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Commission for Women

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REPORT OF THE 1979-80 COMMISSION FOR WOMEN

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The 1979-80 Commission for Women attempted to identify as completely as possible the concerns of women on the UTK Campus and tried to initiate responses to those identified needs. The effectiveness of our efforts varied, and in the course of the year we realized that at least some of those efforts were misdirected. The year has been one in which we have dealt with UTK policies affecting women generally, circumstances affecting individual women at UTK, and the appropriate function of the Commission within the University.

A primary concern of the Commission was that we be in touch with women campus-wide so that we could adequately reflect the needs of all women on campus. To that end each quarter we sponsored an Open Forum where all women on campus were invited to share their interests or concerns with us. These forums were not only informative but also helpful in making the Commission more visible to the Campus community. In addition to the Open Forums the Commission sponsored a get-acquainted reception for all new faculty and administrative women in November at the University Center. At that time the Commission made available information on the various groups for women on campus. In the spring quarter Alice Moses and Monique Anderson made available a workshop on assertiveness training for any faculty who were interested. We also made several attempts to publicize our existence in the Beacon, but those efforts were unavailing.
Central to our concern for keeping in touch with women on campus was a recognition that a meeting place such as the Women's Center that would be open to all women on campus would significantly add to a sense of community and identity for women on the UTK Campus. Specifically, the Commission strongly feels that faculty women, administrative women, and general staff women, as well as students, should have a location and forum in which to find mutual support, share information, and implement changes to improve the status of all women on the campus and in the community. Thus, we determined that exploring possibilities of making the Women's Center more responsive to the needs of all women on campus should be a primary goal for the Commission. We did in fact pursue that goal, making numerous inquiries and finally concluding that a formal study needed to be undertaken to assess possible alternatives to the present Women's Center. Our request that a feasibility study be undertaken was denied and we were told that objections to the present structure of the Women's Center would not be heard, but there was administration agreement to support a wider-range of programming within that present structure. The Commission was terribly troubled by the Administration's refusal to even listen to our concerns about the Women's Center and so advised the Administration. It seems evident that the efforts of an advisory body are meaningless if its advice will
not even be received. The Commission ultimately was assured that its efforts are not ignored, and the Commission did proceed with its other recommendations. The function of the Women's Center remains a serious concern and the Commission continues to feel that an assessment of its role in the campus community would be appropriate.

Sexist Language and Sexual Harassment

From our contact with women on campus a number of specific concerns were focused upon. Two concerns that were voiced a number of times were the use of sexist language and sexual harassment. In an effort to deal with these problems the Commission asked in the fall that the Chancellor's Newsletter contain a reminder to the faculty of the guidelines on non-sexist language and in the spring that the Newsletter notify everyone of the guidelines on sexual harassment. The Personnel Office was contacted and their cooperation solicited in instructing employees about dealing with sexual harassment. In November Suzanne Kurth spoke to Professor Russell French's seminar for Graduate Assistants concerning the use of nonsexist language, and arrangements have been made with Professor David Goslee for the Commission to address his seminar for Freshman English Instructors on the use of nonsexist language in the fall. Several individual problems with these matters were referred through appropriate channels.
Tenure and Promotion

Another major interest of this year's Commission was the tenure and promotion of women at UTK. In general, the rate that tenure and promotions are granted to women at UTK has been of concern for some time. This year Institutional Research ran a study comparing tenure and promotion rates for men and women at UTK. The Commission, guided by a Subcommittee composed of Madge Phillips, Cheryl Travis, and Suzanne Kurth, surveyed the initial report of these findings and made some general recommendations concerning the reporting of the data. Most particularly there is a need to run the survey annually and identify any women whose time in rank varies significantly from their male counterparts' years in rank.

A specific Commission concern about tenure and promotions was reflected in a memo of November 20, 1979 from Walter Herndon to Deans, Directors and Department Heads to the effect that there is concern that inadequate credit in tenure and promotions is being given for teaching, interdisciplinary work and University service. The Commission is particularly concerned with this problem since University service has a significantly disproportionate impact on women. The Commission discussed the problem with Dr. Herndon, and the Chair met with his Deans' meeting in the hopes of alerting them to the significance of the problem. Dr. Herndon requested written statements from departments as to how each will deal with this problem, and the Commission offered
to assist in evaluating the statements, but we received no response from Dr. Herndon. It is our hope that a means for insuring appropriate recognition for University service can be agreed upon during the 1980-81 years.

**Exit Interviews**

Having not received the summary from last year's Exit Interviews, as had been discussed the year before, the Commission contacted Vice-Chancellor Herndon who met with Alice Moses, Suzanne Kurth and Marty Black to look over the questionnaires that had been returned. Dr. Herndon had felt that these particular interviews did not lend themselves to summarization. Concluding that this process is not an effective check on Affirmative Action, the Commission recommended that a personal interview be required of all faculty and administrative staff. Either Personnel or a committee specifically designated for the purpose would conduct the interview and report to the appropriate Vice Chancellor, the Chancellor, the Commission for Women and the Commission for Blacks. No response to our recommendation has been received to date.

**Supporting Staff**

At the open forum held in February, the major concerns expressed related to the status of UTK clerical staff. The problem areas identified included the tying of rank to a
supervisor's rank, the inability to get a 6% raise with a promotion that someone hired from outside UTK is permitted, the fact that often one is held in rank by virtue of salary resulting from longevity, the need for descriptive information on exempt and non-exempt jobs available at UTK, the desirability of time off for non-exempt personnel as well as exempt to take classes, the need to open personnel classes for exempt staff to non-exempt staff as well, and the fact that employees were not being allowed to take classes during their lunch hour. A subcommittee of Kathy Thelen, Sandy Hughes, Sandra Berry, Susan West and chaired by Edith Szathmary worked diligently to respond to all these concerns and in particular recommended that:

a. As attrition occurs, a department with a vacancy should be encouraged to examine staffing level, workload, and other factors to determine the possibility of combining and/or redesigning jobs so that the vacant position would not need to be filled. If this is possible, the salary money saved should be distributed to staff within the department who are assuming additional workload. The vacant position would then be abolished. This should provide the incentive necessary to increase productivity.

b. Personnel policy should be changed to allow an exceptional internal applicant the same opportunity an external applicant has to receive an increase beyond the minimum of the vacant position's pay range. Additionally, the 6% allowance should be changed to allow a hiring rate of any amount between the minimum and the midpoint of the new range.
c. Recognizing that the present percentage raise allotment for supporting staff is not adequate to rectify salary problems that have resulted from historical discrimination against that group, some source of funding should be made available for merit increases for those employees.

Personnel changed its policy regarding closing classes to non-exempt personnel and has publicized the fact that information on all job openings is available by calling their office. The Commission also publicized in the Chancellor's Newsletter the fact that the restriction against taking classes during an employee's lunch hour had been removed.

**Part-time Employees**

A major concern of the Commission for a number of years has been the status of part-time employees at UTK. This year the Commission focused on the need to formalize the rights and responsibilities of all part-time employees and the critical need at UTK to offer a professional or "regular" part-time relationship with the University. As a result of the extraordinary efforts of Gail Disney, the Commission made the following specific recommendations: (See Appendix for Rationale.)

Policies regarding part-time faculty vary greatly within the University. Departments need to examine their policies in an effort to standardize policies regarding part-time faculty. The Faculty Senate has recently approved a resolution from the Senate Faculty Affairs Committee which is directed toward improving the status of part-time employees.

The purpose of the Federal Employees Part-Time Career Employment Act which became public law on October 10, 1978, is to encourage availability of part-time
employment for those who desire it. It distinguishes permanent from non-career or temporary employees. These permanent employees are termed by the University as "regular part-time" employees. The major objective of the following recommendations is to improve the status of regular part-time faculty who are on a career ladder, plan to remain active in their profession, and who have a commitment to the University. Faculty members who hold joint positions between departments and other agencies or departments are generally granted full faculty privileges; therefore, it is inconsistent to withhold privileges to regular part-time faculty who have the same or a greater commitment to the department.

POLICIES FOR REGULAR (PERMANENT) PART-TIME FACULTY

1. The following procedures should be the same for regular part-time and full-time faculty. Credentials should be evaluated with consideration of accomplishments based on percentage of past employment.

a. Interviewing and hiring procedures
b. Application for tenure (UTK has 4 faculty with tenure who are classified as either temporary or part-time)
c. Application for promotion
d. Application to direct doctoral research and teach 6000-level courses

2. The following should be adhered to, both qualitatively and quantitatively, on a basis equivalent to the percentage of employment:

a. Secretarial and other types of faculty assistance
b. Office space
c. Fringe benefits, i.e. insurance, retirement
d. Teaching load
e. Research load and expectations for publications

3. Regular part-time faculty should be allowed the following:

a. Voting privileges at least commensurate with the percentage employment
b. To teach upper division and graduate courses

c. Eligibility for research funds

d. To serve on graduate committees and direct graduate research, both master's level and doctoral (with approval as addressed earlier)

CONCLUSION

According to the UTK EEO-6 Report for Fall 1979, 15% of the faculty are employed on a part-time basis. Part-time faculty consist of 40% female and 60% male. If the current trend toward scarce University resources continues, it is conceivable that the rate of part-time employment may increase. The above policies would help to assure continued quality of programs and also improve the morale and retention of part-time faculty.

Affirmative Action

In generally serving as "watch dogs" to assist in monitoring the application of UTK's Affirmative Action Plan the Commission pursued a number of various inquiries. For example, the Commission investigated and reported to the administration on: several "assistants" that there was concern were being "eased" into permanent positions without a search; several unauthorized searches that were being conducted; a number of searches that were reportedly being conducted without bona-fide efforts to contact or hire women candidates who were known to be available; and the repeated allegations that in certain units women administrators were being denied necessary support and cooperation that was readily available for their male counterparts. The lack of women administrators at UTK and the lack of support provided for some of those hired remain
as major problems as does the lack of women faculty in some departments as indicated in the Affirmative Action Report.

**Salary Review**

In 1979 full-time and part-time faculty were included in the same regression to test sex differences. When applying a two-tailed test of significance, no significant difference was obtained. In 1980 the combined analysis of full and part-time faculty does reveal a statistically significant difference which needs to be addressed by the Administration.

In 1979 the Commission argued that directional hypotheses were appropriate. If there is a statistically significant sex difference we have good reason to expect that it will be in a specific direction, i.e., women will have the lower salaries. We justify this expectation on the basis of considerable research which indicates that women regularly are less likely to be hired or promoted and usually receive lower pay than men. Astin & Bayer, "Sex Discrimination in Academe," in Mednick, et. al. eds, *Women and Achievement* (1975). The pattern of average salaries by rank for each of the years salary reviews have been published here at UTK shows that women always have the lower salary average. The data available
from other sources and from our own UTK experience argues strongly for a directional hypothesis and one-tailed levels of significance tests.

If one-tailed levels of significance are employed to test the directional hypothesis concerning sex differences, then the statistical t value on sex differences for full-time faculty is significant at the .05 level in the 1980 report; the 1979 combined faculty regression value is also significant at the .05 level if a directional hypothesis is tested.

The equalization of salaries at UTK is a major concern of the Commission and the identification of potential salary inequities should be highly inclusive. With the hope of minimizing the risk of overlooking legitimate problems the Commission recommends using very conservative strategies to identify potential inequities. Everyone whose salary falls below the predicted value should be discussed individually by the administration. We do not expect that each person identified or discussed will necessarily require a salary adjustment. However, we do anticipate that a list of names with salaries and predicted salaries would assist department heads, supervisors, and deans in planning their budgets and requesting specific salaries for their personnel and faculty. We look upon such identification and listing as a tool which will provide more information to administrators who have to make a lot of complex budgetary decisions; we do not view this process as a way of placing blame or guilt or as an attempt
to embarrass. The identification of individuals and the specific salary differentials should facilitate well-reasoned planning.

**Retirement Benefits**

In the fall, the use by TIAA/CREF of gender-based actuarial tables was identified as a problem. After a significant amount of legal research the Commission concluded that although the UTK retirement plan appeared to be discriminatory, since the issue was already in litigation, there was little that we could productively do at that time. Happily, in March TIAA/CREF announced that it was adopting a merged-gender actuarial table.

**Athletics**

The Commission actively supported the funding of women's athletics at UTK, the Chair reviewing current Title IX requirements and conferring with the Women's Athletic Department about them. The need for an Affirmative Action Plan for the Men's Athletic Department was a concern all year, and Rosann Spiro has reviewed the final plan adopted by Dr. Kozar's office.

**Miscellaneous Concerns**

The Commission studied and recommended that UTK support the adoption of flexible work hours and staggered work hours
wherever possible on the campus. Monique Anderson on behalf of the Commission took an active role in the searches for the Pan-hellenic Advisor and the Program Advisor for the Women's Center. The Chair discussed with the Chancellor some of the problems confronting Women's Studies and the Chancellor readily agreed to find better space for that program which we are eagerly awaiting. Other general inquiries related to sexist course descriptions in the Catalogue, the reported lack of recruitment or encouragement of women students for non-traditional fields. On an individual basis, advice was given to many UTK women who called with job or school related difficulties.

**CFW Responsibilities**

While the sum of these activities for the year may not appear monumental, the fact is that a great deal of time and effort was expended to achieve them. Indeed, the Commission came to the realization this spring that unquestionably the Commission was shouldering responsibilities beyond what should be expected of it and that its role in the UTK community needed to be redefined. Having been told on various occasions that if the Commission felt certain studies should be run or certain services offered the Commission could do it, the Commission found itself faced with an increasingly frustrating dilemma. First of all, the tasks were generally impossible for the non-budgeted, powerless Commission to accomplish even if time had
been available, which, of course, is unreasonable to expect from its members who are not relieved from their regular positions. Thus, the Commission was faced with the choice of attempting the impossible or bearing the responsibility for the failure to respond to identified needs -- a dilemma which caused a great deal of frustration for the Commission. Affirmative action is not the responsibility of the women employed at UTK, and delegating those responsibilities to them is highly inappropriate, particularly in light of the thus-far accepted practice of denying credit for such University service in tenure and promotion deliberations. The Commission cannot and should not be expected to function as more than an advisory body that identifies needs and makes recommendations to the Administration. The Commission should not be expected to draft final detailed solutions to problems nor should it be expected to implement proposals; those tasks belong properly to full-time administrators who should be working in concert with and responding to the Commission. Fortunately, when the Commission so recommended in May we found full support from the administration for this delineation of the Commission, and thus the Commission is looking forward to a less-frustrating existence in the coming year. Also helpful to the Commission's internal functioning are two changes we initiated in the Commission's appointment process: the appointing of the succeeding Chairperson during the preceding winter and the appointment of commissioners in June instead of September.
Plans for 1980-81

Having addressed the major issues before us this year and having articulated the role of the Commission more carefully for the coming year, the Commission is looking forward to the 1980-81 year. In particular we are planning to sponsor a symposium honoring outstanding women at UTK, and the Administration's support has been solicited and received.

Conclusion

The 1979-80 Commission for Women concluded the year with a mixed sense of frustration and relief: frustration resulting from thwarted efforts to address some problems at UTK that we perceive to be significant; relief resulting from our delineation of the appropriate role for the Commission. There are still problems facing women at UTK and the Commission hopes to be instrumental in addressing them. The specific recommendations of the 1979-80 Commission for Women are as follows:

1. Recognizing the benefits to accrue from mutual support among all groups of women on campus, the Women's Center or a similar center should make available opportunities for all women (faculty, staff, and student) on campus to meet and share interests and concerns.

2. The opportunity for regular professional part-time employment with UTK should be recognized and made available for UTK employees.

3. The opportunity to choose a work schedule other than the traditional 8 a.m. to 5 p.m. work day should be recognized and made available to UTK employees wherever possible.
4. The salaries and work conditions of clerical non-exempt staff need to be continually scrutinized in an effort at least to alleviate and, if possible, to eliminate the effects of historical discrimination against that group. Specifically, the Administration should continue its efforts to increase salaries as it did so well this year. To assist in improving the salaries of supporting staff the Commission makes three specific recommendations:

a. As attrition occurs, a department with a vacancy should be encouraged to examine staffing level, workload, and other factors to determine the possibility of combining and/or redesigning jobs so that the vacant position would not need to be filled. If this is possible, the salary money saved should be distributed to staff within the department who are assuming additional workload. The vacant position would then be abolished. This should provide the incentive necessary to increase productivity.

b. Personnel policy should be changed to allow an exceptional internal applicant the same opportunity an external applicant has to receive an increase beyond the minimum of the vacant position's pay range. Additionally, the 6% allowance should be changed to allow a hiring rate of any amount between the minimum and the midpoint of the new range.

c. Recognizing that the present percentage raise allotment for supporting staff is not adequate to rectify salary problems that have resulted from historical discrimination against that group, some source of funding should be made available for merit increases for those employees.

5. The assigning of University service must be done with recognition that such service has a disproportional impact on women, and the Administration should see that appropriate Departmental or Unit recognition and credit is given for such service.

6. Exit Interviews should be conducted in person either by Personnel or a committee appointed for that purpose.
The responses from Exit Interviews should be relayed to the Vice Chancellor for Planning and Administration, the Affirmative Action coordinator, the Commission for Women, Commission for Blacks and the appropriate department or unit.

7. The deadlines for decisions on faculty promotion and tenure must be honored so that a meaningful opportunity for review of those decisions will be available for all persons wishing to take advantage of that opportunity.

8. Salary inequities must continue to be scrutinized for faculty, administrators and staff. In particular, a directional hypothesis and one-tailed levels of significance tests are recommended.

9. As reports of the use of sexist language and reports of sexual harassment of students and employees continue, the Administration should take positive steps to eliminate each.

10. Recognizing that often an individual employee or even a group of employees cannot afford to raise certain concerns with superiors, the Administration should take the responsibility to notify any supervisor from whose area or unit there are persistent allegations of sexual discrimination.

11. The needs of Re-entry women should continue to be supported, especially with advising, support groups and whenever possible, child care.

12. The funding of Women's Athletics must be equalized with the support provided for Men's Athletics.

13. The Affirmative Action Report should be available for review no later than the beginning of Spring Quarter of each year and preferably at the beginning of Winter Quarter to allow a meaningful opportunity for all concerned to review the data and make recommendations.

14. An annual review of tenure and promotion data should be made to identify any individual whose years in rank vary significantly from the norm.

15. The Tenure and Promotion Study should present its data as nearly as possible in a manner similar to the Annual Salary survey.
16. The appointment of the Chairperson of the Commission for Women should be made by the end of the Winter Quarter preceding the year of service. The Commission for Women members should be appointed during the Spring Quarter.

17. Recognizing that many problems continue to confront women and hoping to offset those with a positive event, the Commission for Women would like Administration support to sponsor during the 1980-81 year a major symposium focusing on the achievement of women at UTK.

18. This report should be circulated to all members of the Commission for Women, 1979-80 and 1980-81, the Chancellor, all Vice-Chancellors, Deans, Directors, and Department Heads.
On page 17 of the Faculty Handbook, there are listed six classifications of faculty appointment. There purport to be both regular and temporary designations for both full and part-time faculty. It would appear therefore that the institution does recognize the existence of a serious commitment to the academic life on the part of one who holds a regular but part-time appointment. In reality there is no such status. The fact of the matter is that all other important distinctions concerning the employment and retention of faculty are keyed to and depend upon the full-time appointment. It is clearly in the interest of this University to bring categories 2 and 4 (p. 17) to life and to give them some meaning. There are residing in this area numerous individuals with both the qualifications for and a serious commitment to the academic endeavor. Recruitment of people to this campus and some measure of budgetary flexibility may as well be achieved by serious definition and utilization of these categories.

The Federal Government has recently taken such an "institutional" step with the passage of the Federal Employees Part-Time Career Employment Act of 1978. The essence of the legislation lies in recognition of regular part-time status as a legitimate career basis within the government service. Government managers are encouraged to assess both their own departmental needs and the desires of otherwise qualified individuals and to accommodate these by using part-time regular positions. There are both similarities and differences between the situations in government service and the university, but this legislation at least indicates that the university should in good faith seek to implement the idea.

The Commission for Women recommends that the institution recognize and make into a reality categories 2 and 4 of faculty appointment. There will be different situations among colleges and departments, but a number of essential matters are common to such an enterprise. The essence of the status is a two-way commitment. The prospective faculty member offers and is judged by the normal criteria for appointment. If because of personal or other professional commitments, the individual cannot do justice to the full load then an appropriate percentage of such load should be agreed upon. Compensation and time periods for probation (promotion) should be arranged accordingly and reviewed as necessary. At present, part-time compensation is based almost solely on classroom exposure. It is contemplated here that there will be significant research and institutional service commitments as part of the package and they must be given consideration. To the extent that University budgeting procedures presently frustrate such arrangements, they should be altered by the administration. Other important aspects of the faculty relationship which will be affected by truly regular part-time status include access to teaching at the graduate level and the vote within faculties. Facility support (office secretarial, etc.) and fringe benefits must be reasonably adjusted. Review of the faculty handbook will indicate the areas for study. Eligibility for faculty development and similar support from University or individual college funds should not be denied such regular faculty simply because they lack full-time status.

Although this is a situation which seriously limits the ability of women to undertake academic careers, there are undoubtedly men who for personal or public service reasons may take advantage of true regular part-time status if it were available. There should be such flexibility within the entire institution.
SPECIFIC AREAS WHICH SHOULD BE EXAMINED IN THE FACULTY HANDBOOK TO IMPROVE THE STATUS OF REGULAR PART-TIME FACULTY

Review of the 1978 faculty handbook indicates a number of areas in which application of regular part-time status must be worked out in detail. Although a "percentage of effort/percentage of benefit" principle will in some cases be helpful, it need not be followed in doctrinaire fashion. The list which follows is meant to be comprehensive, but is not exhaustive.

Many items occur in Chapter 3 which relate to part-time faculty status. Page 15 describes the ideal appointment process. What is needed here is to utilize this same process for any appointment to regular faculty status be it part or full time. In theory this might also extend to appointment of temporary faculty, but the practice at present is markedly different. The faculty Senate resolution of February, 1980 seems to have covered this situation adequately.

On page 17 the distinction between regular and temporary faculty status needs to be properly defined. The idea that both part-time and temporary appointments are made to meet only short-range needs should be modified to eliminate the idea that part-time status is by definition not to be considered among the serious academic faculty appointments.

Pages 18 and 19 consider the nature of probation and tenure. The six criteria for the award of tenure on page 19 can be applied to part-time as well as full-time regular faculty within appropriate time frames. This is an area which will have to be fully thought through. Both qualitative and quantitative approaches are used in judging various candidacies. A proportional stretching out of time-frames seems more appropriate for quantitative matters. Reasonable demonstrations and evaluations of quality might not require full extensions. These are matters for further thoughtful study and discussion.

Chapters 5 and 6 contain a number of benefit items which will require attention. There appear no reasons why faculty development grants should be absolutely denied regular part-time faculty. Again the eligibility should be keyed to regular rather than temporary status. The same applies to faculty on academic year appointment with regard to sick leave, vacations and holidays. In the area of fringe benefits there are a number of discrete problems. The TIAA type retirement system is keyed to a percentage of salary and should be no problem. The basic group insurance (health) plan seems keyed to working 75% or 30 hours a week. It may be that this line would preclude participation by regular faculty members who carried less of a load. A similar situation may exist in the group disability program. Social Security eligibility has its own rules. Fee waivers are presently limited to full time faculty. It may be that the University would wish to extend that benefit to all regular members.

Chapter 7 describes the research mission of the University. It is essential that regular part-time faculty members both be required to engage in this mission and be compensated and supported in their efforts. The University budgeting process should operate flexibly so as to be divided into other than full-time person units for this purpose. This area represents both an obligation and an opportunity for part-time faculty who desire realistic regular status.