

THE FACULTY SENATE AGENDA COMMITTEE REQUESTS EACH UNIT TO DISCUSS AGENDA ITEM
V. C. IN A UNIT MEETING.

The seventh regular meeting of the Faculty Senate for the academic year 1984/85 will be held on Tuesday, March 26, 1985, at 2:10 p.m. in Mendenhall Student Center, Room 244.

A G E N D A

- I. Call to Order
- II. Approval of the Minutes of February 19, 1985
- III. Special Order of the Day
 - A. Announcements
 - B. Faculty Assembly Report (Robert Fulghum)
 - C. Faculty Assembly Advisory Committee Report on Presidential Search (James LeRoy Smith)
 - D. Approval of 1985 Graduation List (Located in Senate Office)
- IV. Unfinished Business
 - Teaching Effectiveness Committee Report (Belinda Lee) (Attached to February 19, 1985, Senate Agenda)
- V. Report of Committees
 - A. Curriculum Committee
 - From Minutes of February 14, 1985:
 1. Revision of BS and BA in French; revision of French minor; new BS option: French Professions
 - From Minutes of February 28, 1985:
 1. Changing BS in Health and Physical Education
 2. Revision of Bachelor in Music Education
 3. Revision of BS Major and Minor in Leisure Systems Studies
 4. New B.S. Degree in Computer Science; revision of BA and Minor in Computer Science
 - B. Calendar Committee (Ruth Jones)
 1. Guidelines (attached)
 2. 1987-88 Calendars (attached)
 - C. Faculty Affairs Committee (Ione Ryan)

(The February 27, 1985, report of the committee and a dissenting report from one committee member are attached. Please contact Senators for a comprehensive report.) This agenda item is for discussion only, action to be taken at the April 23 meeting.
- VI. New Business
 - Proposal from Department of Psychology

We request that all freshman athletes scoring below 700 on the SAT be required not to participate in collegiate sports during their first year at ECU. They may devote their time to academics during this year, giving them a foundation and increased probability of academic success.

Attachment for Agenda Item V.B.1

GUIDELINES FOR SETTING UNIVERSITY CALENDARS

Beginning Fall 1987

1. Fall and spring semesters should have a minimum of 70 class days and shall include at least 14 M, T, W, TH, F, and S. Each summer session shall have 25 class days.
2. Fall semester shall include Labor Day as a holiday, a two-day break on Monday and Tuesday appended to a weekend in October, Thanksgiving holidays beginning at 1:00 p.m. Wednesday before Thanksgiving and continuing through Saturday, and a Reading Day between the last day of classes and the beginning of exams.
3. There shall be a minimum of a three-week break between fall and spring semesters, and a minimum of a one-week break between spring semester and the first session of summer school.
4. Spring semester shall include Easter Monday as a holiday, a break of one week, and a Reading Day between the last day of classes and the beginning of exams.
5. Commencement will be scheduled on Saturday at the end of the spring semester.
6. Fall and spring semester exams will be scheduled on seven days including Saturday according to a rotation schedule. Exams for each summer session will be held on the day after the last class day.
7. Independence Day will be scheduled as a summer session holiday when July 4 is on a Friday or Monday.

Attachment for Agenda Item V.B.2: 1987-88 Calendars

UNIVERSITY CALENDAR

Summer School 1987

FIRST TERM

(Actual days First Term: 5 Mondays, 5 Tuesdays, 5 Wednesdays, 5 Thursdays, 5 Fridays, 1 day for Registration, 1 day for Final Exams)

May 18, Monday Registration
May 19, Tuesday Classes Begin; Drop-Add and Late Registration
May 20, Wednesday Last day to register or Drop-Add for First Term
June 1, Monday Last day to drop a course or withdraw without grades
June 22, Monday Classes End
June 23, Tuesday Final Examination

SECOND TERM

(Actual days Second Term: 5 Mondays, 5 Tuesdays, 5 Wednesdays, 5 Thursdays, 5 Fridays, 1 day for Registration, 1 day for Final Exams)

June 24, Wednesday Registration
June 25, Thursday Classes Begin; Drop-Add and Late Registration
June 26, Friday Last day to Register or Drop-Add for Second Term
July 9, Thursday Last day to drop a course or withdraw without grades
July 29, Wednesday Classes End
July 30, Thursday Final Examination

UNIVERSITY CALENDAR

Fall Semester 1987

(Actual class days: 14 Mondays, 14 Tuesdays, 15 Wednesdays,
14 Thursdays, 14 Fridays, 14 Saturdays)

July 20, Monday	Last day for persons holding a bachelor's degree to apply for admission to Graduate School for the Fall Semester
August 7, Friday	Last day to pay or secure Fall Semester fees without penalty
August 19, Wednesday	Faculty Meetings
August 20, Thursday	Registration (Class schedules of preregistered students must be obtained by 4:00 p.m.)
August 21, Friday	Drop-Add; Late Registration
August 25, Monday	Classes Begin; Drop-Add; Late Registration
August 26, Tuesday	Last day for Drop-Add and Late Registration (undergraduate and graduate students); Last day to apply for graduation in December
September 7, Monday	Labor Day Holiday
October 5, Monday	Last day to drop a course or withdraw from school (undergraduate students)
October 19, 20	Fall Break (Monday, Tuesday)
To be determined	Change of Major
To be determined	Preregistration for Spring Semester
November 25, Wednesday	Last day to remove incompletes given during Spring and/or Summer Sessions, 1987
November 25, Wednesday	1:00 p.m. - Thanksgiving Holiday begins
November 30, Monday	8:00 a.m. - Classes resume
December 7, Monday	Classes End
December 8, Tuesday	Reading Day
December 9, Wednesday	Exams begin
December 16, Wednesday	4:00 p.m. - Exams for fall semester close.

EXAMINATION SCHEDULE

Fall Semester 1987

There will be no departure from the printed schedule, except as noted below. All examinations for one credit hour courses will be held during the last regular meeting of the class. Classes meeting more than three times a week will follow the examination schedule for MWF classes.

Examinations in undergraduate courses meeting at night will be held at 6:30 -8:30 p.m. on the first night of their usual meeting during the examination period (December 9 through December 16), excluding reading day. Graduate courses meeting at night will hold their examination during their regular class times the first class night during the examination period. Courses meeting on Saturday morning will have the final examination on Saturday, December 12, at the usual hour at which the class meets.

Those classes beginning between hours or meeting more than one hour will have the final examination at the time schedule for the hour during which the class begins (e.g., 9:30 - 11:00 TTh class will meet the exam schedule of th 9:00 a.m. TTh class; an 8-10 a.m. MWF class will meet the exam schedule of the 8:00 a.m. MWF class.)

Common examinations will be held according to the following schedule:

French 1001, Spanish 1001, German 1001 and French 1003	Wednesday, December 9, 5-7 p.m.
Physics 1011, 1021, 1251, 1261	Thursday, December 10, 5-7 p.m.
French 1002, Spanish 1002, German 1002, and Spanish 1003	Friday, December 11, 5-7 p.m.
Mathematics 1063, 1065	Saturday, December 12, 9-11 a.m.
Geography 1000	Monday, December 14, 5-7 p.m.
Chemistry 0150, 1120, 1150, 1160, 2620	Monday, December 16, 5-7 p.m.

Other examinations will be held on Wednesday, December 9; Thursday, December 10; Friday, December 11; Monday, December 14; Tuesday, December 15; and Wednesday, December 16.

<u>Times Class Regularly Meets</u>	<u>Time and Day of Examination</u>
8:00 MWF	8:00-10:00 Tuesday, December 15
8:00 TTh	2:00- 4:00 Monday, December 14
9:00 MWF	11:00- 1:00 Wednesday, December 9
9:00 TTh	11:00- 1:00 Thursday, December 10
10:00 MWF	11:00- 1:00 Friday, December 11
10:00 TTh	11:00- 1:00 Tuesday, December 15
11:00 MWF	11:00-1:00 Monday, December 14
11:00 TTh	11:00-1:00 Wednesday, December 16
12:00 MWF	2:00- 4:00 Wednesday, December 9
12:00 TTh	2:00- 4:00 Thursday, December 10
1:00 MWF	2:00- 4:00 Friday, December 11
1:00 TTh	8:00-10:00 Wednesday, December 16
2:00 MWF	2:00- 4:00 Tuesday, December 15
2:00 TTh	2:00- 4:00 Wednesday, December 16
3:00 MWF	8:00-10:00 Wednesday, December 9
3:00 TTh	8:00-10:00 Thursday, December 10
4:00 MWF	8:00-10:00 Friday, December 11
4:00 TTh	8:00-10:00 Monday, December 14

UNIVERSITY CALENDAR

Spring Semester 1988

(Actual class days: 14 Mondays, 14 Tuesdays, 14 Wednesdays,
14 Thursdays, 14 Fridays, 14 Saturdays)

December 9, Wednesday	Last day for persons holding a bachelor's degree to apply for admission to Graduate School for the Spring Semester
December 18, Friday	Last day for continuing students to pay or secure Spring Semester fees without penalty
January 7, Thursday	Registration (Class schedules of preregistered students must be obtained by 4:00 p.m.)
January 8, Friday	Drop-Add; Late Registration
January 11, Monday	Classes begin; Drop-Add and Late Registration (undergraduate and graduate students); Last day to apply for graduation in May
January 12, Tuesday	Last day for Drop-Add and Late Registration
February 19, Friday	Last day to drop a course or withdraw from school (undergraduate students)
March 6-13 (Sunday to Sunday)	Spring Recess
March 14, Monday	Classes resume - 8:00 a.m.
To be determined	Change of Major
To be determined	Preregistration for Fall Semester and Summer Sessions, 1988
April 4, Monday	State Holiday; no classes
April 13, Wednesday	Last day to remove an incomplete given during Fall Semester, 1987
April 25, Monday	Classes end
April 26, Tuesday	Reading Day
April 27, Wednesday	Exams begin
May 4, Wednesday	4:00 p.m. - Exams for Spring Semester close
May 7, Saturday	Commencement

EXAMINATION SCHEDULE

Spring Semester 1988

There will be no departure from the printed schedule, except as noted below. All examinations for one credit hour courses will be held during the last regular meeting of the class. Classes meeting more than three times a week will follow the examination schedule for MWF classes.

Examinations in undergraduate courses meeting at night will be held at 6:30-8:30 p.m. on the first night of their usual meeting during the examination period (April 27 through May 4), excluding reading day. Graduate courses meeting at night will hold their examination during their regular class times the first class night during the examination period. Courses meeting on Saturday morning will have the final examination on Saturday, April 30, at the usual hour at which the class meets.

Those classes beginning between hours or meeting more than one hour will have the final examination at the time scheduled for the hour during which the class begins (e.g., 9:30-11:00 a.m. TTh class will meet the exam schedule of the 9:00 a.m. TTh class; an 8-10 a.m. MWF class will meet the exam schedule of the 8:00 a.m. MWF class.)

Common examinations will be held according to the following schedule:

Physics 1011, 1021, 1251, 1261 _____	Wednesday, April 27, 5-7 p.m.
French 1002, Spanish 1002, German 1002, and Spanish 1003 _____	Thursday, April 28, 5-7 p.m.
Mathematics 1063, 1065 _____	Friday, April 29, 5-7 p.m.
Geography 1000 _____	Saturday, April 30, 9-11 a.m.
Chemistry 0150, 1120, 1150, 1160, 2620 _____	Monday, May 2, 5-7 p.m.
French 1001, Spanish 1001, German 1001 and French 1003 _____	Tuesday, May 3, 5-7 p.m.

Other examinations will be held on Wednesday, April 27; Thursday, April 28; Friday, April 29; Monday, May 2; Tuesday, May 3; and Wednesday, May 4.

Time Class Regularly Meets

Time and Day of Examination

8:00 MWF	11:00- 2:00 Wednesday, April 27
8:00 TTh	2:00- 4:00 Wednesday, May 4
9:00 MWF	11:00- 1:00 Friday, April 29
9:00 TTh	11:00 -1:00 Monday, May 2
10:00 MWF	11:00- 1:00 Tuesday, May 3
10:00 TTh	2:00- 4:00 Wednesday, April 27
11:00 MWF	11:00- 1:00 Wednesday, May 4
11:00 TTh	2:00- 4:00 Thursday, April 28
12:00 MWF	2:00- 4:00 Friday, April 29
12:00 TTh	2:00- 4:00 Monday, May 2
1:00 MWF	2:00- 4:00 Tuesday, May 3
1:00 TTh	11:00- 1:00 Thursday, April 28
2:00 MWF	8:00-10:00 Wednesday, April 27
2:00 TTh	8:00-10:00 Thursday, April 28
3:00 MWF	8:00-10:00 Friday, April 29
3:00 TTh	8:00-10:00 Monday, May 2
4:00 MWF	8:00-10:00 Tuesday, May 3
4:00 TTh	8:00-10:00 Wednesday, May 4

ATTACHMENT # 1

This is a chronology of the deliberations of the Faculty Affairs Committee on the issue of the six-year cap on fixed-term appointments. This is only a list of meetings with people other than the committee members. The committee held 12 regular meetings in 1983-84 and has met 14 times so far in 1984-85. Most of these meetings have been devoted to discussions of this issue.

1983

- 1/24 Resolution #82-72 of Faculty Senate first considered. Professors Adler (Physics) and Lehmann (Philosophy) met with committee
- 4/13 Survey of fixed-term appointments at constituent institutions of Greater University
- 9/19 Met with Professor Adler (Physics)
- 10/24 Met with Vice Chancellor Volpe
- 11/29 Open hearings held

1984

- 1/17 Open hearings held
- 2/2 Reported to Senate
- 3/27 Reported to Senate
- 10/2 Vice Chancellors Laupus and Volpe met with committee
- 10/9 Prof. Ken Wilson (Sociology) met with committee
- 10/30 Dean Henning (Nursing) met with committee, subcommittee formed to deal with a) surveying fixed-term faculty; b) issues raised by the Medical School/Allied Health/Nursing clinical faculty; and c) possible recommendations.
- 11/6 Dean Thiele (Allied Health) met with committee.
- 11/27 Professor Paul Mehne (Medicine) met with committee.

1985

- 1/8 Subcommittee appointed to survey fixed-term faculty and unit heads reported to committee. (Copies available in Senate Office)
- 2/5 Vice Chancellor Volpe met with committee
- 2/14 Vice Chancellor Laupus met with committee

February 27, 1985

REPORT OF THE FACULTY AFFAIRS COMMITTEE RELATIVE TO REMOVING THE SIX-YEAR
RESTRICTION ON NON-TENURE TRACK APPOINTMENTS

The Faculty Affairs Committee has now considered and reconsidered the issue of removing the six-year limit imposed on length of service in non-tenure-track faculty positions.

As a result of its deliberations, the FAC does not recommend removal of the time limit and, moreover, recommends no change in Appendix D, Faculty Manual. The FAC supports the statement in Appendix D that it should continue "to be the practice of ECU not to re-employ faculty with fixed-term appointments for extensive periods of time beyond their initial date of employment." This practice is appropriate and conducive to the continued development of an excellent faculty at this University. It is the advice of the FAC that non-tenure-track appointments of faculty to wholly state-supported, full-time teaching positions be made only to address short-term needs

The Committee believes it important to note that, until the FAC was charged with the consideration of the matter of fixed-term faculty appointments, there appears to have been no effort either by the administration to seek from the faculty or by the faculty to offer recommendations relative to the provisions of fixed-term appointments as set forth in Appendix D. The criteria used to determine that an appointment should be a fixed-term, non-tenurable one, and the question of a ratio between fixed-term, non-tenurable appointments vs. tenure-track appointments had never been clearly addressed.

In the process of considering and reconsidering the issue of fixed-term

appointments over two academic years, the FAC has held public meetings, met with Vice Chancellors of Academic Affairs and Medical Affairs and other faculty and deans, (See Attachment #1: Chronology of Deliberations by FAC) conducted a survey of present faculty on fixed-term appointments in non-tenure-track positions (See Attachment #2: Reports on Questionnaires for Non-Tenure-Track Faculty and for Unit Heads), and met almost weekly. The FAC has sought, listened to, heard, debated and discussed various proposals for dealing with the issue.

The situation of clinical faculty in the Medical School and other health-affairs faculties has been given particular attention. As a result of interaction between the FAC and Medical School representatives, proposals have been offered within the Medical School to clarify criteria for promotion and tenure of all Medical School faculty (See Attachment #3: A Proposal to Clarify the Criteria for 1. Promotion and 2. Tenure with the Medical School). These proposals involve intra-school action already allowable by present procedures and policies in Appendices C and D, Faculty Manual.

The FAC has intentionally confined its deliberations to full-time teaching positions with the maximum possible degree of permanence; i.e., those positions that are wholly state-funded from continuing state budget funds or permanent trust funds, not those dependent on so-called "soft" money. For faculty paid from sources other than continuing state budget funds or permanent trust funds, Appendix D, Section III (f), provides for the granting of tenure contingent upon certain conditions and with certain possible exceptions. The Code of the University of North Carolina, Section 602, 7 allows for granting of tenure to health affairs faculty whose positions are funded other than from continuing state budget funds or permanent trust funds. This

exception, one of three, provided by The Code is not included in Appendix D, Faculty Manual, at present. This exclusion in Appendix D very well may be one that health related units may wish to pursue.

The matter of part-time employment of faculty is a different consideration which may require independent study. However, the FAC advises against any faculty action at this time which could be construed as an endorsement of time employment.

The FAC is convinced that a faculty recommendation calling for the elimination of a time limit or establishment of a quota on non-tenure-track employment would have to be construed as tacit faculty approval of the non-tenure-track category of employment as well as an endorsement of unlimited service in that category. The FAC believes that the questions of the propriety, wisdom and consequences of an expanded policy of non-tenure-track

employment are inseparable from the question of length of service in fixed-term positions. The FAC concurs with the Report of the Special Committee on Academic Personnel Ineligible for Tenure of the A.A.U.P. (1969) that "any person whom an institution appoints to a full-time teaching position should be treated as a candidate for tenure If an institution wants to exclude a doctoral candidate (or any other person whom it considers inadequately qualified for regular faculty membership and status) it should not appoint him as a full-time teacher The Special Committee feels particularly strongly that an institution which is unable to recruit enough doctors to fill all its full-time teaching positions ought not to deny tenure to full-time teachers lacking doctor's degrees The Special Committee believes that anyone who does an instructor's work should be given appropriate rank and privileges"

The FAC feels a strong obligation to provide its best advice to the

faculty relative to the issue of fixed term, non-tenure-track faculty appointments. Consequently, it is the conviction of the FAC that its original recommendation, based on the rationale in the FAC Report of January 23, 1984 (See Attachment #4) represents its best advice and the best advice that the faculty can give to the administration. The FAC therefore recommends that the Faculty Senate formally endorse the following statement:

All persons appointed to full-time wholly state-supported teaching positions at East Carolina University should either be tenured at the time of initial appointment or recipients of tenure upon the successful completion of an appropriate probationary period--save only those who are visitors, temporary replacements, or for whose disciplines the institution expects in good faith to have only a short-term need. "Short term" should mean usually two or three years, but under no circumstances should exceed six years.

It is also recommended that the administration review all present fixed-term appointments and, where appropriate in keeping with the terms of the preceding statement, convert these to appointments to tenurable, probationary appointments.

The FAC believes it imperative that no hint--direct or implied--of formal faculty approval be placed upon the policy of non-tenure-track employment except as otherwise noted in the resolution.

MEMORANDUM
TO: Faculty Senate
FROM:
SUBJECT: Dissenting Report to the FAC Report on the Issue of Fixed Term Employment

Attachments are available for review from each Senator or are in the Faculty Senate Office, Rawl Annex 140:

- 2a. Numbers of Fixed-Term Faculty Responding to Survey by Department Affiliation VS. No. of Fixed-Term Faculty in Each Department
- b. Questionnaire for Non Tenure-Track Faculty
- c. Unit heads returning the Questionnaire
- d. Questionnaire for Unit Heads

3. A Proposal to Clarify the Criteria for 1. Promotion and 2. Tenure Within the Medical School.

4. (January 23, 1984)

Report of the Faculty Affairs Committee Relative to Removing the Six-Year Restriction on Non-Tenure-Track Positions

(1) The report of the FAC clearly indicated that the committee was strongly committed to their position and I thought that there was little likelihood of their being open to compromise. The very close resemblance between the current committee report and last year's report testified to the accuracy of this judgment.

(2) The FAC is (and traditionally has been) largely made up of senior faculty and campus leaders. I felt that for this issue the committee was not sufficiently representative of the overall campus community. It certainly is not representative of the group most severely affected by this issue, a group which in fact, is of little influence, namely the fixed term faculty whose livelihood we are discussing. In fairness, I felt they, at least, should be represented on the committee discussing this issue.

On April 18, 1984, the Senate chose to elect me to the FAC. I believe this action was to some extent an attempt to make the FAC more representative of all faculty on this issue. Unfortunately, faced with a committee almost identical to the committee which drafted last year's report, I had very little chance of introducing any changes. Although I was met with friendliness and unflinching courtesy, I still lost most votes by a large margin. This may be because by my own fault I was ineffective or perhaps because the committee's report of last year was already close to perfect; I hope the first alternative isn't true and I believe that the second one isn't either.

Actually, I agree in large measure with the committee's position. I agree with them that fixed term positions should be limited to "visitors, temporary replacements, or for those whose disciplines the institution expects in good faith to have only a short term need." I do not agree with the additional statement, "short term should mean usually two or three years, but under no circumstances should exceed six years." The very notion of a specific term distorts the message. In fact, the term becomes the norm. My six years, why not eight or five years? The assumption seems to be that the six-year limit is connected to the length of a probationary appointment. Why should such a connection exist? There is no reason in law that I can find to require such an arrangement. The committee's own report has appended to its own report "A List of Non-Tenure-Track Appointments" which clearly describes such a

MEMORANDUM

TO: Faculty Senate

FROM: Carl Adler, Senator
Member of the Faculty Affairs Committee

SUBJECT: Dissenting Report to the FAC Report on Matters Relating
to Fixed Term Employment

In the March 27, 1984 Faculty Senate Meeting which dealt with the issue we are discussing, I moved that "an appropriately representative task force be appointed by the Faculty Senate officers to review all the information presented to the Faculty Affairs Committee (FAC) and to the Senate on this issue..." The motion passed by a vote of 30 for and 15 against. Subsequently (April 17, 1984), at the request of the FAC the Senate rescinded this action (by a two-vote margin) and returned the issue to the FAC. I opposed this action for two reasons:

(1) The report of the FAC clearly indicated that the committee was strongly committed to their position and I thought that there was little likelihood of their being open to compromise. The very close resemblance between the current committee report and last year's report testifies to the accuracy of this judgment.

(2) The FAC is (and traditionally has been) largely made up of senior faculty and campus leaders. I felt that for this issue the committee was not sufficiently representative of the overall campus community. It certainly is not representative of the group most severely affected by this issue, a group which, in fact, is of little influence, namely the fixed term faculty whose livelihood we are discussing. In fairness, I felt they, at least, should be represented on the committee discussing this issue.

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Actually, I agree in large measure with the committee's position. I agree with them that fixed term positions should be limited to "visitors, temporary replacements, or for (those) whose disciplines the institution expects in good faith to have only a short term need." I do not agree with the additional statement, "'short term' should mean usually two or three years, but under no circumstances should exceed six years." The very mention of a specific term distorts the message. In fact, the term becomes the norm. Why six years, why not eight or five years? The assumption seems to be that the six-year limit is connected to the length of a probationary appointment. Why should such a connection exist? There is no reason in law that I can find to require such an arrangement. The committee's own report has appended to it an AAUP report "On Full Time Non-Tenure-Track Appointments" which clearly describes such a

connection as "distorted" (see page 268 column 2). Furthermore, the AAUP report while denouncing such positions, observes that "None of our respondents spoke to the question of why limited renewable appointments are preferred over unlimited renewable appointments or vice-versa." The AAUP report itself does not further speak to this issue. The FAC report before you now says we should retain the status quo (i.e., limited renewable appointments). It does not however speak to why "limited renewable appointments" are preferable to "unlimited renewable appointments."

The FAC report does tell us that "a faculty recommendation calling for the elimination of a time limit...would have to be construed as tacit faculty approval of the non-tenure-track category of employment..." But that need not be true. The current wording of Appendix D is:

c. Fixed Term Employment Policy

It shall be the practice of East Carolina University not to re-employ faculty with fixed term appointments for extensive periods of time beyond their initial date of employment. Re-employment of a faculty member with a fixed term appointment beyond six years in a state-funded position in order to avoid the awarding of tenure is a misuse of this category of employment. Persons who are employed primarily as athletic coaches are excluded from this provision.

The second sentence and its reference to "six years" actually distorts the important message contained in the first sentence. It, in fact, invites "misuse" of fixed term employment by suggesting a general term of six years. (A "time limit" is like a "speed limit"--it often becomes both an upper and lower limit.) The removal of the second sentence would in effect remove the cap and would at the same time leave a statement of principle stronger than what is there now. No one reading the modified statement can truthfully claim that it gives "tacit approval" to the use of fixed term faculty to meet long-term needs.

The essence (to my eyes) of the FAC report can be paraphrased as fixed term appointments should be limited to short term needs and therefore no questions of extended service need arise (I wholeheartedly agree with this) but it also insists that if the administration chooses to use these appointments to satisfy long-term needs the term of employment should be less than or equal to six years (and that is what I disagree with). The question I ask the committee, and I ask you, is: if the administration chooses to use fixed term appointments to address long-term needs, why should these appointments be of the "limited renewable" type? Whom does this serve? Is it worth imperiling the livelihood of a hundred people so that we feel that we are somehow sticking to the letter of the AAUP guidelines? (and clearly we are not...see the AAUP report, page 271).

I think it is fair to say that the committee anticipates that the administration will not alter its current practice even if you adopt the committee's resolution. If that happens, what is the loss? The status quo remains in force. The Committee and the Senate stand behind a time-honored principle. The administration still has the flexibility it thinks it needs. All this is achieved at the expense and the expedience of up-rooting many of our younger colleagues every six years and casting them out. I believe that this is the "worst of all possible solutions" because it takes advantage of the weakest (i.e., voiceless) among us to achieve its success.

I suggest that we adopt the FAC recommendations with two changes. First, delete the last sentence in the first paragraph and, secondly, add a third paragraph to read:

It is also recommended that Appendix D, Section III, subsection 2.c. be changed by the deletion of its second sentence in total.

I realize that since it contains our Tenure Policies, Appendix D is currently frozen by the Board of Governors. We can still adopt the above proposal as a working policy until the time that the Appendix D is unfrozen. The impact of these changes if adopted would be to clearly state that the Faculty does not support the use of fixed term positions to address long-term needs, while at the same time allowing the Administration, if it chooses to differ with our recommendation, to treat the occupants of these positions in a more humane manner. By adopting a proposal such as the one I have just outlined, we can help our colleagues who find themselves trapped in these positions, while at the same time hurting no one and compromising no principle.