

## Procedures for Initial Hiring of Term Faculty

These procedures operationalize the requirements in the GMU *Faculty Handbook* (2018) for hiring non-tenure-track faculty on fixed term\*. All references are to that *Handbook*.

First we acknowledge that, as stated in the *Faculty Handbook*:

*The Board of Visitors has full authority over faculty personnel matters, including faculty appointments. ... Academic administrators share responsibility with the faculty for ensuring that appropriate standards are fostered; that equity and due process are the rule; that judgments in the selection, retention, and promotion of faculty are in the best long-term interests of the University; and that equal opportunity and fair employment practices are followed.*

*Initial review and evaluation of qualifications are carried out by eligible faculty in the local academic unit to which the candidate is to be appointed. Faculty recommendations for appointment are forwarded to the Dean of the academic unit in which the appointment is to be made. If concurring with the faculty recommendations, the Dean will forward them to the Provost.* (§2.3.1, Policies on Recruitment and Appointment of Faculty)

### I Definition of “Term Faculty”

*Full-time faculty on fixed-term, non-tenure-track appointments are known as **Term Faculty**... Term faculty appointments include appropriate academic rank as judged by the appointing local academic unit and subject to the approval of the Dean and Provost.* (§2.1.3, Term Appointments)

There are two primary reasons for hiring a full-time Term Faculty member:

1. The School needs to fill a specific teaching and/or research need that cannot be met by current faculty members; or
2. An individual comes with full funding for a specific purpose.

Term Faculty, as defined above, may be supported with funding from a variety of sources including, but not limited to, E&G, sponsored programs, philanthropy, indirect, pool, and/or revenue. Term Faculty whose assignments focus primarily on teaching are appointed as Instructional Term faculty; Term Faculty whose assignments focus primarily on Research are appointed as Research Term faculty.

### Recruiting and Hiring a Full-Time Term Faculty Member

The process for recruiting a full-time Term Faculty member whose primary responsibility is teaching follows that for recruiting a tenured/tenure track faculty member.

- A. The Dean, in consultation with the Program Faculty Directors, the Associate Dean for Academic Affairs, one or more Degree-Program Directors, and the Chief Operating Officer (COO)/Senior Associate Dean, determines the need for a faculty member to provide instruction in a particular area, as well as the rank and the term for the position. (For a research term faculty

---

\* The Faculty Handbook differentiates between “term faculty,” who have a contract for a specific period of time, and “adjunct faculty,” who teach on an as-needed basis without a specific contract. This document refers only to the hiring of term faculty members.

member, the director of Schar’s Office of Research and the director of Schar’s Office for Extramural Research may be substituted for Degree-Program Directors.)

- B. The Dean will present this need to the Committee of the Whole, as defined within the Schar School By-Laws, for discussion as soon as possible. The discussion is advisory to the Dean. Hiring a term faculty member generally does not include a national advertising effort and generally will take place through faculty networks and possibly regional advertising.

In most cases, Instructional and Research Term Faculty will be appointed for an initial contract period of one year. This allows flexibility should the School’s needs change and/or the individual does not meet expectations. For Term Faculty, all eligible Program Faculty members in the Program Faculty to which s/he will be assigned will be provided with an opportunity to:

- A. review the candidate’s materials;
- B. meet with the candidate;
- C. attend a job seminar or formal presentation by the candidate; and
- D. vote on the acceptability of the candidate for the position.

The process moves forward only when a majority of the eligible faculty in that Program Faculty vote to accept the candidate.

When a Term Faculty member receives an initial multi-year appointment, the Schar School’s approved “Administrative Procedures for Hiring Instructional Faculty” should be followed, with the exception of “Section V: Considering a Candidate for Tenure.”<sup>†</sup>

Contracts for Term Faculty are prepared by the School and approved by both the Office of Compliance, Diversity, and Ethics and the Office of the Provost. These contracts must include the following:

- Annual review to determine whether a term appointment still meets the School’s needs;
- A clear statement of the work anticipated; and
- The statement “service in such positions cannot be applied to consideration for tenure, although a faculty member holding this kind of appointment can subsequently be considered for a tenure-track or tenured appointment in accordance with Sections 2.3.2 and 2.3.3 of the *Faculty Handbook*.”

### **Full-Time Term Faculty with External Funding**

Occasionally a person comes to the School with approved/funded grant(s) or contract(s). These individuals will be appointed as Research Term Faculty. On these occasions, the following procedures will be followed.

- A. The Dean will consult with the Program Faculty Directors, the Associate Dean for Academic Affairs, the COO/Senior Associate Dean, and, as necessary, the Director of Extramural Funding, to present the background of the individual and the purpose of the hire (e.g., the funding source, whether this is a research effort or a service effort), as well as the rank of the Term Faculty member.
- B. If the appointment is time-sensitive, full consultation by the Program Faculty may not be possible. In these cases, the Dean will notify the Program Faculty in writing and seek a recommendation from the Renewal, Promotion and Tenure Committee regarding rank.

---

<sup>†</sup> The current version of these procedures is on the Schar School website.

Contracts for these individuals have the requirements listed above with one exception: The contract period can be no more than the length of the grant/contract or one year, whichever is less, and may be renewable subject to availability of funds.

## **II Definition of Part-Time Term Faculty**

*Term faculty who are appointed to less than full-time positions are called **part-time faculty**. Their assignments may include research, service, clinical practice, administrative program development, or instructional responsibilities that go beyond the boundaries of specific courses. Part-time term faculty positions are governed by the same appointment, rank, and title requirements as full-time term faculty position. The dean is the final approval level for part-time faculty appointments, and the maximum length of a part-time term faculty position is one year. Exceptions require the approval of the Provost. Part-time faculty are not voting members of the General Faculty.* (§2.1.4, Part-Time Appointment)

### **Hiring Part-Time Faculty**

Regardless of the purpose of the appointment (research, service, etc.), the hiring practices should follow those described above for Term Faculty members.

Some individuals come to the School with time-sensitive issues that make the full hiring process difficult and/or with external funding. In such cases, the following procedures will be used.

- A. The Dean will consult with the Program Faculty Directors, the Associate Dean for Academic Affairs, the COO/Senior Associate Dean, and, as necessary, the Director of Extramural Funding and/or one or more Degree Program Directors, to present the background of the individual and the purpose of the hire.
- B. Assuming that these individuals support hiring the individual as a part-time faculty member, the Dean will consult with the Schar School Renewal, Promotion and Tenure Committee to confirm the appointment and identify the appropriate rank and title.
- C. The Dean will notify both Program Faculties in writing and, not later than the next scheduled all-faculty meeting and will introduce the part-time faculty member to the General Faculty as soon as possible.

Contracts for these individuals must consider the same points as listed above for Term Faculty appointments, including approve by the Office of Compliance, Diversity, and Ethics and the Office of the Provost.