

ARTICLE XX. TITLES, CLASSIFICATIONS, AND APPOINTMENTS
HAW-UAW Counter Proposal June 16, 2025

Changes from HAW's March 6, 2025 proposal in red.

Adopted language from Corporation's February 6, 2025 proposal "APPOINTMENTS AND REAPPOINTMENTS FOR BARGAINING UNIT MEMBERS WITH ACADEMIC APPOINTMENTS" highlighted in yellow.

Adopted language from Corporation's May 19, 2025 proposal "APPOINTMENTS AND REAPPOINTMENTS FOR BARGAINING UNIT MEMBERS WITH ACADEMIC APPOINTMENTS" highlighted in blue.

It is understood that titles of positions may change as a result of negotiations and if so, this Article will be amended accordingly.

ARTICLE XX.
TITLES, CLASSIFICATIONS, AND APPOINTMENTS

Section A. General Principals

~~It is within the Corporation's University's sole discretion to appoint, reappoint or not reappoint members of the bargaining unit and to determine the duration of such appointments, subject to the provisions of this Agreement Article.~~

~~All appointments and reappointments are contingent upon factors such as performance, enrollments, curricular need, position availability, financial considerations, (including external funding), the authorization of the divisional dean or appropriate administrator, and in accordance with any appointment limitations herein. All reappointments (including promotions) are contingent upon performance, curricular need, financial considerations (including external funding), and the appointment parameters described herein.~~

~~Review of an eEmployee's performance shall be in accordance with evaluation criteria and procedures developed by each School as may be amended from time to time, subject to the provisions of ARTICLE XX (Evaluations).~~

Section BA. Classifications

1. The Corporation will allocate positions on a "best fit" basis to the most appropriate classification. Classifications shall be based on a position's duties, responsibilities, or qualifications as defined ~~herein in Section D.~~

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- a. Upon ratification of this agreement, Employees shall be assigned within thirty (30) calendar days to the classification that best fits their current (pre-contract) role. Where an Employee's appropriate classification under this article entails a term longer than the Employee's current (pre-contract) appointment, their appointment term shall be extended to the length stipulated in this agreement, reckoning from the beginning of the Employee's current (pre-contract) appointment.
2. The Classifications outlined in **this Article** ~~Section D~~ supersede any previous classifications used by the Corporation prior to the commencement of this Agreement. The Corporation may assign special titles based on merit, funding source, fellowships, or other relevant factors within the classifications as defined in **this Article** ~~Section D~~. All titles may **also have an additional business title.** ~~be appended with a department, academic unit, center, organizational unit, academic or technical specialty, or other informative modifiers.~~
3. The Corporation must negotiate with the Union to create, eliminate or modify any classification ~~covered by this Agreement that could potentially affect any Employees.~~ Reclassification of any Employee into a classification which the Union did not expressly negotiate and agree to shall constitute a violation of this Agreement. Any Employee affected by an elimination of a class specification must be reclassified into another classification covered by the Union. If no classification exists such that the Employee can be reclassified, the Corporation may not proceed with elimination.

Section **CB**. Procedure for Reclassification

Reclassifications shall be based on permanent and/or substantive change in the duties, responsibilities, and/or qualifications of the position.

1. Any Employee may request a reclassification at any time by contacting the Office of Labor and Employee Relations. The Corporation will begin the process to determine a need for reclassification within five (5) business days.
2. When an Employee's position is under consideration for reclassification, the Corporation must notify the Employee and the Union that the Employee's position is under consideration at least forty-five (45) days before a decision is finalized. Such an Employee has the right to Union representation during the reclassification process and any relevant deliberations. The Corporation must concurrently notify the Union member of representation rights.
3. In determining whether a reclassification is appropriate, the Corporation shall use documents, testimony, and other evidence to identify the Employee's duties,

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responsibilities, and qualifications, in comparison to the classification specifications defined in ~~this Article Section D~~.

4. If an agreement is reached and signed by the Corporation, Employee, and the Union, the forty five (45) day period defined in Section B.2 may be bypassed.

Section ~~DE~~. Appointments and Reappointments

1. Employees hired on appointment basis shall ordinarily be appointed to their positions for a term of no less than three (3) years, unless explicitly specified in ~~Section ED~~. ~~Upon ratification of this contract, existing appointments less than three (3) years shall be automatically extended to three (3) year appointments or longer, from the end of their current appointment.~~
2. Employees offered appointments less than three (3) years are subject to all other provisions in this Section.
- ~~3. After three (3) years of service, Employees shall be offered reappointments for five (5) year terms or longer.~~
4. All renewable appointments shall be renewed, or appropriate promotion granted, by the Corporation, with no limit on the number of such reappointments, provided that there is institutional need, **curricular need**, and budgetary support within the department, academic unit, or organizational unit. ~~Nonrenewal of any renewable appointments shall constitute either:~~
 - a. Dismissal for cause, subject to ARTICLE XX (Discipline and Dismissal); or
 - b. A layoff, subject to ARTICLE XX (Layoffs).
- ~~5. In the event that an Employee is not renewed, the Employee shall be notified in writing at least nine (9) months prior to the end of their appointment. Employees in positions of less than three (3) years shall be notified in writing at least six (6) months prior to the end of their appointment.~~
- ~~6. In the event that an Employee is not renewed, the Employer Corporation shall offer the Employee either:~~

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- ~~a. A one (1) year nonrenewable separation fellowship with equivalent compensation, benefits, and access to facilities and services to which they were entitled in their final year of employment or~~
 - ~~b. A one-time lump sum separation payment equivalent to the total compensation package in their final year of employment.~~
7. ~~In the event that an Employee is not renewed, the Employer Corporation continues to have an obligation to that Employee for the next twenty-four (24) months. During this time, the Employer Corporation must:~~
- ~~a. Make an offer of employment to such individual should the same job again become available, and~~
 - ~~b. Notify the Employee of the job opening and, should the Employee apply, give strong preference, and, at minimum, grant an interview to such an Employee in filling any new job (including, but not limited to, tenure-track) with similar duties and responsibilities.~~
8. ~~No Employee shall be limited from applying for or holding any position at Harvard University and/or its subsidiaries, on the basis of length of previous employment or service.~~

Section ~~ED~~. Positions

1. Research Appointments

a. Postbaccalaureate Fellow

~~This appointment is~~ The Postbaccalaureate Fellow is a full-time professional non-faculty appointment made to enable ~~the fellow~~ an individual to engage in individual research opportunities under the sponsorship of a principal investigator, ~~faculty member,~~ an academic department, or an affiliated center. The expectation is that regular interaction will occur between the fellow and their sponsor. Individuals holding terminal degrees should ordinarily not serve as Fellows and should instead be appointed at the rank of Postdoctoral Research Fellow or Visiting Scholar, as appropriate. ~~1-year appointment, renewable, for a total of no more than 3 years.~~

b. Postdoctoral Researchers

- i. These appointments require a doctoral degree or equivalent (e.g., Ph.D. or M.D.) Postdoctoral Researchers receive proactive, engaged, and regular

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mentorship from their supervising Harvard faculty member(s). These positions are all full-time.

ii. **Postdoctoral Research Fellow**

This appointment is made to enable the individual to pursue his/her/their research under the general supervision of one or more Harvard faculty members. Postdoctoral Research Fellows engage in mentored training to enable them to become independent researchers. ~~To hold an appointment at this rank, the candidate must have received a doctoral degree.~~ Ordinarily, the candidate will have recently earned a doctorate. This is a three (3) year appointment, renewable once as a Postdoctoral Research Fellow and as a Senior Postdoctoral Research Fellow thereafter. . Postdoctoral Research Fellows are eligible to be reappointed as Senior Postdoctoral Research Fellows at any time after one year of postdoctoral experience.

~~Postdoctoral Research Fellow appointments are made to enable the individual to pursue their research under the general supervision of one or more Harvard faculty members. Postdoctoral Research Fellows are expected to contribute to the intellectual pursuits of the Harvard faculty member's research program or support the needs of a core facility or research center.~~

1. Postdoctoral Research Fellows based in the following Centers and Institutes are **generally one (1)-year appointments**, exempted from the provisions of Section **DC**: Center for European Studies, Center for Jewish Studies, Charles Warren Center, Davis Center, Hutchins Center, Mahindra Humanities Center, Reischauer Institute of Japanese Studies, Ukrainian Research Institute, and the Weatherhead Center for International Affairs.

iii. **~~Independent~~Senior Postdoctoral Research Fellow**

An Employee must have held a postdoctoral research position for **at least** one year before becoming eligible for ~~Independent~~Senior Postdoctoral Research Fellow. **While more advanced than Postdoctoral Fellows, Senior Postdoctoral Research Fellows still engage in mentored training to enable them to become independent researchers. They can also assist in the mentorship of Postdoctoral Research Fellows as part of their professional development. Individuals receiving this appointment will possess a doctoral degree at the time of appointment and ordinarily will have had at least three years of postdoctoral experience. Five (5) year renewable appointment.**

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iv. **Research Scientist (RSI)**

Research Scientist appointments are made to secure the professional services of an individual in support of research projects directed by one or more faculty members. Research Scientists are expected to contribute to the intellectual pursuits of the Harvard faculty member's research program or support the needs of a core facility or research center. **Conducts research as an independent investigator or plays a leadership role in research projects, e.g., by acting as senior analyst in one or more research projects. Presents results and prepares publications. May collaborate with external researchers or supervise research staff. 5-year renewable appointment.**

v. **Senior Research Scientist (RSII)**

Senior Research Scientist appointments are made to secure the professional services of an individual in support of the intellectual pursuits of a faculty member(s), department, core facility, or research center. Senior Research Scientists are able to conduct their own independent research in collaboration with a Harvard faculty member or in support of a core facility or research center. ~~They may mentor, train, or oversee other researchers.~~ **They demonstrate leadership, e.g., as principal investigator, head of a defined research project, or a key interstitial member of a research team. Provide overall program/project leadership and management. Conduct and publish self-initiated research. Conducts research across programs or projects. Train and manage other researchers. Participates in long-range research planning. 5-year renewable appointment.**

vi. **Principal Research Scientist (RSIII)**

The criteria for appointment to **Principal Research Scientist (RSIII)**~~Senior Research Fellow~~ are sufficient independence, stature, and national or international reputation in the field to independently lead a research team. **Principal Research Scientist (RSIII)**~~Senior Research Fellow~~ conduct independent research necessary to the intellectual pursuits of a department or research center. **Five year renewable appointments.**

~~vii. **Senior Research Fellows.** (NOTE: This position has been excluded by agreement of the parties.)~~

c. **Visiting Scholar**

This appointment is made to enable an individual with an ongoing appointment at another institution or continuing employment at a non-academic institution (e.g., a

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research institute) to carry out their own work in association with a Harvard faculty member or members. The expectation is that regular interaction will occur between the visiting scholar and his/her/their Harvard faculty sponsor.

d. Visiting Postdoctoral Fellow

A doctoral scholar with an ongoing appointment at another institution or continuing employment at a non-academic institution (e.g., a research institute) who is working for a limited time period and involved in independent research or research that is supporting a department research initiative. The individual must be visiting from and hold a postdoctoral status with an outside institution or organization. Postdoctoral Fellows without an ongoing appointment or continuing employment at another institution to which they may return upon completion of their appointment at Harvard shall not be appointed as Visiting ~~Lecturers~~ Postdoctoral Fellows, but instead shall be appointed to one of the ~~faculty-teaching~~ research appointments above (Postdoctoral Research Fellow, Independent Postdoctoral Research Fellow, Research Scientist, or Senior Research Scientist).

e. Research ~~Junior~~ Fellow

~~This appointment is made in areas where extensive postdoctoral experience prior to a junior faculty appointment is the norm and accords recent recipients of doctoral degrees a modicum of independence in conducting research under the auspices of departments or centers (this appointment currently is ordinarily restricted to the Rowland Institute, the Society of Fellows, John Harvard Distinguished Science Fellows (JHDSF) and NSF-Simons Fellows. The appointment, which is contingent on funding, is made for a minimum of three months and is not to exceed 12 months. Reappointment may be possible; individuals may serve in this category, whether full or part time, for a maximum of five years. Appointees will be eligible for appointment to junior faculty positions or to the research scientist or senior research scientist positions. Junior Fellows are early career researchers appointed to the Society of Fellows, exempted from the provisions of ARTICLE XX (Appointments and Reappointments) Section C.~~

2. Faculty Teaching Appointments

a. College Fellowship

- i. ~~College Fellows serve as course heads and~~ A College Fellowship is a short-term, non-tenure-track position that is held by exceptional scholars who have demonstrated excellence in teaching. In addition to pursuing their own research, College Fellows serve as course heads ~~for courses that would~~

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~~otherwise be taught by tenure-track or tenured faculty.~~ College Fellows carry a reduced teaching load, ~~as determined by their division~~ (minimum ordinarily 0.25 FTE course release), in order to pursue their own research and professional development. College Fellows ~~will ordinarily~~ must have completed all requirements for the doctorate (or equivalent terminal degree) prior to the appointment start date (with exceptions as appropriate in fields where such degrees are irrelevant to teaching competency). College Fellows receive mentoring on both pedagogy and career development. ~~There must be curricular need and budgetary approval for the position.~~

- ii. College Fellows are appointed for a period of ~~two (2)~~ three (3) to five (5) years. In extraordinary circumstances, to meet specific unanticipated teaching needs, the Corporation may appoint a College Fellow to a term of one (1) year, renewable ~~for a term of two (2) to four (4) years or as Lecturer I. a second (2nd) year.~~
- iii. If ~~after two (2) years at the end of a College Fellows's term~~ there is continuing curricular need for teaching performed by a College Fellow, they shall be reappointed as Lecturer II.
- iv. Departments may not replace a College Fellow with another College Fellow teaching equivalent courses within ~~three (3)~~ five (5) years of a College Fellow's appointment ending, unless a College Fellow is terminated for cause or leaves the position before full term of the appointment.

b. Lecturer Series (Lecturer I/II/III)

A lectureship (Lecturer I, Lecturer II, or Lecturer III) is a renewable non-tenure-track position that is held by individuals who serve as course heads, serve as the primary deliverers of classroom or lab instruction, or primary administrators for courses. All lecturer appointments must be based in a department or degree committee, but may be shared with other department(s) or degree committee(s). ~~All Lecturer Series appointments are contingent on curricular need and budgetary approval, but the Corporation may not discriminate between ranks of Lecturer in assessing budgetary approval.~~

- i. A lecturer will ordinarily hold the title "Lecturer in/on [Department, Language, or Appropriate Subfield]."
- ii. A lectureship may be full- or part-time.

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iii. A lecturer may be appointed, if appropriate, to another specially titled lectureship.

iv. **Lecturer I**

1. A Lecturer I will ordinarily be appointed to a ~~an initial~~ term of three (3) years. In extraordinary circumstances, to meet specific unanticipated teaching needs, the Corporation may appoint a ~~part-time~~ lecturer to a term of one (1) or two (2) years, ~~renewable into full Lecturer I appointment (3 years from start of initial appointment) if teaching needs persist.~~ Ordinarily short-term teaching needs in FAS will be fulfilled by College Fellows.

~~2. A lecturer may be appointed, if appropriate, to another specially titled lectureship.~~

3. ~~There are no further reappointments as a Lecturer I after the expiration of their three year appointment. However, during the last of the three years of service in this position, the Employee will be reviewed for promotion to Lecturer II. All Employees who meet the criteria for Lecturer II shall be promoted. conditional on curricular need and budgetary approval. Lecturer II positions carry a term of five (5) years. If the Lecturer I is promoted, they will receive a five (5) year appointment as a Lecturer II. If the Lecturer I is not promoted to Lecturer II, then their appointment will expire at the end of their term. After three years of service as a Lecturer I, Employees shall be considered for promotion to the rank of Lecturer II.~~

v. **Lecturer II**

1. A Lecturer II appointment ~~is a renewable non-tenure-track position for individuals who serve as course heads, serve as the primary deliverers of classroom or lab instruction, or primary administrators for courses;~~ recognizes lecturers who have demonstrated continued excellence in their teaching, ~~research, and/or service;~~ and/or who fulfill a recurring curricular or administrative need for the university. One may be appointed to the rank of Lecturer II either:

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- a. By promotion upon reappointment following a Lecturer I appointment or
 - b. In conjunction with the assumption of a half-time or greater administrative, research, or curatorial post within the University.
2. A Lecturer II appointed via promotion must meet the standards for Lecturer I in addition to the following:
 - a. Alignment with departmental or programmatic curricular goals
 - b. An ability to provide evidence of student learning
 - c. Clear alignment between assessments and course learning goals
 - d. A commitment to fostering an inclusive learning environment that encourages open inquiry and the free exchange of ideas
3. ~~All Lecturer II appointments must be based in a department or degree committee, but may be shared with a second department or degree committee.~~ If the Employee's administrative, research, or curatorial post is situated in the same department or degree committee, this position will be considered a specific service portion FTE (generally greater than 0.5 FTE) of the Lecturer II appointment.
4. ~~A Lecturer II will ordinarily hold the title "Lecturer in/on [Department, Language, or Appropriate Subfield]" for the full duration of their appointment.~~
5. A Lecturer II with an administrative, research, or curatorial post will carry an additional administrative title (e.g., Assistant Director, Associate Director, or Director) appropriate to their role for the full duration of their appointment.
6. A Lecturer II will ordinarily be appointed to a term of five (5) years.
7. ~~Once the employee is promoted to Lecturer II, there shall be no limits on the number of Lecturer II reappointments, conditional on continuing to meet the criteria for the position.~~

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~~8. A Lecturer II may be appointed, if appropriate, to a specially-titled lectureship.~~

9. ~~After five years of service as a Lecturer II,~~ Employees shall be considered for promotion to the rank of ~~Senior Lecturer I~~ Lecturer III in the penultimate year of each five-year term as Lecturer II. Employees may be considered for promotion to the rank of Lecturer III at any other time during a Lecturer II appointment, if a supervisor deems appropriate. All Employees who meet the criteria for Lecturer III shall be promoted upon review.

~~vi. Lecturer III~~

~~1. The Lecturer III rank at Harvard Medical School and Harvard Divinity School is an out-of-unit voting member of faculty. Appointments to this rank are made by the processes established by each faculty.~~

~~vii. Lecturer III Senior Lecturer I~~

1. ~~Lecturer III~~ Senior Lecturer I is a renewable non-tenure-track position for individuals who have distinguished themselves by continued excellence in their teaching, research, and/or service responsibilities and are meeting a recurring curricular and/or administrative need. A ~~Lecturer III~~ Senior Lecturer I has at least eight (8) years of teaching experience as a course head or primary instructor.

2. A ~~Lecturer III~~ Senior Lecturer I must meet the standards for Lecturer II in addition to at least two (2) of the following criteria:

a. Evidence of successfully implementing evidence-based teaching practices, including a consistent history of assessing student learning and making adjustments to teaching based on findings.

b. Evidence of mentorship or leadership in fostering these teaching practices amongst peers or mentees (e.g. training other Lecturers, Instructors, and/or TFs, etc.)

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- c. Evidence of community engagement in connection with their Harvard teaching (e.g. by collaborating with community partners, speaking before non-academic audiences, writing for non-academic publications, teaching Engaged Scholarship courses, etc.).
- d. Evidence of contributions to scholarship in their field (e.g. through the publication of articles or monographs, performance of editorial work, winning grants or scholarly prizes, delivering invited lectures, presentation at scholarly meetings, etc.)
- e. Evidence of contributions to the scholarly professions (e.g. through service as a leader or officer in a professional organization, service to the Union, presentation at meetings or published writing related to matters of higher education policy, etc.)

~~3. A Senior Lecturer I appointment may be full or part time.~~

- 4. A ~~Lecturer III~~ Senior Lecturer I appointment may be made in conjunction with a half-time or greater administrative, research, or curatorial post within the University. Such appointments ordinarily are made through promotion from a similarly configured Lecturer II appointment.
- 5. All ~~Lecturer III~~ Senior Lecturer I appointments must be based in a department or degree committee. If the Employee's administrative, research, or curatorial post is situated in the same department or degree committee, this position will be considered a specific service portion FTE (generally greater than 0.5 FTE) of the ~~Lecturer III~~ Senior Lecturer I appointment.
- 6. A ~~Lecturer III~~ Senior Lecturer I with an administrative, research, or curatorial post will carry an additional administrative title (e.g. Assistant Director, Associate Director, or Director) appropriate to their role for the full duration of their appointment.

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7. **Once the employee is promoted to Lecturer III, there shall be no limits on the number of Lecturer III reappointments, conditional on continuing to meet the criteria for the position.**
8. ~~After five years of service as a Senior Lecturer I, Employees shall be considered for promotion to a voting faculty rank Senior Lecturer I (ordinarily Senior Lecturer or Senior Preceptor) in the penultimate year of each five-year term as Lecturer III. Employees may be considered for such promotion at any other time during a Lecturer III appointment, if a supervisor deems appropriate. Employees may decline any such promotion and continue as Lecturer III.~~

~~b. Senior Lecturer II~~

- ~~i. A Senior Lecturer II is an out of unit voting member of the faculty.~~

c. Visiting Lecturer

- i. Visiting Lecturers serve as course heads or as the primary deliverers of classroom or lab instruction, and hold an ongoing non-tenure-track faculty appointment at another institution or continuing employment at a non-academic institution (e.g., a research institute). Lecturers without an ongoing appointment or continuing employment at another institution to which they may return upon completion of their appointment at Harvard shall not be appointed as Visiting Lecturers, but instead shall be appointed to one of the faculty teaching appointments above (Lecturer I, Lecturer II, ~~or Lecturer III, Senior Lecturer I, or Senior Lecturer II~~). Visiting Lecturers may be appointed for a term of one (1), two (2), or (3) years.

d. Benjamin Pierce Fellow (Math)

- i. **A Benjamin Peirce Fellowship is a non-tenure-track position in the Department of Mathematics that is held by scholars who possess significant promise as researchers and a strong record of teaching undergraduate or graduate students.**
- ii. **The appointment of a Benjamin Peirce Fellow is for a period of three years. Benjamin Peirce Fellowships are not renewable; however, those who choose to take unpaid leaves during their time as a Benjamin Peirce Fellow may be given the option of extending their Benjamin Peirce Fellowship by an equivalent amount of time, depending on curricular needs and budget**

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constraints, and with approval by the Department Chair. In such cases, appointments as Benjamin Peirce Fellows cannot ordinarily exceed a maximum of 5 years total. Benjamin Peirce Fellows are expected to have completed all requirements for the doctorate before their appointment start date. In addition to their research activities, Benjamin Peirce Fellows are ordinarily expected to teach, advise, and perform limited departmental service.

~~iii. This appointment is for a period of three (3) years and is not renewable. However, those who choose to take unpaid leaves during their time as a Benjamin Peirce Fellow may be given the option of extending their Benjamin Peirce Fellowship by an equivalent amount of time, depending on curricular needs and budget constraints, and with approval by the Department Chair. In such cases, appointments as Benjamin Peirce Fellows cannot ordinarily exceed a maximum of five (5) years total and capped.~~

e. Briggs-Copeland Lecturer (English)

i. This appointment is for a period of five (5) years and is not renewable. It is a lectureship in the Department of English that is designed for accomplished practicing writers.

f. Associate Senior Lecturer

i. This appointment is for a period of five (5) years and is not renewable. Associate Senior Lecturer is a five-year, highly selective, non-renewable, non-tenure-track position for individuals who have demonstrated exceptional ability as teachers, are meeting a recurring, essential curricular need, and have shown exceptional potential for further growth. Appointments to this position are extremely rare. An Associate Senior Lecturer has at least three years of teaching experience as a course head. ~~for courses that would otherwise be taught by tenure track or tenured faculty. Associate Senior Lecturers must meet one of the following sets of criteria. Ordinarily, they have either:~~

ii. Associate Senior Lecturers shall be considered for promotion to the rank of Senior Lecturer in the penultimate year of their appointment.

g. **Instructor, Faculty (Medical School).** HMS Instructors are typically researchers who meet the HMS requirements for teaching HMS learners for a minimum of 50

hours per year. Existing eEmployees are grandfathered into this role at HMS; no new appointments will be made. 1-year appointment, renewable. Current HMS Instructors shall, upon request from the Employee, be reclassified as Principal Research Scientist (RSIII).

3. Other Teaching Appointments

a. Instructor

- i. Instructors provide instructional services in support of a course or program which may include teaching, grading, coaching, and/or other academic support services. Instructors generally provide services that would otherwise be provided by HGSU “Teaching Fellows.”
- ii. An instructorship may be full-or part-time.
- iii. An Instructor will ordinarily be appointed to an initial term of three (3) years. In extraordinary circumstances, to meet specific unanticipated teaching needs, the Corporation may appoint an instructor to a term of one (1) or two (2) years.
- iv. Candidates for Instructorships who hold PhDs (or equivalent terminal degrees in a relevant field of study or practice) shall be appointed at the rank of Lecturer I, even if they are not serving as a coursehead.

4. Instructional Staff

a. Curriculum and Pedagogy Manager

- i. Curriculum and Pedagogy Managers work closely with faculty in developing and delivering curricula and course materials, organizing and managing graduate and undergraduate teaching staff, and providing student support, especially in large foundational courses.
- ii. Curriculum and Pedagogy Managers shall be employed as staff on a continuing basis, without specific limitation of term.

5. Research Staff

a. Humanities and Social Sciences

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i. Researcher I and Researcher II

Employees in these positions typically have a Bachelor's degree or equivalent and may have a Master's or equivalent degree. A Researcher I/II performs regular assignments using their own judgment and following department / University policy, while keeping their supervisor informed as necessary. They receive general guidance on new projects as to methods, procedures, and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.

Employees may develop, design, and conduct original research; conduct scientific analysis of experimental results designed to research problems or understand trends, characteristics and tendencies; manage research studies including subject interaction; implement study design and controls, and on- and off-site troubleshooting; design interview and assessment protocols; designs and modifies research methods in the areas of humanities and social sciences; and/or disseminate project results through writing articles, reports, memos, case studies, and conference presentations.

ii. Researcher III

Employees in this position typically have a Master's degree or equivalent and may have a Doctoral or equivalent degree. A Researcher III performs regular assignments using their own judgment and following department / University policy, while keeping supervisor informed as necessary and receives general guidance on new projects as to methods, procedures, and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.

Individuals may plan, develop, design, and conduct complex research projects; formulate research methods; investigate, analyze, and interpret experimental results designed to research problems or understand trends, characteristics, and tendencies in the areas of humanities and social sciences; develop course materials, present research findings, and/or interact with faculty; and collaborate with other researchers

iii. Senior Researcher I

Employees in this position typically have a Master's degree or equivalent and may have a Doctoral or equivalent degree. A Senior Researcher I

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performs regular assignments using their own judgment and determines methods and procedures on new projects. They are held accountable for end results and responsible for determining when a supervisor or others should be consulted. They have discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.

Individuals may conduct humanities and social sciences research in their area of expertise; identify resources in the research community to approach research challenges; are responsible for the completion of projects and the attainment of program objectives; manage all aspects of quality assurance, compliance, and regulatory activities; investigate, modify and/or develop new protocols, procedures, techniques, and/or applications of technology to advanced and highly complex research; write and collaborate with other researchers on manuscripts, abstracts, and other publications of research findings; and/or participate in writing research proposals, reports to funding agencies, and articles for publication.

iv. Senior Researcher II

Employees in this position typically have a Master's degree or equivalent and may have a Doctoral or equivalent degree. A Senior Researcher II performs regular assignments using their own judgment, determines methods and procedures on new projects. They are held accountable for end results and responsible for determining when a supervisor or others should be consulted. They have discretion to make decisions within the scope of their responsibilities. Complex assignments are occasionally reviewed upon completion.

Individuals may design, develop, and manage high level research projects; design and develop seminars, courses, and presentations; independently present experiment results at meetings and/or conferences; and/or collaborate regularly with other researchers on long range plans for research project(s).

b. Natural Sciences

i. Researcher I

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This position is for individuals who provide comprehensive research work for a laboratory and have a Bachelor's (required) or Master's degree (preferred).

Researcher I normally performs regular assignments using their own judgment and following department / University policy, while keeping supervisor informed as necessary. They receive general guidance on new projects as to methods, procedures, and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.

A Researcher I may develop, design, and conduct original research experiments in line with research plan; participate in the development and modification of new protocols and experimental strategies; interpret and implement research methodology; formulate research methods and suggest options for improving quality; recommend solutions to problems; conduct scientific analysis of experimental results designed to research problems or understand trends, characteristics, and tendencies in the areas of basic, applied, and life sciences; present research findings at laboratory meetings; disseminate project results through writing articles, reports, memos, case studies, and conference presentations; and train users in equipment operation and laboratory techniques.

ii. Researcher II and Researcher III

This position is for individuals who provide advanced research for a unit and have a Master's degree (required) or a PhD (preferred).

A Researcher II/III normally performs regular assignments using their own judgment and following department / University policy, while keeping supervisor informed as necessary. They receive general guidance on new projects as to methods, procedures, and desired end results. The incumbent has discretion to make decisions within the scope of their responsibilities. Complex assignments are usually reviewed upon completion.

A Researcher II/III may develop, design, and conduct one or more complex research experiments in line with research plan; review progress and evaluate results; conduct independent scientific research projects investigating fundamental problems in the area of research; independently design and develop new techniques; advise on experimental design and applicability; investigate, analyze, synthesize, and interpret experimental

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results designed to research problems or understand trends, characteristics, and tendencies in the areas of basic, applied, and/or life sciences; prepare and/or collaborate on articles for submission to scientific journals and publications; author and/or co-author manuscripts for publications; present and/or co-present results with Principle Investigator at meetings and/or conferences nationally and internationally; collaborate within and outside of own laboratory on related projects; assist broadly in research and educational activities within area of expertise; and prepare proposals for funding.

iii. **Scientist I and Scientist II**

These positions are for individuals who provide independent highly advanced research for a unit and represent projects nationally and internationally. They have a PhD and are typically considered an expert in the field.

Scientists perform regular assignments using their own judgment; determine methods and procedures on new projects and are held accountable for end results. Incumbents have discretion to make decisions within the scope of their responsibilities, and are responsible for determining when supervisor or others should be consulted. They may plan, develop, design, and conduct complex and visible research projects for the school/unit; investigate, modify, and/or develop new protocols, procedures, techniques, or applications of technology integrating new findings in field; be responsible for the completion of projects and the attainment of program objectives; manage all aspects of quality assurance, compliance, and regulatory activities; identify resources in the scientific community to approach research challenges; collaborate with other researchers on long range plan for overall research project acting as expert in specialized area; participate in writing research proposals and reports to funding agencies; write and collaborate with other researchers on manuscripts, abstracts, and other publications of research findings; interact regularly with affiliated faculty; present research results at national, regional, and local meetings.

6. **Technical Staff**

Employees in these positions perform or manage a range of professional engineering responsibilities, often within a research core facility (e.g. instrumentation facilities including characterization, fabrication, imaging, cleanrooms, cryogenic work, machine shops, instrumentation design, etc.) for a broad constituency of clients. Typical

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responsibilities may include training users, advising on methods, providing fabrication and/or characterization services, maintaining instrumentation, and developing techniques.

a. Staff Scientist/Engineer

Provide professional scientific/engineering expertise in process design, training, quality assurance, and developmental activities.

Typical Duties:

- Assist researchers with experimental design, use of equipment, and data collection. Analyze data and review identifiable factors to meet research goals. Assist researchers with use of equipment, instruments, systems, and facilities
- Assist with the evaluation, installation, maintenance, and monitoring state-of-the-art process equipment, other specialized instrumentation, and/or mechanical, electrical, or plumbing (MEP) systems needed to support instrumentation
- Provide training to researchers, faculty, and students to advance knowledge of the equipment, instruments/systems, and lab-specific safety protocols and best practices
- Collaborate with staff and make recommendations to develop processes and facility workflows; assist with preparation of training manuals including standard operating procedures and related documents
- Assist with monitoring of laboratory safety compliance and ensure compliance with University policies, procedures, and applicable legal rules and regulations

b. Senior Scientist/Engineer

Independently provide professional scientific/engineering expertise in process design, training, quality assurance, and developmental activities.

Typical Duties:

- Represent core on scientific research projects. Assist researchers with experimental design, data collection, and/or analyses; analyze and evaluate identifiable factors to meet research goals. Assist researchers with use of equipment, instruments, systems, and facilities
- Evaluate, install, maintain, monitor, and participate in the selection of state-of-the-art process equipment, other specialized instrumentation, and/or mechanical, electrical, or plumbing (MEP) systems needed to support instrumentation
- Provide training to researchers, faculty, and students to advance knowledge of the equipment, instruments/systems, and lab-specific safety protocols and best practices; serve as technical/engineering expert

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- Collaborate with staff and assist with the development of processes and facility workflows; prepare training manuals including standard operating procedures and related documents
- Write and co-author scientific papers and other publications.
- Monitor laboratory safety compliance and ensure compliance with University policies, procedures, and applicable legal rules and regulations.

c. Principal Scientist/Engineer

Lead and provide professional scientific/engineering expertise in process design, training, quality assurance, and developmental activities.

Typical Duties:

- Represent core on scientific research projects; may lead complex projects. Provide guidance with respect to experimental design, data collection, and/or analyses; analyze and evaluate identifiable factors to meet research goals. Assist researchers with use of equipment, instruments, systems, and facilities.
- Evaluate, install, maintain, monitor, and participate in the selection of state-of the art process equipment, other specialized instrumentation, and/or mechanical, electrical, or plumbing (MEP) systems needed to support instrumentation; may act as lead. Coordinate with vendors, as needed, for equipment inspection, repair, and service contracts.
- Provide training to researchers, faculty, and students to advance knowledge of the equipment, instruments/systems, and lab-specific safety protocols and best practices; serve as technical/engineering expert.
- Collaborate with staff to develop processes and facility workflows. Prepare training manuals including standard operating procedures and related documents.
- Write and co-author scientific papers and other publications.
- Collaborate with various departments and serve as a consultant.
- Monitor of laboratory safety compliance and ensure compliance with University policies, procedures, and applicable legal rules and regulations.

d. Senior Principal Scientist/Engineer

Manage and provide professional scientific/engineering expertise in process design, training, quality assurance, and developmental activities.

Typical Duties:

- Serve in a lead role and represent core on complex development processes and projects. Provide guidance with respect to experimental design, data collection and/or analyses; analyze and evaluate identifiable factors to meet

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research goals. Assist researchers with use of equipment, instruments, systems, and facilities.

- Evaluate, install, maintain, monitor, and participate in the selection of state-of-the-art process equipment; other specialized instrumentation, and/or mechanical, electrical, or plumbing (MEP) systems needed to support instrumentation; may act as lead. Coordinate with vendors, as needed, for equipment inspection, repair, and service contracts.
- Provide training to researchers, faculty, and students to advance knowledge of the equipment, instruments/systems, and lab-specific safety protocols and best practices; serve as key engineering liaison.
- Collaborate with staff to develop processes and facility workflows; Prepare training manuals including standard operating procedures and related documents.
- Participate in proposal development and may be eligible for Principal Investigator rights.
- Write and co-author scientific papers and other publications.
- Collaborate with various departments and serves as a consultant/subject matter expert.
- Monitor laboratory safety compliance and ensure compliance with University policies, procedures, and applicable legal rules and regulations.

A technical ladder of official position titles shall be created to recognize the increase and advancement in the technical and scientific skill set of the scientific/core staff that is acquired through experience while working at the forefront of scientific research at Harvard University.

The technical ladder will allow for increases in compensation both within and between salary grades to recognize the increased technical skills gained from experience on the job. Each salary grade will have at least three position titles with which it is associated. For scientific staff, the Grades and corresponding titles are:

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<u>Salary Grade</u>	<u>Technical Ladder Position Title*</u>	
59	Senior Principal Scientist III	
	Senior Principal Scientist II	
	Senior Principal Scientist I	
58	Principal Scientist III	
	Principal Scientist II	
	Principal Scientist I	
57	Senior Scientist III	
	Senior Scientist II	
	Senior Scientist I	
56	Staff Scientist III	
	Staff Scientist II	
	Staff Scientist I	
55	Technician III	*“Scientist” may be replaced with “Engineer” where appropriate.
	Technician II	
	Technician I	

At the commencement of the Agreement, each staff member shall be assigned the appropriate Position Title for their Salary Grade by their direct manager.

Each staff member shall receive an annual review, overseen by their direct manager. Demonstration of advancement, including, but not limited to, additional responsibilities, increased proficiency in the staff member’s area, number of publications supported, number of users trained, and other appropriate performance metrics, will result in the advancement of at least one Technical Ladder Position Title.