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*2018-2019 Report on Academic Staff Appointments*


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This report on Academic Staff appointments is an outcome of the Report on Instructional Academic Staff Appointments endorsed by the Academic Staff Senate in Fall 2016. One of the recommendations from that report was for the Academic Staff Committee to develop a standard procedure to gather and analyze information provided annually by Human Resources and reported by Deans/Division Heads to the Secretary of the University's Office. The information provided in this report were supplied by UWM's Office of Human Resources in August 2019.

The objectives of this report are to review and assess the appointment types for academic staff and to address concerns of possible violations of ASPP&P Chapter 104. These policies govern all full-and part-time academic staff appointments, including probationary, indefinite, and the full range of fixed-term appointments, which include terminal, renewable, multi-year, and rolling horizon contracts.

### Academic Staff Appointments and Categories

There are three categories of academic staff at UWM: Instructional, Non-Instructional, and Research Academic Staff. Table 1 shows the current distribution of academic staff by appointment. As of Spring 2019, there were a total of 1876 academic staff employed by UWM. Table 1 also shows the number of academic staff employed at UWM in the Spring of 2016 when the initial Instructional Academic Staff report was generated. From Spring 2016 to Spring 2019, there were some distinct changes to the academic staff appointments. First, the number of academic staff members increased by 160 employees (headcount), these changes were the results of an increase (N=125) in instructional academic staff and non-instructional (N=43) who had appointments of greater than or equal to 50% and an overall decrease in research staff (N= 8).

**Table 1: UWM Academic Staff – Spring 2016 and Spring 2019**

	Spring 2016		Spring 2019		Change from 2016 to 2019	
	Total AS Headcount	< 50% FTE Headcount	Total AS Headcount	< 50% FTE Headcount	Total AS Headcount	< 50% FTE Headcount
Instructional	804	274	929	397	125	123
Non-Instructional	837	58	880	34	43	-24
Research	75	6	67	9	-8	3
Total	1716	338	1876	440	160	102

The proportion of **non-instructional** academic staff to the total number of academic staff decreased, moving from 48.7% in the spring of 2016 to 46.9% in the spring 2019. The proportion of **instructional** academic staff increased, moving from 46.8% in spring 2016 to 49.5% in spring 2019. The percent of instructional academic staff on appointments less than 50% increased from 16.0% in Spring 2016 to 21.2% in Spring 2019 accounting for almost the entire increase in the number of instructional academic staff. This is evidence of a shift in how instruction is being delivered at UWM.

To further evaluate changes in academic staff appointments, the three categories of academic staff were broken down into appointment type (Tables 2 – 4). For instructional academic staff, the period between Spring 2016 and Spring 2019 showed a 2.1% reduction in the number of people with indefinite appointments (95 staff to 93 staff). Additionally, there was a large increase in fixed-term terminal academic staff with appointments of less than 50%, (270 staff to 394 staff). Staff employed less than 50% are not eligible for benefits, which is a cost savings for the university.

**Table 2. Instructional Academic Staff Appointment Types**

	2016			2019			Change from 2016 to 2019		
	>50%	<50%	Total	>50%	<50%	Total	>50%	<50%	Total
Indefinite	93	2	95	91	2	93	-2	0	-2
Probationary	28	0	28	33	0	33	5	0	5
Fixed-Term, Terminal	383	270	653	344	394	738	-39	124	85
Fixed-Term, Renewable	26	2	28	64	1	65	38	-1	37
Rolling Horizon	0	0	0	0	0	0	0	0	0
Interim & Multi-Year	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>530</b>	<b>274</b>	<b>804</b>	<b>532</b>	<b>397</b>	<b>929</b>	<b>2</b>	<b>123</b>	<b>125</b>

For non-instructional academic staff, there was a 8% reduction in staff with indefinite appointment and an 14.7% reduction in employees with fixed-term terminal contracts. However, there was an increase of 23% of employees with fixed-term renewable contracts with almost all of those being greater than 50%. The changes to Chapter 104 of the Academic Staff Policies and Procedures may be accounting for this this change in the types of academic staff appointments being offered to UWM employees.

**Table 3. Non-Instructional Academic Staff Types**

	2016			2019			Change from 2016 to 2019		
	>50%	<50%	Total	>50%	<50%	Total	>50%	<50%	Total
Indefinite	237	0	237	218	0	218	-19	0	-19
Probationary	65	0	65	79	0	79	14	0	14
Fixed-Term, Terminal	181	56	237	170	32	202	-11	-24	-35
Fixed-Term, Renewable	288	2	290	376	2	378	88	0	88
Rolling Horizon	0	0	0	0	0	0	0	0	0
Interim & Multi-Year	8	0	8	3	0	3	-5	0	-5
<b>Total</b>	<b>779</b>	<b>58</b>	<b>837</b>	<b>846</b>	<b>34</b>	<b>880</b>	<b>67</b>	<b>-24</b>	<b>43</b>

While smaller in number, this time period saw an 10% reduction in the number of research academic staff with most reductions coming from fixed-term terminal and indefinite appointments. The

implications of losing research academic staff while UWM is trying to retain an R1 status has yet to be felt.

**Table 4. Research Academic Staff Appointment Types**

	2016			2019			Change from 2016 to 2019		
	>50%	<50%	Total	>50%	<50%	Total	>50%	<50%	Total
Indefinite	18	1	19	16	1	17	-2	0	-2
Probationary	1	0	1	1	0	1	0	0	0
Fixed-Term, Terminal	35	5	40	27	8	35	-8	3	-5
Fixed-Term, Renewable	15	0	15	14	0	14	-1	0	-1
Rolling Horizon	0	0	0	0	0	0	0	0	0
Interim & Multi-Year	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>69</b>	<b>6</b>	<b>75</b>	<b>58</b>	<b>9</b>	<b>67</b>	<b>-11</b>	<b>3</b>	<b>-8</b>

### Key findings

1. Academic staff are still mostly hired on fixed-term terminal contracts (See Table 5). These changes demonstrate how the campus student population has changed. With a fluctuating student population, the university is showing a reliance on fixed-term terminal contracts for instruction to allow for flexibility in offering courses and course sections. The reduction in fixed-term terminal contracts for non-instructional staff may be indicative of a reduction in extra services the campus can offer. Concomitantly, the fixed-term renewable contract increase in non-instructional academic staff could demonstrate a commitment to those necessary student services. A deeper analysis of where these appointment types are located (e.g., college, school, division, etc.) could be informative.
2. The largest change in the number of appointment types was the increase in fixed-term appointments of less than 50% in the instructional academic staff. This is likely reflective of cost savings for course delivery as these instructors do not receive benefits. A deeper analysis of where these appointment types are located (e.g., college, school, division, etc.) could be informative.
3. The disparity between the number and proportion of indefinite appointments among the academic staff appointment categories is concerning. The instructional academic staff category has, by far, the least amount of indefinite appointments with only 10% of instructional academic staff members holding indefinite appointments. Contrary, the non-instructional and research academic staff appointment categories hold 25% and 25% indefinite appointments, respectively. While flexibility is needed for budgetary and enrollment fluctuations, this does not show support for student success to retain and promote strong instructors.

**Table 5. Percentage of Fixed-Term, Terminal Contracts by Employee Category**

	Spring 2016	Spring 2019
Instructional Academic Staff	81.2%	79.4%

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Non-Instructional Academic Staff	28.3%	22.9%
Research Academic Staff	53.3%	52.2%

## Future Reports

Academic Staff Personnel Policies and Procedures Chapter 104 (Academic Staff Appointments) was updated to reflect the changing landscape of UWM and the needs of the campus to serve both students and employees. The main changes to this policy were to: 1) more clearly define the different forms of fixed-term appointments, 2) provide greater job security for long-term academic staff employees on fixed-term appointments, and 3) provide alternatives for administrators during times of fluctuation in enrollment and budgets. This policy no longer **requires** a fixed-term academic staff member to be converted to a probationary appointment after three years of service at greater than 50%. Rather, these employees would be converted either to a probationary appointment or a fixed-term renewable, multi-year, or rolling horizon appointment. Future reports need to review for evidence of the implementation of this policy. Evidence would include a reduction in the proportion of fixed-term terminal appointments and a greater number of probationary or fixed-term renewable, multi-year, and/or rolling horizon appointments. Table 6 provides a baseline of the number of academic staff employees in each category to assist in review of changes in appointments related to changes to Chapter 104.

**Table 6. Number and percent of Academic Staff Categories in Appointment Categories**

	Instructional N (%)	Non-instructional N (%)	Research N (%)
Fixed-Term Terminal	738 (79%)	202 (23%)	35 (52%)
Fixed-Term Other	65 (7%)	381 (43%)	14 (21%)
Probationary/Indefinite	126 (14%)	297 (34%)	18 (27%)
<b>Total</b>	<b>929</b>	<b>880</b>	<b>67</b>

In Fall 2018 UW-M merged with UW-Waukesha and UW-Washington County (formerly 2 year campuses in the UW-System). Table 7 and 8 below illustrates the academic staff appointments of those employed between Fall 2016 and Spring 2019. It is assumed that the AS P&P will apply to these employees moving forward.

**Table 7. Percent of the College of General Studies (CGS) Instructional Academic Staff**

	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019
>50% (IAS)	71%	64%	63%	60%	59%	54%
<50% (IAS)	29%	36%	37%	40%	41%	46%

**Table 8. Percent of the College of General Studies (CGS) Non-Instructional Academic Staff**

	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019
>50% (NIAS)	100%	100%	100%	100%	93%	86%
<50% (NIAS)	0%	0%	0%	0%	7%	14%