Executive Summary

To address common campus misperceptions regarding academic staff appointment types and to better understand UWM appointment practices, in October 2010 the Academic Staff Senate established an ad-hoc working group to review appointment and termination policies and procedures.

To facilitate the group’s activities, the Secretary of the University’s office requested from Human Resources comprehensive academic staff appointment data. Review of this data (see Appendix), combined with information pertaining to other UW campuses’ appointment practices\(^2\), has yielded substantial information regarding UWM’s appointment practices. In summary, UWM does not fully utilize the range of appointment types that will provide a greater perception of job security among the more than half of all academic staff currently employed on fixed-term contracts.

One might ask why, in times of tight budgets, UWM appointing authorities would wish to improve compliance with the policies’ job security provisions. Administrators may perceive that a workforce consisting of staff with fixed-term non-renewable appointments provides greater flexibility as they seek to manage their bottom lines. In fact, awareness of their "at will" status may inhibit employees' contributions during a time when optimal performance is ever more important. Student centered initiatives currently underway at UWM require commitment and accountability from those who are on the front line with students. Academic staff instructors, lecturers, clinical educators, advisors, and student support personnel contribute significantly to undergraduate education, particularly in the critical first two years of study. Only by demonstrating commitment to academic staff through appropriate appointments can the University gain the necessary return commitment to students and student focused initiatives that are so critical to our success as an institution.

Summary of Analysis:

- More than 50% of UWM academic staff have fixed-term appointments carrying little to no job security beyond the current semester or year, even though provisions in both UWM and UW System policies require appointing authorities to provide job security commensurate with expectations of continuing need, continuing funding for the position, and job performance.\(^3\)

- UWM’s widespread institutional practice of issuing fixed-term appointment letters specifying that the university does not intend to renew the appointment is problematic, given the number of fixed-term staff who have received consecutive appointments over several years, and in some cases up to twenty years.

- Language in fixed-term appointment letters often is ambiguous, as staff are frequently informed that they will be renewed and appointing offices continue to provide separate notice of non-renewal. It also contrasts with common practice at other UW System institutions.

\(^1\) Data provided to Secretary of the University/Academic Staff Committee by UWM Human Resources (Nov. 2010)

\(^2\) Data provided by the UW System Council of Academic Staff Representatives

\(^3\) Chapter UWS 10.03, Wis. Adm. Code; UW System Unclassified Personnel Guidelines 3.05; UWM Chapter 104
• Failure to provide fixed-term academic staff the expectation of job security under specific conditions undermines employee morale and contravenes the spirit of UWM and UW System policies pertaining to job security for academic staff.

Summary of Recommendations

• Appointing offices shall seek to comply with UWM and UW System policies by establishing and implementing internal schedules to review fixed-term academic staff for increasing job security via the use of probationary, fixed-term/renewable, multi-year, and rolling horizon appointments.

• UWM shall re-institute the practice of conducting annual reviews of fixed-term academic staff appointments in conjunction with budget submissions. This will strengthen compliance with academic staff policies and improve the consistency of appointment practices across campus.

• In consultation with the Academic Staff Committee, the Office of Legal Affairs shall establish recommended appointment language for fixed-term renewable contracts that balances the university’s need to effectively respond to budget events and the employee’s right to job security.

• Academic staff governance shall continue efforts to clarify to both appointing authorities and Academic Staff the rights and responsibilities associated with various appointment types.
Definitions Pertaining to Academic Staff Appointments (from UWM 101.02)

- **Category A** – Academic staff holding neither instructional nor research academic staff appointments (e.g., student support or administration)
- **Category B** – Academic staff holding instructional or research appointments
- **Fixed-Term** – Academic staff holding appointments for a fixed, finite period of time (e.g., nine-month or one-year contracts, often associated with grant funds)
- **Multiple-Year Appointments** – Positions are appointed for a fixed period of time and are reviewed for possible extension at the end of the contract period
- **Rolling Horizon Appointments** – Positions are appointed for more than one year and are reviewed and may be extended annually
- **Probationary** – Academic staff holding appointments with the intention of appointment renewal for a maximum of seven years, potentially leading to an indefinite appointment
- **Indefinite** – Academic staff holding an appointment revocable only for just cause or reason of layoff

**Academic Staff Appointments:**

UW System policy (Chapter UWS 10.01, Wis. Adm. Code) allows for three different types of academic staff appointments: **fixed-term, probationary, and indefinite.** UWS 10.01 further specifies that each UW institution shall develop guidelines concerning the academic staff positions that may be appropriately designated within each of these appointment types – a responsibility remanded to academic staff governance under Chapter 36.09(4m) of Wisconsin Statutes:

> “The academic staff members of each institution….shall be active participants in the immediate governance of and policy development for the institution. The academic staff members have the primary responsibility for the formulation and review, and shall be represented in the development, of all policies and procedures concerning academic staff members, including academic staff personnel matters...”

The different appointment types were created under Chapter UWS 10.01 in 1975 in order to meet UW institutions’ diverse yet ongoing employment needs.

- **Fixed-term** appointments were intended to provide campuses with the ability to meet short-term staffing needs with contractual obligations limited to a specific time period.
- **Probationary** appointments, with the opportunity to eventually undergo review for indefinite appointment, were established in recognition that certain functions and therefore staffing needs are expected to continue, and that the staff in those positions should be given the opportunity to demonstrate their value over time.
- **Indefinite** appointments, following multi-year probationary periods and a rigorous review process, were intended to acknowledge the continuing contributions of strong performers in positions for which there is an ongoing need.

While these appointment types, by definition, carry differing levels of job security, Chapter UWS 10 nevertheless acknowledges the need to provide job security for longer-term academic staff with fixed-term appointments. In assigning responsibility for developing appointment guidelines to the institutions, Chapter UWS 10.03 notes that, in relation to fixed-term appointments, “The policies and procedures of each institution shall specifically treat the issue of job security including appropriate due process protections in the case of non-reappointment for those fixed term academic staff members who have
served the institution for a substantial period of time. Such policies and procedures shall be formulated so as to meet the continuing needs of the institution while at the same time recognizing the employment commitment and contribution to the institution provided by such fixed term academic staff members.”

In their individual campus policies and procedures, UW institutions vary in their strategies for meeting this expectation, differentiating between “fixed-term, renewable” and “fixed-term, terminal” contract language, and offering multiple-year and rolling horizon appointments. At UWM, the predominant appointment types include only one type of fixed-term contract: fixed-term, terminal (specifying that there is no intent to renew the appointment beyond the contract period). UWM’s Academic Staff Personnel Policies and Procedures allow for use of the full range of appointment types.

**Academic Staff Appointments by Position Type:**
As of November 2010, there were 1,698 Academic Staff employed at UWM. Overall, Instructional and Research academic staff comprise the majority, with 54% of total appointments (49% Instructional/5% Research) compared with 46% held by Non-Instructional staff. Yet a large number of Instructional academic staff are employed at less than half-time, reflected in the shifting proportions between position types when the data are limited to employees with 50% or greater appointments. Within this subset, the total number of academic staff drops from 1,698 to 1,336; 313 (86%) of the 362 academic staff with appointments of less than 50% are Instructors.

The “50% or greater” distinction is important to academic staff because this threshold determines whether an employee obtains certain rights under UWM and UW System policies. Of particular importance are provisions pertaining to employment benefits and job security.

**Probationary and Indefinite Appointments:**
While acknowledging that “the type of appointment shall be determined in part by the type of program and by the likelihood of continued funding,” Chapter 104.01 (Types of Appointments) of the UWM Academic Staff Personnel Policies & Procedures specifies that “appointments at 50% time or greater for which there is reasonable expectation of continuing need shall be probationary or indefinite.”

Among the UWM academic staff with half-time or greater appointments, 38% have “probationary” or “indefinite” appointments; non-instructional academic staff hold the majority (73%) of these positions. Instructional and Research academic staff comprise 45% of academic staff with 50% time or greater appointments, yet only 27% of those with probationary or indefinite appointments. Within position types, 50% of Non-instructional staff and 41% of Researchers have probationary or indefinite appointments; only 21% of Instructors (with 50% time or greater appointments) have such appointments.

UWM’s academic staff personnel policies require the use of probationary appointments for those positions at 50% time or greater for which there is an expectation of continuing need. Like fixed-term appointments, probationary appointments may be terminated at any time during the six-year probationary period, but offer the employee the expectation of longer-term employment pending satisfactory performance and availability of funding.

The review process leading to indefinite appointment following the probationary period is designed to ensure that only academic staff who have consistently met performance expectations and have the support of their supervisors and appointing authorities may move beyond “at will” employment status.

By definition, *indefinite appointments are not lifetime appointments.* In campus discourse among administrators, faculty, and staff alike, the appointment type is frequently conflated with the term
“indefinite.” Indefinite appointments carry the same performance expectations and obligation to undertake regular performance evaluations as fixed-term and probationary appointments. All academic staff regardless of appointment type may be terminated for reasons of just cause or budget resulting in curtailment or elimination of program, as specified in laws and regulations of the UW System, UWM, and state statute.

**Fixed-Term Appointments and Job Security:**
As noted above, Instructional and Research academic staff are more likely to have fixed-term appointments than Non-Instructional staff. Compared with Non-Instructional positions, Research and (particularly) Instructional positions may more frequently assume characteristics described in Chapter 104.02 (Fixed-term Appointments) as situations in which “academic staff may be appointed without limitation as fixed-term appointments,” including:

1. when no budgeted position is available
2. for appointments on grant, contract, or short-term funding
3. for teaching appointments for which there is no reasonable expectation of continuing need
4. for coaches in the Department of Athletics
5. for concurrent appointments for limited title appointees...

The data provided by Human Resources shows that 268 of the academic staff with appointments at 50% time or greater have been employed by UWM with consecutive fixed-term contracts for at least seven years, with 125 employed for 7-10 years, 81 employed for 11-15 years, and 62 employed over 15 years. In addition, 33 UWM academic staff have received consecutive fixed-term appointments for 20 years.

Based on their duration of time in renewed appointments, it appears that “there is reasonable expectation of continuing need” for many of these long-term staff members.

Due to institutional budgeting practices, most Instructional academic staff do not appear in the UW System Budget Redbook, by virtue of either their appointment type or funding source. It appears that, despite the continuing need for the courses they teach, appointing authorities have considered most Instructional academic staff to qualify for unlimited fixed-term appointments as “no budgeted position is available.”

Funding source is likely the reason that many Non-Instructional academic staff have received consecutive fixed-term appointments for more than seven years. Per S-25, UWM appointing authorities often limit probationary appointments to those funded primarily or fully on 101 State General Purpose Revenue, yet Chapter 104.01 states that “the funding source alone will not automatically determine the type of appointment.” The numbers are nearly divided between Non-Instructional and Instructional academic staff with 50% or greater appointments, with 133 Non-Instructional and 127 Instructional academic staff on fixed-term appointments for over 7 years, of whom 32 Non-instructional and 27

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4 This data is derived from current academic staff members’ most recent appointment start dates. Because it encompasses only the current consecutive appointment history, it does not account for the prior appointment history of fixed-term academic staff who may not have had an appointment during a single year or semester. It nevertheless provides a reliable indication of UWM’s continuing need for the employees’ services.

5 In instances in which “no budgeted position is available” yet there is a reasonable expectation of continuing need for the position, the appointing authority may choose between offering a fixed-term appointment or a probationary appointment. Like fixed-term, probationary appointments may be terminated at any time during the probationary period, but offer the employee the expectation of longer-term employment pending satisfactory performance and availability of funding.

6 Selected Academic and Administrative Policy 25, Fixed Term Academic Staff Appointments on Grant, Contract or Short-Term Funding (http://www4.uwm.edu/secu/acad-admin_policies/S25.htm)
Instructional staff have been employed for 16-20 years. It is possible the numbers would appear less balanced if initial start dates were used for establishing years of service due to breaks in appointments that may have taken place.

Despite provisions in the UW System Unclassified Personnel Guidelines (UPG) 3.05 and UWM Chapter 104, which specify that appointing authorities shall provide job security for positions for which there is reasonable expectation of continuing need, UWM rarely uses the range of appointment types that would provide fixed-term academic staff with greater job security beyond the current appointment semester or year. UWM has no centralized source of institutional data pertaining to the number of academic staff with multiple-year, fixed-term appointments, but UWM’s “standard” appointment, given to over half of all academic staff, is a one-year, fixed-term terminal contract specifying that the university has no intent to renew the contract in future.\(^7\)

**Alternatives to “No Intent to Renew”:**
The “no intent to renew” language used in most fixed-term appointment letters is misleading when the university’s history of renewing such appointments belies the stated intention. If this practice is meant to obviate the need for appointing authorities to provide additional notice of non-renewal to fixed-term employees whose positions they choose to terminate at the end of the contract period, the language has lost meaning yet still serves as an annual reminder to the majority of UWM academic staff that they have no expectation of job security. Consequently, some deans’ offices continue to give separate notice of non-renewal, while employees continue to feel undervalued. A solution to this problem may be found in the appointment language used at other UW System institutions.

UWM’s prevalent use of “no intent to renew” language contrasts with common practices at other UW System institutions, at which standard fixed-term appointment letters either: (a) omit “no intent to renew” language except in cases in which the position is fully expected to terminate; or (b) incorporate “renewable pending performance and availability of funding” language. For example, UW-Madison’s standard fixed-term contracts incorporate the following language:

UW-Madison\(^8\):

**Fixed-term, renewable**

*It is my pleasure to confirm your appointment as a Lecturer in the operational area of my lab starting [August xx, 2xxx], at a salary of [$xx,xxxx] annually. This appointment will be a [100%] fixed term renewable appointment through [June 30, 2xxx]. Renewal beyond that date is likely, but contingent upon funding, program need and satisfactory performance. Generally, academic staff are reviewed each spring for possible pay plan increases on July 1. Under the UW-Madison Academic Staff Policies and Procedures (ASPP) (copy attached), you are required to serve a minimum six-month period of evaluation (refer to ASPP 2.04 for details).*

**Fixed-term, terminal**

*It is my pleasure to confirm your appointment as an Assistant Researcher in the operational area of my lab starting [August xx, 2xxx], at a salary of [$xx,xxxx] annually. This appointment will be a [100%] fixed term terminal appointment through [June 30, 2xxx]. Under the UW-Madison*  

\(^{7}\) The exception among UWM appointing units is the Division of Student Affairs, which regularly appoints fixed-term academic staff on contracts specifying an intent to renew pending strong performance, availability of funding, and continuation of program. The School of Continuing Education uses UWM’s standard, “no intent to renew” contract language, but informs staff that their contracts are renewable and assigns appointment codes that identify the positions as renewable rather than terminal. These units employ significant numbers of academic staff whose positions are funded on accounts other than 101 General Purpose Revenue.

\(^{8}\) Sample contract letters provided by UW-Madison Office of Human Resources (January 2011)
Academic Staff Policies and Procedures (ASPP) (copy attached), you are required to serve a minimum six-month period of evaluation (refer to ASPP 2.04 for details).

UW-Extension differentiates between “renewable” and “terminal” positions as follows:

UW-Extension\(^9\):
Fixed-term, renewable
This letter provides official notice of your [re]appointment to the [% FTE] academic staff position of [job title] in [department/division] of UW-Extension, for the period of [date] through [date]. Contingent on satisfactory performance and continued funding, extensions of this appointment are possible. You will receive notification of the terms of any reappointment prior to the beginning of each fiscal year.

Fixed-term, terminal
This letter constitutes a formal offer to you for a [% FTE] fixed term academic staff position of [job title] with [department/division], University of Wisconsin-Extension, for the period commencing [start date] and terminating [end date]. As a fixed term academic staff member, your appointment is for the above-stated period only, and renewal is not intended. Please understand that under UWS 10.05(1)(a) of the Wisconsin Administrative Code, when a letter of offer for a fixed term appointment states that renewal is not intended, no further notice of non-renewal is required. Under this provision, no further notice will be given.

Such differentiated appointment language, when used consistently by the appointing authority, reduces misunderstandings among academic staff and is more consistent with the spirit of UWS UPG 3.05 and UWM Chapter 104 provisions pertaining to job security.

**Multi-Year and Rolling Horizon Appointments:**
Chapter 104.02 specifies that academic staff members with 50% or greater appointments who are reappointed for three or more years in the same position and who do not fall under the five situations allowing fixed-term appointments without limitation “shall be made probationary....” For those who do fall into one of the five categories, “the appointing authority shall make substantial efforts to offer multiple-year or rolling horizon contracts, where possible.” UWM’s compliance with the second of these provisions is inconsistent, with the exceptions of the Division of Student Affairs and the School of Continuing Education.

The academic staff appointment data also point to UWM’s possible non-compliance with the UWS UPG 3.05(3) provision that “Each institution shall review the type of contract and terms of any academic staff member who has served more than seven years to determine the feasibility of moving such individuals to indefinite or multiple year appointments with increased job security. In making such a determination, the institution shall consider the continuing need for the position, funding source, and quality of employee’s performance....” The existence of 268 UWM academic staff with appointments greater than 50% time and who have received consecutive-fixed-term appointments for more than seven years indicates that regular review of their appointments is not taking place\(^{10}\). The data provided by Human

\(^9\) Data provided to UW System Academic Staff Representatives email list (11/30/09)
\(^{10}\) Under previous administrations the annual review of schools’ and colleges’ budget submissions included a corresponding review of personnel information to ensure compliance with Academic Staff Personnel Policies & Procedures. This review was carried out by UWM’s senior personnel officer in consultation with campus personnel representatives. The practice ceased in the early 2000’s.
Resources does not identify how many academic staff have multi-year, fixed-term appointments; anecdotal information suggests such appointments are uncommon.

In contrast, academic staff personnel policies at other UW System campuses establish a formal schedule for increasing the length of fixed-term appointments, and, in some cases, carry expectations of renewal except when formal notification of non-renewal is explicitly provided. For example, contract guidelines for academic staff at UW-Stout provide for mandatory movement to expanded multi-year appointments with rolling horizons, as follows:

**UW-Stout:**

**Fixed-Term Contract – Two Year**
*Starting with the fourth year in the same position (and at least a fifty-percent appointment) you are entitled to receive a two-year contract. You are issued a contract with a specified beginning and ending date, and a description of the position for which you are being hired. Notice periods apply.*

**Fixed-Term Contract – Three-year**
*Starting with the sixth year in the same position (and at least a fifty-percent appointment) you are entitled to receive a three-year contract. You are issued a contract with a specified beginning and ending date and a description of the position for which you are being hired. Notice periods apply.*

**Rolling Horizon Contracts**
*A rolling horizon contract is the norm for an academic staff multiple-year contract. Each year a new contract is issued to the individual, therefore the academic staff member is always in the first year of their multiple-year contract. Notice periods do apply and the roll may be stopped on the contract only if a request for an exception is granted.*

**Local Examples:**
Reviewing the local practices of other UW institutions can provide insights into the UW System policies and Wisconsin Administrative Code provisions that inform UWM’s policies and procedures. Yet, ultimately, Wisconsin Statutes Chapter 36 (4m) assigns responsibility to the academic staff members of each institution to develop, formulate, and review academic staff personnel policies and procedures for the institution. Local interpretations of the Unclassified Personnel Guidelines, embodied in the institution’s Academic Staff Personnel Policies & Procedures, may vary; therefore, it is important to review local examples of compliant appointment practices.

UWM’s Division of Student Affairs and School of Continuing Education provide examples of ways that UWM appointing authorities have sought to comply with Chapter 104 and UPG 3.05 by increasing job security for fixed-term academic staff for whose positions there is reasonable expectation of continuing need and funding.

Student Affairs (SA) regularly offers multiple-year and rolling horizon contracts to academic staff with appointments of at least 50% time and three or more years of service, provided there is continuing need and funding for the position and the employee has consistently received strong performance evaluations. Beginning with the third year of service, fixed-term academic staff with appointments of 50% or greater are reviewed annually to determine the feasibility of granting them two-year multiple-year or rolling horizon appointments. Those with seven or more years of service are reviewed for three-year multiple-

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11 Data provided to UW System Academic Staff Representatives email list (11/30/09)
year or rolling horizon appointments. Qualifying criteria are fully consistent with UWM Chapter 104 and UWS UPG 3.05 and include the continuing need for the position; the continuing funding for the position; and the strength of employee’s performance.

The School of Continuing Education offers only fixed-term appointments because all academic staff positions are funded at least in part with program revenue. While using “no intent to renew” contract language, the unit’s personnel representative meets individually with all recruited hires to explain that there is an expectation of renewal of the position. Academic staff members with at least six years of service are offered multiple-year contracts with rolling horizons, with the contract renewed for the multi-year period at the end of each year. Most multi-year appointments are for two years, with three-year contracts possible based on performance and need for the individual’s specific expertise; the majority of three-year appointments are held by staff with program manager positions.12

**Conclusions:**
- Over half of UWM academic staff have fixed-term appointments that carry little to no job security beyond the current semester or year, despite provisions in both UWM and UW System policies that require appointing authorities to provide job security commensurate with expectations of continuing need, continuing funding for the position, and job performance.
- UWM’s widespread institutional practice of issuing fixed-term appointment letters specifying that the university does not intend to renew the appointment is problematic, given the number of fixed-term staff who have received such consecutive appointments over years. The appointment letter language has become ambiguous, especially if staff are told by supervisors that they will be renewed and appointing offices continue to provide separate notice of non-renewal. It also contrasts with common practice at other UW System institutions.
- Failure to provide fixed-term academic staff the expectation of job security, provided there is a continuing need, continued funding, and satisfactory performance, undermines employee morale and contravenes the spirit of UWM and UW System policies pertaining to job security for academic staff.
- UWM’s Instructional academic staff are disproportionately represented among academic staff with fixed-term, non-renewable appointments, due in part to common budgeting practices and funding sources for such appointments. Instructional academic staff are disproportionately impacted by the university’s non-compliance with Chapter 104 and UPG 3.05 requirements that staff on consecutive fixed-term appointments be reviewed regularly for appointments with increased job security.
- In instances in which the fixed-term position is not formally budgeted, but a function for which there is a realistic expectation of continuing need and funding availability, the appointing authority may offer the employee a probationary appointment, which may end during the probationary period and be terminated for cause or reason of budget leading to program curtailment or discontinuance following transition to indefinite appointment.
- Based on the available data, it seems clear that most UWM appointing authorities rarely utilize the full range of fixed-term appointment types that provide greater job security for individuals in positions for which there is a reasonable expectation of continuing need.
- UWM appointing authorities should not overlook the requirement that high-performing staff in positions for which there is an expectation of continuing need and funding should be given probationary appointments, even when such positions may qualify for consecutive fixed-term appointments.

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12 To promote academic staff members’ ongoing ability to meet the School’s changing instructional and program development needs, SCE also supports their professional development, through conference attendance and tuition reimbursement. This investment enables SCE to retain and re-tool staff in accordance with internal needs, reducing risk associated with the awarding of multi-year appointments.
appointments due to funding source. UWM and UW System policies allow for terminating all types of academic staff appointments, including indefinite, for reasons of just cause or budget resulting in elimination or curtailment of program. These policies reduce the risk associated with providing greater job security for staff whose positions are funded on program revenues.

**Recommendations:**

- UWM appointing offices shall seek to comply with UWM and UW System policies (Chapter 104.02 and UPG 3.05) by establishing and implementing internal schedules to review fixed-term academic staff for increasing job security via the use of probationary, fixed-term/renewable, multi-year, and rolling horizon appointments.

- UWM’s senior officer responsible for unclassified personnel matters shall re-institute the practice of conducting annual reviews of personnel aspects of the annual budget submissions, including review of fixed-term academic staff appointments. This practice will strengthen compliance with personnel policies while improving the consistency of appointment practices across campus.

- In consultation with the Academic Staff Committee, the Office of Legal Affairs shall establish recommended appointment language for fixed-term, renewable contracts that strikes a balance between the university’s need to effectively respond to budget events and the employee’s right to job security.

- Academic staff governance shall continue efforts to clarify to both appointing authorities and academic staff the rights and responsibilities associated with various appointment types. Academic staff and campus administrators should be further encouraged to refer their questions and concerns to the Academic Staff Committee in order to foster a collaborative and transparent flow of information.
# APPENDIX A

## Summary of Academic Staff Appointment Types

*(November 2010)*

### UWM Academic Staff total (all appointments): 1698
- Category A (Non-instructional): 781 -- 46%
- Category B (Instructional): 835 -- 49%
- Category B (Research): 82 -- 5%

### Probationary/Indefinite appointments: 527 – 31% of all AS appointments
- Category A (Non-instructional): 383 – 73% of all Probationary/Indefinite Appointments
  - Probationary: 109
  - Indefinite: 253
  - Indefinite backup to limited appointment: 21
- Category B (Instructional): 111 – 21% of all Probationary/Indefinite Appointments
  - Probationary: 39
  - Indefinite: 72
- Category B (Research): 33 – 6% of all Probationary/Indefinite Appointments
  - Probationary: 8
  - Indefinite: 25

### Fixed-term terminal ("no intent to renew") appointments: 994 – 59% of all AS appointments
- Category A (Non-instructional): 232 – 23% of all Fixed-term, terminal appointments
- Category B (Instructional): 715 – 72%
- Category B (Research): 47 – 5%

### Fixed-term “renewable” appointments: 163 – 10% of all AS appointments
- Category A (Non-instructional): 152 – 93% of all Fixed-term, renewable appointments
- Category B (Instructional): 9 – 6%
- Category B (Research): 2 – 1%

**Found in:**
- Student Affairs: 123
- School of Continuing Education: 49
- College of Health Sciences: 1
- College of Letters & Science: 1
- Peck School of the Arts: 1
- General Education Administration: 1
- UITS: 1

### Fixed-term rolling horizon appointments: 14 – 1% of all AS appointments
- Category A (Non-instructional): 14 – 100% of all rolling-horizon appointments
- Category B (Instructional): 0
- Category B (Research): 0

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13 Data pertaining to rolling horizon appointments may be incomplete since rolling horizon appointments may also be classified as fixed-term renewable or fixed-term terminal. Given stated practices in SCE and Student Affairs, there may be more rolling horizon appointments than currently indicated in the HR database.
UWM Academic Staff with appointments of 50% or higher: 1336

Category A (Non-instructional): 736 -- 55% of all AS appointments of min. 50% FTE
Category B (Instructional): 522 – 39%
Category B (Research): 78 -- 6%

Probationary/Indefinite appointments: 524 – 38% of all AS appointments of min. 50% FTE

Category A (Non-instructional): 382 – 73% of all Probationary/Indefinite appointments
  Probationary: 109
  Indefinite: 252
  Indefinite backup to limited appointments: 21
Category B (Instructional): 110 – 21% of all Probationary/Indefinite appointments
  Probationary: 39
  Indefinite: 71
Category B (Research): 32 – 6% of all Probationary/Indefinite appointments
  Probationary: 8
  Indefinite: 24

Fixed-term terminal (“no intent to renew”) appointments: 661 – 49% all AS appointments of min. 50% FTE %

Category A (Non-instructional): 213 – 32% of all Fixed-term, terminal appointments
Category B (Instructional): 404 – 61%
Category B (Research): 44 – 7%

Fixed-term “renewable” appointments: 163 – 10% of all AS appointments of min. 50% FTE

Category A (Non-instructional): 150 – 94% of all Fixed-term, renewable appointments
Category B (Instructional): 8 – 5%
Category B (Research): 2 – 1%

Fixed-term rolling horizon appointments: 14 – 1% of all AS appointments of min. 50% FTE

Category A (Non-instructional): 12 – 100% of all Rolling-horizon appointments

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14 This figure represents single appointments at 50% or greater; in a few cases individuals may have multiple appointments.
15 Only academic staff with 50% or greater appointments are eligible for probationary or indefinite appointments. The discrepancy between the total number of staff with probationary/indefinite appointments and those with 50% or greater appointments is due to three employees (one in each position type) whose overall appointments total at least 50% but for whom the probationary/indefinite appointment is associated with a partial appointment of less than 50% time.
## Academic Staff - All Appointments

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<th>Appointment Type</th>
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<th>Research</th>
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<th>% of total</th>
<th>Non-Instructional</th>
<th>Instructional</th>
<th>Research</th>
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<table>
<thead>
<tr>
<th>Appointment Type</th>
<th>Non-Instructional</th>
<th>Instructional</th>
<th>Research</th>
<th>Totals</th>
<th>% of total</th>
<th>Non-Instructional</th>
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<th>Research</th>
<th>% held by:</th>
</tr>
</thead>
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<tr>
<td>Probationary/Indefinite</td>
<td>383</td>
<td>111</td>
<td>33</td>
<td>527</td>
<td>31%</td>
<td>73%</td>
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<td>Fixed-term, terminal</td>
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<tr>
<td>Fixed-term, renewable</td>
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### Academic Staff at 50% or Greater

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### Indefinite (incl. backup apptmts)**

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*three individuals are less than 50% one in each category: Non-Instr, Instr, and Research, therefore the discrepancy in numbers between AS 50% or greater and All Academic Staff

**backup appointments have zero fte, this figure represents employee numbers
APPENDIX C
Appointment Types by Position Type

UWM Academic Staff by Appointment Type
(All FTE)

UWM Academic Staff by Appointment Type
(50% or greater FTE)
### APPENDIX D
Initial Start Years of Fixed-Term Academic Staff Appointments

(Includes start date of most recent, consecutive appointments; does not include prior appts. of current AS who did not have an appt. during a given semester or year)

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Total with consecutive fixed term apptmts of >=50% time for 7 or more years (hire date in or before 2004): **268**