particular area of the curriculum*. For example, of the 40 sections of continuing need calculated above, 30 sections may be in multi-section introductory courses while the remaining 10 sections are other various courses throughout the curriculum. If the continuing need is identified to be in a particular area of the curriculum, then those sections (30 sections in the example provided) would fall into the category of meeting a persistent programmatic need.

Step 4. Upon completing the analysis of the sections that meet persistent programmatic need, the department and dean should review how that need has been met in the past. Academic year and part-time Lecturer positions may have been used. In the example, the 30 sections of persistent programmatic need may have been met by 4 academic year Lecturer positions (4 x 7 courses = 28 sections) and 2 quarterly part-time Lecturers. The department and dean may recommend that 4 renewable-term or continuing appointment positions be used to meet such need in the future.

Deans may work with department chairs to propose a more flexible process for defining persistent programmatic need, such as demonstrating need in more than one curricular area, as part of an Implementation Plan. Such proposals will be considered carefully by the Provost. The guidelines may need to be refined over the years as the new model is implemented.

The department chair is responsible for ensuring that the annual teaching load associated with a renewable-term or continuing appointment is consistent with the defined persistent programmatic need. Any significant changes in teaching assignment must be approved by the dean. The dean is responsible for overseeing the teaching assignments and verifying that the teaching loads are consistent with defined persistent programmatic needs.

I.3 Lecturer Appointments (Renewable-Term)

In the College or School implementation plan, the dean proposes to the Provost any renewable-term Lecturer positions that meet persistent programmatic need. As part of the plan, the dean will include a recommendation for any incumbent in an academic year position that has been identified as meeting persistent programmatic need. The recommendation must include a justification discussing qualifications for each position and performance documentation. The dean in consultation with departments will define qualifications and performance standards. *There is not an automatic process for converting fixed-term positions into renewable-term positions, nor is there an automatic process for appointment of incumbents into renewable-term positions.* Each position and each recommendation will be carefully reviewed as part of the implementation plan. The Provost must approve each plan and authorize each appointment.

Timeline: Contingent upon available funding, the timeline will be as follows. If a current academic year lecturer is approved by the Provost to move into a renewable-term appointment based on the implementation plan provided by the dean, then the renewable-term Lecturer

position will not require a search and will begin in Fall 2011. If a new renewable-term position is authorized and is vacant, then a search will be conducted in 2011-12 or later, with any new appointment starting the following year.

I.4 Promotion to Senior Lecturer

The Provost and deans will disseminate University guidelines, target dates, and procedures for promotion to Senior Lecturer annually (current target dates are listed in section VII). The Faculty Handbook (3.1.2.1) states that “faculty on renewable-term or continuing appointment are appointed primarily to teach in an area of persistent programmatic need.” Because persistent programmatic need must be established, only renewable-term Lecturers will be eligible to apply for promotion to Senior Lecturer.

Timeline: Current renewable-term Lecturers who meet the nine-year eligibility requirement will be eligible to apply for promotion to Senior Lecturer in Spring 2011, with promotions effective in September 2012.

I.5 Six-Year Rule for Fixed-Term Faculty Appointments

Section 3.1.2.2 of the Faculty Handbook now includes a “six-year rule”: *fixed-term faculty who teach five or more courses per year on the quarter system or three or more courses per year on the semester system shall not remain in a fixed-term appointment for more than six academic years.* The six years are calculated as a total of six academic years. For the initial implementation of the new policy, the Provost’s Office will review the past six years (2005-06 to 2010-11) of employment records for all academic year fixed-term faculty to calculate years of service. Moving forward, each additional year of service will be added and total years of service will be calculated annually. Teaching on a quarterly part-time basis for a year does not reset the calculation of the six year rule. If a faculty member has had an academic year appointment with an FTE of 0.56 or greater (five course equivalents), then that year will be counted as one of the six years. Postdoctoral fellowship years are not counted.

The Provost’s Office will provide each dean with the calculated years of service to inform the School or College Implementation Plan. In this plan, the dean will include a recommendation for any incumbent in an academic year position. An academic year lecturer *who has reached the six year limit* may be recommended for a renewable-term Lecturer position, an Adjunct Professor position, or a terminal fixed-year appointment. For an Adjunct Professor appointment, the dean may also recommend a specific title such as Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor and may also recommend an exception to the six-year rule for the Provost’s consideration.

Any fixed-term faculty members with a 2011-12 academic year appointment who teach five or more courses per year on the quarter system or three or more courses per year on the semester system, who have been in a fixed-term appointment for six academic years or more, **and** who are NOT in positions that meet persistent programmatic need, shall be notified by the Provost that the 2011-12 appointment is a terminal appointment. For faculty on multi-year, fixed term appointments, the final year of the multi-year term will be the terminal year of the appointment.

If persistent programmatic need has been identified and the incumbent has reached the six-year limit but funding is not available for a renewable-term Lecturer position, then the dean may request that the incumbent remain in an Adjunct Lecturer position until funds become available.

Except as noted above, an academic year Adjunct Lecturer who has reached the six-year limit will subsequently be eligible to teach on a quarterly part-time basis but is not eligible for another academic year Adjunct Lecturer appointment. An Adjunct Lecturer is eligible to apply for a vacant renewable-term Lecturer position at any time.

Annually, the Provost will notify each dean of any fixed-term faculty who teach five or more courses per year on the quarter system or three or more courses per year on the semester system, and who have been in a fixed-term appointment for five academic years or more. The dean will consult with the chair and make a recommendation on whether the position should be a renewable-term position based on persistent programmatic need.

I.6 Superior Performance

The College and Schools use a variety of terms and scales to describe faculty performance. The Faculty Handbook uses “superior” but does not specifically define the term in the standards for reappointment of Lecturers (3.4A.1.1). The term “superior” is also used but not defined in the standards for tenure-track faculty for promotion and tenure (3.4.2). The lack of a definition allows faculty greater flexibility in applying the standards. The *Faculty Handbook* does, however, provide some guidance in the description of standards for reappointment of Lecturers in section 3.4A.1.1.

For example, according to the standards, “Teaching is to be judged in a teacher's total effect upon the education of his or her students. Teaching includes not only classroom instruction, but also academic advising and curriculum development. Effective teaching requires, at a minimum, competence in the subject and in skills of presenting it, and professionalism in conduct towards students. Academic advising is an extension of teaching. It is an expression of the University’s concern for the development of the whole person and includes advising on courses and academic programs, on academic life generally, and on career opportunities. Curriculum development includes both contributions to departmental and University curricula, such as the development of new courses or significant modification of existing ones, and the creation of pedagogical materials that may be of use to other teachers. Those entrusted with evaluating a candidate’s teaching are to consider all evidence of achievement in each of the three components. The candidate’s course materials form part of this evidence. The evidence also includes, but is not necessarily restricted to, the testimony of the candidate's colleagues, students, chair and other academic officers about the following: the candidate’s command of the subject; the effectiveness of the candidate’s presentation, whether in lectures, discussion, or tutorial; the quality and rigor of the candidate's courses; and the respect for and stimulation to further study of the subject that is generated among the candidate’s students. Any other factors that contribute to the candidate’s effect upon the education of his or her students shall also be taken into account.” Professional activity, service and collegiality are also discussed in section 3.4A.1.1.

II. Guidelines for Development of an Implementation Plan

To begin the development of an implementation plan, the College and Schools should complete a strategic review of faculty size and composition including an analysis of categories of faculty that will meet curricular and disciplinary needs. The review should include a consideration of the following planning criteria endorsed by the Faculty Senate in 2010:

- I. Ordinarily, tenured and tenure-track faculty shall constitute no less than one-half of the faculty holding appointments for a full academic year in any department.
- II. Faculty with renewable-term or continuing appointment shall ordinarily not constitute more than one-third the number of tenure and tenure-track faculty in any department.

In addition, the College and School reviews should be integrated with the Provost's Office analysis of faculty size and composition.

Following a strategic review, the College and Schools should work with departments to identify areas of persistent programmatic need. For each department, all non-tenure-track academic year positions should be reviewed to determine how the new faculty appointment model will be implemented.

By April 25, 2011, the College and Schools will present an implementation plan to the Provost that includes:

- 1) A short summary of the strategic review of faculty size and composition, including a description of how each department meets the planning criteria (I and II above). If a department falls outside of the criteria, a brief explanation should be included.
- 2) A description of how the definition of persistent programmatic need was applied.
- 3) Total course sections for each department or unit.
- 4) Total course sections for each department or unit that meet the definition of persistent programmatic need.
- 5) An analysis of each academic year non-tenure-track position currently used to meet persistent programmatic need, including an appointment history for each position and the faculty categories used over the past five years.
- 6) A proposed plan for meeting the persistent programmatic need including, for each position by department or unit, a) the number of courses to be assigned to the position, b) the faculty category, c) a justification for faculty category, d) qualifications for each faculty category, and e) a recommendation with justification for any incumbent in a position including a summary of performance evaluations and a discussion of how the

incumbent meets the identified qualifications. For the recommendation, the terms “highly recommended”, “recommended” and “not recommended” should be used. Any tenure-track lines anticipated in the next five years should be noted in the plan. If appropriate, proposed Senior Lecturer positions should be correlated with plans for promotion applications. Contingent upon available funding, the timeline will be as follows. If a current academic year Lecturer is approved by the Provost to move into a renewable-term position based on the implementation plan provided by the Dean, then the renewable-term Lecturer appointment will begin in Fall 2011. If a new renewable-term position is authorized and is vacant, then a search will be conducted in 2011-12 or later, with any new appointment starting the following year.

- 7) An appointment recommendation for any faculty member who teaches five or more courses per year and who has been in a fixed-term appointment for six academic years or more (section 3.1.2.2). If possible, the recommendation should be cross-referenced with the proposed plan (see 6).

III. Target Dates for Implementation of the New Faculty Appointment Model

III.1 Overall Target Dates for Implementation of the New Faculty Appointment Model

NO LATER THAN:

February 15, 2011	The Provost and Deans disseminate University guidelines, target dates, and procedures for promotion to Senior Lecturer.
February 28, 2011	Candidates for promotion to Senior Lecturer notify department chair, dean and Provost of intent to apply for promotion. (Note: Section 3.1.2.1 states that faculty on renewable-term or continuing appointment are appointed primarily to teach in an area of persistent programmatic need. <i>Because persistent programmatic need must be established, only current renewable-term Lecturers are eligible to apply for promotion to Senior Lecturer in 2011</i>).
March 28, 2011	Deans and departments complete the identification of areas of persistent programmatic need.
April 4, 2011	Candidates for promotion to Senior Lecturer provide promotion materials for departmental review as defined by the procedures established in the College and Schools. The candidate’s department begins the departmental review.
April 25, 2011	Deans submit implementation plans to the Provost. In this plan, the dean will propose to the Provost any renewable-term Lecturer positions that meet persistent programmatic need. The dean will include a recommendation for any incumbent in an academic year position that has been identified as meeting persistent programmatic need. The recommendation must include a justification discussing qualifications for each position and performance documentation if available. The dean in consultation with departments will define qualifications and performance standards. <i>There is not an automatic process for converting fixed-term positions into renewable-term positions, nor is there an automatic process for appointment of incumbents into renewable-term positions.</i> Each position will be carefully

reviewed as part of each implementation plan for the College and Schools. The Provost must approve each plan and authorize each appointment. Contingent upon available funding, the timeline will be as follows: If a current academic year Lecturer is approved by the Provost to move into a renewable-term position based on the implementation plan provided by the dean, then the renewable-term Lecturer appointment will begin in Fall 2011. If a new renewable-term position is authorized and is vacant, then a search will be conducted in 2011-12 or later, with any new appointment starting the following year.

- May 16, 2011 The Provost shall notify deans of approved renewable-term Lecturer, Adjunct Professor, and other positions associated with the proposed implementation plans.
- June 1, 2011 Based on the implementation plan recommendations and the approval of the Provost, renewable-term appointment offer letters will be sent by the Provost's Office.
- Any fixed-term faculty with a 2011-12 academic year appointment who teach five or more courses per year on the quarter system or three or more courses per year on the semester system, who have been in a fixed-term appointment for six or more academic years, *and* who are NOT in positions that meet persistent programmatic need shall be notified by the Provost that the 2011-12 appointment is a terminal appointment.
- June 14, 2011 If a recommendation is positive, then the department chair conveys the departmental recommendation along with a report to the Dean for review by the Promotion Committee. The department chair provides the Dean with the candidate's promotion materials. If a recommendation is negative, then the department chair conveys the departmental recommendation along with a report to the Dean.
- June 21, 2011 Deans shall notify any senior lecturer candidates of a negative departmental decision.
- June 30, 2011 Fixed-term academic year appointment letters for 2011-12 will be sent by the Provost.
- September 1, 2011 The term of appointment begins for authorized renewable-term positions.
- September 15, 2011 College or School Senior Lecturer Promotion Committees begin service and may begin process of electing chair and assigning responsibilities.
- October 1, 2011 Departments begin search processes for any authorized, vacant renewable-term Lecturer positions.
- January 2, 2012 The Senior Lecturer Promotion Committees submit recommendations and reports as completed to the deans. All materials and recommendations must be submitted by date shown.
- The Provost notifies the deans of any fixed-term faculty who teach five or more courses per year on the quarter system or three or more courses per year on the

semester system, and who have been in a fixed-term appointment for six or more academic years.

- January 31, 2012 The Provost and deans disseminate University guidelines including *updated target dates* and College and School procedures for promotion to Senior Lecturer.
- February 3, 2012 Each dean submits materials as completed with his or her recommendations for promotion to Senior Lecturer to the Provost. All materials and recommendations must be submitted by date shown.
- March 5, 2012 Deans make a recommendation to the Provost regarding the future appointment of any fixed-term faculty who teach five or more courses per year on the quarter system or three or more courses per year on the semester system, who have been in a fixed-term appointment for six academic years or more, *and* who are NOT in positions that meet persistent programmatic need.
- May 3, 2012 Provost makes the final decision regarding promotions to Senior Lecturer and notifies candidates of decisions
- June 1, 2012 Provost sends letters of appointment to newly promoted Senior Lecturers and other new faculty associated with the implementation plans.
- Any fixed-term faculty who teach five or more courses per year on the quarter system or three or more courses per year on the semester system, who have been in a fixed-term appointment for six academic years or more, *and* who are NOT in positions that meet persistent programmatic need shall be notified of non-reappointment by the Provost.
- September 1, 2012 Appointments begin for newly promoted Senior Lecturers, new renewable-term Lecturers, and other new faculty appointments.

III. 2 SPECIFIC TARGET DATES FOR PROMOTION TO SENIOR LECTURER

NO LATER THAN:

- February 15, 2011 The Provost and deans disseminate University guidelines, target dates, and procedures for promotion to senior lecturer.
- February 28, 2011 Candidate notifies department chair, dean and Provost of intent to apply for promotion. (*Note: Section 3.1.2.1 states that faculty on renewable-term or continuing appointment are appointed primarily to teach in an area of persistent programmatic need. Because persistent programmatic need must be established, only current renewable-term lecturers are eligible to apply.*)
- April 4, 2011 Candidate provides promotion materials for departmental review as defined by the procedures established in the College and Schools. The candidate's department begins the departmental review.

June 14, 2011	If a recommendation is positive, then the department chair conveys the departmental recommendation along with a report to the dean for review by the Promotion Committee. The department chair provides the dean with the candidate's promotion materials. If a recommendation is negative, then the department chair conveys the departmental recommendation along with a report to the dean.
June 21, 2011	Dean shall notify any candidates of a negative departmental decision.
September 15, 2011	College or School Senior Lecturer Promotion Committees begin service and may begin process of electing chair and assigning responsibilities.
January 2, 2012	The Senior Lecturer Promotion Committees submit recommendations and reports as completed to the Deans. All materials and recommendations must be submitted by date shown.
February 3, 2012	Each Dean submits materials as completed with his or her recommendations to Provost. All materials and recommendations must be submitted by date shown.
May 1, 2012	Provost makes the final decision and notifies candidates of decisions.
September 1, 2012	Appointments begin for newly promoted Senior Lecturers.

III. 3 SPECIFIC TARGET DATES RELATED TO LECTURER (Renewable-Term) POSITIONS

NO LATER THAN:

April 25, 2011	Deans submit implementation plans to the Provost. In this plan, the dean will propose to the Provost any renewable-term Lecturer positions that meet persistent programmatic need. The dean will include a recommendation for any incumbent in an academic year position that has been identified as meeting persistent programmatic need. The recommendation must include a justification discussing qualifications for each position and performance documentation if available. The dean in consultation with departments will define qualifications and performance standards. <i>There is not an automatic process for converting fixed-term positions into renewable-term positions, nor is there an automatic process for appointment of incumbents into renewable-term positions.</i> Each position will be carefully reviewed as part of each implementation plan for the College and Schools. The Provost must approve each plan and authorize each appointment. Contingent upon available funding, the timeline will be as follows. If a current academic year Lecturer is approved by the Provost to move into a renewable-term position based on the implementation plan provided by the dean, then the renewable-term Lecturer appointment will begin in Fall 2011. If a new renewable-term position is authorized and is vacant, then a search will be conducted in 2011-12 or later, with any new appointment starting the following year.
May 16, 2011	The Provost shall notify deans of approved renewable-term Lecturer, Adjunct Professor, and other positions associated with the proposed implementation plans.

- June 1, 2011 Based on the implementation plan recommendations and the approval of the Provost, renewable-term appointment offer letters will be sent by the Provost's Office.
- Any fixed-term faculty with a 2011-12 academic year appointment who teach five or more courses per year on the quarter system or three or more courses per year on the semester system, who have been in a fixed-term appointment for six academic years or more, *and* who are NOT in positions that meet persistent programmatic need shall be notified by the Provost that the 2011-12 appointment is a terminal appointment.
- September 1, 2011 The term of appointment begins for new renewable-term positions.
- October 1, 2011 Departments begin search processes for any authorized new renewable-term lecture positions.
- September 1, 2012 Appointments begin for new renewable-term lecturers.

IV. Questions

Questions about these implementation guidelines should be directed to:

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