Syracuse University
School of Information Studies
Faculty Personnel Policies and Procedures
Approved: 19 February, 2016

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1) Introduction

There are three types or tracks of faculty members within the School: (1) Tenure-track career faculty, (2) Non-tenure-track career faculty which may include professors of practice or research professors), and (3) non-career faculty, who are generally not full time and are not evaluated by the faculty for rank.

Table 1 provides a summary of ranks and titles. Three of these faculty types (tenure-track and tenured faculty, professors of practice, and research professors) receive *annual or* multi-year contracts. These are career-track faculty with expectations for evaluation, consideration for promotion, and engagement in the full life of the School.

Career-track faculty members in tenured/tenure-track or the two other career tracks (practice and research) will receive professional titles and rank (assistant, associate, full) based upon their specific contributions in teaching, scholarship/research/creativity, and service. Performance expectations should be made clear based upon type of faculty at the time of appointment. Promotion beyond the first rank of appointment and renewal/reappointment of faculty contracts should proceed within the framework established by faculty personnel policies.

Non-career-track faculty members may hold titles including Adjunct Faculty and Visiting Faculty. The School may also offer a courtesy appointment to faculty members from other units at the university, as described below. Non career-track faculty member work expectations regarding research, service, and teaching are stated in an appointment letter.

Research professors are appointed to the School, often as part of work with an Institute that is part of the School. Research professors are appointed to serve the School and support its mission primarily through their scholarship. Reappointment will be based on both performance and available funding. Research professors are not automatically part of the career track unless this is specified at the time of hiring. A research professor may request a change in status. Such a transition may occur after a vote of the faculty on a recommendation to the Dean after required search procedures are followed.

Table 1 provides a summary of the titles for each rank. Note: non-career-track faculty titles will vary depending on criteria for appointment, and may change depending on their role at the School.

There are several faculty committees relevant to the personnel policies. The school holds general faculty meetings that include some staff members a few times every semester. Any decisions requiring a vote are made by career-track faculty only. Many of the decisions regarding appointment and promotion are made by the “Augmented Personnel Committee.”

This is composed of the Personnel Committee and all tenured faculty members. The memberships of the personnel and search committee are defined below.

Any change to this policy must be endorsed by the Personnel Committee and approved at a faculty meeting. A policy document cannot possibly foresee all issues. If an unforeseen circumstance requires an exception to the policy this can occur after a majority vote of the Personnel Committee and consent, if appropriate, by the person being reviewed. The Personnel Committee is responsible for resolving any differences in interpretation of the policy. University level policies also apply. The Faculty Manual is available at provost.syr.edu.

Table 1. Summary of Ranks and Titles

Main-Faculty Categories	**Tenure-track Faculty**	**Non-Tenure-track Faculty**	**Non-Career-Track Faculty**
Subcategories /Ranks	***Tenure/Tenure-track Faculty***	***Practice Faculty***	***Non-Career-Track Faculty***
Rank 1 (entry level rank)	Assistant Professor (possible exception: if no Ph.D. in hand the title could be Instructor)	Assistant Professor of Practice	Determined by Dean, e.g. Adjunct, Visiting Professor, Research Fellow, Instructor, Senior Instructor, Research Professor
Rank 2 (intermediate rank)	Associate Professor	Associate Professor of Practice	N.A.
Rank 3 (senior rank)	Professor	Professor of Practice	N.A.
Retired Rank	Emeritus/Emerita	Emeritus/Emerita	N.A.

2) Process and Criteria for Appointment to Track and Rank

Pre-tenure and career-track faculty appointments are typically for three years, with reappointment decisions made during the second or third year of the appointment.

The following summarizes the basic criteria for appointment to each category.

a) Tenure-Track or Tenured Faculty:

Criteria for appointment to tenure-track positions are determined in part by University-wide policies. In the case of the School of Information Studies, tenure-track faculty will have a Ph.D. or will defend prior to November of the year of appointment to the Assistant rank. Tenure-track

faculty have requirements for teaching, scholarship, and service as determined at the time of appointment.

A reappointment review is held in the third year of a tenure track faculty member's time at Syracuse. If the decision is positive, a second three-year appointment is made, with a tenure review occurring during the sixth year or as specified by University policy (see sections on Reappointment and Tenure). Faculty members can also apply for tenure in any academic year preceding the tenure clock deadline. Extensions to the tenure clock are possible for exceptional life events and faculty are encouraged to consult appropriate sources to understand the circumstances under which these can be granted.

b) Professors of Practice & Research Career-Track Faculty

These positions are full-time, "career-track", usually with three-year contracts.

Professors of practice are appointed on the basis of their special knowledge, skills, and professional accomplishments and provide unique contributions to the School in teaching, service, and creative or written work. Their practical experience will be related to School programs and current or anticipated needs. Professors of Practice have an obligation to maintain their involvement in the professional world. Faculty members appointed to this career-track are generally on formal non-tenure-track lines. These appointments are renewable appointments, regardless of rank and may be subject to both performance and funding. Professors of practice are eligible for annual reviews and for promotion to higher ranks.

3) Search Process

Table 2 below summarizes the search procedures. The goal is to have rigorous, formal, competitive, equitable, consistent, and open practices that will permit the School to attract and develop high caliber faculty.

f) Initiation of a Formal Search

A Search Committee will be formed when the Dean has received authorization to search for a new member of the Faculty. Search committees will be formed for Tenured/Tenure-Track positions, professors of practice, and are recommended but not obligatory for Research Professor positions. Search committees are not required for part-time positions such as adjunct, research fellow, and certain visiting positions, but may be recommended.

g) Search Committee Composition

Search Committees will be composed of the Dean (ex officio), at least three members of the career-track faculty and a maximum of two additional members who will be selected from the current student population, and/or School alumni and/or relevant information professionals. At least one of the faculty members will also be a member of the Personnel Committee. The Dean will designate one of the faculty members as Chair of the Search Committee. For non-tenure-track faculty searches, at least one member of the committee will be from the respective practice or research track and may chair the committee.

h) Job Descriptions

The Search Committee and the Dean or Associate Dean will draft a job description which will be approved by the Faculty before search activities commence. They will also draft a Search Plan. The job description and Search Plan must be approved by the Office of Academic Affairs prior to beginning the search. The job description and recruitment process provides the basis for performance expectations and subsequent evaluation for reappointment and/or promotion. Contracts should be written consistent with job descriptions and performance expectations.

i) Administrative Support to the Search Committee

The Dean's Office will provide secretarial and clerical support to the Search Committee. All correspondence, files and personnel information collected as a part of the search process will be treated as confidential.

Working within the regulations of the University and the Office of Affirmative Action, the Search Committee will establish its own procedures in consultation with the Dean.

j) Search Process

For all Tenured/Tenure-Track or Practice positions the typical sequence of events includes (a) forming a Search Plan, (b) receiving approval from the Office of Academic Affairs for hiring, (c) soliciting the names of applicants, (d) identifying those few applicants who are to be invited to visit the School, (e) interviewing each of the invited participants, (f) executive meeting of faculty to discuss and review applicants (g) making a recommendation to the Dean, and (h) extending an offer to the selected applicant. Variations from this procedure may occur but should be discussed with the faculty.

After all of the invited applicants have completed their interviews, the Search Committee will schedule an executive meeting of the Faculty to discuss and review each of these applicants. Following that meeting, the Search Committee will meet and make its recommendation to the Dean. The recommendation will list in order of preference those applicants who are acceptable to the faculty; a second list will name those candidates who are not acceptable. Thank you letters will be sent to inform candidates of final decisions and thank them for their interest.

Joint appointments follow the standard search procedure. A courtesy appointment only requires a faculty meeting executive session. Tenure may be granted to a newly hired faculty member but this first requires a positive vote from the Augmented Personnel Committee.

Table 2. Summary of Search Committee Procedures and Application Documents

Search Activities	Tenure-Track Faculty	Practitioner Faculty	Research Faculty	Non Career-track Faculty
Job description or "needs criteria" specified	Yes	Yes	Yes	Course description (Provided by School or by applicant)

Search Activities	Tenure-Track Faculty	Practitioner Faculty	Research Faculty	Non Career-track Faculty
Instructor of Record Notified	No	No	No	Yes
Advertise: *National *Local	National	At least Local Recommended for Assistant; Required for Associate level	At least Local Recommended for Assistant; Required for Associate level	Recommended but not Required (Local only). Visiting Faculty Likely Self-initiated
Formal Application Required	Yes	Yes	Yes	Recommended; Subject to Dean/ Associate Dean's Approval
Letters of Reference	Yes	Yes	Yes	Recommended
Search Committee	Yes	Yes	Yes	*Not required*
Presentation to Faculty & Ph.D. Students	Yes	Yes	Yes	*Not required*
Interviews Scheduled with Faculty	Yes	Associate & Beyond	Associate & Beyond	*No*
Faculty vote at Executive Meeting	Yes	Yes	Yes	*No*
Dean Approval and Offer	Yes	Yes	Yes	*Optional*
Associate Dean Approves	No	No	No	Yes
Eligible for Annual Review (addressed below in more detail)	Assistant by Personnel Committee; Associate and higher by Dean	Assistant by Personnel Committee; Associate and higher by Dean	Assistant by Personnel Committee; Associate and higher by Dean	Dean/Assoc. Dean only

4) Annual Evaluations

a) Eligibility and Timing of Annual Evaluations

Each year all assistant level career-track faculty will be reviewed by a faculty review group in a face-to-face meeting and by the Dean. Associate level career-track faculty should receive a review in the last contract year or their current contract.

The purposes of the annual review for tenure-track, practitioner, and research faculty are (a) to assess the prior year's accomplishments in terms of teaching, research and service as appropriate to their appointment, (b) to advise the faculty member in his/her preparation for reappointment, promotion or tenure as applicable, (c) to consider the appropriateness of potential external reviewers, (d) to consider the various sources of evidence which will be used in support of reappointment, promotion or tenure (for tenure-track positions), (e) to discuss the faculty member's plans for the next academic year and the resources needed to achieve those plans, (f) to discuss changes in the needs of the School that might affect the faculty member, and (g) to provide a basis for a merit-based salary increase.

While the faculty review is primarily concerned with long-term mentoring of faculty rather than with providing a basis for merit-based pay, it is recognized that these functions cannot be completely separated.

b) Application Documents to be Submitted

The review will be based on four items provided by the non-tenured or assistant level practitioner faculty member: (1) Senate Form A (which include a current, full curriculum vitae and written personal statement that places the curriculum vitae update in the proper context; (2) course evaluation responses and any other available evidence of teaching or research effectiveness, (3) an annotated list, however tentative, of 10 potential external peer reviewers for tenure and /or promotion; and (4) the previous year's annual review letter.

- *The personal statement* should include: (1) narrative interpretation of the past year' research/creative output, teaching, and service activities as applicable to the appointment which places those efforts in the broader context of faculty members' goals and objectives; (2) plans and objectives for faculty in the areas of teaching, research and service; (3) an annotated list of those journals, conferences, and other channels which are appropriate outlets for the faculty member's scholarly contributions; and (4) anything else the faculty member wishes to bring to the Dean or the review committee

- *Research/Creative Output:* All tenured/tenure track faculty should have goals and outcomes related to "creative output". This could include non-written contributions such as developed software. These faculty members are expected to publish in appropriate academic venues and/or contribute to research goals specified in their contract.

  Dissemination is a criterion, as in *noticeable impact* of the product, idea, publication, or other public engagement which receives some recognition or value consistent with the values and mission of the School. As a second example, a web-based database template could be developed by a professor of practice and used in academic environments. This example requires customization for the

particular context and is in effect picking up a market niche. There is fee-for-service; however, it may qualify as creative work if it can be evaluated as reflecting impact and excellence, even if not made available in the public domain. Patents and other trade articles in high quality professional journals, magazines or newspapers would also be viewed as creative work for practitioner faculty. Recognition, evaluation, and output are appropriate requisites.

c) Annual Review Process

i) General

The Personnel Committee oversees the administration of the annual review process. Annual reviews will be conducted by a faculty review group selected by the Personnel Committee

ii) The Personnel Committee's Role in Annual Evaluations

2) *For tenure-track faculty*, the group will consist of one member of the Personnel Committee, and two members from the augmented personnel committee who may or may not be members of the Personnel Committee. The review group will be chaired by a member of the Personnel Committee. A general goal is to give exposure of reviewed faculty to a different committee every year. In addition the personnel committee should provide ample opportunities for junior faculty to observe as many annual and promotion evaluations as part of the formative/mentoring process the school wishes to support for the benefit of this junior faculty members. (Revised and approved on Nov. 2013)

i) Meetings

The Dean's Office will provide the Personnel Committee copies of letters on previous annual reviews of non-tenured faculty.

The review will be conducted by the faculty review group selected by the Personnel Committee who will meet with the faculty member individually. The doctoral student members of the Personnel Committee will not attend these meetings with the non-tenured faculty but may examine the materials beforehand and provide feedback and questions in writing to the chair of the review committee for the faculty member.

When a career-track faculty member undergoes a more extensive review for reappointment, promotion or tenure, no annual review will be conducted for them that year. However, the faculty member may request a face-to-face meeting with the personnel committee to discuss his/her review for that year.

As noted above, professors of practice will go through the same review process annually until reaching the rank of Associate. In the terminal year of the contract of associate and higher level professors of practice the Dean may request that the faculty review group provide a recommendation to the Dean regarding their reappointment. With this request, the Dean may enumerate criteria to be used for evaluating the person.

ii) Results of Meeting & Augmented Committee's Report to Dean

Based on the information presented and the discussion with the non-tenured or assistant level or practitioner research faculty member, the faculty review group will prepare a written memorandum summarizing their assessment and advice. This memorandum will be sent to the Dean, with a copy to the faculty member, who has the right to respond, in writing. If a response is sent, it will be addressed to the Dean with a copy sent to the chair of the Faculty Review Committee.

iii) Dean's Meeting and Letter to Faculty Member under Review

After the committee's memorandum, the Dean will meet with each faculty member to discuss performance, goals for the coming year, areas for improvement, and him requirements for reappointment or promotion. Faculty will receive a development letter indicating the results of the annual review and recommendations for performance in the coming year. *This letter is separate from the salary letter.*

Table 3. Summary of Annual Review Requirements and Process (updated 19 February, 2016)

Review Activities	**Tenure-Track**	**Practitioner Faculty**	**Research Faculty**	**Non Career-Track**
Annual Review: Personnel committee and feedback letter	Non-tenured only	Assistant level only	Assistant level only	No
Annual Review Materials to be Submitted	Senate Form A, (includes Current CV and Personal Statement with Research, Teaching & Service), Teaching Evaluations, Previous Year's Letter List of (10) potential evaluators (as a distinct document)	Senate Form A (includes Current CV, Personal Statement with Research/ Creative work [professional practice], Teaching & Service), Teaching Evaluations, Previous Year's Letter List of (10) potential evaluators (as a distinct document)	Senate Form A, (includes Current CV and Personal Statement with Research, Teaching & Service), Previous Year's Letter	Current CV Teaching Evaluations Previous Year's Letter (if available)
Committee Composition	One member of the personnel committee and two tenured members of the augmented personnel	One member of the personnel committee and two of the augmented personnel committee or	Two Personnel Committee Members (one Tenured and one non-tenured) & one research	Associate Dean or Dean

	committee.	associate/full professors of practice	professor	
Chair of Meeting Committee	Rotates among tenured PC members	Rotates among tenured PC members	Rotates among tenured PC members	Associate Dean or Dean
Annual Discussion with Dean	All levels	All levels	All levels	Associate Dean or Dean
Salary Adjustment Letter	Dean sends letter	Dean sends letter	Dean sends letter	N.A.
Renewal & Reappointment Form sent by Dean to Academic Affairs	Yes, only for non-tenured faculty	No	No	No

5) Reappointment, Promotion, and Tenure

a) Criteria for Reappointment, Promotion or Tenure

Reappointment will be made if the candidate's accomplishments indicate that he/she is making reasonable progress towards tenure and/or promotion to the rank of Associate Professor or that he/she has continued to perform at a level commensurate with the rank of Assistant Professor. Thus, a faculty member holding Assistant Professor rank should have demonstrated ability to teach effectively (or significant improvement should be evident) as appropriate to the appointment. The candidate should have been active as a scholar in the field, and/or should have applied his/her professional competence in service as appropriate to the appointment. In exceptional circumstances, changing needs of the School could result in non-reappointment for reasons other than merit.

Whether a candidate for reappointment, promotion or tenure has met the criteria will, in all cases, be determined by members of the Augmented Personnel Committee, applying their judgment and standards after considering all available evidence.

If a reappointment decision is negative, the following year will be a terminal appointment.

i) Promotion

- **Promotion to the Rank of Associate Professor** will normally be granted when a faculty member has served at least three years in rank and demonstrated substantial abilities in teaching, creative and professional work, and service. Promotion to Associate Professor is indicative primarily of the maturing of an individual's abilities in teaching and/or creative and professional work. The evaluation of the different types of activities must be appropriate to the appointment. The candidate is expected to provide appropriate evidence of these accomplishments in a form congruent with his/her field. The candidate must have applied his/her professional competencies in service, which is of definite, but lesser importance.

- **Promotion to the Rank of Full Professor** will normally be granted when a faculty member has held the rank of Associate for at least four years and has achieved distinction in the field. The candidate must be one of the leading members of his/her field with a national or international reputation. Eminence will be achieved through one or more forms of scholarship: the scholarship of discovery, integration, application, action, teaching, and creative professional activity. The candidate will also have maintained his/her effectiveness as a teacher or researcher, as required for promotion to Associate level faculty and as appropriate to the appointment.

ii) Elaboration of Criteria

As a guiding principle in the evaluation of faculty members, there will be an appropriate balance of emphasis on the three traditional areas of teaching, research and service, with the arts and skills of teaching accorded a high level of emphasis. For career-track faculty in either practitioner or research tracks this will be specified based on contracted arrangements and may also be influenced by the nature of funding.

- **Teaching**: Teaching involves the arts and skills required for the diffusion of knowledge and guidance towards its effective and independent use. It will range from presentations of standardized courses, through revisions dictated by needs or new knowledge, to new and different approaches. It also includes, but is not limited to, advising, supervising independent study, serving on Doctoral committees, and planning extracurricular educational activities. Some activities will undoubtedly be judged of greater significance than others, but the faculty member's abilities in all aspects of teaching are to be considered. Syracuse University recognizes that success in teaching is of great importance.

- **Scholarship and Creative Accomplishment:** The faculty member belongs to a scholarly and professional community; he/she is expected to advance this community by contributing to knowledge through research, producing works of art or literature, or doing creative work. It is recognized that the definition of research encompasses the scholarship of discovery, integration, application, action, teaching, and creative professional activity. For career-track practitioner faculty, this may include recognition, evaluation, and impact among peers and practitioners of creative output beyond the classroom. Professors of practice should also document this impact.

- **Service and Professional Engagement:** The faculty member is expected to apply his/her knowledge and talents in the interests of society as a whole. Service may be to his/her profession, to the University, and/or to the community at large. It can be best accomplished by making available his/her special abilities as a professional in his/her field. Tenured/Tenure track and career-track practitioner and research faculty are expected to provide service to the School and University, showing initiative and/or leadership. Tenured/Tenure track, Practitioner and Research Faculty are all eligible for dissertation committees, advising of students, and other organizational citizenship activities related to School governance. This may also involve "professional engagement" which includes contributions to the broader academic and local, national or international community. This can be fulfilled in many ways through interaction with local practitioners, consulting, contract work, project work, and/or through conferences

b) Application Documents to be Submitted

Similar to the annual review process, applications for reappointment, promotion or tenure are to include evidence of progress in rank and accomplishments related to contracted expectations. This includes the: (1) current, full curriculum vitae (CV); (2) completed curriculum vitae update form (in the case of tenure track faculty); (3) written *personal statement* that places the curriculum vitae update in the proper context and includes personal philosophy and

evidence/explanation of accomplishments in the four areas listed; (4) course evaluation responses and any other available evidence of teaching or research effectiveness; and (5) Senate Form A (in the case of tenure track faculty).

A portfolio should also be provided with sample syllabi, graded papers, Instructional Rating Surveys for all courses, copies of published papers, or other evidence of scholarship.

Table 4 provides the reappointment/promotion/tenure procedure in a similar way to the previous table for annual review.

Table 4. Summary of Application Documents Required for Reappointment, Promotion or Tenure (updated 19 February, 2016)

Activities	**Tenure track**	**Practitioner**	**Research**	**Non-career-track**
Formal Reappointment, Promotion or Tenure Request Letter Required from Candidate	Yes	Yes	Yes	N.A.
Application Review Materials Submitted by Faculty Member by Required Date	Cover Letter that includes a list of 10 potential external reviewers and list of material to be sent to reviewers Senate Form A (includes Current CV and Expanded personal statement), Supporting portfolio	Cover Letter that includes a list of 10 potential external reviewers and list of material to be sent to reviewers Senate Form A (includes Current CV and Expanded personal statement), Supporting portfolio	Cover Letter that includes a list of 10 potential external reviewers and list of material to be sent to reviewers Senate Form A (includes Current CV and Expanded personal statement), Supporting portfolio	N.A.
Personal Statement *(part of Senate Form A)*	Expanded to Reflect~~s~~ Philosophy of Research, Teaching and Service	Expanded to Reflect~~s~~ Philosophy of Research/Creative work, [professional work], Teaching and Service	Expanded to Reflect~~s~~ Philosophy of Research and if applicable, Service and/or Teaching	N.A.

Activities	Tenure track	Practitioner	Research	Non-career-track
Student Letters Requested by Personnel Committee	Yes	Yes	No	N.A.
External Reviewer Letters Requested by Personnel Committee	Minimum of six letters from senior academics in research field, not from personal friends, co-authors in the last decade, or former advisors)	Minimum of six letters from externals such as community leaders and senior researchers in area of practice, not from personal friends, co-authors in the last decade, or former employees or supervisors)	Minimum of six letters from senior researchers in the field, not from personal friends, co-authors in the last decade, or former advisors)	N.A.
Letters from Faculty Colleagues Requested by Chair of Personnel Committee	Yes	Yes	Yes	N.A.
Reappointment, Promotion or Tenure Meeting Attendees and Voters	Personnel Committee and Augmented Committee	Personnel Committee, Augmented Committee, and a representative of professors of practice at the level of associate and higher	Personnel Committee, Augmented Committee, and a representative of research professors at the level of associate and higher	N.A.

iii) Elaboration of Evidence for Reappointment, Promotion, or Tenure Decisions

- **Senate Form A:** Senate Form A and any other forms to be used by the committee will be given to the candidate. Senate Form A is required for reappointment, promotion and tenure of tenure track faculty but can be used in annual reviews in preparation for the promotion process.

- **Comments by Full-Time Faculty Members:** The Personnel Committee will notify all full-time faculty members of forthcoming evaluations by the Personnel Committee. Faculty members, including members of the Personnel Committee, may submit in writing any

input they wish concerning an evaluation. Only signed comments or emails directly to the administrator of the review will be accepted as evidence. Comments by full-time faculty members are solicited for reappointment, promotion and tenure.

- **Instructional Rating Surveys:** Faculty members must use the Instructional Rating Survey (IRS) in each class taught (except any courses with 5 or fewer students). Faculty Services will forward to each faculty member the Summary Sheets and the individual forms containing students' raw data. Faculty members must keep the Summary Sheets for at least the most recent three years. The IRS Summary Sheets must be submitted as one source of evidence of teaching quality. Instructional Rating Surveys are used for reappointment, promotion and tenure.

- **Comments by Current Students:** The Personnel Committee will solicit input from current students through a variety of means designed to reach most if not all of the undergraduate and graduate students in this School. Students will be asked to provide their written comments to the committee. Only signed letters or emails directly to the administrator of the review will be accepted as evidence. Comments by current students will be solicited for reappointment, promotion and tenure.

- **Comments by Alumni:** The Personnel Committee will randomly choose and solicit comments from alumni who have graduated within the past three years and who were enrolled in classes taught by the candidate or who had a substantive academic relationship with the candidate such as having him or her as Ph.D. advisor or thesis committee member, and request their comments by letter. Only signed letters or emails directly to the administrator of the review will be accepted as evidence. Comments by alumni will be solicited for promotion and tenure only.

- **Peer Review** (for promotion and tenure only). Candidates for promotion and tenure must submit the name, current address and professional affiliation of ten people who are qualified to judge the quality and professional significance of the candidate's research and writings. The list submitted by the candidate will indicate the relationship of a proposed external reviewer to the candidate's research. These individuals should not be affiliated with the School of Information Studies; nor should they be closely involved with the faculty member. The Personnel Committee will request the written assessment of five or more external reviewers (this number must be aligned with any requirements from Academic Affairs). At least half of those selected will be chosen from the committee's list. External peer review is used for promotion and tenure only.

For reappointment, promotion, and tenure, the Dean's Office will provide the Personnel Committee with copies of previous annual review letters. In the case of a candidate being reviewed for a promotion that was denied in a recent year the Personnel Committee, with the consent of the person being reviewed, may vote to reuse some previous evidence such as letters from external reviewers or students.

The candidate is encouraged to provide additional evidence regarding his/her performance in the areas of teaching, research/creative work, and service.

c) Reappointment, Promotion and Tenure Process

i) General

Whether a candidate for reappointment, promotion, or tenure has met the criteria will, in all cases, be determined by members of the Augmented Personnel Committee, applying their judgment and standards after considering all available evidence.

Procedures for Reappointment, Promotion or Tenure decisions are similar to annual review. However, they include extended meetings with all tenure-track faculty. As noted above, a formal letter indicating the faculty member's intention to apply for reappointment, promotion, or tenure should be submitted to the dean by May 1 of the preceding academic year.

Table 5 provides a summary of the procedures for reappointment, promotion or tenure.

Table 5. Summary of Activities for Reappointment, Promotion or Tenure

Activities for Reappointment, Promotion or Tenure	**Tenure Track**	**Practitioner**	**Research**	**Non-Career-Track**
Reviewed by Personnel Committee	Yes	Yes	Yes	N.A.
Meeting of Augmented Personnel Committee	Personnel Committee & Tenured faculty only	Personnel Committee, tenured faculty and all Associate or full professors of practice	Personnel Committee, tenured faculty and all Associate or full research professors	N.A.
Chair	Chair of Personnel Committee	Chair of Personnel Committee	Chair of Personnel Committee	N.A.

ii) Personnel Committee

The following are general procedures that apply to reappointment, promotion, and tenure. Special procedures for each of these will be addressed in their specific sections.

Faculty members who wish to be reviewed for promotion must notify the Dean in writing or by email no later than May 1. At the final faculty meeting the Dean will announce the names of those who will be evaluated by the Augmented Personnel Committee in the following year. There will be a secret ballot in which people are nominated to serve on the Personnel Committee. The Dean will appoint a Personnel Committee.

The Personnel Committee typically consists of three tenured faculty, two untenured career-track faculty, and up to two doctoral students. Consideration may be given to increasing the size of the Personnel Committee, or rotating tenure-track and career-track faculty to accommodate assistant level faculty who may soon be evaluated for promotion. The chair of the committee will be determined by the Dean prior to the academic year.

The Personnel Committee, with the assistance of the Dean's Office, will oversee the review process, handle all communication with the candidate, and solicit and collect the evidence.

- **Preparation of Schedule.** Early in the fall semester, the Personnel Committee will prepare for each candidate a tentative schedule of deadlines (e.g. for the submission of evidence) covering the entire review process. The schedule should include those meetings which may be necessary if the candidate wishes to respond to a negative straw vote by the committee. The deadline for submission of materials from the candidate will generally be October 1 unless otherwise authorized by the committee chair.

- **Confidentiality.** Evidence collected by the committee (e.g. external reviews, letters from students, faculty and alumni) should be retained as confidential and be reviewed only by members of the School and administration directly involved in the review process. The candidate will not be permitted to review the committee's evidence collected from external reviewers and other confidential sources assuming that a waiver is signed.

- **Disclosure to Candidate.** The candidate should be informed verbally of the result of the Augmented Personnel Committee meeting within one week.

- **Communications**. A copy of all official communication between the Personnel Committee and the candidate or between the Dean and the candidate. will be saved in the Dean's Office.

- **Keeping Minutes.** The Personnel Committee and the Augmented Personnel Committee will take minutes of each meeting. The minutes must contain: (a) the time, location and duration of the meeting, (b) the names of all attendees, and (c) the significant actions taken at the meeting. If appropriate copies of correspondence sent from the committee to the candidate or the Dean will be appended to the minutes.

- **Acquiring and Storing Records.** The committee will implement procedures to acquire the appropriate evidence. The Committee will open a file with the Dean's Office for the storage of each candidate's evidence, including that supplied by the candidate.

- All evidence, except that which is submitted by the faculty member and returned to him/her, will be kept for two years after the date of the review.

- Committee members who wish to review a candidate's file, or any part of it, in private obtain access through faculty services.

iii) Meetings

A meeting of up to half a day will be scheduled for reappointment reviews, promotion, and tenure decisions.

The Personnel Committee will lead the Augmented Personnel Committee through a review of the evidence, after which the Augmented Committee will make its written recommendation to the Dean for reappointment or tenure, and to the Senate Committee on Appointment and Promotions for promotion of tenure track faculty.

Quorum: The Augmented Personnel Committee will not conduct official business without a quorum. For personnel matters regarding reappointment, promotion, or tenure, a quorum will be defined as 66 percent of the voting membership that are not on leave or recused. With advance notice, the chair of the personnel committee may give permission to a faculty member to attend a meeting using means such as phone or videoconferencing. Faculty members on leave are permitted to attend and, if so, count as part of the quorum.

Adjournment: Under extraordinary circumstances, such as the perceived inadequacy of existing evidence, a majority vote can result in a meeting being adjourned until a later date.

Voting: After the evidence has been collected, reviewed and discussed by the Augmented Personnel Committee (for reappointment, promotion or tenure), a "straw vote" by secret ballot will be taken. Professors of practice vote an all promotion decisions but not tenure.(Approved May 9th, 2014)

All members of the personnel committee, one appointed doctoral student and the Augmented Personnel Committee may vote (either in person or electronically) for reappointment, promotion and tenure decisions. For tenure and reappointment decisions, the Dean does not vote. Absentee ballots are not permitted. Anybody not present for 20 minutes or more of a meeting is also ineligible to vote. (Approved May 9th, 2014)

A simple majority vote will suffice for all decisions. Abstentions are ignored for the purpose of determining simple majority.

If tenure and promotion are both decided in a single meeting there will be two separate votes, first for tenure, then for promotion. The chair of the meeting will report the numerical result of the ballots in a memo to the Dean or on a Senate form. The ballots can then be destroyed.

iv) Results of Voting

- **Tied vote:** If the official vote of the Augmented Personnel Committee regarding its recommendation is tied, it will be interpreted as not supporting the candidate's application for reappointment, promotion or tenure.

- **Positive vote:** If the outcome of the straw vote is positive and if there is no further discussion, the vote will become official. A tenured member of the Augmented Personnel Committee, in consultation with those present at the meeting will then draft a written evaluation of the candidate and submit it to the Dean for tenure, reappointment, and promotion. The Personnel Committee will provide all materials requested by the Senate Committee on Appointment and Promotions for promotion of tenure track faculty, with a copy to the candidate.

- **Negative vote:** If the outcome of the straw vote is not positive, the Augmented Personnel Committee will draft an interim written evaluation and submit it to the candidate, who will be invited to meet, submit a written response, and/or invite someone to advocate on his/her behalf to the committee.

- Following this meeting, the Augmented Personnel Committee will reopen the discussion of the candidate and take a final vote by secret ballot. A written evaluation of the candidate will be prepared and forwarded to the Dean, with a copy to the candidate.

v) Augmented Committee's Letter

The committee's letter to the Dean (or the Senate Committee on Appointment and Promotions) will contain a review of the candidate's strengths and weaknesses in the areas of teaching, research, and service as appropriate to the appointment. The report will include the committee's recommendation regarding reappointment, promotion, or tenure. The numerical results of the committee's vote will not be included in the letter but will be noted in the minutes of the meeting.

vi) Dean's Recommendation Letter

The Dean will review the committee's letter and collected evidence, and make a final decision for the School and send his/her recommendation to the Vice Chancellor for Academic Affairs regarding reappointment or tenure.

The Dean will notify the candidate in writing of his/her decision and the justification for it. A copy of the committee's report must accompany the Dean's decision.

If the Dean's decision is negative, the candidate may request a meeting with the Dean to discuss the written evaluation and all relevant aspects of the decision. In addition, the candidate is permitted to submit a written response to the committee's report or the Dean's decision. This response will be included in the candidate's file. This provision is included to ensure that all sides will be recorded and preserved; it is not to be construed as part of an appeals procedure.

vii) Appeal

A negative decision on reappointment, tenure, or promotion of tenure track faculty can be appealed to the Senate Committee on Academic Freedom, Tenure and Professional Ethics (details are given in the Faculty Manual). Appeals based on procedural concerns should be addressed to the Senate Committee on Appointment and Promotions.

viii) Notification to the Faculty Senate or the Vice Chancellor

The Personnel Committee will notify the Senate (in cases of promotion of tenure track faculty) and the Dean will notify the Vice Chancellor (in cases of reappointment and tenure of tenure track faculty) of the School's recommendation.

d) Other Appointment Issues

i) Review of the Dean

The Dean is reviewed by the faculty after the completion of his/her fifth year as Dean and every five years thereafter. In addition, the Dean may request a review. Likewise, the Personnel Committee can call for a secret ballot of the Augmented Personnel Committee to review the Dean.

The procedure for review of the Dean will be similar to a reappointment review of faculty, except that the augmented committee's decision is purely advisory, and the output of the deliberation will be a confidential letter to the Dean and the Vice Chancellor. The faculty will vote to select an ad hoc committee consisting of three tenured faculty to be in charge of the review and who will gather evidence in preparation for a meeting of the Augmented Personnel Committee (not including the Dean).

ii) Leave of Absence

Approximately six years after a paid leave of absence, tenured faculty members are generally granted a leave of absence from their normal faculty duties so that they can pursue their research or professional interests. This leave may be for one semester at full pay or two consecutive semesters at half pay.

The faculty member should submit a request for a Leave of Absence to the Dean and the Personnel Committee according to the timeline established by the University. If the faculty member is requesting a paid leave, he/she should provide the committee with his/her curriculum vitae and a prospectus outlining how the faculty member plans to use the time to contribute to research or professional activities. The Dean, after meeting with the faculty member, will inform the Personnel Committee of his/her willingness to support the request for a leave of absence.

The Personnel Committee will decide whether or not to approve the request before the University deadline for declaring leaves of absence. The committee will consider factors such as other requests from faculty if there are more requests than can be granted, how recently the faculty member has had a prior leave, and the needs of the School.

iii) Emeritus Status

Faculty who have been at the University for more than ten years and who are leaving the University may be granted the title of Emeritus/Emerita. Emeritus status entitles the departing faculty member to privileges designated by the University (such as library, computing, and parking).

Only in exceptional cases will emeritus status not be granted. Possible reasons for not granting Emeritus Status may involve forced departure, or a sense that continued association with the departing faculty member is not in the best interests of the University.

A request for Emeritus status is made by the faculty member to the Personnel Committee. It is also possible for other faculty in the School to petition that emeritus status be granted to someone who did not request it. The Personnel Committee will consider the request and if a majority of the committee votes in favor the Dean should send a memo to the Office of Academic Affairs prior to the University deadline, typically March 1.

iv) Faculty Grievances

Faculty grievances regarding working conditions, responsibilities, or any of the personnel matters described in this document should be discussed with the Dean. If that meeting does not prove to be satisfactory, the aggrieved faculty member or the Dean may seek the advice of the faculty members on the Personnel Committee.

Faculty grievances which are covered by University regulations (including Affirmative Action) may also be brought to the attention of the appropriate University office or Senate Committee.

v) Faculty Dismissal

The policies and procedures governing the dismissal of faculty are presented in the Faculty Manual. Policies regarding other disciplinary actions are also presented in the Faculty Manual.

6) e) Negative Reappointment, Promotion, or Tenure Decisions

If a reappointment or tenure decision is negative for tenure-track faculty, the following year will be a terminal appointment with a one year contract offered.

For career-track practice or research faculty, a negative vote on reappointment is a recommendation to the Dean that the existing contract not be renewed. A terminal contract may or may not be offered, depending on funding and the reasons for denial or reappointment.

If a promotion decision is negative where a tenure decision is not involved, faculty may apply in a later year in consultation with the Personnel Committee and the Dean.