

Ann Arbor Campus
Faculty Composition from 1988 to 2004

Academic Unit/Rank	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Ann Arbor Campus																	
Tenured/Tenure-Track Faculty	2,664	2,696	2,749	2,746	2,752	2,756	2,726	2,733	2,678	2,687	2,660	2,698	2,710	2,709	2,717	2,771	2,787
Clinical Instructional	64	72	69	87	100	143	191	248	333	376	449	506	527	564	602	701	919
Lecturer	357	427	520	531	634	594	600	603	597	590	609	651	687	699	717	724	620
Paid Research Faculty in Schools/Colleg	180	198	212	222	268	286	309	304	317	314	303	338	337	388	401	406	442
Paid Archivist, Curator, and Librarian Faculty in Schools/Colleges	23	26	28	27	28	26	28	27	28	29	35	31	33	33	35	35	20
Paid Supplemental (Adjunct, Visiting, A	505	487	449	475	355	351	365	419	413	430	467	478	463	480	504	491	397
Total School /College Faculty	3,793	3,906	4,027	4,088	4,137	4,156	4,219	4,334	4,366	4,426	4,523	4,702	4,757	4,873	4,976	5,128	5,185
Non-Tenure-Track as % of School /Colle	29.8%	31.0%	31.7%	32.8%	33.5%	33.7%	35.4%	36.9%	38.7%	39.3%	41.2%	42.6%	43.0%	44.4%	45.4%	46.0%	46.2%
Paid Research Faculty in Other Units	87	67	70	77	78	80	85	87	86	79	95	89	94	87	81	92	90
Paid Archivist, Curator, and Librarian Faculty in Other Units	119	115	122	125	112	117	122	129	129	140	130	137	136	151	153	137	146
Total Campus Faculty	3,999	4,088	4,219	4,290	4,327	4,353	4,426	4,550	4,581	4,645	4,748	4,928	4,987	5,111	5,210	5,357	5,421
Non-Tenure-Track as % of Total	33.4%	34.1%	34.8%	36.0%	36.4%	36.7%	38.4%	39.9%	41.5%	42.2%	44.0%	45.3%	45.7%	47.0%	47.9%	48.3%	48.6%
A. Alfred Taubman College of Architecture & Urban Planning																	
Tenured/Tenure-Track Faculty	45	40	45	47	47	44	48	45	43	42	42	39	36	44	38	44	43
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	1	3	2	3	2	2	2
Lecturer	0	0	1	1	0	0	0	0	5	1	3	9	11	15	18	18	27
Paid Research Faculty	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	1	1
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	13	12	16	11	12	12	14	17	15	19	12	10	11	11	8	7	2
Total Faculty	58	53	63	60	60	57	62	62	63	62	58	61	60	73	66	72	75
Non Tenure-Track as % of Total	22.4%	24.5%	28.6%	21.7%	21.7%	22.8%	22.6%	27.4%	31.7%	32.3%	27.6%	36.1%	40.0%	39.7%	42.4%	38.9%	42.7%
School of Art & Design																	
Tenured/Tenure-Track Faculty	34	33	34	34	34	29	29	25	26	26	29	30	31	30	31	36	42
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0
Lecturer	2	3	3	3	2	4	4	6	9	9	8	9	16	16	4	3	2
Paid Research Faculty	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	5	8	9	8	14	12	20	32	16	21	29	23	12	29	49	42	25
Total Faculty	41	44	46	45	50	45	53	63	51	56	66	62	59	76	85	82	69
Non Tenure-Track as % of Total	17.1%	25.0%	26.1%	24.4%	32.0%	35.6%	45.3%	60.3%	49.0%	53.6%	56.1%	51.6%	47.5%	60.5%	63.5%	56.1%	39.1%
Stephen M. Ross School of Business																	
Tenured/Tenure-Track Faculty	117	129	128	133	131	133	131	129	124	122	130	126	130	120	124	129	128
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	1	1	2	2	4	5
Lecturer	8	8	8	11	15	14	15	15	22	23	19	17	18	23	22	19	20
Paid Research Faculty	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0
Paid Archivist, Curator, and Librarian F.	6	7	6	7	7	7	6	6	8	8	7	7	6	7	7	7	8
Paid Supplemental (Adjunct, Visiting, A	26	19	27	28	30	40	44	48	53	46	50	46	52	42	50	39	29
Total Faculty	157	163	170	180	184	195	197	199	208	200	207	198	208	195	206	199	190
Non Tenure-Track as % of Total	25.5%	20.9%	24.7%	26.1%	28.8%	31.8%	33.5%	35.2%	40.4%	39.0%	37.2%	36.4%	37.5%	38.5%	39.8%	35.2%	32.6%

Faculty Composition from 1988 to 2004

Academic Unit/Rank	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
School of Dentistry																	
Tenured/Tenure-Track Faculty	125	107	101	102	104	103	103	99	90	86	79	79	76	71	71	69	72
Clinical Instructional	1	0	0	0	0	8	10	14	16	18	19	21	29	35	41	49	53
Lecturer	39	63	96	65	71	19	10	11	13	16	14	14	15	17	12	7	2
Paid Research Faculty	5	6	8	6	4	4	3	2	1	1	1	2	3	5	8	13	10
Paid Archivist, Curator, and Librarian F.	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	2	1
Paid Supplemental (Adjunct, Visiting, A	41	33	19	33	26	60	64	59	63	69	77	83	87	107	102	109	116
Total Faculty	211	209	224	206	206	195	191	186	184	191	191	200	211	236	235	249	254
Non Tenure-Track as % of Total	40.8%	48.8%	54.9%	50.5%	49.5%	47.2%	46.1%	46.8%	51.1%	55.0%	58.6%	60.5%	64.0%	69.9%	69.8%	72.3%	71.7%
School of Education																	
Tenured/Tenure-Track Faculty	60	59	60	60	66	71	72	64	61	67	66	67	69	68	67	70	67
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	2	5	6	6	5
Lecturer	10	10	11	13	14	12	11	11	14	13	8	10	7	5	6	5	7
Paid Research Faculty	1	1	3	2	1	1	1	3	4	4	3	6	5	9	7	6	6
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	5	4	9	9	6	8	10	9	10	10	14	18	20	17	17	16	12
Total Faculty	76	74	83	84	87	92	94	87	89	94	91	101	103	104	103	103	97
Non Tenure-Track as % of Total	21.1%	20.3%	27.7%	28.6%	24.1%	22.8%	23.4%	26.4%	31.5%	28.7%	27.5%	33.7%	33.0%	34.6%	35.0%	32.0%	30.9%
College of Engineering																	
Tenured/Tenure-Track Faculty	308	315	319	311	312	310	310	313	312	327	325	324	322	334	334	345	347
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lecturer	8	8	6	10	11	9	10	9	11	11	20	29	27	26	29	25	26
Paid Research Faculty	36	43	53	59	60	67	75	82	95	93	88	89	83	90	91	82	86
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	36	36	29	34	33	23	29	50	44	43	41	38	34	33	33	29	27
Total Faculty	388	402	407	414	416	409	424	454	462	474	474	480	466	483	487	481	486
Non Tenure-Track as % of Total	20.6%	21.6%	21.6%	24.9%	25.0%	24.2%	26.9%	31.1%	32.5%	31.0%	31.4%	32.5%	30.9%	30.8%	31.4%	28.3%	28.6%
School of Information																	
Tenured/Tenure-Track Faculty	14	16	14	16	17	17	17	17	20	25	24	25	29	27	29	31	28
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Lecturer	4	3	5	5	5	5	5	5	2	1	2	1	1	1	0	0	0
Paid Research Faculty	0	0	0	0	0	0	0	0	1	3	4	4	4	4	5	5	4
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	1	1	6	5	7	8	9	8	0
Paid Supplemental (Adjunct, Visiting, A	6	4	6	6	2	4	5	7	7	8	8	7	8	11	9	8	9
Total Faculty	24	23	25	27	24	26	27	29	31	38	44	42	49	51	52	53	42
Non Tenure-Track as % of Total	41.7%	30.4%	44.0%	40.7%	29.2%	34.6%	37.0%	41.4%	35.5%	34.2%	45.5%	40.5%	40.8%	47.1%	44.2%	41.5%	33.3%
Division of Kinesiology																	
Tenured/Tenure-Track Faculty	24	21	22	25	23	23	21	21	21	21	18	21	20	19	17	20	21
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	2
Lecturer	10	10	9	5	7	6	7	7	9	9	9	4	2	3	2	3	12
Paid Research Faculty	0	0	0	0	0	1	1	2	2	1	2	2	2	3	3	2	2
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	16	15	13	14	11	15	15	10	14	16	14	17	10	7	13	11	1
Total Faculty	50	46	44	44	41	45	44	40	46	47	45	46	36	34	37	38	38
Non Tenure-Track as % of Total	52.0%	54.3%	50.0%	43.2%	43.9%	48.9%	52.3%	47.5%	54.3%	55.3%	60.0%	54.3%	44.4%	44.1%	54.1%	47.4%	44.7%

Faculty Composition from 1988 to 2004

Academic Unit/Rank	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Law School																	
Tenured/Tenure-Track Faculty	54	52	50	51	52	50	50	49	48	47	47	52	52	53	54	53	54
Clinical Instructional	0	0	3	8	8	8	10	12	18	18	19	19	17	20	20	18	18
Lecturer	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Paid Research Faculty	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Archivist, Curator, and Librarian F.	10	10	10	8	9	6	7	7	5	6	9	7	8	8	7	8	6
Paid Supplemental (Adjunct, Visiting, A	13	18	18	13	11	15	11	8	18	14	13	16	18	16	20	29	15
Total Faculty	77	80	82	80	80	79	78	76	90	85	88	94	95	97	101	108	93
Non Tenure-Track as % of Total	29.9%	35.0%	39.0%	36.3%	35.0%	36.7%	35.9%	35.5%	46.7%	44.7%	46.6%	44.7%	45.3%	45.4%	46.5%	50.9%	41.9%
College of Literature, Science, and the Arts																	
Tenured/Tenure-Track Faculty	830	855	878	889	913	902	883	881	877	873	869	889	936	933	945	969	975
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2
Lecturer	151	153	176	174	273	284	333	326	316	315	338	351	373	370	357	390	416
Paid Research Faculty	37	39	35	34	41	42	46	43	40	45	36	31	32	40	36	35	33
Paid Archivist, Curator, and Librarian F.	6	8	11	11	10	11	12	11	11	11	10	8	8	7	10	9	4
Paid Supplemental (Adjunct, Visiting, A	214	242	217	235	128	99	94	101	89	114	115	114	113	101	94	87	82
Total Faculty	1,238	1,297	1,317	1,343	1,365	1,338	1,368	1,362	1,333	1,358	1,368	1,393	1,462	1,451	1,444	1,492	1,512
Non Tenure-Track as % of Total	33.0%	34.1%	33.3%	33.8%	33.1%	32.6%	35.5%	35.3%	34.2%	35.7%	36.5%	36.2%	36.0%	35.7%	34.6%	35.1%	35.5%
Medical School																	
Tenured/Tenure-Track Faculty	775	793	826	811	798	802	806	826	808	790	789	798	790	772	783	825	834
Clinical Instructional	63	72	66	79	92	102	144	202	273	314	381	427	443	458	490	579	790
Lecturer	90	131	161	199	192	190	170	150	152	138	142	160	164	164	193	180	16
Paid Research Faculty	82	86	86	95	123	126	141	139	151	143	145	170	172	187	203	204	237
Paid Archivist, Curator, and Librarian F.	1	1	1	1	1	1	2	2	2	2	2	2	1	1	1	1	1
Paid Supplemental (Adjunct, Visiting, A	72	56	42	37	38	29	28	30	26	16	24	24	24	33	32	33	35
Total Faculty	1,083	1,139	1,182	1,222	1,244	1,250	1,291	1,349	1,412	1,403	1,483	1,581	1,594	1,615	1,702	1,822	1,913
Non Tenure-Track as % of Total	28.4%	30.4%	30.1%	33.6%	35.9%	35.8%	37.6%	38.8%	42.8%	43.7%	46.8%	49.5%	50.4%	52.2%	54.0%	54.7%	56.4%
School of Music																	
Tenured/Tenure-Track Faculty	108	106	108	106	106	110	111	118	115	119	118	121	125	126	123	121	121
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	8	8	8	8	10	10	13
Lecturer	11	16	16	17	16	20	15	18	20	18	9	10	11	11	11	12	14
Paid Research Faculty	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0
Paid Supplemental (Adjunct, Visiting, A	28	23	22	19	20	22	18	26	29	25	33	34	41	32	28	29	11
Total Faculty	147	145	146	142	142	152	144	162	164	162	168	174	186	178	172	172	159
Non Tenure-Track as % of Total	26.5%	26.9%	26.0%	25.4%	25.4%	27.6%	22.9%	27.2%	29.9%	26.5%	29.8%	30.5%	32.8%	29.2%	28.5%	29.7%	23.9%
School of Natural Resources and Environment																	
Tenured/Tenure-Track Faculty	36	38	40	41	40	41	36	37	41	42	44	43	38	37	39	44	46
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lecturer	1	1	1	0	0	1	0	0	0	0	0	0	0	1	1	1	1
Paid Research Faculty	3	3	2	2	3	3	6	4	4	4	4	5	4	5	6	10	10
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	7	6	4	4	5	2	7	2	7	5	9	8	8	7	6	6	2
Total Faculty	47	48	47	47	48	47	49	43	52	51	57	56	50	50	52	61	59
Non Tenure-Track as % of Total	23.4%	20.8%	14.9%	12.8%	16.7%	12.8%	26.5%	14.0%	21.2%	17.6%	22.8%	23.2%	24.0%	26.0%	25.0%	27.9%	22.0%

Faculty Composition from 1988 to 2004

Academic Unit/Rank	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
School of Nursing																	
Tenured/Tenure-Track Faculty	68	66	66	65	63	63	60	56	55	53	51	53	52	52	47	43	44
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	2
Lecturer	30	29	31	30	31	30	33	42	46	44	41	44	45	43	55	61	73
Paid Research Faculty	1	2	3	3	4	3	2	4	5	4	6	7	9	10	11	9	9
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	1	1	0	1	0	4	3	5	5	6	7	4	2	6	5	9	5
Total Faculty	100	98	100	99	98	100	98	107	111	107	105	108	108	111	119	124	133
Non Tenure-Track as % of Total	32.0%	32.7%	34.0%	34.3%	35.7%	37.0%	38.8%	47.7%	50.5%	50.5%	51.4%	50.9%	51.9%	53.2%	60.5%	65.3%	66.9%
College of Pharmacy																	
Tenured/Tenure-Track Faculty	33	36	40	38	41	39	36	40	39	37	38	38	40	41	40	39	39
Clinical Instructional	0	0	0	0	0	25	29	34	27	27	23	27	27	30	27	24	26
Lecturer	0	0	0	1	1	1	1	1	1	1	1	1	1	1	2	0	1
Paid Research Faculty	3	3	3	4	6	6	5	4	5	6	6	5	6	8	8	9	10
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	18	18	20	17	19	2	4	1	1	1	4	3	3	1	1	1	0
Total Faculty	54	57	63	60	67	73	75	80	73	72	72	74	77	81	78	73	76
Non Tenure-Track as % of Total	38.9%	36.8%	36.5%	36.7%	38.8%	46.6%	52.0%	50.0%	46.6%	48.6%	47.2%	48.6%	48.1%	49.4%	48.7%	46.6%	48.7%
School of Public Health																	
Tenured/Tenure-Track Faculty	133	145	140	134	137	135	137	142	129	126	128	125	121	121	120	127	129
Clinical Instructional	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	3	2
Lecturer	11	12	13	16	13	14	13	12	6	7	4	6	3	4	3	1	2
Paid Research Faculty	18	19	23	20	31	37	34	27	18	14	12	15	17	24	24	30	31
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	9	3	6	7	6	9	8	9	8	9	11	8	9	10	9	9	7
Total Faculty	171	179	182	177	187	195	192	190	161	156	155	154	151	160	158	170	171
Non Tenure-Track as % of Total	22.2%	19.0%	23.1%	24.3%	26.7%	30.8%	28.6%	25.3%	19.9%	19.2%	17.4%	18.8%	19.9%	24.4%	24.1%	25.3%	24.6%
Gerald R. Ford School of Public Policy																	
Tenured/Tenure-Track Faculty	N/A	N/A	N/A	N/A	N/A	1	2	25	24	26	26	26	27	30	34	35	37
Clinical Instructional	N/A	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0
Lecturer	N/A	N/A	N/A	N/A	N/A	1	1	3	2	2	2	2	2	3	3	4	5
Paid Research Faculty	N/A	N/A	N/A	N/A	N/A	10	10	0	0	1	0	0	0	0	0	1	1
Paid Archivist, Curator, and Librarian F.	N/A	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	N/A	N/A	N/A	N/A	N/A	2	1	1	1	3	2	2	2	2	2	5	4
Total Faculty	N/A	N/A	N/A	N/A	N/A	14	14	29	27	32	30	30	31	35	39	45	47
Non Tenure-Track as % of Total	N/A	N/A	N/A	N/A	N/A	92.9%	85.7%	13.8%	11.1%	18.8%	13.3%	13.3%	12.9%	14.3%	12.8%	22.2%	21.3%

Faculty Composition from 1988 to 2004

Academic Unit/Rank	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
School of Social Work																	
Tenured/Tenure-Track Faculty	53	52	54	49	51	49	49	48	47	47	46	52	50	48	48	50	52
Clinical Instructional Lecturer	0	0	0	0	0	0	0	0	0	0	1	1	1	2	3	3	4
Paid Research Faculty	7	7	7	5	4	5	3	2	2	3	4	2	6	6	5	7	7
Paid Archivist, Curator, and Librarian F.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paid Supplemental (Adjunct, Visiting, A	10	7	9	15	15	17	14	25	28	37	44	41	41	48	47	40	33
Total Faculty	71	68	70	69	70	71	66	75	77	87	95	96	98	104	106	102	102
Non Tenure-Track as % of Total	25.4%	23.5%	22.9%	29.0%	27.1%	31.0%	25.8%	36.0%	39.0%	46.0%	51.6%	45.8%	49.0%	53.8%	54.7%	51.0%	49.0%

Sources:

Tenured and Tenure-Track Faculty	1988-200 Faculty and Staff Data Tables or Regular Instructional Staff Counts, HRRIS
Clinical Instructional—Ann Arbor Camp	1988-199 Human Resource Data Access database extracts 1995-200 Regular Instructional Staff Counts, HRRIS
Clinical Instructional—School /College	1988-199 Human Resource Data Access database extracts 1996-200 Faculty and Staff Data Tables, HRRIS
Lecturers—Ann Arbor Campus	1988-199 Human Resource Data Access database extracts 1994-200 Regular Instructional Staff Counts, HRRIS
Lecturers— School /College	1988-199 Human Resource Data Access database extracts 1994-199 Instructional Headcounts (by school /college), HRRIS 1997-200 Faculty and Staff Data Tables, HRRIS
Paid Research Faculty/Paid Archivist, Curator, and Librarian Faculty/ Paid Supplemental—Ann Arbor Camp and School /College	1988-199 Human Resource Data Access database extracts 1997-200 Snapshot of the Human Resource Data Access database as of November 1 of the relevant year. 2001-200 Human Resource Snapshot (HR01) data set as of November 1 of the relevant year.

Notes:

The methodology used for tenured and tenure-track, clinical instructional, and lecturer counts is consistent with the methodology used for the Faculty and Staff Data Tables. Tenured and tenure-track faculty, lecturers and clinical instructional faculty include all individuals with an appointment, either paid or unpaid, on the Ann Arbor Campus as of November 1 of the relevant year. Research, archivist, curator, librarian and supplemental faculty include individuals with both an empl status of "active" or "leave with pay" and a paid appointment on the Ann Arbor Campus as of November 1. Beginning in Fall 2001, to be consistent with the methodology used in the Faculty and Staff Data Tables, only regular appointments were considered and overload appointments were excluded. Each individual is counted only once for the Ann Arbor Campus summary in their highest-ranking instructional appointment where tenured and tenure-track faculty > lecturer > clinical instructional > research faculty > archivist, curator, and librarian faculty > supplemental faculty. For school /college data, individuals are counted in every school or college in which they have an instructional appointment as of November 1 and are counted in their highest-ranking instructional appointment. Supplemental counts for the Ann Arbor Campus differ from counts on the Instructional Staff Counts because major job class is not available for historical data.

A substantial portion of the increase in lecturers (approximately 30-40%) from 1980-81 to 2001-02 is due to changing appointing practices in the Medical School and the School of Nursing. Since 1987-88 both schools have phased out appointing individuals as instructors and replaced these positions with lectureships.