

**Executive Summary**  
**Report of the Survey of Contingent Faculty on the Colorado State University Campus**  
**October 15, 2009**

**Prepared by the Provost's Task Force for Special and Temporary Faculty**

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**Background and Introduction**

The Provost's Task Force undertook a survey of contingent faculty on the Colorado State University campus in Fort Collins in May of 2009 in order to better understand the issues and concerns of non tenure-track faculty on the Colorado State University campus. For purposes of this survey, non tenure-track faculty were defined as those belonging to any one of three categories of employee as described in Sections D and E of the CSU *Faculty Manual*: 1) Special Appointment faculty 2) Temporary Faculty and 3) Joint Academic and Administrative Professional Appointments. The survey, which had a return rate of just over 60%, was distributed to a list of 661 CSU employees, including 150 Joint Academic and Administrative Appointments and the remainder from the Special and Temporary appointment ranks.

**Key Findings**

We report here on the aggregate responses of all non tenure-track faculty who participated in the study, rather than the disaggregated responses of individual colleges. As such, our findings are general and partial, requiring additional analysis at the college/unit level. With this clarification then, we report that among the top five job satisfaction factors for contingent faculty, two are being met—contact with students and exercise of academic freedom. This good news must be tempered by recognition that there remain three very clear factors that contingent faculty are generally dissatisfied with—salary, feeling valued as a professional, and fair treatment. Further, many survey questions yielded split responses with a significant sector reporting high levels of satisfaction and equally large numbers reporting high levels of dissatisfaction. We surmise that these split responses suggest there are varied experiences across campus and that these differing experiences yield very different levels of satisfaction. As such we recommend additional analysis of these differences as well as discussion of the practices of locations where satisfaction is relatively high. The areas in which a clear split was noted included the following: contact with colleagues, having access to professional development, invitation to and involvement in department activities and governance, rehire/reapplication/reappointment processes, promotion opportunities, and unit recognition of contingent faculty accomplishments.

An additional finding is that most contingent faculty do not believe that they are being represented in faculty governance. For instance, only 11% reported belief that Faculty Council represents their needs and concerns. A further finding of this survey was that over 80% of contingent faculty report being “glad to be part of CSU.” Although levels of loyalty are high, over and over, contingent faculty echoed the statement of one respondent who said, “I just want to be appreciated in return.” The essential finding

of this survey may be the need to address the culture of the university so that higher levels of respect for non tenure-track faculty and their work are demonstrated.

## **Recommendations**

We offer the following nine recommendations and briefly explain these suggestions in the discussion and recommendations section of the report:

1. *Engage in further analysis of the survey results*
2. *Renew and sustain efforts to improve university culture and material work conditions for all faculty, reflecting a commitment to collegiality and equitable treatment*
3. *Improve job security, stability, and opportunity*
4. *Generate greater consistency and opportunity in pay/compensation*
5. *Show awareness of, respect for, and support of the varied work of non tenure-track faculty by providing opportunities for promotion*
6. *Develop and support new career paths*
7. *Enhance representation opportunities and participation in governance*
8. *Conduct a separate, full survey of Administrative Professionals. Identify all Administrative Professionals who teach off the tenure-track and survey them*
9. *For both survey and policy purposes, disaggregate non tenure-track faculty groups. Refine and repeat this survey of non tenure-track faculty on a regular basis to obtain information about changes.*

## **Index of Accompanying Report Materials**

This report is organized as follows:

Executive Summary

Report with six sections that mirror the organization of the survey itself, followed by a discussion section

- I. Description of the Respondents
- II. Job Satisfaction—Indicators and Their Importance
- III. Application, Evaluation, and Rehire
- IV. Salary and Benefits, Material Support/Resources, Rewards and Recognitions
- V. Representation, Assessment of University Support, and Commitment
- VI. Open-Ended Questions: Issues, Ideas, and Further Thoughts
- VII. Discussion and Recommendations

Four appendices:

Appendix A: The Survey Questions

Appendix B: The Survey in Aggregate Form, Narrative Responses Removed

Appendix C: The Disaggregated Survey Results, by College

Appendix D: Excerpted Responses to Open-Ended Questions 109 and 110