

PHILADELPHIA UNIVERSITY

FACULTY MANUAL



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# **1 Preface**

## **1.1 Nature of the Faculty Manual**

This version of the Faculty Manual represents the fruits of a multi-year, ongoing dialogue between the Faculty and the Administration of Philadelphia University. While the Faculty is responsible for final approval of the portion of the Manual titled The Organization of the Faculty, and the Administration is responsible for final approval of the balance of the Manual, the entire product represents a collegial effort to achieve Shared Governance.

Neither the Faculty Manual nor any other University document (other than an executed employment contract signed by the President) confers any contractual right, either expressed or implied. Nevertheless, the principles and procedures articulated in the Manual provide a manageable, consistent framework for addressing the myriad topics it encompasses.

## **1.2 Reservations of Rights**

This Faculty Manual supersedes all prior faculty manuals and policies on the subjects discussed in this Manual. The Administration of Philadelphia University, through the Office of the President and Office of the Provost, reserves the right to withdraw, add to or modify such practices, policies and procedures at any time, or from time-to-time, to the extent it believes such actions will best promote the intended objectives. However, no changes will be made which would violate federal, state or local law. The Administration will consult with the University Personnel Committee on changes pertaining to reviews for reappointment and promotion. In addition, general faculty comment will be welcomed.

The Faculty will be given notice of any procedural changes to which they will be expected to adhere going forward. Changes pertaining to review criteria will be effective two academic years after the announcement is made. Announcements pertaining changes pertaining to review criteria normally will be made by May 1 and in any event by no later than June 30.

In addition, the Administration may waive application of particular policies or procedures, particularly where unique circumstances arise that may not have been contemplated by the drafters.

In the event of any discrepancies between this Faculty Manual and the University's Employee Handbook, the Faculty Manual has precedence regarding any such inconsistencies. If you have any questions about the two documents, please check with the Provost's Office and the Human Resources Department.

## **2 Background**

### **2.1 History of the University**

Philadelphia University was founded in 1884 as the Philadelphia Textile School, in the wake of the 1876 Centennial Exposition. A group of textile manufacturers, led by Theodore Search, noticed a sizeable gap between the quality and variety of American textile products and those displayed by European mills. To address this, the group established the School to educate America's textile workers and managers. Philadelphia University was the first private American textile school in the United States. Within a year, the School became a department of the Pennsylvania Museum School of Industrial Art, now the Philadelphia Museum of Art. By the mid-1890s, the School was located at Broad and Pine Streets in downtown Philadelphia.

The School survived the Depression and entered a new period of growth at the outset of World War II. In 1942 the School's name was changed to the Philadelphia Textile Institute, and it was granted the right to award baccalaureate degrees. In 1946, the Institute moved to a 12-acre campus in the East Falls section of Philadelphia. In 1949, the Institute separated from the Museum School and incorporated as an independent institution.

Throughout the 1950s and 60s, the Institute continued to grow. The student population doubled between 1954 and 1964. In 1961, the Institute's name changed to Philadelphia College of Textiles and Science. In 1976, the Commonwealth granted the right to award a graduate degree, the Master of Business Administration. By 1978, the student population had doubled again.

With incremental land purchases, by 1972 the size of campus had doubled. Additional lands were purchased in 1982 and 1999, which doubled the size of campus again. For a description of the current campus and facilities, please visit <http://www.philau.edu/about/campus-and-facilities>.

To better reflect the institution's breadth and depth and its successful growth, the College applied for and was granted university status by the Commonwealth of Pennsylvania in 1999. And the same year, the Board of Trustees voted to change the School's name to Philadelphia University, the first private university in the United States to be named exclusively after the City of Philadelphia. The name Philadelphia University became effective on July 13, 1999.

The University now has three colleges and one school: the College of Architecture and the Built Environment; the College of Design, Engineering and Commerce; the College of Science, Health and the Liberal Arts; and the School of Continuing and Professional Studies.

Philadelphia University is accredited by the Middle States Association of Colleges and Schools. Various individual programs are accredited, as required by the respective professionals. For a list of accredited programs, please visit <http://www.philau.edu/heoa>.

## 2.2 The University Mission

Philadelphia University is a student-centered institution that prepares graduates for successful careers in an evolving global marketplace. By blending the liberal arts and sciences, professional studies, interdisciplinary learning, and collaborations in and out of the classroom, students learn to thrive in diverse and challenging environments. Our students are encouraged to form supportive relationships with each other as well as faculty, staff, and alumni in an academically rigorous setting that is focused on intellectual and personal growth. Philadelphia University is an experiential learning community where integrity, creativity, curiosity, ethics, responsibility, and the free exchange of ideas are valued.

### **3 Administrative Organization**

#### **3.1 University Administration**

The President is the Chief Executive Officer of the University and is directly responsible to the Board of Trustees. The following officers report directly to the President:

- Provost/Dean of the Faculty;
- Chief Financial Officer;
- Chief Operating Officer/ Vice President for Administration / Secretary of the University
- Dean of Students;
- Dean of Enrollment Management;
- Vice President for Development and Alumni Relations;
- Vice President for Information Resources;
- Vice President for Marketing and Public Relations; and
- Vice President for Innovation

#### **3.2 Academic Administration**

The Provost is the Chief Academic Officer of the University and is responsible to the President. The following academic units and departments report to the Provost's Office:

##### **3.2.1 Academic Units**

- College of Architecture and the Built Environment
- College of Science, Health and the Liberal Arts
- Kanbar College of Design, Engineering and Commerce

##### **3.2.2 Academic Leadership**

- Executive Dean of College of Architecture and the Built Environment
- Executive Dean of College of Science, Health and the Liberal Arts
- Executive Dean Kanbar College of Design, Engineering and Commerce
  - Academic Dean of School of Business Administration
  - Academic Dean of School of Design and Engineering

Executive Deans and Academic Deans of Colleges and Schools are appointed by the President upon the recommendation of the Provost, who consults with the faculty in the respective college.

Executive Deans of the Colleges and Academic Deans of Schools exercise leadership in the development of academic programs and the faculty in their units. Their duties include: recommendation of annual operating budgets; recommendation of annual salary schedules for faculty; control of operating budgets; faculty recruitment; recommendation of tenure and promotion; professional development of faculty; recommendation of curricular development and revision; preparation of schedule requests for course offerings; coordination with the Academic Dean of the School of Continuing & Professional Studies on evening and summer course offerings; coordination of student advising; certification of students for graduation; and overseeing of College operations. Executive Deans confer regularly with the Provost and his/her staff.

Associate Academic Deans are appointed for a three-year term by the Executive Deans in consultation with the Provost and President.

Program Directors have responsibilities for specific academic programs and report to the Executive Deans or Academic Deans of their College, as appropriate.

### 3.2.3 Academic Support Departments

- Provost's Office
- Office of Global Education and Initiatives
- Center for Teaching Innovation and Nexus Learning
- Learning and Advising Center
- Gutman Library
- Honors Program
- University Registrar
- Writing Across the Curriculum



## **4 Deliberative and Voting Body of the Faculty**<sup>i</sup>

### 4.1 Deliberative Body of the Faculty

The Deliberative Body of the Faculty is composed of the following:

- A. All full-time faculty, including visiting faculty
- B. All officers and administrators of the University

Members of the Deliberative Body of the Faculty may participate in any discussion on the floor of the faculty meeting. Such a discussion is to inform the Voting Body and Administration. Members of the Deliberative Body do not vote, unless they are also members of the Voting Body of the Faculty as specified below.

### 4.2 Voting Body of the Faculty

The Voting Body of the Faculty is comprised of the following members:

- A. All tenured and tenure-track and practice and practice-track faculty holding academic rank, including those who are on sabbaticals and other leaves of absence;
- B. The President;
- C. The Provost/Dean of the Faculty;
- D. The Dean of Students;
- E. The Executive Dean of the College of Architecture and the Built Environment;
- F. The Executive Dean of the Kanbar College of Design, Engineering and Commerce;
- G. The Executive Dean of the College of Science, Health and the Liberal Arts; and
- H. The Academic Dean of the Kanbar College of Design, Engineering and Commerce School of Business Administration;
- I. The Academic Dean of the Kanbar College of Design, Engineering and Commerce School of Design and Engineering;
- J. Program Directors without faculty status

The combined number of practice faculty and full-time Program Directors shall not exceed more than one-third of the total combined number of full-time faculty (tenured; tenure-track; practice-track; practice; visiting; and research faculty) plus full-time Program Directors.<sup>1</sup>

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<sup>1</sup> (practice faculty + full-time Program Directors) < 1/3 full-time faculty + full-time Program Directors.

## 5 Categories of Faculty Employees

The University employs faculty in full-time, part-time, and short-term capacities. The University also maintains affiliations with healthcare providers whose employees may be appointed to affiliated clinical education or clinical adjunct faculty positions.

### 5.1 Full-time Faculty

Full-time faculty are salaried and are entitled to all benefits, as described in the Employee Handbook.

Full-time faculty positions are designated as either probationary contract or long-term contract, as described below.

#### 5.1.1 Tenure-track and Tenured

Tenure-track and tenured faculty members focus on teaching, professional activity and achievement in their current field, and service to the University.

As described in the Criteria for Promotion, specifically Criterion C: "Professional Activity and Achievement in the Candidate's Current Field," professional activity and achievement includes:

- original research demonstrated by publication; or
- creative contributions to art or literature, demonstrated by publication or juried exhibit; professional development; and
- Contributions to the knowledge-base of the profession or discipline.

##### 5.1.1.1 Tenure-track (Probationary contract)

Tenure-track faculty members must hold the appropriate terminal degree in the professional field or in an appropriate relevant field, as described in Criteria for Promotion, specifically Criterion A: Credentials and Experience.

Tenure-track faculty typically hold the rank of Assistant Professor.

A successful Candidate in a tenure-track search, whose master's thesis or doctoral dissertation (as appropriate to the advertised position and discipline) is scheduled to be complete within a reasonable amount of time, may be appointed to the rank of Instructor or Lecturer. Instructor is reserved for someone whose highest degree is a bachelor's degree. Lecturer is reserved for someone whose highest degree is a master's degree. Under these circumstances, an initial appointment to an Instructor or Lecturer rank is for a one-year term.

##### 5.1.1.2 Tenured (Tenure)

Tenured faculty may hold one of the following academic ranks: Associate Professor or Professor.

### 5.1.2 Renewable non-tenure track faculty (“Practice faculty”)

Renewable non-tenure track faculty are referred to as practice-track or Practice faculty and focus on teaching, professional activity and achievement in their current field, and service to the University.

As described in the Criteria for Promotion, specifically Criterion C: “Professional Activity and Achievement in the Candidate’s Current Field,” professional activity and achievement includes:

- regular and sustained practice;
- professional development; and
- Contributions to the profession.

#### 5.1.2.1 Practice-track (Probationary Contract)

Practice-track faculty members must hold the appropriate terminal degree in the professional field or in an appropriate relevant field, as described in Criterion A: Credentials and Experience.

Practice-track faculty typically hold the rank of Assistant Professor.

A successful Candidate in a practice-track search, whose master’s thesis or doctoral dissertation (as appropriate to the advertised position and discipline) is scheduled to be complete within a reasonable amount of time, may be appointed to the rank of Instructor or Lecturer. Instructor is reserved for someone whose highest degree is a bachelor’s degree. Lecturer is reserved for someone whose highest degree is a master’s degree. Under these circumstances, an initial appointment to an Instructor or Lecturer rank is for a one-year term.

#### 5.1.2.2 Practice (5- and 7-Year Contracts)

Practice faculty may hold one of the following academic ranks: Associate Professor and Professor.

### 5.1.3 Full-time Administrators of Academic Programs with faculty appointment

Qualified administrators of academic programs may hold a faculty rank coterminous with their administrative appointments. This rank must be established with the approval of the Provost and President at the time of hire. However, no tenure exists or can be granted for solely administrative positions.

### 5.1.4 Full-time Faculty with Administrative Appointments

Full-time faculty members holding either tenure, tenure-track, or practice, or practice-track contracts, may be assigned an administrative appointment. (See Section 28.5 Faculty Review Procedures for Faculty Review procedures for Faculty with Administrative Assignments)

A full-time faculty member who has accepted an administrative position at Philadelphia University may be eligible for or may retain tenure in a teaching position if he or she continues to teach at least one course each academic year.

### 5.1.5 Executive Deans and Academic Deans with faculty appointments

Executive and Academic Deans may hold a faculty rank when they meet the criteria for that rank. While holding an administrative appointment, Executive and Academic Deans are subject to annual Provostial reviews as well as review for reappointment in the final year of their administrative contract.

Upon the recommendation of the Provost and the approval of the President, tenure may also be granted to Executive Deans according to the University's Modified Tenure Review for New Faculty Hires with Tenure (See Section 12 Policy on Modified Tenure Review Procedures for New Faculty Hires with Tenure).

#### 5.1.6 Visiting teaching faculty

Visiting teaching faculty members are appointed to fill special, short-term teaching needs.

Visiting teaching faculty may carry the title "Visiting (rank)" with the appropriate rank chosen from those applicable to full-time faculty.

Such visiting positions are full-time. Faculty in visiting positions may be appointed to a maximum of five consecutive one-year full-time terms or five years total. Visiting positions are temporary and appointment to such a temporary position does not guarantee a regular appointment should a position become available.

The responsibilities of a visiting faculty member are equivalent to those required of a first-year, full-time faculty member.

##### 5.1.6.1 Types of visiting teaching faculty

The University has two types of visiting teaching faculty:

- 1) Research-oriented faculty; and
- 2) Practice faculty.

The difference between the two types may be summarized as follows:

##### 1) Research-oriented visiting teaching faculty:

- The profession offers opportunities for research aimed at generating new knowledge; and
- The program is seeking a faculty member with a research focus in a specific disciplinary area, which will enrich the program, the educational experience of students, and expand the knowledge-base of the profession or discipline.

##### 2) Practice visiting teaching faculty:

- The profession provides opportunities for professional practice; and
- The program is seeking a faculty member with practice-oriented knowledge that is applied in a specific professional area, which will enrich the program and educational experience of students.

##### 5.1.6.2 Visiting Research faculty

Visiting research faculty are appointed to fill special short-term research needs. They may, however, carry a teaching load. Research faculty may carry the title "Visiting Research (rank)" with the appropriate rank chosen from those applicable to full-time faculty.

Faculty in visiting research faculty positions may be appointed to a maximum of five consecutive one-year, full-time terms or five years total. Visiting positions are temporary and appointment to such a temporary position does not guarantee a regular appointment should a position become available.

The following table lists the ranks and credentials required for various visiting faculty positions.

**Table 1:** Ranks and Credentials for Visiting Teaching Faculty

<b>Research-oriented Faculty</b>	<b>Practice Faculty</b>
<p><b>Visiting Instructor</b></p> <p>An appointment to the Faculty at this rank is normally reserved for an individual having an excellent prior academic record and the bachelor's degree.</p>	<p><b>Visiting Instructor of Practice</b></p> <p>An appointment to the Faculty at this rank is normally reserved for an individual having an excellent prior academic record and the bachelor's degree.</p>
<p><b>Visiting Lecturer</b></p> <p>An appointment to the Faculty at this rank is normally reserved for an individual having an excellent prior academic record and a master's degree.</p>	<p><b>Visiting Lecturer of Practice</b></p> <p>An appointment to the Faculty at this rank is normally reserved for an individual having an excellent prior academic record and a master's degree.</p>
<p><b>Visiting Assistant Professor</b></p> <p>An appointment to the Faculty at this rank is normally reserved to an individual having an excellent prior academic record and a terminal degree.</p>	<p><b>Visiting Assistant Professor of Practice</b></p> <p>An appointment to the Faculty at this rank is normally reserved to an individual having an excellent prior academic record, a minimum of a bachelor's degree in a relevant discipline, and 5-7 years' related industry experience.</p>
<p><b>Visiting Associate Professor</b></p> <p>An appointment to the Faculty at this rank is normally reserved to an individual having an excellent prior academic record, a terminal degree, and the 7-12 years' teaching experience.</p>	<p><b>Visiting Associate Professor of Practice</b></p> <p>An appointment to the Faculty at this rank is normally reserved to an individual having an excellent prior academic record, a minimum of a bachelor's degree in a relevant discipline, prior teaching experience and 7-12 years' related industry experience.</p>
<p><b>Visiting Professor</b></p> <p>An appointment to the Faculty at this rank is normally reserved to an individual having an excellent prior academic record, a terminal degree, and 12 or more years' teaching experience.</p>	<p><b>Visiting Professor of Practice</b></p> <p>An appointment to the Faculty at this rank is normally reserved to an individual having an excellent prior academic record, a degree in a relevant discipline, significant teaching experience, and 12 or more years' related industry experience.</p>

The procedure to assign a rank to a Candidate for a visiting teaching faculty position is as follows:

- The Executive Dean recommends to the Provost an appropriate rank for a Candidate.
- The Provost discusses the recommendation with the Executive Dean and makes an appointment to one of the ranks listed above based on the Candidate's credentials and experience.

#### 5.1.7 Part-time Faculty

Some programs hire part-time faculty members, who hold a rank and work less than 0.75 FTE in a calendar year. A part-time faculty member teaches courses, provides administrative services in the program in which they are teaching, and participates in practice or research/scholarship. The Program Director annually determines the need for part-time faculty in the upcoming academic year. S/he reviews the performance of current part-time faculty in the program, focusing on these three areas of primary responsibility, and may thereafter recommend reappointment to the Executive Dean. The Executive Dean submits a written reappointment request to the Provost.

No right of tenure accrues to any person holding a part-time faculty position regardless of title, rank, or cumulative length of service. The duties of and terms and conditions for part-time faculty shall be articulated in each letter of appointment.

#### 5.1.8 Short-Term Faculty and Instructional Staff

##### 5.1.8.1 Emeritus Faculty

Retired faculty who qualify for the honorific title of Emeritus may be hired to teach on a per-course basis. Emeritus faculty may teach or receive non-instructional assignments for up to 9.75 adjusted workload units per Reporting Term.

See Section 29 for information about Conferral and Privileges of Emeritus Faculty.

##### 5.1.8.2 Adjunct Faculty

Adjunct faculty are unranked members of the faculty. Contracts and remuneration are established on a "per-course" basis for instruction and/or "course equivalent" basis for non-instructional assignments, per the University's Faculty Compensation Policy, as amended from time to time. Adjunct faculty may be entitled to the benefits due other part-time employees, as described in the Employee Handbook.

Adjunct faculty may receive teaching or non-instructional assignments for up to 9.75 adjusted workload units per Reporting Term.

- Teaching includes classroom instruction, preparation, grading and feedback; non-classroom contact with students, through after class questions, office hours and/or email; and interaction with members of the department for appropriate departmental business.
- Non-instructional assignments may include tutoring, advising, course development, or other duties.

An annual attendance at orientation is required. Program Directors conduct an evaluation of Adjunct Faculty member's teaching effectiveness through classroom observations and/or a review of student course evaluations.

### 5.1.8.3 University Staff Teaching a Course

Please see the Employee Handbook, section entitled “Administrative Staff Adjunct Teaching Policy” for a discussion of this topic.

### 5.1.9 Academic Support Staff

#### 5.1.9.1 Medical Director

A number of accredited health sciences programs require that the University employ a Medical Director, who is a part-time, unranked faculty member.

Medical Directors are appointed by the President upon a recommendation from the Executive Dean of the College of Science, Health and the Liberal Arts to the Provost. Accrediting bodies set the criteria for qualified Medical Directors.

Medical Directors of academic programs are part-time employees of the University. The Executive Dean conducts annual performance reviews, which are the basis for annual reappointment decisions.

#### 5.1.9.2 Clinical Coordinator / Clinical Director

A number of accredited health sciences programs require that the University employ a person who is responsible for students’ clinical placements and fieldwork experiences; liaising with the clinical placement sites, staff and health fieldwork educators and clinical adjunct faculty; curriculum development; instruction and assessment of courses; supervision of students; and associated duties related to accreditation.

In some cases, clinical coordination is a duty assigned to a ranked faculty member in a tenure-track/tenured or practice-track/practice position. In other cases, a part-time faculty member, as described above, or an administrative staff member may be hired or assigned to fulfill these duties.

### 5.1.10 Instructional Assistance

#### 5.1.10.1 Teaching Assistant (staff)

A teaching assistant is a staff member who teaches or guides students under the direction of a faculty member, who is the instructor of record.

#### 5.1.10.2 Laboratory Assistant (staff)

A laboratory assistant is a staff member who teaches or guides students enrolled in the laboratory component of a course under the direction of a faculty member, who is the instructor of record. Laboratory assistants may also be hired or assigned to support faculty research.

#### 5.1.10.3 Research Assistant (staff)

A research assistant is a staff member assigned to participate in and support the research of a faculty member or a research center/institute.

#### 5.1.10.4 Advisor (staff)

An advisor is a staff member assigned by the University to provide academic guidance and mentorship to students. An advisor works under the supervision of a Dean, Program Director, Section Coordinator, or staff member at the Learning and Advising Center.

### 5.1.11 Affiliated Faculty

#### 5.1.11.1 Clinical Educator, Fieldwork Educator, or Preceptor

Clinical Educators, Fieldwork Educators or Preceptors are licensed professionals who supervise students during required clinical or fieldwork experiences. They may be physicians, physician's assistants, nurses, midwives, and other allied health professionals. Accrediting bodies set the requirements for fieldwork experiences and the criteria for supervision.

Clinical Educators, Fieldwork Educators and Preceptors are selected, coordinated, and supported by an academic program's Clinical Coordinator or Director, who may be a full-time faculty member or administrator in an academic program.

Clinical Educators, Fieldwork Educators and Preceptors are not employees of the University.

#### 5.1.11.2 Clinical Adjunct Faculty

Clinical Adjunct Faculty serve the University's academic programs by providing practice-based instruction to students in medical and clinical settings.

Clinical Adjunct Faculty are appointed by the Executive Dean of the College of Science, Health and the Liberal Arts with the "Clinical Adjunct (rank)." The rank is assigned based on criteria:

##### 5.1.11.2.1 Clinical Adjunct Instructor

- Bachelor's Degree in relevant field
- Licensure and/or Certification in appropriate discipline
- Actively involved in clinical teaching

##### 5.1.11.2.2 Clinical Adjunct Assistant Professor

- Master's Degree or doctorate in relevant field
- Licensure and/or Certification in appropriate discipline
- Actively involved in clinical teaching

##### 5.1.11.2.3 Clinical Adjunct Associate Professor

- Master's Degree or doctorate in relevant field
- Licensure and/or Certification in appropriate discipline
- Actively involved in clinical teaching
- 5-24 publications or equivalent rank at another University

##### 5.1.11.2.4 Clinical Adjunct Professor

- Master's Degree or doctorate in relevant field
- Licensure and/or Certification in appropriate discipline
- Actively involved in clinical teaching
- ≥25 publications in peer-reviewed journals or equivalent rank at another University



## **6 Procedures for Grievances of Matters of Employment**

Faculty members who consider that they have a Grievance about any aspect of their employment at the University, except in cases concerning contract renewal, tenure, promotion or sabbatical requests, which are separately addressed, are free to express that Grievance and are entitled to a response.

The Grievance first should be presented in writing to the Executive Dean of the faculty member's College. If no satisfaction is received at this stage, the faculty member may address the Grievance in writing to the Provost. If no satisfaction is received at this stage, the faculty member may address the Grievance in writing to the President. At any of the stages, the person making the Grievance and/or the person hearing it are strongly encouraged to discuss the Grievance in person with relevant parties. Response should be timely.

If a Grievance cannot be presented to the designated officer in the order described above because it directly involves that officer, the faculty member may register the Grievance with the next highest officer; in such cases the person to whom the Grievance is presented must solicit a response from the lower office in question before any action is taken.

### **6.1 Community Standards of Conduct**

The University maintains a Code of Conduct and a Code of Ethics, which are both printed in the Employee Handbook, as well as a statement of Faculty Rights and Responsibilities, which is included in the Faculty Manual. A faculty member who engages in conduct incompatible with these community standards, as provided in this Manual or elsewhere in the University's written policies and practices, may be subject to sanctions, up to and including removal and termination.

Misconduct can take many forms, including but not limited to the following:

- Unlawful discrimination
- Harassment
- Felonious criminal act
- Moral turpitude
- Academic dishonesty
- Disregard or failure to fulfill academic responsibilities
- Violation of academic or professional ethics
- Professional incompetence

### **6.2 Disciplinary Procedures**

As described in the Employee Handbook, at times, events occur that will require the University to take corrective measures so as to prevent misconduct or to address a failure to fulfill the rights and responsibilities of a faculty member.

Any incident pertaining to any form of unlawful discrimination, including sex discrimination, harassment or violence, or criminal behavior should be filed with faculty member's Executive Dean, the Assistant Vice President for Human Resources, and the Dean of Students, who is the University's Deputy Title IX Coordinator. The University will adhere to the Complaint Procedures for Victims of Discrimination as described in the Employee Handbook.

As described in the Employee Handbook, in accordance to the University's commitment to appropriate employee conduct, ethical behavior, and equal treatment of all members of the University community, the University has selected EthicsPoint, Inc. ("EthicsPoint") to provide a simple, secure way of anonymously and confidentially reporting activities that may involve unethical or otherwise inappropriate conduct in violation of University policies. EthicsPoint merely provides another outlet for reporting unethical or otherwise inappropriate conduct. Employees are encouraged to bring any concerns to their supervisors, Human Resources, or other campus entities as appropriate.

Allegations of academic dishonesty; disregard or failure to fulfill academic responsibilities; violation of academic or professional ethics; allegations of professional incompetence should be filed with the Provost and Dean of the Faculty. Faculty shall be informed in writing of the charges against them.

Upon receiving the allegation against a faculty member, the Provost will convene the Faculty Council, who shall meet to investigate the allegations.

The faculty member against whom the allegation has been made shall be notified no fewer than ten (10) days in advance of the initial hearing date. The faculty member may decline the right to a hearing. However, if s/he chooses, the faculty shall have the opportunity to be heard in his/her own defense by the Faculty Council. Faculty may be accompanied by advisers of their own choosing.

The Faculty Council in its discretion shall interview relevant principals, participants, and other persons involved in the allegation. In a hearing of charges of incompetence, the testimony may include that of faculty and other scholars and practitioners either from Philadelphia University and/or from other institutions.

All communication between the faculty member, the Provost, and/or the Faculty Council shall be in writing or by presentation to the entire Council. Any interviews or hearing conducted by the Faculty Council shall be transcribed. A full record of the hearing/s shall be made available to all parties concerned.

The Faculty Council shall report its findings and recommend, in writing, the level of disciplinary action to the Provost and President for their final consideration.

#### 6.2.1 Faculty with tenure or on long-term contract who are recommended for termination

Faculty on tenure or holding a five- or seven-year contract, who are recommended for termination for cause, shall have the right to a hearing before the Faculty Council, as described above, and may appeal to the President of the University.

If the faculty members wishes to appeal to the President, s/he may do so in writing following the 8.3 Procedures for All Appeals. However, no new evidence may be introduced at the second hearing with the President. Should new evidence develop, it should be submitted to the Provost and Dean of the Faculty, who will review it and may modify his/her recommendations.

#### 6.3 Disciplinary Actions

In cases where a faculty member has acted inappropriately, the following actions may be taken.

### 6.3.1 Minor Sanction

If the University believes that the conduct of a faculty member justifies imposition of a minor sanction, it may impose such a sanction, provided that adequate notice and due process are observed.

An initial minor sanction may take the form of an initial formal warning.

A second minor sanction of the same or similar nature may take the form of a written reprimand. Other minor sanctions may be imposed based on the particular facts and circumstances of a situation.

### 6.3.2 Severe Sanction

If the University believes that the conduct of a faculty member, although not constituting adequate cause for termination, is sufficiently grave to justify imposition of a severe sanction based on the particular facts and circumstances of a situation, it may institute a proceeding to impose such a severe sanction, provided that adequate notice and due process are observed.

A severe sanction may take the form of suspension from service without pay for a stated period.

### 6.3.3 Termination for Cause

Visiting, tenure track, tenured, practice-track, practice, and research faculty may be terminated for adequate cause during the term of an appointment. Adequate cause includes, but is not limited to: professional incompetence; neglect of duty; and grave misconduct (that is, conduct which brings serious discredit to oneself, one's profession, or the University) and moral turpitude. In any such case, the University shall provide timely notice and due process pursuant to the following provisions.

Faculty on tenure or holding 5- and 7-Year Contracts who are dismissed for reasons not involving moral turpitude shall receive their salaries for up to one year from the date of notification of dismissal whether or not they are continued in their duties at the University.

If the University desires the services for this year, the faculty member shall be obligated to fulfill these services during the year following the notification of dismissal. Should the faculty member refuse to continue for this year, the obligation of the University ceases at the end of the academic year.

### 6.3.4 Removal

If the University determines that the reported misconduct of the faculty member poses an immediate impediment or threat to the proper administration and operation of the University, the faculty member may immediately be placed on administrative leave and removed from all duties at the University, while a final decision on the allegation of misconduct is reached.

## **7 Release from University Service**

### **7.1 Non-Reappointment**

It is possible that a Candidate will fulfill all qualifications for contract renewal but not be offered a contract due to a significant change in program focus and/or significant decline in enrollments, or severe financial exigency.

### **7.2 Termination for other Reasons**

Faculty on tenured and practice appointments (5- and 7-Year Contracts) may be terminated because of:

- 1) Bona fide financial exigency;
- 2) Elimination of curricula, in which case the University will make a good faith effort to reassign affected faculty to other faculty positions or to retrain them for such positions; or
- 3) Physical or mental incapacity resulting in the protracted inability to carry out duties as determined by a qualified physician.

In any case, the University shall provide adequate notice and due process.

#### **7.2.1 Notice of Non-reappointment ii**

Notice of non-reappointment, or the intention not to recommend to the President a reappointment, should be given in writing in accordance with the following standards:

- A. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment expires during an academic year, at least three months in advance of its expiration.
- B. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial 2-year appointment expires during an academic year, at least six months in advance of its expiration.
- C. At least 12 months before the expiration of an appointment after two or more years in the institution.

In any case, the faculty member is expected to fulfill the terms of his/her existing appointment.

#### **7.2.2 Terminal Year in cases of non-reappointment in tenure or long-term contract cases**

If tenure is denied, a final one-year contract is issued.

### **7.3 Termination of Employment by the Faculty Member (employee) iii**

Full-time faculty members in all categories may terminate their appointments effective at the end of an academic year.

#### **7.3.1 Notice Period for Termination of Employment**

Faculty must give notice in writing to the Executive Dean or Academic Dean, as appropriate, with a copy to the Provost. Notice should be given at the earliest possible opportunity, but not later than May 15 or within 30 days of receiving an offer of appointment for the coming year, whichever date occurs later.

### 7.3.2 Waiver of Required Notice Period

Faculty members may request from his/her Executive Dean or Academic Dean, as appropriate, a waiver of this requirement of notice period, in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

The Executive Dean will forward the written waiver to the Provost's Office. The Provost's Office will work with Human Resources on issues regarding the conclusion of the faculty member's employment.

## **8 Appeals of Reappointment or Promotion Decisions**

### **8.1 Definition and Purpose**

An appeal is a written request for review of a personnel decision made as a result of the University's review and reappointment procedures or review and promotion procedures.

The purpose of the appeal process is to determine whether appropriate procedures were followed. The standard for deciding the appeal shall be limited to determining whether there were procedural errors, such as the failure to bring proper facts and criteria to bear on a decision, or the introduction of improper facts and criteria, or the existence of other procedural defects, which substantially affected the outcome to the detriment of the appellant.

### **8.2 Grounds for Appeal**

A faculty member who has received from the President the written notice of non-reappointment or an unfavorable promotion decision may appeal that decision on the basis of procedural errors or irregularity(ies) that allegedly substantially affected the outcome of the review decision.

### **8.3 Procedures for All Appeals**

All communications regarding appeals shall be in writing.

Within 10 business days of receiving written notice of the President's final decision, excluding breaks in the academic calendars, the Candidate may appeal in writing an unfavorable decision to the Provost. The aggrieved Candidate must state the specific nature of the procedural violation(s).

Upon receiving the written appeal from the Candidate, within five (5) business days, excluding breaks in the academic calendars, the Provost convenes the Faculty Council.

The Faculty Council will create an ad hoc Appeal Subcommittee, which shall not include members from the Candidate's CPC or from the UPC. The Provost will meet with the Subcommittee to review the charge. University Counsel shall assist the Provost and Subcommittee in fulfilling their shared responsibilities under this heading.

The Provost shall charge the subcommittee to investigate allegation(s) of procedural violation(s) in the handling of the Candidate's review. In its discretion, the Faculty Council Appeal Subcommittee shall interview relevant principals, participants, and other persons involved in the alleged procedural violation(s) relating to the final determination. Any interviews or hearings conducted by the Faculty Council shall be transcribed.

Unless the Subcommittee finds that procedural errors or irregularity(ies) occurred and substantially affected the outcome of the review decision, the Subcommittee must recommend no further consideration. The Subcommittee will report its findings, in writing, to the Provost, who conveys the determination to the President for his/her final consideration.

If, however, the Subcommittee recommends a reconsideration of the case, the President shall announce a final decision on the appeal by no later than:

- February 10 for first 2-year contract renewals, tenure decisions, and five-year contract awards;
- June 30 for second 2-year contract renewals and for seven-year contract renewals.

## 9 Faculty Effort

### 9.1 Full-time Faculty

Full-time faculty and visiting faculty on term appointments may be appointed to 9-month, 10-month, or 12-month contracts, depending upon the instructional needs of the academic program or the staffing needs of the research program. The academic calendars for each program are published on the University Registrar's web page.

#### 9.1.1 Off-Contract Months

##### 9.1.1.1 Teaching

The University offers on-campus and online summer instruction according to various calendars. Faculty on 9-month contracts may teach and receive additional compensation for instruction delivered during the summer months, a time which is typically "off contract." Teaching in summer months is not overload. Rather, compensation paid in summer for instruction or research is called "summer salary."

Probationary faculty on 9-month contracts should discuss summer instruction with their Executive Deans, as it may conflict with Professional Development goals necessary for successful contract renewals and promotions reviews.

##### 9.1.1.2 Sponsored Research

The University sets guidelines for summer effort and compensation in its *Faculty Research Compensation & Consultation Policy*, as amended from time to time.

### 9.2 Part-time Faculty

Part-time faculty members may be on 9-, 10- or 12-month contracts depending upon the curricular needs of the program. Part-time faculty are offered annual contracts, which may be renewed by the University upon the recommendation of the Executive Dean to the Provost and President.

### 9.3 Short-Term Faculty

Short-term faculty are typically appointed for a single semester at a time. Contracts are dependent upon sufficient enrollments in the courses listed on the contract.

## **10 Salaries and Benefits**

### **10.1 Salaries**

Salaries are set annually by the President subject to the budgetary approval of the Board of Trustees. The President is advised by the Provost and the University Academic Resources Committee about matters of faculty compensation.

Faculty receive salary notification on a schedule consistent with the University's budget cycle.

### **10.2 Benefits**

The Employee Handbook sets forth the employee benefits for University employees, including faculty.

Benefits related to faculty and academic policies and procedures may be duplicated in the Faculty Manual.

#### **10.2.1 Faculty Member Enrolling in a Graduate Program**

The Employee Handbook sets forth the University Tuition Remission Policy.

A full-time faculty member may enroll in a graduate degree program as long as s/he is not teaching courses in that program and is otherwise eligible according to the criteria published in the Employee Handbook. A full-time faculty member may not participate in decisions regarding graduate curriculum or related matters pertaining to a graduate degree program in which they are enrolled.

An adjunct faculty member may enroll in a graduate degree program as long as those courses are outside the program in which s/he is actively teaching and is otherwise eligible according to the criteria published in the Employee Handbook.

For information about the Tuition Remission Policy, refer to the Employee Handbook.

#### **10.2.2 Family and Medical Leave Act (FMLA)**

The Employee Handbook contains a description of the Family and Medical Leave Act (FMLA).

If a faculty member returns from FMLA during a semester or term, s/he may return to instruction if the academic calendar and the course syllabi permit or return to modified duty, which may include program administration, course development, or other College or academic-program duties.

Upon the recommendation of the Executive Dean or Academic Dean, an unpaid leave may also extend to longer than twelve weeks to accommodate the full 15-week semester. The faculty member should discuss such a request with his/her Dean, who requests such an extension from the Provost. The Provost, in consultation with Human Resources, will consider such the request. The faculty member will be notified by Human Resources of the University's decision on all FMLA and other leave requests.

### **10.3 Equal Opportunity**

Philadelphia University does not discriminate in its employment practices on the basis of ethnicity, national origin, ancestry, race, color, religion, creed, sex, marital status, sexual orientation, gender identity, age, disability, or any other basis protected by state law, federal law, or local ordinance. Consistent with the employment of qualified Candidates in all fields and callings, and while



maintaining an educational program of high quality, the University is committed to affirmative efforts to realize equal opportunity in employment and education as required by law and the University's responsibility to the public it serves. All employees of the University with authority in personnel decisions are expected to be familiar with and to carry out the Diversity and Equal Opportunity policy of the University as more fully set forth in Section 2 of the Employee Handbook.

## **11 Approval of and Searches for Full-time Faculty Positions**

### **11.1 Conferral of an Initial Faculty Appointment**

Faculty members are appointed by the President.

### **11.2 New or Replacement Faculty Positions**

The initiative to fill an open faculty position or create a new faculty position comes from an Executive or Academic Dean, who conveys to the Provost the perceived need for such an appointment.

The Provost should be notified in writing as soon as possible of any such need. Insofar as possible, the Provost should be informed of the need early in the fall semester of the academic year prior to that for which the appointment is anticipated.

The Provost confers with the Chief Financial Officer/Treasurer and President about creating and filling new and open faculty positions, respectively.

Executive and Academic Deans require written approvals to proceed with a search. A Position Request Form (PRF) must be prepared and requires the following signatures: Provost, Chief Financial Officer/Treasurer, and President.

### **11.3 Contract types for New Faculty Positions**

The following criteria are used to determine the appropriate contract type for the faculty position. The University may deviate from these criteria as dictated by particular circumstances.

Typically, the contract type is decided prior to posting. If however, the candidate pool could produce candidates with credentials required for both contract types, respectively, with permission from the Provost and President, the position may be advertised as “open contract.” In searches advertised as “open contract,” the credentials for each contract type must be included in the advertisement. The Executive or Academic Dean presents the finalist candidate and the requested contract to the Provost, who confers with the President.

#### **11.3.1 Tenure-Track positions**

A tenure-track position will be advertised and offered when the following conditions are met:

- The profession offers opportunities for research aimed at generating new knowledge;
- The program making the appointment explicitly seeks an individual with a research focus in a specific disciplinary area so that the appointee’s research and research-based scholarship will expand the educational offerings of the University, enrich educational experience of students, and contribute to the knowledge base of the profession or discipline.

#### **11.3.2 Practice-Track positions**

A practice-track position will be advertised and offered when the following conditions are met:

- The profession provides opportunities for professional practice; and
- The program making the appointment explicitly seeks an individual with practice-oriented knowledge that is applied in a specific professional area that will enrich the academic program and its students.

#### 11.3.2.1 Searches for Candidates with Significant Industry Experience

In cases where the University is searching for a practice-track faculty member with significant industry experience, prior to initiating an approved search, the Executive Dean or Academic Dean and the Provost will confer about the expectations for the position relative to the faculty rank. For procedures related to the offer to finalist candidates, see section 11.7 Offers to Finalists.

#### 11.4 Searches for Candidates with Tenure Credentials

With the approval of the Provost's Office, Colleges may search for exceptional faculty members who already have tenure. In the case when such a search is approved, the Executive Dean will convene a search committee that includes the Chair of the College Personnel Committee.

When approved to advertise for a position that seeks Candidates with tenure credentials, the advertisement will include language that the successful Candidate's must have tenure from an accredited institution that uses widely accepted and rigorous tenure review procedures, including external peer reviewers. When a candidate's tenure review process did not include external peer reviewers, the University will include peer review in its Modified Tenure Review.

For more information about the tenure review procedures, consult Section 12 Policy on Modified Tenure Review Procedures for New Faculty Hires with Tenure.

#### 11.5 Search Committees

To ensure broad representation of viewpoints, the Executive Dean will appoint a search committee to aid in the selection of Candidates for faculty positions. The composition of search committees is within the discretion of the Executive Dean.

Members of search committees must be familiar with and at all times act in conformity with the University's Equal Opportunity Policy.

A Search Committee is advisory to the Executive Dean and its recommendations are not binding. Deliberations must be confidential. Search Committees have no delegated authority to make employment offers.

#### 11.6 Searches Procedures

Searches for full-time faculty positions will be national searches, unless otherwise approved by the Provost.

Advertisements, reflecting the approved position and description in the Personnel Request Form, should be placed in disciplinary and higher education publications.

The search committee should review applicants and recommend a pool of finalists for a campus interview. Typically, not more than three (3) finalists are brought to campus.

The Executive Dean, in consultation with the Provost, shall set an interview itinerary that includes students, faculty, and the appropriate senior administrators.

The suitability of the preferred applicant should be discussed with the Provost, and through him/her with the President, before any indication to a particular Candidate that an offer will be extended.

### 11.7 Offers to Finalists

The Executive Dean may discuss with a Candidate the terms which the Executive Dean may be willing to recommend to the Provost in regard to the hiring of a prospective faculty or professional staff member, but must state explicitly that such conversation does not constitute an offer of employment.

The Provost may discuss with the Candidate for a faculty or professional staff position the intended terms of an offer.

Only the President may extend an employment offer to prospective faculty and professional staff members. Other academic administrators are not authorized by the University to make oral or written employment offers.

### 11.8 Offers to Candidates with Prior University Employment History

Recommendations for faculty appointments for persons who were separated from the University within three (3) years prior to issuance of a new contract must be presented to the University Personnel Committee for review and recommendation.

### 11.9 Offers to Candidates in Visiting Positions

A faculty member in visiting position may convert to full-time position, when such a position is available, if s/he was hired as part of a national search. All internal position approvals and offer procedures apply to such a situations.

### 11.10 Conditions of and Procedures for Credit for Prior Experience

#### 11.10.1 At Initial Hire

At the request of the Executive Dean and with permission from the Provost and President, a new faculty hire may receive advanced standing in years of service for full-time work performed at a baccalaureate degree-granting institution of higher education. This advanced standing is based upon prior relevant experience in full-time teaching and/or professional experience in non-academic fields completed at the time of initial appointment. Because of the special requirements for tenure/long-term contract and promotion to associate professor at Philadelphia University, advanced standing is neither guaranteed nor a one-for-one equivalent.

Upon receiving such a request from an Executive Dean, the Provost may confer with the Chair of the College Personnel Committee in such matters. Credit is granted by the President upon the recommendation of the Provost, and is explicitly stated in the letter of appointment.

#### 11.10.2 During Probationary Period

With a letter of support from his/her Executive Dean, a faculty member may request to shorten his/her probationary period. Such a request must be made to the Provost, who reviews and discusses it with the President. If the request is granted by the President, the Provost will confirm in writing the details of the review schedule.

Requests to shorten the probationary period may be submitted to the Provost at any time. The Provost will consider the request and make a recommendation to the President, who may shorten any probationary period for due cause.

## 11.11 Personnel and Other Files and Waivers of Access during Reviews

### 11.11.1 Submittal of Application Materials at Initial Hire

For each person to whom an offer of employment to a faculty or professional staff position is made, the University must have a complete Dossier, including a current resume, transcripts of college and university courses completed, degrees received, letters of recommendation, and any other documentation submitted by the Candidate or requested by the University.

It is the responsibility of the Executive Dean or other head of the hiring unit to verify that the Dossier is complete before an offer of employment is made by the President.

### 11.11.2 Personnel File

The University maintains two types of files pertaining to personal information about its faculty and professional staff:

1. Traditional personnel files maintained by the Human Resources Office include, but are not limited to, certain employment application materials; letters of appointment; records on compensation and benefits; emergency contact information; disciplinary records and similar materials, mostly of a non-academic nature.
2. Files maintained by the Office of the Provost and the faculty member's or professional staff member's Executive Dean or comparable hiring unit head include records of professional achievement; materials pertaining to categories of faculty status, faculty rank, contract renewal, and promotion; ratings and evaluations by supervisors, peers, and students, and similar materials, mostly of an academic nature.

All such records are maintained in accordance with federal and state law. Use of these materials is restricted to those University personnel charged with the operation of the University and administration of its policies and procedures, and those faculty committee members charged with specific responsibilities as set forth in this Faculty Manual, based on the particular topic.

### 11.11.3 Waivers of Access to Dossier and Supplemental Documents Folder in Review proceedings

During the evaluation process associated with consideration of promotion in rank, contract renewals, and conferring of tenure, certain faculty committees, Deans, the Provost, and the President may consider evaluations and recommendations internal to the University and external to the University. As a condition of being considered for promotion (including tenure) and contract renewal, Candidates are required to acknowledge certain limitations on their ability to access and review materials submitted by outside assessors and by the College Personnel Committee(s), University Personnel Committee, and the Provost.

The University strongly encourages Candidates to sign the Waiver of Access to Outside Assessors' Evaluation Materials.

The University requires Candidates to sign the Waiver of Access to the Supplemental Documents Folder, containing internal evaluations and recommendations. After review decisions are rendered by the President and upon completion of any intra-University appeals processes, internal evaluations and recommendations will become part of the Candidate's personnel file and will be available for review in accordance with, and subject to, the provisions of the Pennsylvania Personnel Files Act. See Appendix D5 for waiver.

## 11.12 Conditions for Initial Appointment and Ranks for full-time faculty

### 11.12.1 Instructor

The Instructor title ordinarily applies to a member of the faculty who holds a bachelor's degree and has not completed the terminal degree or its professional equivalent necessary for entry into the rank of Assistant Professor, but whose academic preparation is sufficiently advanced to indicate the likelihood of completing that requisite degree by a specified date and within the probationary period. An initial appointment to an Instructor title is at a salary lower than an initial appointment to the Assistant Professor rank.

When an Instructor is hired as part of a tenure-track or practice-track search, the appointment to Instructor normally is for a fixed one-year period. Instructors are appointed to and reappointed on one-year contracts. The total allowable time spent in probationary status as an Instructor is two (2) years. Instructors are reviewed annually by the Program Director and Executive Dean or Academic Dean, as appropriate. Reviews should address teaching, University service, and professional development, i.e. progress toward degree completion and attainment of promotion criteria described Section 21.

An Instructor is not a ranked member of the faculty. In order to be considered for advancement to a ranked position, the faculty member must secure the terminal degree or its professional equivalent.

### 11.12.2 Lecturer

The Lecturer title ordinarily applies to a member of the faculty who holds a master's degree and has not completed the terminal degree or its professional equivalent necessary for entry into the rank of Assistant Professor, but whose academic preparation is sufficiently advanced to indicate the likelihood of completing that degree by a specified date within the probationary period. Appointment to a Lecturer is at a salary lower than an initial appointment to the Assistant Professor rank.

When a Lecturer is hired as part of a tenure-track or practice-track search, the appointment to Instructor normally is for a fixed one-year period. Lecturers are appointed to and reappointed on one-year contracts. The total allowable time spent in probationary status as a Lecturer is two (2) years. Lecturers are reviewed annually by the Program Director and Executive Dean or Academic Dean, as appropriate. Reviews should address teaching, University service, and professional development, i.e. progress toward degree completion and attainment of promotion criteria described in Section 21.

A Lecturer is not a ranked member of the faculty. In order to be considered for advancement to a ranked position, the faculty member must secure the terminal degree or its professional equivalent.

### 11.12.3 Assistant Professor

The Assistant Professor is a ranked member of the faculty. Assistant Professors hold the terminal degree or its professional equivalent and are at the beginning of a career of teaching and independent scholarly research or practice.

Initial appointment to the Assistant Professor rank is for a fixed probationary period. The total allowable years in the probationary period is not more than six (6) years.<sup>2</sup> Initial appointment and reappointment is typically in three 2-year contracts, after which time they are eligible for review for tenure or long-term contract, as appropriate per the initial appointment.

#### 11.12.4 Associate Professor

The Associate Professor is a ranked member of the faculty. Associate Professors hold the terminal degree or its professional equivalent, have a demonstrated record of achievement in teaching and scholarship or practice-oriented work and show great promise of attaining distinction in their fields of specialization. Appointees must have a total of seven (7) years of teaching and at least one year at the rank of Associate Professor.

For practice-track faculty, the initial appointment to the Associate Professor rank is for a fixed probationary period. Initial appointment and reappointment typically is a sequence of three 2-year contracts, after which time they are eligible for review for a long-term contract.

#### 11.12.5 Professor

Professors are ranked members of the faculty. They hold the terminal degree or its professional equivalent and are exceptional teachers and scholars or practitioners of distinction, and are widely recognized for their specialization or contributions. Appointees must have a total of seven (7) years of teaching and at least one (1) year at the rank of Associate Professor.

For practice-track faculty whose initial appointment is to the Professor rank, s/he will have a sequence of contracts totaling up to three years, after which time they are eligible for review for a long-term contract.

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<sup>2</sup> Does not include any actions relative to FMLA and Extension of Probationary Period for Extenuating Circumstances.

## **12 Policy on Modified Tenure Review Procedures for New Faculty Hires with Tenure**

### 12.1 Purpose

In special cases, modified tenure procedures are available for recruiting exceptional faculty members who already have tenure at their accredited colleges or universities.

The Policy on Modified Tenure Review Procedures provides a means of competing for the large pool of tenured faculty that, in exceptional circumstances, could provide critical capabilities for the University.

The Policy assumes that Candidates have been granted tenure at an accredited institution with widely accepted and rigorous tenure procedures, including external peer reviewers.

The focus of the Modified Tenure Review procedures is to confirm that the tenured faculty Candidate has gone through an acceptable tenure procedure at their institution, and that his or her appointment as a tenured faculty member would benefit the College and University.

### 12.2 Eligibility

Modified tenure procedures are only used for the following cases:

1. New hires at the rank of a tenured Associate Professor
2. New hires at the rank of a tenured Full Professor

### 12.3 Procedures

- a. A search for a Candidate with tenure qualification is initiated, per the search procedures described above.  
  
The job advertisement is so described and includes language that the successful Candidate's must have tenure from an accredited institution that uses widely accepted and rigorous tenure review procedures, including external peer reviewers.
- b. The Chair of the College Personnel Committee will be invited to join the Search Committee.
- c. When the Search Committee recommends a finalist, the Chair of the College Personnel Committee and the Executive Dean of the College submit a letter to the Provost providing a rationale for hiring the Candidate with tenure.
- d. The Provost discusses the Candidate with the President.
- e. If the President authorizes the hire to proceed, Human Resources issues a notification of intent to extend an offer of employment and a notification from the President that the Provost's Office will begin the Modified Tenure Review process.



- f. The Provost's Office requests that the Candidate submit the following materials:
  1. A document outlining the tenure procedures used at the Candidate's tenure-granting institution in effect at the time tenure was conferred.
  2. The Candidate's unabridged curriculum vitae.
  3. Three (3) examples of research, scholarship and/or creative work that exemplify the Candidate's strengths.
  4. Evidence of teaching performance. For example, two (2) years of teaching evaluations, awards, or peer letters from class visits, etc.
  5. Brief personal statement from the Candidate.
  
- g. Upon receipt, the Provost's Office records and conveys the Candidate's submittals to the Chair of the College Personnel Committee and Chair of the University Personnel Committee.
  
- h. The College and University Personnel Committees evaluate concurrently the Candidate's submittals.

The foci of responsibility for each Committee is to:

1. Confirm that the tenured faculty Candidate has gone through an acceptable tenure procedure at his/her home institution, and
2. Recommend whether the appointment as a tenured faculty member would benefit the College and University.

Each Committee's evaluation process will be documented with a vote taken by secret ballot and a brief summary of deliberations. In their summaries, the Committees should state clearly whether the procedures used for granting tenure at the Candidate's institution meet the tenure review standard at Philadelphia University. The Committee's summaries and votes should be submitted directly to the Executive Dean.

- i. The Executive Dean reviews the Committees' reports and submits a second letter to the Provost, which will serve as the basis for the presentation of the Committees' reports. The Dean's letter should address the following:
  1. A brief procedural summary of the review process used by the College, including the votes by the College and University Personnel Committees.
  2. How the tenured hire would advance the mission of the College; leverage its strengths, extend capabilities and/or overcome deficits.
  3. The Candidate's most important experiences, credentials, and capabilities;
  4. The academic program(s) with which the Candidate would be affiliated. (These affiliations may extend beyond the College itself.)
  
- j. The Provost reviews all materials related to the search and make a written recommendation to the President.
  
- k. The President reviews the Provost's recommendation and all relevant materials. S/he makes the final determination about conferring tenure to the Candidate.

Upon receiving the final determination about tenure from the President, the Provost's Office communicates the President's decision to the Executive Dean, the Chair of the College Personnel Committee, and Chair of the University Personnel Committee.

1. The Provost's Office requests that the Office of Human Resources issue an offer of employment with or without tenure.

#### 12.4 Timing of meetings

The nature of the modified tenure review process will occasionally require the faculty committees to convene outside of their regularly scheduled meetings.

### **13 Faculty Participation in and Voting Procedures for Contract Reviews**

Senior faculty serve in specified roles in the Contract Review procedures. They may serve in individual roles, per the Rights and Responsibilities of the Faculty, or on Faculty Committees, as outlined in Shared Governance.

#### **13.1 Participation in Contract Reviews**

Each eligible faculty member participates and recommends at every relevant level of a Candidate's contract review process:

- A Senior Faculty member writing a Senior Faculty Peer Evaluation recommends at the level of the individual, representing his/her individual professional opinions in a manner that provides Dossier-based evidence for those opinions.
- A Senior Faculty member serving at the College level, if she or he has been elected to the College Personnel Committee, votes and recommends on behalf of the College.
- A Senior Faculty member serving at the University level, if she or he has been elected to the University Personnel Committee, votes and recommends on behalf of the College or the University at large, respectively.

#### **13.2 Senior Faculty Responsibilities**

Senior Faculty members are those faculty holding Tenure and 5/7-Year Contracts. In each College, Senior Faculty are responsible for reviewing candidates in their division, school, or college, as administered by each respective College.

In Kanbar College, Senior Faculty in the School of Business Administration review candidates from the School of Business Administration. Likewise in Kanbar College, Senior Faculty in the School of Design and Engineering review candidates from the School of Design and Engineering. In the College of Science, Health and the Liberal Arts, there are three Senior Faculty Review Committees: Health Professions, Science and Math, and the Liberal Arts. In the College of Architecture and the Built Environment, all Senior Faculty review the candidates from their College.

##### **13.2.1 Senior Faculty Peer-Review Evaluation**

All review cases, Senior Faculty review the Candidate's Dossier and submit to the Dean's Office a written Senior Faculty Peer-Review Evaluation. Participation is required, absent permission of the Executive Dean for reasons such as sabbatical or other leaves.

The Peer-Review Evaluation is based on the Candidate's Dossier and the evidence presented by the Candidate about how s/he meets or exceeds the review criteria. Each Senior Faculty Peer-Review Evaluation stands on its own and is considered a recommendation. Evaluations are not votes and are not aggregated. They are for consideration by the College Personnel Committee. To ensure a valid and representative process, a majority of Senior Faculty must submit Peer-Review Evaluations of a Candidate.

When a Senior Faculty Peer-Review Evaluation form is submitted with judgments and/or observations, either positive or negative, without accompanying evidence from the Dossier, the CPC Chair provides the form to the Provost's Office, which returns the form to the Senior Faculty member for revision. If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder, not given consideration, and forwarded to the Provost's Office for recordkeeping. In this case, the Senior Faculty member is notified of the action.

### 13.2.2 Senior Faculty Meeting with College Personnel Committee (CPC)

In cases of Tenure/5-Year Contract, Senior Faculty review the Candidate's Dossier and submit to the Dean's Office a written Senior Faculty Peer-Review Evaluation; and convene to review and discuss the Candidates.

Senior Faculty who have reviewed the Dossier, completed a Peer-Review Evaluation Form, and reviewed the Supplemental Documents Folder may participate in the vote, which follows the discussion and is conducted by secret ballot. A simple majority attendance is preferred. The outcome of the vote is considered a "recommendation."

### 13.2.3 Full Professors' Advisory Meeting with University Personnel Committee (UPC)

In cases of Promotion to Full Professor, full Professors, in their role as Senior Faculty in the College of the Candidate, complete a Senior Faculty Peer-Review Evaluation Form.

In addition, full Professors University-wide, excepting those who are retired from active service, work with the UPC in an advisory capacity.

Full Professors, who elect to participate in this capacity, attend a meeting with the UPC to discuss the Candidates and their Dossiers. Votes are not taken. Participation is optional.

## 13.3 Committees Involved in Contract Reviews

### 13.3.1 College Personnel Committee

College Personnel Committees vote to recommend or not recommend a Candidate.

The College Personnel Committee conduct votes by secret ballot. Committee members must participate in the discussion, in person or virtually, in order to vote. If participation is virtual, the faculty member's vote may be submitted electronically.

For purposes of a quorum, all but one member, excluding those who are on an approved leave of absence, must be present for the discussion and vote.

If the Committee Chair is on a faculty or other leave, s/he must be replaced. If another College Personnel Committee member is on a faculty or other leave for more than one semester, s/he should be replaced at the earliest opportunity, optimally at the beginning of the academic year for a term that is concurrent with the length of the Committee member's leave. The Chair of the Faculty, in consultation with the Provost, will decide when and whether a Committee member on medical leave will be replaced.

A summary of Committee deliberations is prepared by the Chair. The summary of deliberation specifically addresses each of the four criteria for evaluation. If the CPC is not unanimous, the summary of deliberations should reflect the majority and minority opinions of the Committee members.

The summary and vote should be signed by all Committee members. Signatures indicate that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the tenure recommendation.

### 13.3.2 University Personnel Committee

The University Personnel Committee votes to recommend or not recommend a Candidate.

The University Personnel Committee conducts votes by secret ballot. Committee members must participate in the discussion, in person or virtually, in order to vote. If participation is virtual, the faculty member's vote may be submitted electronically.

For purposes of a quorum, at least six (6) members of the UPC, including all three (3) CPC Chairs and half of the at-large members, must be present for the discussion and vote.

If the Committee Chair is on a faculty or other leave, s/he must be replaced. If an at-large member of the University Personnel Committee is on a faculty or other leave for more than one semester, s/he should be replaced at the earliest opportunity, optimally at the beginning of the academic year for a term that is concurrent with the length of the Committee member's leave. The Chair of the Faculty, in consultation with the Provost, will decide when and whether a Committee member on medical leave will be replaced.

The summary of deliberations is prepared by the Chair. The summary of deliberations specifically addresses each of the four criteria for evaluation. If the UPC is not unanimous, the summary should reflect the majority and minority opinions of Committee members.

The summary and vote should be signed by all Committee members. Signatures indicate that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the tenure recommendation.

### 13.3.3 Senior Faculty Members serving on both Committees

A senior faculty member who sits on both the College Personnel Committee and University Personnel Committee may participate in the discussion and vote at both levels and in procedural contexts.

## 13.4 Program Directors

It is expected that Program Directors, including Hallmarks and other core curricula, will submit a Written Evaluation of the Candidate/s in his/her academic program. The Program Director's Written Evaluations should include his/her individual evaluation and a positive or negative recommendation.

If a Candidate spans multiple programs, there may be more than one Program Director Written Evaluation. As with dossiers of trans-college faculty, the Provost's Office and the Executive Dean's Office will coordinate multiple Written Evaluations for candidates with spanning appointments.

### 13.4.1 Program Directors with Faculty Status

When an academic program is led by a designated Program Director who is a senior faculty member, the Program Director will submit a Written Evaluation of a Candidate and is not required to write a Senior Faculty Peer-Review Evaluation.

A Program Director who is a senior faculty member may participate in the CPC or UPC meetings, as appropriate for the review type.

### 13.5 Executive Deans and Academic Deans

In instances where there are Colleges with Schools which are administered by Academic Deans, the Executive Deans and Academic Deans each follow the same procedures in faculty reviews.

It is expected that the Deans' Written Evaluations will include a critical interpretation on behalf of the College or School of what occurred during the review process, referencing the Senior Faculty Peer-Review Evaluations and the Program Director/s' Written Evaluation. The Deans' Written Evaluations should also include his/her individual evaluation and a positive or negative recommendation.

#### 13.5.1 Executive Deans and Academic Deans' with Faculty Status

When an Executive Dean or Academic Dean is a senior faculty member, s/he is not required to write a Senior Faculty Peer-Review Evaluation.

## **14 Dates, Deadlines and Notifications in Contract Reviews**

### 14.1 Dates and Deadlines

Each review type has published deadlines and date ranges. When a published submittal deadline or date falls on a weekend or a holiday observed by the College as posted by the Office of Human Resources, the deadline is extended to the next business day at noon.

The following specific instructions apply:

- Deadlines for submission of Candidate's Dossiers and Candidate's Responses are noon on the published deadline.
- Access to electronic dossiers and supplemental documents folder is available until 11:59 AM on the final date published in the review schedules.

### 14.2 Timing of Notifications in Contract Reviews

The Provost's Office notifies Candidates within two business days of receiving notice of the actions taken by the CPC and the UPC, respectively.

The President notifies faculty members of his/her final decision by the deadlines published in the review procedures, respectively.

Failure by any Committee or administrator to transmit a notice by the published deadline will not invalidate the recommendation, decision or other action.

#### 14.2.1 Reasons for Unfavorable Recommendations and Decisions in Review Cases

As part of review proceedings, the Provost's Office notifies the Candidate of recommendations of the CPC and the UPC, respectively. The reasons for the recommendations are excluded from the notifications.

In cases when the President, after reviewing the recommendations and Dossier-based evidence, makes an unfavorable decision, the Provost transmits to the Candidate an Executive Summary, which includes both the Committee's/s' recommendations and President's decision. Such an Executive Summary is transmitted within five (5) business days of the date of the President's notification letter.

The CPC and UPC will be provided a copy of this Executive Summary.

## **15 Dossiers for Contract Reviews and Promotions**

### **15.1 Purpose and Definition of a Dossier**

The Dossier must contain the information required by the University, as well as any other information the Candidate deems important for the contract deliberations.

Electronic Dossiers are required. Refer to Appendix B for a description of Dossier Components and requirements.

### **15.2 Preparation for Completing the Dossier**

The Executive Dean or Academic Dean, as appropriate, meets with each Candidate in his/her College/School to review the contract review process. They discuss suggestions for presenting a clear and consistent Dossier that responds to the University's articulated criteria.

The Candidate should review his/her Dossier with the Program Director and/or the Academic Dean (as applicable) before submission to the Executive Dean.

### **15.3 Creation and Submission of the Dossier**

Electronic submission of the Dossier is required.

The Provost's Office creates a Blackboard site or other electronic format for the Dossier.

The Candidate populates the Dossier per the Dossier Components and Requirement guidelines.

When the electronic Dossier is complete, the Candidate notifies the Provost's Office.

#### **15.3.1 Submission of Dossier as Consent to the Review**

The submission of the Dossier demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees, and Administrators with responsibilities as set for in this Faculty Manual and to outside assessors.

#### **15.3.2 Late Submission of or Incomplete Dossier**

Failure on the part of the Candidate to submit a Dossier by review deadlines will be viewed with disfavor.

The Candidate will be evaluated based on information available as of the due date.

### **15.4 Dossiers for Tenure and Five-Year Contract Reviews**

The Professional Activity and Achievement section of the Dossier to be submitted to Outside Assessors, who advise the University on the broader impact and value of the faculty member's research, scholarly and creative productivity to the discipline. The contents of Dossiers for tenure and 5-Year Contracts should refer to the period since hired as full-time faculty in rank.

### **15.5 Dossiers for 7-Year Contract Reviews**

The contents of Dossiers for 7-Year Contracts should refer only to the period since the last contract renewal.



## 15.6 Dossiers of Trans-College or Trans-disciplinary Faculty

It may be appropriate, if a Candidate's teaching or experience extends across Colleges, for a recommendation from a second College to be submitted.

In such a case, the Executive Dean of the second College will be required to submit a recommendation. The Provost will identify such cases at the time of the initial appointment wherever possible.

### 15.6.1 Timing of request of additional recommendations for Trans-College or Trans-Disciplinary Faculty

In cases of trans-College or trans-disciplinary faculty undergoing a first 2-year contract renewal or a tenure/5-Year contract review, the Provost will request the second recommendation be submitted by May 1 of the preceding academic year.

In cases of trans-College or trans-disciplinary faculty undergoing a second 2-year contract renewal, a 7-Year contract renewal, or a review for promotion to full Professor, the Provost will request a second recommendation be submitted by October 1 of the review year.

## **16 Supplemental Documents Folders for Contract Reviews and Promotions**

### 16.1 Contents

As part of a review, a Supplemental Documents Folder is assembled. The folder contains confidential documents and includes:

- Student Evaluations
- Classroom Visit Evaluation Forms
- Annual Performance Evaluations
- Executive Dean's Evaluation
- Academic Dean's Evaluation (if applicable)
- Program Director's Evaluation (if applicable)
- Senior Faculty Peer-Review Evaluations
- Outside Assessors Evaluations (if applicable)
- Candidate's Response
- CPC Recommendation including Summary of Senior Faculty Recommendations, Summary of CPC Deliberations, and CPC Vote Outcome
- CPC Recommendation Notification Letter from the Provost
- UPC Recommendation including Summary of UPC Deliberations, and UPC Vote Outcome
- UPC Recommendation Notification Letter from the Provost
- Provost's recommendation
- President's notification letter to the Candidate

### 16.2 Waivers of Access

Candidates will waive access to the Supplemental Documents Folder during the review process through and including a decision by the President and exhaustion of any intra-University appeals as a condition of participating in the review process.

Candidates are strongly encouraged to waive access to the Outside Assessors Evaluations.

## **17 Candidate's Folder for Contract Reviews and Promotions**

### 17.1 Contents

As part of a review, a Candidate's Folder is assembled. The electronic folder contains confidential documents that the Candidate may view during the timeframe established in the review schedules.

The folder includes:

- Student Evaluations
- Classroom Visit Evaluation Forms
- Annual Performance Evaluations
- Executive Dean's Evaluation
- Academic Dean's Evaluation (if applicable)
- Program Director's Evaluation (if applicable)
- Senior Faculty Peer-Review Evaluations

Under no circumstances may the Candidate retain digital or hard copies of these documents.

## 18 Reviews for Renewal of Initial, Probationary Contracts <sup>iv</sup>

### 18.1 Overview

Contract renewals for faculty with probationary contracts are considered initially by the Senior Faculty in the College of the Candidate and the College Personnel Committee (CPC) in the College of the Candidate. The Senior Faculty review the Dossier and individually submit a Senior Faculty Peer Review Evaluation. The CPC receives and considers those Evaluations. The CPC members conduct their own review, vote by secret ballot, and vote to either recommend or to not recommend the Candidate to the Provost.

Recommendations of the College Personnel Committee are not binding on the Provost, but the Provost must transmit that group's recommendation to the President along with his or her own recommendation and justification. The President makes a *de novo* decision following his or her review of the recommendation.

The procedures established herein are subject to modification by the University Personnel Committee and Administration. On February 1 of the academic year preceding the review, the probationary faculty receive a review notice from the Provost's Office.

- Review for the first 2-year contract renewal occurs in the fall semester of the second year of the Candidate's initial 2-year contract.
- Review for the second 2-year contract renewal occurs in the spring semester of the second year of the Candidate's second 2-year contract.

### 18.2 Extension of Probationary Period <sup>v</sup>

Upon written request by a faculty member, his/her probationary period may be extended for a maximum of one year per FMLA eligibility and for a total maximum of two years. (See the Employee Handbook for FMLA eligibility, qualifying reasons, and time periods.)

#### 18.2.1 Eligibility for Extension of the Probationary Period under FMLA

A faculty member who is about to commence or is on a leave of absence, which is covered at least in part by the Family and Medical Leave Act (FMLA), may request that his/her probationary period be extended for up to one year.

#### 18.2.2 Eligibility for Extension of the Probationary Period under Academic Policy

If a faculty member meets the criteria for a leave covered at least in part by the FMLA, but does not take the unpaid leave of absence, s/he also may request that his/her probationary period be extended for up to one year.

It is incumbent upon the faculty member to demonstrate that his/her request for an extension of the probationary period is for FMLA qualifying reason/s, as described in the Employee Handbook. As with FMLA leaves, demonstration may include the provisions of medical certification from a health care provider.

This policy is to be applied consistent with the University's procedures regarding "Foreseeable FMLA-Qualifying Events." As such, a request to extend the probationary period normally must be filed within 30 days of the faculty member's eligibility and decision not to take the unpaid leave of absence.

FMLA requests for reasons other than serious health conditions of faculty members will follow applicable procedures set forth in the Employee Handbook or as administered by the Office of Human Resources.

### 18.2.3 Procedures to Extend the Probationary Period

When feasible, a faculty member confers with his/her Executive Dean about extending the probationary period prior to the family or medical leave.

After the conversation, the faculty member submits to the Provost with a copy to the Executive Dean a written request to extend the probationary period.

The Provost confirms the request and responds in writing with a copy to Human Resources and the Executive Dean.

### 18.3 Procedures for Advancement in Rank to Assistant Professor

Occasionally, a Candidate for a tenure-track or practice-track Assistant Professor position may not have completed the educational requirements before the appointment date. In these circumstances, the appointee initially may be given the title of Instructor or Lecturer, per the guidelines described in Section 11.7 Offers to Finalists. Appointment is at a salary lower than an initial appointment to the Assistant Professor rank.

Upon such time as the appointee completes the terminal degree, s/he must provide proof of completion of all requirements for the degree. A letter from the Graduate Dean or the Registrar may substitute for a copy of the diploma in those cases where its formal conferral is delayed by the graduation schedule of the awarding institution.

For an appointee who was hired as part of an approved tenure-track or practice-track search, advancement to the rank of Assistant Professor upon completion of the terminal degree, if within the terms of the allowable number of years in the probationary period, is automatic as described in the initial offer letter.

In these circumstances, the appointee advances to the rank of Assistant Professor at the start of the academic year following the receipt of the requisite degree. S/he will receive an initial probationary contract. Procedures to request advanced standing are described in Section 11.10. Conditions of and Procedures for Credit for Prior Experience.

### 18.4 Criteria for Renewal of Probationary Contracts

The standards for contract renewal are demonstrative and continuous progress toward review for tenure or review for a 5-Year contract. The criteria for promotion with tenure or promotion with a 5-Year contract are described in Section 21. Conditions and Criteria for Tenure/Long-Term Contract, and Promotion.

## **19 First 2-Year Contract Renewal**

Review for the first 2-year contract renewal occurs in the fall semester of the second year of the Candidate's initial 2-year contract.

### **19.1.1 Procedures and Schedules for the First 2-Year Contract Review**

It is acknowledged that from time to time, faculty Committees may need to consult with the Provost about procedural issues. A faculty Committee also may request information from the Executive Dean or Provost that clarifies components of the existing Dossier. However, the Committee may not request additional information for the Dossier.

The schedule sets forth specific dates for submissions, actions, and notifications.

#### **By February 1 of the Academic Year Preceding the Review .....**

The Provost's Office opens electronic dossiers and sends review notices to the Candidates. The CPC Chair, Deans and Program Directors also are notified of forthcoming reviews.

The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder. Candidates sign and return the form to the Provost's Office by February 15.

#### **By May 1 of the Academic Year Preceding the Review .....**

The Executive or Academic Dean ensures that the requisite two (2) classroom visits are completed. First visit by the Executive Dean or Academic Dean; second visit by an appointed senior faculty.

The term classroom visits is intended to refer broadly to all types of teaching modes, e.g. online, hybrid, on-campus, and methods, synchronous and asynchronous, as appropriate.

#### **By August 15.....**

By no later than August 15 at noon, the Executive Dean will send the Candidate's completed Classroom Visit Evaluation Forms, Student Evaluations, and Annual Performance Evaluations to the Provost's Office for inclusion in the Candidate's Folder and the Supplemental Documents Folder by September 1.

#### **By September 1.....**

By no later than September 1 at noon, the Candidate submits his/her complete Dossier. The Candidate sends an email to the Provost's Office to confirm submission.

The submission of the Dossier demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees, and Administrators with responsibilities as set forth in this Faculty Manual.

Failure on the part of the Candidate to submit a full Dossier by September 1 of the review year may be viewed with disfavor and could negatively impact that Candidate's chances for contract renewal. The review process will continue whether or not all materials are submitted by September 1. The Candidate will be evaluated on whatever information is available as of that date.

**Between September 2 and September 21.....**

On September 2, the Senior Faculty of the College or School/Division, CPC, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Candidate's Dossier.

By no later than September 21 at noon, all Senior Faculty of the College or School/Division (except the Executive Dean, Academic Deans and the Program Director of the Candidate, as appropriate) submit a typed Senior Faculty Peer-Review Evaluation addressed to the Chair of the College Personnel Committee (CPC) and delivered to the Office of the Executive Dean. The Senior Faculty member places the anonymous Senior Faculty Peer-Review Evaluation in a sealed envelope, signs across the flap, and submits the sealed envelope to the Office of the Executive Dean. Senior Faculty Peer-Review Evaluations provide Dossier-based evidence and professional judgments and observations about a faculty member's candidacy. This Evaluation should express either a positive or negative recommendation.

By no later than September 21 at noon, the Candidate's Program Director, as appropriate, reviews the dossier and submits a Written Evaluation of the Candidate to the Provost's Office.

The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder. Senior Faculty and Program Directors do not have access to the Dossiers after this point.

**Between September 22 and October 1.....**

The CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and Peer Evaluation Form with the same number.

Senior Faculty Peer-Review Evaluations are cursorily scanned by the CPC (separate from opening and coding letters). When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost's Office, which returns it immediately to the Senior Faculty member for revision. The Senior Faculty member must submit the revised Senior Faculty Peer Review Evaluation Form within three (3) business days and no later than September 27.

If the faculty member declines the request to revise the Senior Faculty Peer Review Evaluation Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost's Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost's Office of the action.

If the faculty member revises the Senior Faculty Peer-Review Evaluation Form, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Peer-Review Evaluations to the Provost's Office. The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.

**Between October 2 and October 10.....**

By October 2, the Candidate's Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Peer Review Evaluations.

Each dean submits a Written Evaluation of the Candidate to the Provost by October 10 at noon.

The Written Evaluations must express either a positive or negative recommendation on awarding a second 2-year contract and should address issues relevant to contract renewal.

The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.

**Between October 11 and 15.....**

Upon receiving access from the Provost's Office, the Candidate will have an opportunity to review the Senior Faculty Peer-Review Evaluations and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director in the electronic Candidate's Folder. Under no circumstances may the Candidate retain digital or hard copies of these documents.

The Candidate may write a Candidate's Response to the Senior Faculty Peer-Review Evaluations and the Deans' and Program Director's Evaluations. The Candidate's Response should be a written document submitted to the CPC Chair with a copy to the Provost's Office. This Response, which can address any issue raised, must be submitted no later than October 15 at noon.

Once submitted, the Candidate's Response is considered part of the Candidate's Dossier. The Provost's Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate's Response, the CPC Chair must document this in the CPC Recommendation.

**Between October 16 and 25.....**

The CPC meets to review Dossiers and Supplemental Documents Folders for first 2-year contract renewals.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following three elements:

- The **CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a 2-year contract should be granted;
- A **Summary of Senior Faculty Recommendations**, which is a summary of the Peer-Review Evaluation Forms;
- A **Summary of the CPC Deliberations**, encompassing the views of the Committee members on an anonymous basis.

**By October 25.....**

No later than October 25 at noon, the CPC Chair submits to the Provost's Office the CPC Recommendation containing:

- The **CPC Vote Outcome**;
- The **Summary of Senior Faculty Recommendations**;
- The **Summary of the CPC Deliberations**.



The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the 2-year contract recommendation.

The Deans and CPC do not have access to the Dossiers after this point.

**Between October 26 and December 1.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the 2-year contract recommendation from the CPC was favorable or unfavorable. The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.

The Provost shall review the Dossier and entire Supplemental Documents Folder. S/he may reference relevant portions of the Candidate's personnel file and consult with the CPC for clarification on its recommendation.

The Provost shall make a Written Recommendation to the President on each tenure Candidate by December 1. This Recommendation should express either a positive or negative recommendation.

The Provost's Office places a copy of the Provost's Written Recommendation in the Supplemental Documents Folder.

**Between December 1 and December 15.....**

The President reviews the Dossiers and Supplemental Documents Folders for all first 2-year contract renewal Candidates.

If necessary, the President may convene a President's Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final 2-year contract renewal decision.

On December 15, the President notifies each Candidate of the final decision on 2-Year contract renewal. A copy of this letter is placed in the Supplemental Documents Folder.

## 20 Second 2-Year Contract Renewal

Review for the second 2-year contract renewal occurs in the spring semester of the second year of the Candidate's second 2-year contract.

### 20.1.1 Procedures and Schedules for the Second 2-Year Contract Review

It is acknowledged that from time to time, faculty Committees may need to consult with the Provost about procedural issues. A faculty Committee also may request information from the Executive Dean or Provost that clarifies components of the existing Dossier. However, the Committee may not request additional information for the Dossier.

The schedule sets forth specific dates for submissions, actions, and notifications.

#### **By February 1 of the Academic Year Preceding Review**.....

The Provost's Office opens electronic dossiers and sends review notices to the Candidates. The CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.

The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder. Candidates sign and return the form to the Provost's Office by February 15.

#### **By May 1 of the Academic Year Preceding the Review**.....

The Executive Dean or Academic Dean ensures that the requisite two (2) classroom visits are completed. First visit by the Executive Dean or Academic Dean; second visit by an appointed senior faculty.

The term classroom visits is intended to refer broadly to all types of teaching modes, e.g. online, hybrid, on-campus, and methods, synchronous and asynchronous, as appropriate.

#### **By January 10**.....

By no later than January 10 at noon, the Executive Dean will send the Candidate's completed Classroom Visit Evaluation Forms, Student Evaluations, and Annual Performance Evaluations to the Provost's Office for inclusion in the Candidate's Folder and the Supplemental Documents Folder by January 15.

#### **By January 15**.....

By no later than January 15 at noon, the Candidate submits his/her complete Dossier. The Candidate sends an email to the Provost's Office to confirm submission.

The submission of the Dossier demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees, and Administrators with responsibilities as set forth in this Faculty Manual.

Failure on the part of the Candidate to submit a full Dossier by January 15 of the review year may be viewed with disfavor and could negatively impact that Candidate's chances for contract review. The review process will continue whether or not all materials are submitted by January 15. The Candidate will be evaluated on whatever information is available as of that date.

**Between January 16 and February 5.....**

On January 16, the Senior Faculty of the College or School/Division, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Candidate’s Dossier.

By no later than February 5 at noon, all Senior Faculty of the College or School/Division (except the Executive Dean, Academic Deans and the Program Director of the Candidate, as appropriate) submit a typed Senior Faculty Peer-Review Evaluation addressed to the Chair of the College Personnel Committee (CPC) and delivered to the Office of the Executive Dean. The Senior Faculty member places the anonymous Senior Faculty Peer-Review Evaluation in a sealed envelope, signs across the flap, and submits the sealed envelope to the Office of the Executive Dean. Senior Faculty Peer-Review Evaluations provide Dossier-based evidence and professional judgments and observations about a faculty member’s candidacy. This Evaluation should express either a positive or negative recommendation.

By no later than February 5 at noon, the Candidate’s Program Director, as appropriate, reviews the dossier and submits a Written Evaluation of the Candidate to the Provost’s Office.

The Provost’s Office places copies of the Program Director’s Written Evaluation in the Candidate’s Folder and in the Supplemental Documents Folder. Senior Faculty and Program Directors do not have access to the Dossiers after this point.

**Between February 6 and 11 .....**

The CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number.

Senior Faculty Peer-Review Evaluations are cursorily scanned by the CPC (separate from opening and coding letters). When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost’s Office, which returns it to the Senior Faculty member for revision. The Senior Faculty member must submit the revised form within three (3) business days and no later than February 10.

If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost’s Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost’s Office of the action.

If the faculty member revises the Senior Faculty Peer-Review Evaluation Form, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Peer-Review Evaluations to the Provost’s Office. The Provost’s Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate’s Folder and in the Supplemental Documents Folder.

**Between February 12 and February 19 .....**

By February 12, the Candidate’s Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Peer Review Evaluations.

Each dean submits a Written Evaluation of the Candidate to the Provost by February 19 at noon.

The Written Evaluations must express either a positive or negative recommendation on awarding a third 2-year contract and should address issues relevant to contract renewal.

The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.

**Between February 20 and February 25.....**

Upon receiving access from the Provost's Office, the Candidate will have an opportunity to review the Senior Faculty Peer-Review Evaluations and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director in the Candidate's Folder. Under no circumstances may the Candidate retain digital or hard copies of these documents.

The Candidate may write a Candidate's Response to the Senior Faculty Peer-Review Evaluations and Deans' and Program Director's Evaluations. The Candidate's Response should be a written document addressed and submitted to the CPC Chair with a copy to the Provost's Office. This Response, which can address any issue raised must be submitted by February 25 at noon.

Once submitted, the Candidate's Response is considered part of the Candidate's Dossier. The Provost's Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate's Response, the CPC Chair must document this in his/her Summary.

**Between February 26 and March 5.....**

The CPC meets to review Dossiers and Supplemental Documents Folders for second 2-year renewal Candidates.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following three elements:

- The **CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a 2-year contract should be granted;
- A **Summary of Senior Faculty Recommendations**, which is a summary of the Peer-Review Evaluation Forms.
- A **Summary of the CPC Deliberations** encompassing the views of the Committee members on an anonymous basis.

**By March 5.....**

No later than March 5 at noon, the CPC Chair submits to the Provost’s Office the CPC Recommendation containing:

- The **CPC Vote Outcome;**
- The **Summary of Senior Faculty Recommendations;**
- The **Summary of the CPC Deliberations.**

The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the 2-year contract recommendation.

The Deans and CPC do not have access to the Dossiers after this point.

**Between March 6 and April 20 .....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the 2-year contract recommendation from the CPC was favorable or unfavorable. The Provost’s Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.

The Provost shall review the entire review file. S/he may reference relevant portions of the Candidate’s personnel files and consult with the CPC for clarification on its recommendation.

The Provost shall make a Written Evaluation to the President on each second 2-year contract renewal Candidate by April 20. This Evaluation should express either a positive or negative recommendation.

The Provost’s Office places a copy of the Provost’s Written Evaluation in the Supplemental Documents Folder.

**Between April 21 and May 10.....**

The President reviews the Dossiers and Supplemental Documents Folders for all second 2-year contract renewal Candidates.

If necessary, the President may convene a President’s Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final 2-year contract renewal decision.

On May 10, the President notifies each Candidate of the final decision on second 2-year contract renewal. A copy of this letter is placed in the Supplemental Documents Folder.

## **21 Conditions and Criteria for Tenure/Long-Term Contract, and Promotion**

### 21.1 Overview vi

Promotions in rank for full-time faculty members are made by the President at the recommendation of the Provost. Such personnel actions are intended to recognize achievement in teaching, scholarship/practice, and service.

Recommendations of the College and University Personnel Committees are not binding on the Provost, but the Provost must transmit those groups' recommendations to the President along with his/her own recommendation and its justification. The President makes a *de novo* decision following his/her review of the recommendations.

The procedures and criteria described herein are subject to modification by the University Personnel Committee (UPC) and Administration. Each criterion is discussed in greater detail below.

### 21.2 Criteria

The University holds the following four (4) criteria as the most significant measures of the excellence of a faculty member. These criteria are arranged in priority order and each has a series of steps by which a faculty member is expected to rise to meet the expectations of the faculty rank for which he or she is being considered.

Criterion A is largely a matter of fact. Criteria A and B are threshold requirements. Criteria B, C and D involve judgment.

#### 21.2.1 Criterion A. Credentials and Experience

Persons appointed at the Assistant Professor rank should have earned from an accredited institution the appropriate terminal degree in the professional field or in an appropriate relevant field. Appropriate terminal degrees for the various ranks may differ among disciplines and teaching units of the University (College or School/Division). The Provost's Office, in concert with the Executive and Academic Deans of the Colleges or Schools/Divisions, publishes annually the list of terminal degrees by discipline. For Candidates hired on or after the publication date, these credentials apply.

Further, the special requirements of a particular faculty post may justify a request for an exception to the standard. Exceptional achievement in academe or industry (as measured by professional accomplishments and recognition; unique qualifications; and/or expertise) may be considered by the Provost and President, on a case-by-case basis as the appropriate equivalent of terminal degree.

The following tables indicate the normal minimum expectations for teaching experience associated with assignment to the stated ranks.

**Table 2: Minimum Teaching Experience by Faculty Rank**

<b>Promotion Rank</b>	<b>Teaching Experience <sup>3</sup></b>
Assistant Professor:	Total of three (3) years.
Associate Professor:	Total of eight (8) years or five (5) in the rank of Assistant Professor.
Professor:	Total of fifteen (15) years or seven (7) in the rank of Associate Professor.

When considering Candidates for initial appointment, faculty for tenure/long-term contract, or faculty for promotion to full professor, teaching experiences should be factored according to Table 3.

**Table 3: Weighting of Types of Teaching Experience**

<b>Type</b>	<b>Weighting Factor</b>	<b>Allowable Maximum</b>	<b>Credit Toward Minimum Teaching Experience</b>
Full-time University teaching <sup>4</sup>	1.0	15 years	15 years
Adjunct appointment to Philadelphia University	0.5	5 years	2.5 years
Part-time college teaching	0.25	5 years	1.25 years
High School teaching	0.5	5 years	2.5 years
Relevant professional work	0.5	5 years	2.5 years

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3 Types of teaching experience, excluding different teaching contracts occurring in the same timeframe, are to be evaluated according to Table 3.

4 Full-time professional library work and full-time athletic coaching will be regarded as equal to full-time university teaching.

### 21.2.2 Criterion B. Teaching effectiveness

Consistent high performance as a teacher and advisor to students is necessary for tenure/long-term contract and promotion. Outstanding performance in the classroom is to be recognized and rewarded. Estimation of teaching effectiveness must consider the following factors: <sup>5</sup>

1. Engagement of Nexus Learning principles;
2. Ability to communicate information;
3. Evident interest in the subject taught;
4. Constant contact with advances in the subject fields;
5. Skill in designing and updating courses;
6. Rapport with students;
7. Effectiveness in use of reference materials and teaching aids; and
8. Ability to develop and use meaningful assessment methods.

This may be measured by a variety of means, including syllabi and other course materials; peer evaluations; classroom visits; course evaluations; self-evaluations; and evaluations conducted by academic administrators. However, a Candidate may not demonstrate Criterion B through one factor alone.

### 21.2.3 Criterion C. Professional activity and achievement in the Candidate's current field

It is expected that all members of the faculty will continue their professional development and make significant contributions to the advancement of their professions; and their contributions will be externally validated or recognized by their discipline or profession. It is expected that through their own curiosity and interest, faculty will continue to question, to investigate, and to use their findings in the classroom.

- A.** *For tenure-track faculty seeking tenure and tenured faculty seeking promotion to full professor, the University measures this using these criteria:*

Original research demonstrated by peer-reviewed publication; or creative contributions to art or literature, demonstrated by peer-reviewed publication, peer-reviewed conference presentations, or juried exhibit.

Ongoing professional development, such as membership in professional societies and attendance at and participation in professional meetings, seminars, and conferences; enrollment in advanced course work beyond that which is required for the academic credentials; and continued surveillance of scholarly and professional publications.

Contributions to the profession, such as membership and activities in professional societies; published professional reviews of significant areas of advancement; professional activities including grant, publication and professional competition reviews; and consultation with educational, governmental, or industrial organizations.

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<sup>5</sup> In professional library work and athletic coaching the phrase "teaching effectiveness" will be replaced by "performance effectiveness" with little change in the herein indicated measures.



B. *For practice-track faculty seeking long-term contract and practice faculty seeking promotion to full, professor the University measures this using these criteria:*

Regular and sustained practice in the field, as described in the respective College's Evidence of Professional Development; maintenance of professional licensure or certification, if applicable, as described in the respective College's Evidence of Professional Development. Peer-reviewed applied research, peer-reviewed scholarship and/or peer-reviewed or externally-validated creative activity, as described in the respective College's Evidence of Professional Development. The appropriateness of and the balance between practice and applied research may also be described in the College's Evidence of Professional Development.

Ongoing professional development, such as membership in professional societies and attendance at and participation in professional meetings, seminars, and conferences; enrollment in advanced course work beyond that which is required for the academic credentials; and continued surveillance of scholarly and professional publications.

Contributions to the profession, such as membership and activities in professional societies; published professional reviews of significant areas of advancement; professional activities including grant, publication and professional competition reviews; and consultation with educational, governmental, or industrial organizations.

Each College, School, or Division recommends appropriate "Evidence of Professional Activity and Achievement" to the Provost and President.

Upon approval by the Provost and President, these documents are published to a Provost's Office web page entitled "Faculty Contract, Tenure, Sabbatical and Promotion Information."

These documents may be reviewed and updated periodically by the Provost, Executive Dean, and College Personnel Committee as disciplines change and evolve.

#### **21.2.4 Criterion D. Service to the Institution**

Candidates for promotion are expected to have made exceptional contributions to the well-being and advancement of the University.

Such contributions may include effective participation and leadership on Shared Governance Committees; effective participation and leadership on *ad hoc* College, School, and program committees; involvement in program development; involvement in campus activities; and/or representation of the University within a professional association or other extra-collegiate forums.

When describing the following types of service, include:

- University Standing Committee Service: include specific responsibilities, activities, duties, etc.
- University Ad Hoc & Task Force Service: include specific responsibilities, activities, duties, etc.
- College or School/Division Committee Service: include specific responsibilities, activities, duties, etc.
- Program Service: include specific responsibilities, activities, duties, etc.
- Advising: first-year undergraduate, upper-level undergraduate, or graduate
- Program Advising: Thesis, Capstone, Internship, or Preceptorship

- Participation in University Events: list briefly and whether attended, organized, etc.
- Community Service: include specific responsibilities, activities, duties, etc.
- Outreach Service: specific projects and/or development efforts

### 21.3 Application of Criteria

#### 21.3.1 Tenure and 5-Year Contract

Tenure or a 5-year Contract is awarded after the probationary period.

Candidates must demonstrate satisfactory performance in both criteria C and D, with excellence in at least one of the two.

#### 21.3.2 7-Year Contract

A 7-Year Contract is awarded after the 5-Year Contract.

Candidates must demonstrate satisfactory performance in both criteria C and D, with excellence in at least one of the two.

#### 21.3.3 Promotion to Full Professor

Promotion to professor is based on scholarly and professional achievement beyond that required for the associate professorship.

Candidates must demonstrate clear and sustained evidence of outstanding performance in all of the four (4) criteria.

## **22 Review for tenure and promotion to Associate Professor**

### **22.1 Overview of Procedures**

Review for tenure and promotion occurs in the final year of the probationary period (e.g., the 5<sup>th</sup> year, unless subject to an exception, such as advanced standing which may shorten the period, or FMLA which may lengthen the period).

By February 1 of the year preceding the tenure review, the faculty receive a review notice from the Provost's Office.

Promotion to associate professor is awarded after the probationary period with the granting of tenure (tenure-track faculty).<sup>6</sup>

Recommendations for the granting of tenure originate with the College Personnel Committee (CPC). The CPC recommendations are forwarded to the Provost and to the University Personnel Committee (UPC), which deliberates separately. The UPC recommendations are submitted to the Provost who, in turn, submits both the CPC and UPC recommendations along with his/her own recommendations to the President. Final decisions on all tenure and promotion cases reside with the President.

### **22.2 Conditions for Tenure and Promotion**

Prior to applying for tenure, the Candidate must have the minimum experience described in Table 3: Minimum Teaching Experience by Faculty Rank, including any credit for prior teaching experience. The Candidate should not have more than six years in current rank and status at Philadelphia University unless s/he was granted a Family Medical Leave and an accompanying Extension of Probationary Period for Extenuating Circumstances.

### **22.3 Application of Criteria for Tenure and 5-Year Contract**

As stated in Section 21.3 Application of Criteria, tenure or a 5-year Contract is awarded after the probationary period. Candidates must demonstrate satisfactory performance in both criteria C and D, with excellence in at least one of the two.

### **22.4 Role of Outside Assessors in review for tenure and 5-Year Contract**

The purpose of including outside assessors in a faculty member's review for promotion with tenure or promotion with a long-term contract is to advise the University of the broader impact and value of the faculty member's research, scholarly and creativity productivity to the discipline. Outside assessors' assessments of the Dossier are used to inform internal evaluation of the Dossier. (See APPENDIX D1. For a description of the procedures and schedule, and the Guidelines for Choosing Outside Assessors).

Candidates are strongly encouraged to waive access to the Outside Assessors Evaluations.

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<sup>6</sup> After the initial five-year contract, Practice Faculty members are eligible for seven-year contracts.

## 23 Procedures and Schedule for Tenure Reviews

It is acknowledged that from time to time, faculty Committees may need to consult with the Provost about procedural issues. A faculty Committee also may request information from the Executive Dean or Provost that clarifies components of the existing Dossier. However, the Committee may not request additional information for the Dossier.

The schedule sets forth specific dates for submissions, actions and notifications.

### **By February 1 of the Academic Year Preceding the Review .....**

The Provost's Office opens electronic dossiers and sends review notices to the Candidates. The CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.

The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder and the Acknowledgement and Waiver of Access to Submitted Evaluation Materials from Outside Assessors. Candidates sign and return both forms to the Provost's Office by February 15.

### **Between April 15 and May 1 of the Academic Year Preceding the Review .....**

By April 15 of the year before the tenure review, the Candidate will submit a list of six (6) prospective Outside Assessors to his/her respective Executive Dean. (See APPENDIX D1. ).

The Executive Dean reviews the list to ensure that recommended Outside Assessors meet the criteria.

By May 1 at noon, the Executive Dean forwards the list to the Provost.

### **By May 1 of the Academic Year Preceding the Review .....**

The Executive or Academic Dean ensures that the requisite two (2) classroom visits are completed. First visit by the Executive Dean or Academic Dean; second visit by an appointed senior faculty.

The term classroom visits is intended to refer broadly to all types of teaching modes, e.g. online, hybrid, on-campus, and methods, synchronous and asynchronous, as appropriate.

### **Between May 1 and June 1 of the Academic Year Preceding the Review .....**

The Provost reviews the Candidate's list of Outside Assessors based on the University's criteria.

No later than May 20<sup>th</sup>, if the Provost does not find all recommended assessors acceptable, s/he will return the list to the Executive Dean with the reasons why the recommended outside assessors did not meet the criteria and instructions to identify additional outside assessors.

Within one week (five business days), the Executive Dean and Candidate will identify and provide to the Provost the requested number of additional outside assessors.

By June 1, the Provost, in consultation with the Executive Dean, will select the final three (3) outside assessors for each Candidate. The Provost's Office will extend an invitation to the Outside Assessors to participate in the faculty reviews. Outside Assessors are asked to review and prepare a written evaluation of the Candidate's professional achievements.

If the Provost's Office is not able to secure three (3) Outside Assessors from the final list, s/he will contact the Candidate and Executive Dean to identify and submit additional prospective Outside Assessors.

**By July 1**.....

By July 1, tenure Candidates submit the Professional Activity and Achievement Section of their Dossiers to the Provost's Office. Electronic submission is required.

The Candidate should review his/her Dossier with the Program Director and/or Academic Dean (as applicable) before submission.

**Between July 15 and August 20**.....

By July 15, the Provost's Office sends the Candidate's Professional Activity and Achievement Section of the Candidate's Dossier to Outside Assessors. The Outside Assessors review and evaluate the Dossier.

**By August 15**.....

By no later than August 15 at noon, the Executive Dean will send the Candidate's completed Classroom Visit Evaluation Forms, Student Evaluations, and Annual Performance Evaluations (the last two items must include all since hired as full-time faculty) to the Provost's Office for inclusion in the Candidate's Folder and the Supplemental Documents Folder.

**By August 20**.....

By August 20, Outside Assessors submit a written evaluation of the Candidate's professional achievements (business/industry/scholarly/artistic) to the Provost.

Upon receipt, the Provost places the Outside Assessors' evaluations in the Supplemental Documents Folder.

**By September 1**.....

By no later than September 1 at noon, the Candidate submits his/her complete Dossier. The Candidate sends an email to the Provost's Office to confirm submission.

The submission of the Dossier demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees, and Administrators with responsibilities as set forth in this Faculty Manual.

Failure on the part of the Candidate to submit a full Dossier by September 1 of the review year may be viewed with disfavor and could negatively impact that Candidate's chances for tenure. The tenure process will continue whether or not all materials are submitted by September 1. The Candidate will be evaluated on whatever information is available as of that date.

**Between September 2 and September 21**.....

On September 2, the Senior Faculty of the College or School/Division, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Candidate's Dossier.

By no later than September 21 at noon, all Senior Faculty of the College or School/Division (except the Executive Dean, Academic Deans and the Program Director of the Candidate, as appropriate) submit a typed Senior Faculty Peer-Review Evaluation addressed to the Chair of the College Personnel Committee (CPC) and delivered to the Office of the Executive Dean. The Senior Faculty member places the anonymous Senior Faculty Peer-Review Evaluation in a sealed envelope, signs across the flap, and submit the sealed envelope to the Office of the Executive Dean. Senior Faculty Peer-Review Evaluations provide Dossier-based evidence and professional judgments and

observations about a faculty member’s candidacy. This Evaluation should express either a positive or negative recommendation.

By no later than September 21 at noon, the Candidate’s Program Director, as appropriate, reviews the dossier and submits a Written Evaluation of the Candidate to the Provost’s Office.

The Provost’s Office places copies of the Program Director’s Written Evaluation in the Candidate’s Folder and in the Supplemental Documents Folder.

**Between September 22 and October 1.....**

The CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and Peer Evaluation Form with the same number.

Senior Faculty Peer-Review Evaluations are cursorily scanned by the CPC (separate from opening and coding letters). When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost’s Office, which returns it immediately to the Senior Faculty member for revision. The Senior Faculty member must submit the revised form within three (3) business days and no later than September 27.

If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost’s Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost’s Office of the action.

If the faculty member revises the Senior Faculty Peer-Review Evaluation Form, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Peer-Review Evaluations to the Provost’s Office. The Provost’s Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate’s Folder and in the Supplemental Documents Folder.

**Between October 2 and October 10.....**

By October 2, the Candidate’s Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Peer Review Evaluations.

Each dean submits a Written Evaluation of the Candidate to the Provost by October 10 at noon.

The Written Evaluations must express either a positive or negative recommendation on awarding tenure.

The Provost’s Office places copies of the Written Evaluations in the Candidate’s Folder and in the Supplemental Documents Folder.

**Between October 11 and 15.....**

Upon receiving access from the Provost’s Office, the Candidate will have an opportunity to review the Senior Faculty Peer-Review Evaluations and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director in the electronic Candidate’s Folder. Under no circumstances may the Candidate retain digital or hard copies of these documents.

The Candidate may write a Candidate’s Response to the Senior Faculty Peer-Review Evaluations and the Deans’ and Program Director’s Evaluations. The Candidate’s Response should be a written document addressed and submitted to the CPC Chair with a copy to the Provost’s Office. This Response, which can address any issue raised, must be submitted no later than October 15 at noon.

Once submitted, the Candidate's Response is considered part of the Candidate's Dossier. The Provost's Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate's Response, the CPC Chair must document this in his/her Summary.

**Between October 15 and 25.....**

The CPC Chair convenes the Senior Faculty of the Candidate's College or School/Division.

Senior Faculty who have reviewed the Dossier, completed a Peer-Review Evaluation Form, and reviewed the Supplemental Documents Folder may participate in the vote, which is conducted by secret ballot. A simple majority attendance is preferred. The outcome of the vote is considered a "recommendation."

Prior to October 25, the CPC meets to review the Dossiers and Supplemental Documents Folders of the Candidates for tenure.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following three elements:

- The **CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether tenure should be granted;
- A **Summary of Senior Faculty Recommendations**, including the Senior Faculty Vote and a summary of the Peer-Review Evaluation Forms;
- A **Summary of the CPC Deliberations**, encompassing the views of the Committee members on an anonymous basis.

**By October 25.....**

No later than October 25 at noon, the CPC Chair submits to the Provost's Office the CPC Recommendation containing:

- The **CPC Vote Outcome**;
- The **Summary of Senior Faculty Recommendations**;
- The **Summary of the CPC Deliberations**.

The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the tenure recommendation.

The Senior Faculty, Program Director, Deans, and CPC do not have access to the Dossiers after this point.

**Between October 26 and November 12.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the tenure recommendation from the CPC was favorable or unfavorable. The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.

The University Personnel Committee (UPC) will review the Dossiers and Supplemental Documents Folders of all Candidates. These materials will be made available to the UPC members in advance of the first scheduled meeting to discuss the Candidate. There may be as many meetings as are necessary to fully evaluate a Candidate's qualifications for tenure. The UPC may request the Executive Dean and the Chair of the CPC to provide clarification concerning the Candidate's qualifications.

At a subsequent and final UPC meeting, a vote by secret ballot will be taken.

The UPC Chair prepares a UPC Recommendation consisting of the following two elements:

- The **UPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether tenure should be granted;
- A **Summary of the UPC Deliberations**, encompassing the views of the Committee members on an anonymous basis.

No later than November 12 at noon, the UPC Chair submits to the Provost's Office the UPC Recommendation containing:

- The **UPC Vote Outcome**;
- The **Summary of the UPC Deliberations**.

The UPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the tenure recommendation.

The UPC does not have access to the Dossiers after this point.

**Between November 13 and December 1.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the tenure recommendation from the UPC was favorable or unfavorable. The Provost's Office places a copy of the UPC Recommendation and the UPC Recommendation Notification Letter in the Supplemental Documents Folder.

The Provost shall review the Dossier and entire Supplemental Documents Folder. S/he also may reference the Candidate's previous review files and consult with the UPC or CPC for clarification on their recommendations.

The Provost shall make a Written Recommendation to the President on each tenure Candidate by December 1. This Recommendation should express either a positive or negative recommendation.

The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.

**Between December 1 and December 15.....**



The President reviews the Dossiers and Supplemental Documents Folders.

If necessary, the President may convene a President's Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final tenure decision.

The President shall announce the final tenure decision on December 15. A copy of this letter is placed in the Supplemental Documents Folder.

## **24 Review for a 5-Year Contract and Promotion to Associate Professor**

### **24.1 Summary of Procedures**

Review for 5-Year Contract and promotion occurs in the final year of the probationary period (e.g., the 5<sup>th</sup> year, unless subject to an exception, such as advanced standing which may shorten the period, or FMLA which may lengthen the period).

By February 1 of the academic year preceding the 5-year contract review, the faculty receive a review notice from the Provost's Office.

Promotion to associate professor is awarded after the probationary period with the granting of a five-year contract (renewable contract faculty).<sup>7</sup>

Recommendations for the granting of 5-year contracts originate with the College Personnel Committee (CPC). The CPC recommendations are forwarded to the Provost and to the University Personnel Committee (UPC), which deliberates separately. The UPC recommendations are submitted to the Provost who, in turn, submits both the CPC and UPC recommendations along with his/her own recommendations to the President. Final decisions on all 5-Year Contract and Promotion cases reside with the President.

### **24.2 Conditions for 5-Term Contract and Promotion**

Prior to applying for the first long-term contract (5-Year Contract), the Candidate must have the minimum experience described in Table 3: Minimum Teaching Experience by Faculty Rank, including any credit for prior teaching experience. The Candidate should not have more than six years in current rank and status at Philadelphia University unless s/he was granted a Family Medical Leave and an accompanying Extension of Probationary Period for Extenuating Circumstances.

### **24.3 Application of Criteria for Tenure and 5-Year Contract**

As stated in Section 21.3 Application of Criteria, tenure or a 5-year Contract may be awarded after the probationary period. Candidates must demonstrate satisfactory performance in both criteria C and D, with excellence in at least one of the two.

### **24.4 Role of Outside Assessors in review for tenure and 5-Year Contract**

The purpose of including Outside Assessors in a faculty member's review for promotion with tenure or promotion with a long-term contract is to advise the University of the broader impact and value of the faculty member's research, scholarly and creativity productivity to the discipline. Outside assessors' assessments of the Dossier are used to inform internal evaluation of the Dossier. (See APPENDIX D1. for a description of the procedures and schedule, and the Guidelines for Choosing Outside Assessors).

Candidates are strongly encouraged to waive access to the Outside Assessors Evaluations.

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<sup>7</sup> After the initial five-year contract, Practice Faculty members are eligible for seven-year contracts.

## 24.5 Procedures and Schedule for Five-Year Contract Reviews

It is acknowledged that from time to time, faculty Committees may need to consult with the Provost about procedural issues. A faculty Committee also may request information from the Executive Dean or Provost that clarifies components of the existing Dossier. However, the Committee may not request additional information for the Dossier.

The schedule sets forth specifics dates for submissions, actions, and notifications.

### **By February 1 of the Academic Year Preceding the Review .....**

The Provost's Office opens electronic dossiers and sends review notices to the Candidates. The CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.

The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder and the Acknowledgement and Waiver of Access to Submitted Evaluation Materials from Outside Assessors. Candidates sign and return both forms to the Provost's Office by February 15.

### **Between April 15 and May 1 of the Academic Year Preceding the Review .....**

By April 15 of the year before the 5-year Contract review, the Candidate will submit a list of six (6) prospective outside assessors to his/her respective Executive Dean. (See APPENDIX D1. ).

The Executive Dean reviews the list to ensure that recommended Outside Assessors meet the criteria.

By May 1<sup>st</sup>, the Executive Dean forwards the list to the Provost.

### **By May 1 of the Academic Year Preceding the Review .....**

The Executive or Academic Dean ensures that the requisite two (2) classroom visits are completed. First visit by the Executive Dean or Academic Dean; second visit by an appointed senior faculty.

The term classroom visits is intended to refer broadly to all types of teaching modes, e.g. online, hybrid, on-campus, and methods, synchronous and asynchronous, as appropriate.

### **Between May 1 and June 1 of the Academic Year Preceding the Review .....**

The Provost reviews the Candidate's list of Outside Assessors based on the University's criteria.

No later than May 20<sup>th</sup>, if the Provost does not find all recommended assessors acceptable, s/he will return the list to the Executive Dean with the reasons why the recommended Outside Assessors did not meet the criteria and instructions to identify additional Outside Assessors.

Within one week (five business days), the Executive Dean and Candidate will identify and provide to the Provost the requested number of additional Outside Assessors.

By June 1, the Provost, in consultation with the Executive Dean, will select the final three (3) Outside Assessors for each Candidate. The Provost's Office will extend an invitation to the Outside Assessors to participate in the faculty reviews. Outside Assessors are asked to review and prepare a written evaluation of the Candidate's professional achievements.

If the Provost's Office is not able to secure three (3) outside assessors from the final list, s/he will contact the Candidate and Executive Dean to identify and submit additional prospective Outside Assessors.

**By July 1**.....

By July 1, tenure Candidates submit the Professional Activity and Achievement Section of their Dossiers to the Provost’s Office. Electronic submission is required. (See **Error! Reference source not found.**)

The Candidate should review his/her Dossier with the Program Director and/or Academic Dean (as applicable) before submission.

**Between July 15 and August 20**.....

By July 15, the Provost’s Office sends the Candidate’s Professional Activity and Achievement Section of the Candidate’s Dossier to outside assessors. The outside assessors review and evaluate the Dossier.

**By August 15**.....

By no later than August 15 at noon, the Executive Dean will send the Candidate’s completed Classroom Visit Evaluation Forms, Student Evaluations, and Annual Performance Evaluations (the last two items must include all since hired as full-time faculty) to the Provost’s Office for inclusion in the Candidate’s Folder and the Supplemental Documents Folder by September 1.

**By August 20**.....

By August 20, Outside Assessors submit a written evaluation of the Candidate’s professional achievements (business/industry/scholarly/artistic) to the Provost.

Upon receipt, the Provost places the Outside Assessors’ evaluations in the Supplemental Documents Folder.

**By September 1**.....

By no later than September 1 at noon, the Candidate submits his/her complete Dossier. The Candidate sends an email to the Provost’s Office to confirm submission.

The submission of the Dossier demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees, and Administrators with responsibilities as set forth in this Faculty Manual.

Failure on the part of the Candidate to submit a full Dossier by September 1 of the review year may be viewed with disfavor and could negatively impact that Candidate’s chances for a 5-Year Contract. The review process will continue whether or not all materials are submitted by September 1. The Candidate will be evaluated on whatever information is available as of that date.

**Between September 2 and September 21**.....

On September 2, the Senior Faculty of the College or School/Division, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Candidate’s Dossier.

By no later than September 21 at noon, all Senior Faculty of the College or School/Division (except the Executive Dean, Academic Deans and the Program Director of the Candidate, as appropriate) submit a typed Senior Faculty Peer-Review Evaluation addressed to the Chair of the College Personnel Committee (CPC) and delivered to the Office of the Executive Dean. The Senior Faculty member places the anonymous Senior Faculty Peer-Review Evaluation in a sealed envelope, signs across the flap, and submits the sealed envelope to the Office of the Executive Dean. Senior Faculty

Peer-Review Evaluations provide Dossier-based evidence and professional judgments and observations about a faculty member's candidacy. This Evaluation should express either a positive or negative recommendation.

By no later than September 21 at noon, the Candidate's Program Director, as appropriate, reviews the dossier submits a Written Evaluation of the Candidate to the Provost's Office.

The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder.

**Between September 22 and October 1.....**

The CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and Peer Evaluation Form with the same number.

Senior Faculty Peer-Review Evaluations are cursorily scanned by the CPC (separate from opening and coding letters). When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost's Office, which returns it immediately to the Senior Faculty member for revision. The Senior Faculty member must submit the revised form within three (3) business days and no later than September 27.

If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost's Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost's Office of the action.

If the faculty member revises the Senior Faculty Peer-Review Evaluation Form, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Peer-Review Evaluations to the Provost's Office. The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.

**Between October 2 and October 10.....**

By October 2, the Candidate's Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Peer Review Evaluations.

Each dean submits a Written Evaluation of the Candidate to the Provost by October 10 at noon.

The Written Evaluations must express either a positive or negative recommendation on awarding a 5-year contract.

The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.

**Between October 11 and 15.....**

Upon receiving access from the Provost's Office, the Candidate will have an opportunity to review the Senior Faculty Peer-Review Evaluations and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director in the electronic Candidate's Folder. Under no circumstances may the Candidate retain digital or hard copies of these documents.

The Candidate may write a Candidate's Response to the Senior Faculty Peer-Review Evaluations and the Deans' and Program Director's Evaluations. The Candidate's Response should be a written

document addressed and submitted to the CPC Chair with a copy to the Provost's Office. This Response, which can address any issue raised, must be submitted no later than October 15 at noon.

Once submitted, the Candidate's Response is considered part of the Candidate's Dossier. The Provost's Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate's Response, the CPC Chair must document this in his/her Summary.

**Between October 15 and 25.....**

The CPC Chair convenes the Senior Faculty of the Candidate's College or School/Division. The Supplemental Documents Folder is made available to the Senior Faculty at this time.

Senior Faculty who have reviewed the Dossier, completed a Peer-Review Evaluation Form, and reviewed the Supplemental Documents Folder may participate in the vote, which is conducted by secret ballot. A simple majority attendance is preferred. The outcome of the vote is considered a "recommendation."

Prior to October 25, the CPC meets to review Dossiers and Supplemental Documents Folders of the Candidates for 5-Year Contract.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following three elements:

- The **CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a 5-Year Contract should be granted;
- A **Summary of Senior Faculty Recommendations**, including the Senior Faculty Vote and a summary of the Peer-Review Evaluation Forms;
- A **Summary of the CPC Deliberations**, encompassing the views of the Committee members on an anonymous basis.

**By October 25**.....

No later than October 25 at noon, the CPC Chair submits to the Provost's Office the CPC Recommendation containing:

- The **CPC Vote Outcome**;
- The **Summary of Senior Faculty Recommendations**;
- The **Summary of the CPC Deliberations**.

The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the 5-Year Contract recommendation.

The Senior Faculty, Program Director, Deans, and CPC do not have access to the Dossiers after this point.

**Between October 26 and November 12**.....

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the recommendation from the CPC was favorable or unfavorable. The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.

The University Personnel Committee (UPC) will review the Dossiers and Supplemental Documents Folders of all Candidates. These materials will be made available to the UPC members in advance of the first scheduled meeting to discuss the Candidate. There may be as many meetings as are necessary to fully evaluate a Candidate's qualifications for a 5-Year Contract. The UPC may request the Executive Dean and the Chair of the CPC to provide clarification concerning the Candidate's qualifications.

At a subsequent and final UPC meeting, a vote by secret ballot will be taken.

The UPC Chair prepares a UPC Recommendation consisting of the following two elements:

- The **UPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a tenure should be granted;
- A **Summary of the UPC Deliberations**, encompassing the views of the Committee members on an anonymous basis.

No later than November 12 at noon, the UPC Chair submits to the Provost's Office the UPC Recommendation containing:

- The **UPC Vote Outcome**;
- The **Summary of the UPC Deliberations**.

The UPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the 5-Year Contract recommendation.

**Between November 13 and December 1.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the 5-Year Contract recommendation from the UPC was favorable or unfavorable. The Provost's Office places a copy of the UPC Recommendation and the UPC Recommendation Notification Letter in the Supplemental Documents Folder.

The Provost shall review the Dossier and entire Supplemental Documents Folder. S/he also may reference the Candidate's previous review files and consult with the UPC or CPC for clarification on their recommendations.

The Provost shall make a Written Recommendation to the President on each 5-Year Contract Candidate by December 1. This Recommendation should express either a positive or negative recommendation.

The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.

**Between December 1 and December 15.....**

The President reviews the Dossiers and Supplemental Documents Folders.

If necessary, the President may convene a President's Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final 5-Year Contract decision.

The President shall announce the final 5-Year Contract decision by December 15. A copy of this letter is placed in the Supplemental Documents Folder.



## **25 Promotion to Full Professor** <sup>vii</sup>

### 25.1 Summary of Procedures

The process for promotion to full Professor is self-initiated. A faculty member may confer with the Provost, his/her Executive Dean, as well as the chair of his/her College Personnel Committee about his/her preparation for review.

Recommendations for advancement in rank from Associate Professor to Professor are made by the College Personnel Committee and University Personnel Committee to the Provost and from the Provost to the President. Final decisions on all promotions reside with the President.

### 25.2 Criteria for Promotion to full Professor

As stated in Section 21.3.3 Promotion to Full Professor, promotion to professor is based on scholarly and professional achievement beyond that required for the associate professorship. Candidates must demonstrate clear and sustained evidence of outstanding performance in all of the four (4) criteria:

#### A. Credentials

See Section 21.2.1 Criterion A. Credentials and Experience.

#### B. Teaching Effectiveness

Promotion to Professor requires first and foremost clear and sustained evidence of outstanding teaching during the Candidate's associate professorship.

#### C. Professional Activity and Achievement

Promotion to Professor is based on scholarly and professional achievement far exceeding that required for the associate professorship. In scholarship, the Candidate should have sustained during their associate professorship clear professional recognition in their field at the national level.

#### D. Service to the Institution

Promotion to Professor is based on evidence of sustained and significant contributions to the University during the Candidate's associate professorship.

### 25.3 Procedures and Schedule for Promotion to Full Professor

It is acknowledged that from time to time, faculty Committees may need to consult with the Provost about procedural issues. A faculty Committee also may request information from the Executive Dean or Provost that clarifies components of the existing Dossier. However, the Committee may not request additional information for the Dossier.

The schedule sets forth specific dates for submissions, actions and notifications.

#### **By August 15**.....

Candidate notifies his/her Executive Dean that s/he will be applying for promotion to full Professor. The Executive Dean notifies the Provost's Office.

The Provost's Office opens an electronic dossier for the Candidate and provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder. Candidates sign and return the form to the Provost's Office by September 1.

#### **By October 1**.....

The Candidate submits his/her Dossier by October 1 at noon. The submission of the demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees and Administrators with responsibilities as set forth in this Faculty Manual.

Failure on the part of the Candidate to submit a complete Dossier may be viewed with disfavor and could negatively impact that Candidate's chances for promotion. The Candidate will be evaluated based on information available as of that date.

The Candidate should review his/her Dossier with the Program Director and/or Academic Dean (as applicable) before submission.

#### **Between October 2 and October 21**.....

On October 2, the Senior Faculty of the College or School/Division, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Candidate's Dossier.

By no later than October 21 at noon, all Senior Faculty of the College or School/Division (except the Executive Dean, Academic Deans and the Program Director of the Candidate, as appropriate) submit a typed Senior Faculty Peer-Review Evaluation addressed to the Chair of the College Personnel Committee (CPC) and delivered to the Office of the Executive Dean. The Senior Faculty member places the anonymous Senior Faculty Peer-Review Evaluation in a sealed envelope, signs across the flap, and submits the sealed envelope to the Office of the Executive Dean. Senior Faculty Peer-Review Evaluations provide Dossier-based evidence and professional judgments and observations about a faculty member's candidacy. This Evaluation should express either a positive or negative recommendation.

By no later than October 21 by noon, the Candidate's Program Director, as appropriate, reviews the dossier submits a Written Evaluation of the Candidate to the CPC Chair.

**Between October 22 and November 1.....**

The CPC members open the Senior Faculty Peer-Review Evaluations code each envelope and evaluation form with the same number.

Senior Faculty Peer-Review Evaluations are cursorily scanned by the CPC (separate from opening and coding letters). When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost's Office, which returns it to the Senior Faculty member for revision. The Senior Faculty member must submit the revised form within three (3) business days and no later than October 27.

If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost's Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost's Office of the action.

If the faculty member revises the Senior Faculty Peer-Review Evaluation Form, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Peer-Review Evaluations to the Provost's Office. The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.

The Senior Faculty and the Program Director do not have access to the Dossiers after this point.

**Between November 2 and November 14.....**

By November 2, the Candidate's Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Peer Review Evaluations.

Each dean submits a Written Evaluation of the Candidate to the Provost by November 14 at noon.

The Written Evaluations must express either a positive or negative recommendation on granting promotion to full Professor.

The CPC Chair will place copies of the original Written Evaluations in the Supplemental Documents Folder.

**Between November 15 and 20.....**

The Candidate will have an opportunity to review the Senior Faculty Peer-Review Evaluations and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director. Under no circumstances may the Candidate retain copies of these documents.

The Candidate may write a Candidate's Response to the Senior Faculty Peer-Review Evaluations, and the Deans' and Program Director's Evaluations. The Candidate's Response should be a written document addressed and submitted to the CPC Chair with a copy to the Provost's Office. This Response, which can address any issue raised, must be submitted by November 20 at noon.

Once submitted, the Candidate's Response is considered part of the Candidate's Dossier. The Provost's Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate's Response, the CPC Chair must document this in his/her Summary.

**Between November 20 and December 10.....**

The CPC meets to review the Dossiers and Supplemental Documents Folders for promotion to full Professor.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following three elements:

- The **CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a promotion should be granted;
- A **Summary of Senior Faculty Recommendations**, which is a summary of the Peer-Review Evaluation Forms;
- A **Summary of the CPC Deliberations**, encompassing the views of the Committee members on an anonymous basis.

**Between December 10 and January 15**.....

No later than January 15 at noon, the CPC Chair submits to the Provost's Office the CPC Recommendation containing:

- The **CPC Vote Outcome**;
- The **Summary of Senior Faculty Recommendations**;
- The **Summary of the CPC Deliberations**.

The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the promotion recommendation.

The CPC does not have access to the Dossiers after this point.

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the recommendation from the CPC was favorable or unfavorable.

**Between January 16 and January 31**.....

Full professors are granted access to the promotion Candidate's dossier for review in preparation for the meeting with the UPC.

**Between February 1 and March 1**.....

On February 1, the Provost shall make available the Candidate's Dossier and Supplemental Documents Folder to the UPC. The Provost's Office also places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder at this time.

Between February 1 and March 1, the UPC Chair invites all full Professors at the University to a UPC meeting to discuss the Candidates for full Professor. The faculty discussion is advisory to the UPC. Votes are not taken.

Between February 1 and March 1, the UPC Chair invites the Executive Deans to a UPC meeting to discuss their Candidates for full Professor. The UPC may request that the Executive Dean and/or the Chair of the CPC provide clarification concerning the Candidate's qualifications.

After the Executive Dean is excused from the meeting, the UPC deliberates privately and votes by secret ballot. The Vote Outcome should include an anonymous vote count and should be signed by all Committee members, per the voting guidelines.

The UPC Chair prepares a document(s) consisting of the following two elements:

- The **UPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a promotion should be granted;
- A **Summary of the UPC Deliberations** encompassing the views of the Committee members on an anonymous basis.

No later than March 1 at noon, the UPC Chair submits to the Provost's Office the document containing:

- The **UPC Vote Outcome**;
- The **Summary of the UPC Deliberations**.

The UPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the promotion recommendation.

**Between March 2 and April 1.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the promotion recommendation from the UPC was favorable or unfavorable. The Provost's Office places a copy of the UPC Recommendation and the UPC Recommendation Notification Letter in the Supplemental Documents Folder.

Between March 2 and April 1, the Provost shall review the Dossier and entire Supplemental Documents Folder. S/he also may reference the Candidate's previous review files and consult with the UPC or CPC for clarification on their recommendations.

The Provost shall make a Written Evaluation to the President on each promotion Candidate by April 1. This Evaluation should express either a positive or negative recommendation.

The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.

**Between April 1 and May 1.....**

Between April 1 and May 1, the President reviews the Dossiers and Supplemental Documents Folders.

If necessary, the President may convene a President’s Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final promotion decision.

The President of the University shall notify the Candidate of the final promotion decision no later than May 1. A copy of this letter is placed in the Supplemental Documents Folder.

## **26 7-Year Practice Contracts for Faculty in the Ranks of Associate Professor and Professor, respectively**

### 26.1 Summary of Procedures

By April 1 of the year preceding the review, faculty scheduled for a 7-Year Contract Review receive a review notice from the Provost's Office.

Reviews for initial 7-Year Contracts and for renewals of 7-Year Contracts are conducted in the spring semester.

Recommendations for 7-Year Contracts are made by the College Personnel Committees and University Personnel Committee to the Provost and from the Provost to the President. Final approval of all 7-Year Contracts resides with the President.

Dossiers for 7-Year Contract reviews refer only to the period since the last contract renewal.

### 26.2 Concurrent Reviews for Promotion to Full Professor and 7-Year Contract

A faculty member may self-initiate a review for promotion to full Professor in the same year s/he is due for a 7-Year contract review. Under these circumstances, the review will follow the promotion schedule and procedures for promotion to full Professor.

A faculty member self-initiating a review for promotion to full Professor may request that s/he be reviewed early for his/her initial or next 7-Year contract. In this case, the review will follow the promotion schedule and procedures for promotion to full Professor. The effective dates of the 7-Year contract are not altered.

In both cases, the College Personnel Committee and University Personnel Committee should make separate recommendations about the promotion to full Professor and the 7-Year Contract.

### 26.3 Academic Policy to Extend a Contract Period related to FMLA

Upon request by a faculty member, his/her contract period shall be extended for an approved FMLA for a total maximum of one year. This has the effect of delaying the review for a new or a renewed 7-Year Contract. (See the Employee Handbook for FMLA eligibility, qualifying reasons, and time periods.)

#### 26.3.1 Procedures to Extend the Contract Period related to FMLA

When feasible, a faculty member confers with his/her Executive Dean about extending the probationary period prior to the family or medical leave. After the conversation, the faculty member submits a written request to extend the probationary period to the Provost with a copy to the Executive Dean.

The Provost confirms the request and responds in writing with a copy to Human Resources.

## 26.4 Criteria for Initial 7-Year Contracts and Renewal of 7-Year Contracts

The criteria for awarding and renewing a 7-Year Contract at the rank of Associate Professor are the continuous demonstration of the four standards for promotion to the rank of Associate Professor:

### 26.4.1 Criterion A: Credentials

See Section 21.2.1 Criterion A. Credentials and Experience

### 26.4.2 Criterion B: Teaching Effectiveness

See Section 21.2.2 Criterion B. Teaching effectiveness

### 26.4.3 Criterion C: Professional Activity and Achievement

See Section 21.2.3 Criterion C. Professional activity and achievement in the Candidate's current field.

### 26.4.4 Criterion D. Service to the Institution

See Section 21.2.4 Criterion D. Service to the Institution

## 26.5 Procedures and Schedule for 7-Year Contract Reviews

It is acknowledged that from time to time, faculty Committees may need to consult with the Provost about procedural issues. A faculty Committee also may request information from the Executive Dean or Provost that clarifies components of the existing Dossier. However, the Committee may not request additional information for the Dossier.

The schedule sets forth specifics dates for submissions, actions and notifications.

### **By February 1 of the Academic Year Preceding Review.....**

The Provost's Office opens electronic dossiers and sends review notices to the Candidates. The CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.

The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder. Candidates sign and return the form to the Provost's Office by February 15.

### **By January 10.....**

By no later than January 10 at noon, the Executive Dean will send the Candidate's Student Evaluations and Annual Performance Evaluations to the Provost's Office for inclusion in the Candidate's Folder and the Supplemental Documents Folder by January 15.

### **By January 15.....**

By no later than January 15 at noon, the Candidate submits his/her complete Dossier.

The submission of the Dossier demonstrates that the Candidate agrees and consents to allow all information contained in the Dossier to become available, as appropriate, to those Senior Faculty, Faculty Committees, and Administrators with responsibilities as set forth in this Faculty Manual.

Failure on the part of the Candidate to submit a full Dossier by January 15 of the review year may be viewed with disfavor and could negatively impact that Candidate's chances for contract review.



The review process will continue whether or not all materials are submitted by January 15. The Candidate will be evaluated on whatever information is available as of that date.

**Between January 16 and February 5**.....

On January 16, the Senior Faculty of the College or School/Division, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Candidate's Dossier.

By no later than February 5 at noon, all Senior Faculty of the College or School/Division (except the Executive Dean, Academic Deans and the Program Director of the Candidate, as appropriate) submit a typed Senior Faculty Peer-Review Evaluation addressed to the Chair of the College Personnel Committee (CPC) and delivered to the Office of the Executive Dean. The Senior Faculty member places the anonymous Senior Faculty Peer-Review Evaluation in a sealed envelope, signs across the flap, and submit the sealed envelope to the Office of the Executive Dean. Senior Faculty Peer-Review Evaluations provide Dossier-based evidence and professional judgments and observations about a faculty member's candidacy. This Evaluation should express either a positive or negative recommendation.

By no later than February 5 at noon, the Candidate's Program Director, as appropriate, reviews the dossier and submits a Written Evaluation of the Candidate to the Provost's Office.

The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder. Senior Faculty and Program Directors do not have access to the Dossiers after this point.

**Between February 6 and February 11** .....

The CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number.

Senior Faculty Peer-Review Evaluations are cursorily scanned by the CPC (separate from opening and coding letters). When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost's Office, which returns it to the Senior Faculty member for revision. The Senior Faculty member must submit the revised form within three (3) business days and no later than February 10.

If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Senior Faculty Peer-Review Evaluation Form is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost's Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost's Office of the action.

If the faculty member revises the Senior Faculty Peer-Review Evaluation Form, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Peer-Review Evaluations to the Provost's Office. The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.

**Between February 12 and February 19 .....**

By February 12, the Candidate's Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Peer Review Evaluations.

Each submit a Written Evaluation of the Candidate to the CPC Chair with a copy to the Provost.

The Written Evaluations must express either a positive or negative recommendation on awarding a 7-year contract and should address issues relevant to contract award or renewal.

The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.

**Between February 20 and February 25.....**

Upon receiving access from the Provost's Office, the Candidate will have an opportunity to review the Senior Faculty Peer-Review Evaluations and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director. Under no circumstances may the Candidate retain copies of these documents.

The Candidate may write a Candidate's Response to the Senior Faculty Peer-Review Evaluations and Deans' Evaluations. The Candidate's Response should be a written document addressed and submitted to the CPC Chair with a copy to the Provost's Office. This Response, which can address any issue raised, must be submitted by February 25 at noon.

Once submitted, the Candidate's Response is considered part of the Candidate's Dossier. The Provost's Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate's Response, the CPC Chair must document this in his/her Summary.

**Between February 26 and March 5.....**

The CPC meets to review Dossiers for 7-Year Contracts.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following three elements:

- **The CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a 7-year contract should be granted;
- **A Summary of Senior Faculty Recommendations**, which is a summary of the Peer-Review Evaluation Forms;
- **A Summary of the CPC Deliberations** encompassing the views of the Committee members on an anonymous basis.

**By March 5.....**

No later than March 5 at noon, the CPC Chair submits to the Provost's Office the CPC Recommendation containing:

- The **CPC Vote Outcome**;
- The **Summary of Senior Faculty Recommendations**;
- The **Summary of the CPC Deliberations**.

The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the 7-year contract recommendation.

The Deans and CPC do not have access to the Dossiers after this point.

**Between March 6 and April 20.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the 7-Year Contract recommendation from the CPC was favorable or unfavorable.

The Provost shall review the Dossier and Supplemental Documents Folder. S/he also may reference the Candidate's previous review files and consult with the CPC for clarification on its recommendation.

The Provost shall make a Written Evaluation to the President on each 7-Year Contract Candidate by April 20. This Evaluation should express either a positive or negative recommendation.

The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.

**Between April 21 and May 10.....**

The President reviews the Dossiers and Supplemental Documents Folders for all 7-Year Contract renewal Candidates.

If necessary, the President may convene a President's Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final 7-Year Contract decision.

On May 10, the President notifies each Candidate of the final decision on a 7-Year Contract. A copy of this letter is placed in the Supplemental Documents Folder.

## **27 Conversion to different contract type**

### **27.1 Background**

The University recognizes that from time to time a faculty member may meet the criteria for and wish to convert to a different contract type, when such position is available. The circumstances may include:

- A faculty member initially appointed to a practice-track contract wishing to convert to a tenure-track contract; or
- A faculty member initially appointed to a tenure-track contract wishing to convert to a practice-track contract.

It is expected that these circumstances will be fairly unique. The existence of such a procedure should not influence hiring practices or decisions. To the greatest extent possible, Colleges/Schools should hire the best qualified candidate for the position they have been approved to fill.

The successful conversion of a faculty member from one contract type to another does not create an open position.

### **27.2 Intent**

The intent of this policy is to provide guidance that is consistent with the existing procedures, policies, and guidelines:

1. Procedures for approval of full-time faculty positions (See Section 11. Approval of and Searches for Full-time Faculty Positions),
2. Conditions and criteria for tenure/long-term contract and promotion (See Section 21. Conditions and Criteria for Tenure/Long-Term Contract, and Promotion),
3. College/School/Division's Evidence of Professional Development.

### **27.3 Criteria for Conversion**

The criteria for the conversion are:

- Faculty member must have been hired as part of a national search.
- For probationary faculty, reviews for contract conversion must occur between the first and third two-year probationary contracts. Reviews must be conducted off-cycle, i.e. not concurrent with a review for reappointment.
- For tenured/long-term contract faculty, reviews for contract conversion must occur after tenure/long-term contract is awarded.
- Clear and compelling evidence of a change in the individual's duties, activities, and/or career goals and expectations from those specified in the original appointment;
- Clear and compelling evidence that conversion would meet the pedagogical, research/practice, and programmatic needs of the academic program.

**27.4 Materials Required for Review for Contract Conversion**

**27.4.1 Application for Contract Conversion**

1. Written request by the faculty member seeking transfer that includes acknowledgement of acceptance of the requirements for the contract type being sought.
2. Evidence of Credentials includes:
  - a) Unabridged CV;
  - b) Annual Faculty Activity Reports;
  - c) Annual Self-Evaluation Reports, if applicable;
  - d) Evidence of Degrees if obtained after initial hire; and
  - e) Professional Licensure/Certification, as appropriate.
3. Narrative describing the evidence that the faculty member:
  - a) Meets the requirements of the position type as described in the Faculty Manual;
  - b) Is on track to meet the conditions and criteria for tenure/long-term contract and promotion, as described in the Faculty Manual and as described by each College/School/Division’s Evidence of Professional Development.

**27.4.2 Supplemental Documents**

- Letters of recommendation from the Executive Dean and Academic Dean
- Letter of recommendation from the Program Director
- Student Evaluations conducted since last contract review

**27.5 Procedures for Initiating a Review for Contract Conversion**

Initiation of a review for contract conversion must be authorized by the Provost.

An authorized review is conducted by the CPC, the Provost, and the President. Such reviews occur in the spring semester.

**By September 1 .....**

No later than September 1<sup>st</sup>, the faculty member consults with his/her Executive Dean, Academic Dean (if applicable), and Program Director (if applicable), as well as the CPC Chair and UPC Chair.

**By September 15.....**

If advice is affirmative, the faculty member writes a request to apply for contract conversion to the Executive Dean and Academic Dean, if applicable. Such a letter of request must contain a summary of evidence that would be presented in a full application.

**By October 1.....**

The Executive Dean presents the request to and consults with the Provost.

Within five (5) business days, the Provost transmits to the Candidate his/her recommendation about the review for contract conversion.

If the recommendation is unfavorable, summary of reasons will be included. If the Provost’s recommendation is unfavorable, the review does not proceed.

If the Provost’s recommendation is favorable, by October 15, the Executive Dean writes a letter of notification to the Provost confirming the faculty member’s intent to apply for contract conversion. The Executive Dean’s letter must copy the Academic Dean and the Program Director.

**By November 1.....**

The Provost’s Office opens electronic dossiers and sends review notices to the Candidates. The CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.

The Provost’s Office provides to the Candidate the Acknowledgement and Waiver of Access to the Supplemental Documents Folder. The Candidate signs and returns the forms to the Provost’s Office by January 15.

**By January 15 of the Semester of the Review.....**

By no later than January 15 at noon, the Candidate submits his/her complete Application.

**By February 15.....**

By no later than February 15 at noon, the Candidate’s Executive Dean, Academic Dean and Program Director (as applicable) review the application and each submit a Written Evaluation of the Candidate to the CPC Chair with a copy to the Provost. The Written Evaluations must express either a positive or negative recommendation on contract conversion and must address issues relevant to pedagogical, research/practice, and the programmatic needs of the academic program.

The CPC Chair will place copies of the original Written Evaluations in the Supplemental Documents Folder.

All CPC members review the Applications.

**Between February 20 and 25.....**

The Candidate will have an opportunity to review the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director. Under no circumstances may the Candidate retain copies of these documents.

The Candidate may write a Candidate’s Response. The Candidate’s Response must be a written document addressed and submitted to the CPC Chair with a copy to the Provost’s Office. This response, which can address any issue raised, must be submitted by February 25 at noon.

Once submitted, the Candidate’s Response is considered part of the Candidate’s Application. The Provost’s Office places the document in the Supplemental Documents Folder.

If the Candidate chooses not to write a Candidate’s Response, the CPC Chair must document this in his/her Summary.

**Between February 26 and March 5.....**

The CPC meets to review Applications and Supplemental Documents Folders for contract conversion Candidates.

The CPC Chair invites the Executive Dean to present the Candidates at the beginning of this meeting. After the Executive Dean is excused, the CPC deliberates privately and votes by secret ballot.

The CPC Chair prepares a CPC Recommendation consisting of the following two elements:

- The **CPC Vote Outcome**, giving an anonymous vote count with a specific favorable or unfavorable recommendation on whether a contract conversion should be granted;
- A **Summary of the CPC Deliberations** encompassing the views of the Committee members on an anonymous basis.

**By March 5**.....

No later than March 5 at noon, the CPC Chair submits to the Provost’s Office the CPC Recommendation containing:

- The **CPC Vote Outcome**;
- The **Summary of the CPC Deliberations**.

The CPC Recommendation must be signed by all members, indicating that the document/evaluation is a fair representation of the views expressed by Committee members during the deliberations on the contract conversion recommendation.

The Deans and CPC do not have access to the Application after this point.

**Between March 6 and April 20** .....

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the recommendation from the CPC was favorable or unfavorable.

The Provost shall review the entire review file. S/he may reference relevant portions of the Candidate’s personnel files and consult with the CPC for clarification on its recommendation.

The Provost will make a written recommendation on each contract conversion Candidate to the President.

The Application and Supplemental Documents Folder also are provided to the President.

**Between April 21 and May 10**.....

The President reviews the Applications and Supplemental Documents Folders for the Candidates.

If necessary, the President may convene a President’s Inquiry, calling for whatever testimony or information s/he may deem appropriate prior to announcing the final decision.

By May 10, the President notifies each Candidate of the final decision.

**27.5.1 Review Outcomes**

*Probationary Faculty*

- If a request for contract conversion is unsuccessful, the faculty member remains in his/her current contract type with the current appointment and probationary contract-review schedule unchanged.
- If a review for contract conversion is successful, the new contract type is effective the following academic year. The probationary contract review schedule is unchanged and the probationary period is not extended. The University’s review criteria and the School/College/Division’s Evidence of Professional Development apply for the next review.

### *Senior Faculty*

- If a request for contract is unsuccessful, the faculty member remains in his/her current contract and the contract-review schedule unchanged, as appropriate.
- If a request for contract conversion is successful, the new contract type is effective the following academic year. The University's review criteria and the School/College/Division's Evidence of Professional Development apply for the next review, as appropriate.

#### **27.5.2 Other considerations**

A probationary faculty member, who converts from a practice-track contract to a tenure-track contract and is not successful in the tenure review process, may not revert to the practice contract.



## **28 Special Conditions for Reviews of Full-time Faculty with Administrative Assignments**

### **28.1 Overview**

The purpose of this section is to outline the contract length, responsibilities and expectations, and review procedures for full-time faculty with administrative assignments, such as program director or associate dean.

### **28.2 Contract Length for Administrative Assignment**

The contract length for an administrative appointment may be up to five (5) years.

### **28.3 Responsibilities and Expectations for Administrative Assignment**

An administrative assignment, such as serving as a program director or associate dean is considered a distinct category of service.

To account for this extraordinary focus on service during the contract period, the Executive Dean will outline the adjusted expectations for teaching and professional development. It is understood that adjusted expectations are not a lowering of standards of excellence, but rather a shifting of priority responsibilities. Regardless, the annual teaching load must provide sufficient evidence of teaching excellence.

These understandings will be documented in a memorandum prepared by the Executive Dean in consultation with the Faculty member, and the Academic Dean, as appropriate, reviewed and approved by the Provost, and provided to the CPC and/or UPC for comment.

Administrative responsibilities may be subject to change at the start of each new administrative appointment and may be revised from time to time by the Executive Dean in consultation with the faculty member.

### **28.4 Annual Evaluation of Administrative Assignment**

The annual evaluation of the administrative assignment is conducted by the Executive Dean or Academic Dean, as appropriate. Although the Executive Dean's evaluation of the administrative appointment has primacy in the annual evaluation, critical input from CPC and/or UPC members may be solicited when appropriate.

### **28.5 Faculty Review Procedures for Faculty with Administrative Assignments**

The faculty review of the Candidate will follow to the procedures set forth in the Faculty Manual. The CPC and UPC will apply the criteria for faculty reviews factoring the adjusted expectations documented in the Executive Dean's memorandum. Each annual evaluation will be included in the faculty member's Dossier.

## 29 Emeritus Status

Emeritus status may be granted to faculty members holding the ranks of Professor or Associate Professor and to academic administrators, holding titles such as Dean or Program Director. Faculty and academic administrators must have 15 years of service, demonstrated a distinguished professional career, and made significant contributions to Philadelphia University.

### 29.1 Procedures to Confer Emeritus Status

A faculty member is eligible to become an Emeritus faculty member of the University community upon retirement. The Executive and/or Academic Dean recommends conferral of Emeritus status to the Provost, who confers with the President. Official notification is via a letter from the President.

An administrator is eligible to become an Emeritus Administrator upon the conclusion of his/her final contract. The Executive and/or Academic Dean recommends conferral of Emeritus status to the Provost, who confers with the President. Official notification is via a letter from the President.

### 29.2 Privileges of Emeriti faculty

Emeriti faculty members are invited to remain active members of Philadelphia University. They may:

- Continue part-time employment with the University when there is a curricular need, at the discretion of the Executive Dean and Provost as follows:
  - Teach with the title “Theodore C. Search Emeritus (rank) Professor.”
  - Tutor or provide supplemental instruction, in areas of the University other than their primary focus area, when their skills and experience meet the requirements and needs of the available position.
  - Teaching and non-instructional assignments may total up to the equivalent of 9.75 adjusted workload units per Reporting Term.
  - Receive compensation for their part-time employment within the salary range applicable to adjunct faculty.
- Be listed in the Annual Course Catalog
- Retain a campus email account.
- Retain an active campus ID card.
- Retain faculty-level borrowing at the library, including ILL and PALCI.
- Deposit money on to the campus ID card through cash or credit card transaction.
- Obtain one free annual parking sticker for campus parking.
- Retain access to Gallagher Gymnasium.
- Retain employee discounts at the College Bookstore.
- Audit an undergraduate or graduate course that has both sufficient enrollments to run and available room.
- Receive invitations to academic events, including Convocation, Commencement, holiday parties, and the annual Gala.

### 29.3 Privileges of Emeriti Administrators

Emeriti administrators are invited to remain active members of Philadelphia University.

They may:

- Be listed in the Annual Course Catalog
- Retain a campus email account.
- Retain an active campus ID card.
- Retain faculty-level borrowing at the library, including ILL and PALCI.
- Deposit money on to the campus ID card through cash or credit card transaction.
- Obtain one free annual parking sticker for campus parking.
- Retain access to Gallagher Gymnasium.
- Retain employee discounts at the College Bookstore.
- Audit an undergraduate or graduate course that has both sufficient enrollments to run and available room.
- Receive invitations to academic events, including Convocation, Commencement, holiday parties, and the annual Gala.

## **30 Faculty Rights and Responsibilities**

### **30.1 Overview**

Appointment to University Faculty, per Section 4: Deliberative and Voting Body of the Faculty, carries with it the rights and responsibilities set forth in this Faculty Manual and in any policies, contract, or letters of appointment applicable to the faculty member.

Broadly defined, full-time faculty members fulfill three primary functions at Philadelphia University: teaching, service, and professional development. Each faculty member is expected to:

- Maintain the highest personal standards of character and conduct;
- Strive to improve the effectiveness of his or her teaching;
- Serve, as appropriate, on program, School, College, and University committees;
- Keep abreast of his or her academic discipline through continuing study, research, and/or participation in the activities of his or her professional organization.

Full-time faculty responsibilities also include curriculum development, academic advising, and keeping accurate records of student progress. Extra compensation may be appropriate for additional administrative responsibilities or extraordinary, short-term needs, which must be discussed with the respective Executive Dean and approved by the Office of the Provost in accordance with the Faculty Compensation Policy, as amended from time to time.

Senior full-time faculty members have the right and responsibility to review faculty for promotion and contract renewals.

### **30.2 The Administration**

The Administration of Philadelphia University is vested in the Board of Trustees of the University and is carried out by the President of the University who is appointed by the Trustees. All actions of the faculty are ultimately the responsibility of the President and, therefore, must be subject to his or her approval. However, many powers and responsibilities in the area of curriculum, academic standards and procedures, instruction and student activities are frequently delegated to the faculty. In addition to these, the faculty has a vital interest in policies relating to conditions of employment, promotion, and the professional development of the faculty collectively and individually. The administrative responsibilities explicitly delegated to the faculty are:

- To recommend admission and degree requirements within the framework of the Charter and By-Laws of the University;
- To plan, implement, and assess curricula;
- To establish teaching standards and improve instruction;
- To supervise the academic programs of students collectively and individually;
- To advise the function and growth of the academic support services;
- Through Shared Governance, participate in discussion about personnel policies; and
- Through Shared Governance, make recommendations on appointments, promotions, probationary and long-term contracts, appeals and dismissals.

### 30.3 Academic Freedom (1940 Statement of Principles of Academic Freedom and Tenure)

Philadelphia University subscribes in principle to the 1940 Statement of Principles of Academic Freedom as formulated by the Association of American Colleges and the American Association of University Professors.

The Principles of Academic Freedom are as follows:

*Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.*

*Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the right of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights:*

- A. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.*
- B. The teacher is entitled to freedom in the classroom in discussing his subject, but he [sic] should be careful not to introduce into his [sic] teaching controversial matter, which has no relation to his subject. Limitations of academic freedom because of religions or other aims of the institution should be clearly stated in writing at the time of the appointment.*
- C. The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he [sic] speaks or writes as a citizen he should be free from institution censorship or discipline, but his special position in the community imposes special obligations. As a man [sic] of learning and an educational officer, he [sic] should remember that the public may judge his [sic] profession and his [sic] institution by his [sic] utterances. Hence he [sic] should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he [sic] is not an institutional spokesman.*

It is the opinion of Philadelphia University that academic freedom is not academic license. Members of the faculty are expected to use their professional judgment and shall be guided by professional codes of ethics specific to their discipline/s, as applicable.

### 30.4 Teaching

Teaching involves the dissemination of knowledge, the stimulation of critical thinking, and the development of artistic expression. Teaching includes not only traditional modes of instruction such as the classroom lecture, but also modes such as clinical, laboratory, and practicum instruction; thesis and dissertation direction; evaluation and critique of student performance; various forms of continuing education and nontraditional instruction; and advising, which is a special dimension of teaching, the success of which is essential to the educational process. Instruction may be delivered in traditional, on-campus / in-person formats or in online or hybrid formats. The University strives to provide high-quality educational experiences that utilize effectively and purposefully the latest technologies in electronic course delivery methods.

Successful teaching is an expectation for all teaching faculty, regardless of rank or tenure status.

### 30.4.1 Teaching Load

Ordinarily, each full-time faculty member will teach twelve (12) workload units per semester. A workload unit is calculated by multiplying a course's contact hours by its Instructional Method Value. Contact hours are published in the Course Catalog. The Faculty Compensation Policy, as amended from time to time and posted on the Provost's Office web page, contains the definition of Instructional Method Values.

In preparing the teaching schedule, each Executive Dean will strive to apportion the workload to affect the best possible instruction and the most consistent and fairest division of work.

In case of emergencies of short duration, faculty members are expected to cover teaching assignments at the request of the Executive Dean. If it appears that a faculty member will be unable to meet teaching commitments for an extended period of time, other arrangements will be made by the Executive Dean, with the written approval of the Provost.

### 30.4.2 Teaching Schedules

In scheduling courses, the Registrar gives highest priority to organizing a schedule that meets students' needs. This means providing flexibility for students to schedule at reasonable times those classes they need or desire to complete degree requirements.

Once a well-balanced, flexible, and student-centric class schedule is achieved, the Registrar, in consultation with the College's Manager of Academic Operations, will try to meet faculty requests according to the following University priorities:

- Activities of the faculty that serve the goals of the University, including research and special assignments within academic units;
- Activities of the faculty that fall outside the boundaries of research, but that contribute to personal and professional growth;
- Personal preference and convenience.

Faculty who desire special schedules should submit their request to their College's Manager of Academic Operations at the beginning of the semester prior to that for which the schedule is desired. The request should briefly describe the reason for the request and identify the priority classification into which it falls. Faculty should indicate as many possible alternative schedules as are reasonable to allow the Registrar maximum flexibility in trying to meet the request.

When special schedules are arranged, faculty members should remain cognizant of their responsibility to be available for teaching, advising, and committee work during the normal work week and should not regard their obligations as being fulfilled merely by meeting scheduled classes.

### 30.4.3 Tenured Faculty with Administrative Appointments

A faculty member who has accepted an administrative position at Philadelphia University may be granted or may retain tenure in a teaching position if he or she continues to teach at least one course each academic year.

## 30.5 Attendance at Faculty Meetings, Convocation and Commencement

All full-time faculty members are expected to attend all meetings of the University Faculty and all convocations (in academic costume if required) and other public observances of the University.

Commencement is one of the most important observances of the academic year. All faculty holding academic rank are expected to participate unless excused by the Provost.

### 30.6 Service on Faculty Committees

Faculty influence on University policies is exerted mainly through faculty committees. All tenured, tenure-track and practice-track, and practice faculty are eligible to serve on faculty committees. Some standing committees exist as part of the Organization of the Faculty while other special committees are appointed as needed. Faculty membership on committees is discussed in the Organization of the Faculty.

Teaching faculty may be required to teach on-campus, on-line, or a hybrid of both methods (also known as blended learning). Full-time faculty members who teach predominantly online courses in online programs must seek ways to meaningfully fulfill the University service requirements required for review and reappointment.

### 30.7 Advising, Office Hours and Student Activities

Students are assigned members of the faculty as their academic advisors. Assignment of students to advisors is done by the College Advising Advocate, and full-time faculty members are expected to participate in this important service. Advisors should become acquainted with the students, learn their backgrounds, follow their academic performances, discuss their progress with them, assist in charting their progress through the University by counseling them regarding the courses they are to take each semester and assuring that they are not taking an overload. Faculty members should become familiar with the University and curricular requirements and any revisions in these that affect advisees. College Advising Advocates will conduct workshops and issue policy statements to aid in this process. Special efforts are required to familiarize new faculty with advising procedures and curricula requirements.

Students should be made to feel welcome to discuss academic problems with their advisors. If in the course of these discussions, it appears that individuals need counseling because of personal problems, they should be referred to Counseling Services.

In order that the students may have the opportunity to meet with members of the faculty, faculty members will be available in their offices at stated hours. A minimum of three (3) hours per week is suggested.

In addition, faculty members should be available to meet with students by appointment. Those hours should be at a time that is mutually convenient to both faculty members and students.

It is an inherent educational responsibility of faculty at the University to assist in the development of an enriched and well-rounded program of student activities and organizations that enhanced the educational experience of students at the University. In this regard, faculty are expected to support co-curricular programming or activities.

Faculty members also assist in the planning and execution of student recruitment events and activities, such as Open Houses, and with Admissions activities such as Portfolio Reviews and personal contact with prospective students.

Faculty members also assist in the planning and execution of orientation programs for new students. These are arranged by the Office of Student Life with faculty cooperation. Individual faculty members are assigned by Executive Deans to participate in orientation sessions. Care is exercised to ensure fair and efficient use of faculty in this important function.

### 30.8 Responsible Employees and Duty to Report Sexual Assault and Harassment (including sexual violence)

Title IX of the Education Amendments of 1972 protects people from discrimination based on sex in education programs or activities which receive Federal financial assistance. Title IX states that:

*No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.*

Sexual assault and harassment (including sexual violence) are prohibited under Title IX, as well as state law and University policy, and will be investigated under the guidelines provided by the Office of Civil Rights of the Department of Education.

Under the law and University policy, all faculty and staff members are defined as “responsible employees,” i.e. they are obligated to report to a Title IX Coordinator any allegation of sexual misconduct involving a student, staff or faculty. For a list of Title IX Coordinators and a list of campus and off-campus resources, please visit [www.philau.edu/titleix](http://www.philau.edu/titleix).

The University will adhere to the complaint and appeals procedures for complaints of discrimination described in the Employee Handbook.

### 30.9 Campus Security Authorities and the Duty to Report a Crime (Clery Act Statement under the Campus Security Act)

For purposes of crime reporting, the law defines a “Campus Security Authority” as “an official of an institution who has significant responsibility for student and campus activities.” Faculty who serve as academic advisors and/or advisors to both official or unofficial student clubs and organizations meet this definition.

Faculty advisors, considered Campus Security Authorities, are required to report crimes to Philadelphia University Department of Safety and Security at 215-951-2999. The potential crime information an advisor may receive may come from the victim, offender, witnesses, and or third parties.

When a faculty advisor receives information about a potential crime from any of these sources, s/he may not promise complete confidentiality. Faculty advisors are obligated to report the description of incident, location, date, time, victim (if they want to be identified), suspects, and witnesses.

If a faculty advisor is unsure if the information s/he has received must be reported, contact the Director or Associate Director of Safety and Security at 215-951-2999. After business hours the dispatcher can get in contact with the Director or Associate Director.



### 30.10 Professional Development, Professional Practice, and Extra-University Activities

Faculty are experts in their disciplines and fields. It is expected that all members of the faculty will continue their professional development; make significant contributions to their professions; and, through their own curiosity and interest, continue to question, to investigate, and to use their findings in the classrooms.

#### 30.10.1 Professional Development

The goal of professional development is to improve instruction and to make the faculty member a more effective contributor to his/her discipline and to the vitality of the University. Professional development benefits both the individual faculty member and the institution as a whole. It may take many forms; for example, participation in professional societies; attendance at professional meetings; attendance at institutes and workshops; service as an editor, speaker or referee for a professional or industrial group; the writing and publishing of papers and books; consulting.

##### 30.10.1.1 Procedures for Arranging for Professional Development

It is the obligation of faculty members to define programs of continuing professional development that best serve their and the University's interests. Within limits of its resources, the University will assist when appropriate in supporting such programs of development. Executive Deans and Academic Deans, as appropriate, may provide guidance and suggestions to faculty members in this respect.

#### 30.10.2 Professional Practice

Faculty on practice-track and practice contracts are required to pursue regular and sustained critical practice in their fields. Sustained practice enables the refinement of skills and the ongoing pursuit of new and applied knowledge. It is a lifelong commitment that enhances faculty members' competence as teachers, emulates the University's commitment to Nexus Learning and professional education, and enhances the University's teaching and learning community.

Professional practice may take many forms, ranging from practice in the allied health environments to consulting in business or architecture practice. The requirements for practice are articulated in each College/School/Division's "Evidence of Professional Activity and Achievement." These documents set forth the minimal and optimal amount of practice for reappointment and advancement.

##### 30.10.2.1 Procedures for Arranging Professional Practice

The faculty member should discuss with his/her Executive Dean or Academic Dean his/her plan to meet the practice requirements of the contract.

Once the professional practice activity is secured, the faculty member should submit in writing a description of the activity and time commitment.

Professional practice activities should be discussed as part of the annual Faculty Activity Report.

#### 30.10.3 Extra-University Activities

AAUP's Statement on Professional Ethics, "Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it." (See <http://www.aaup.org/report/statement-professional-ethics>).

A faculty member's main responsibility is teaching, research, and service to the University. Other activities may include consulting and/or public service.

Teaching at any other college or university is not permitted unless agreed to in writing by the Executive Dean. Teaching at other institutions should be not more than one day per week, short-term and not continuous.

Consulting that is beneficial to both the faculty member and the University is encouraged. In general, consulting is defined as professional activity related to the person's field or discipline, where a fee-for-service or equivalent relationship with a third party exists. Consulting must not interfere with the faculty member's academic responsibilities and must not exceed the equivalent of one day per week during the academic year.

#### 30.10.3.1 Procedures for Extra-University Activities

The faculty member must submit a written request to the Executive Dean. The request should indicate the assignment (e.g. teaching, consulting, etc.), the institution/client, time commitment and duration.

The Executive Dean will review the request with the Provost, including both the request and the Executive Dean's recommendation. The request and decision whether or not to approve it will become part of the employee's personnel file.

If this activity is repeated, the request should be submitted again by the faculty to be reviewed by the Executive Dean.

Faculty members should resolve any questions and/or other ambiguities associated with a teaching or consulting opportunity with their Executive Dean before the accepting the engagement.

#### 30.10.3.2 Cause to Cease Extra-University Activities

If at any time any of the approved extra-University activity interferes with the satisfactory performance of the faculty's responsibilities to the University, resulting in a conflict of commitment, the Executive Dean may instruct the faculty to restrict such professional activities to the University. Failure to comply may result in dismissal for cause. See section 6.2 Disciplinary Procedures.

#### 30.10.3.3 Compensation for Extra-University Activities

The University maintains a Faculty Research Compensation & Consultation Policy, as set forth and amended from time to time by the Office of the Vice President for Finance and Chief Financial Officer/Treasurer.

#### 30.10.4 Other Procedures related to Professional Practice and Extra-University Activities

The procedures below ensure that the educational programs of the University and the professional interests of the faculty are served mutually.

- Any faculty member who pursues outside consulting must sign a "hold harmless" agreement to protect the University from any liability that might be incurred as a result of such consulting. The contracting party must also sign such an agreement.
- Third parties from whom professors have accepted an outside consulting agreement must be notified by the professor of the University directly that the University is not responsible for the action and performance of the professor undertaking the assignment.

- Faculty may use machinery, facilities, staff, or other resources of the University for work on independent contracts only upon approval of the Executive Dean under conditions established by the University.
- If at any time, a faculty member's extra-university activities interfere with the satisfactory performance of the faculty's primary responsibilities to the University, the Executive Dean will refuse permission and ask the faculty to restrict professional activities to the University.

## 31 Academic Policies

The University publishes academic policies and procedures for undergraduate, graduate and non-degree programs of the University in the Course Catalog (<http://www.philau.edu/catalog/UniversityAcadPolicyProcedures>). Additional resources are available to Continuing and Professional Studies students in the CPS Handbook.

Academic policies are duplicated in the Faculty Manual, only when there are faculty-specific procedures that require additional elaboration.

### 31.1 Observance of Religious Holidays

#### 31.1.1 Overview

Philadelphia University is a nonsectarian educational institution and respects the diversity and religious needs of faculty, staff, and students. The University respects the rights of faculty, staff and students to observe religious holidays. While academic and personnel calendars do not incorporate religious holidays, the policy is intended to apply equitably to all religious groups and to provide opportunities to all to meet their religious obligations.

Faculty observing religious holidays that conflict with their class schedule should give appropriate advance notice to students, as well as the Program Director and Associate Dean of their College to allow for accommodation and alternate planning.

Non-attendance of class on religious holidays by those observing the holiday will be excused without penalty. No adverse or prejudicial effects will result because a student availed herself or himself of these provisions.

- Students shall be excused from any such academic or campus work requirement that conflicts with their observance of a religious holiday.
- Absence from classes or examinations for religious reasons does not, however, relieve students from responsibility for any part of the course work required during the period of absence.
- Students shall be provided with an opportunity to make up such examination, study, or work requirement which s/he may have missed because of such absence on any particular day.
- Student athletes shall be excused from team activities during their religious observances.

#### 31.1.2 Implementation

University offices will:

- The Office of Human Resources will publish University calendar of holidays for employees (<http://www.philau.edu/humanresources>)
- The Office of the Provost will publish a list of religious holidays that some, but not all students, may observe.
- The Office of the Provost will republish this policy at the beginning of each semester.

Faculty will:

- Consult the list of religious holidays published by the Provost's Office when scheduling exams and assignments;
- Specify the dates of exams and due dates of assignments on their syllabi, whenever possible;
- Note on their syllabi any classes which may be affected, in the cases where faculty members will be observing a religious holiday; and
- Include the following syllabus statement:

*The University respects students' rights to observe religious holidays. Students planning to be absent from a class due to religious observance shall notify the faculty during the first week of classes, if possible. Absence from classes or examinations for religious reasons does not relieve students from responsibility for any part of the course work required during the period of absence. Professors shall work with students to ensure they have a reasonable opportunity to make up missed classes and assignments.*

Students will:

- Notify their instructors, on-campus employers, or athletic coaches during the first week of classes, if possible, if they plan to be absent due to religious observance.

## **32 Professional Leaves of Absence**

### 32.1 University Sabbatical Leave viii

#### 32.1.1 Overview

A sabbatical leave supports faculty, who will engage in scholarly study, research, writing, appropriate professional practice, and/or other activities which will contribute to the advancement of knowledge and/or the professional development of the faculty member in ways that support the University.

The University offers a limited number of sabbaticals annually, depending upon available financial resources for replacing faculty on leave. The number of available sabbatical leaves is determined by the Provost and the President. The Provost announces to the University community in July the number of sabbaticals available in the following academic year.

#### 32.1.2 Eligibility

Tenured and Practice faculty, who have at least 7 years of full-time service at Philadelphia University, are eligible to apply for an initial sabbatical leave.

Eligible faculty may re-apply for subsequent sabbatical leave after 7 years of continuous service, since the end of their last sabbatical leave.

Eligible faculty with multi-year administrative appointments, such as associate deans, may apply for a sabbatical that will take place after their administrative appointment has expired.

Administrators with faculty rank, such as executive deans and directors, are not eligible for sabbaticals during their administrative appointment.

#### 32.1.3 Procedures

Eligible faculty must apply for one of the available sabbatical leaves. Electronic submission is required. Sabbatical applications should include detailed plans describing subject/s of study, research, writing and related travel, and the ways the leave will contribute to the advancement of knowledge and/or the professional development of the faculty member in ways that support the University.

Applications are reviewed by the CPC and UPC. Both Committees make recommendations to the Provost and President. Recommendations are not binding on the President. The President makes a *de novo* decision following his or her review of the recommendations and applications.

In cases when the President, after reviewing the recommendations and the applications, makes an unfavorable decision, the Provost transmits to the Candidate an Executive Summary, which includes both the Committee's/s' recommendations and President's decision. Such an Executive Summary is transmitted within five (5) business days of the date of the President's notification letter.

The schedule sets forth specific dates for submissions, actions, and notifications for Sabbatical Leaves.

**July 1**.....

The Provost’s Office announces to the campus community the number of available sabbaticals.

**By September 1**.....

Faculty intending to apply for a sabbatical leave must notify the Provost’s Office and request an electronic application.

**By October 1**.....

By no later than October 1 at noon, the Applicant submits his/her complete Application. The Candidate sends an email to the Provost’s Office to confirm submission.

**Between October 2 and October 24**.....

On October 2, the Senior Faculty of the College or School/Division, Executive Dean, Academic Dean, and Program Director of the Candidate are granted access to the Applications.

By no later than October 24 at noon, Senior Faculty in the College or School/Division of the applicants submit typed, anonymous evaluations of the Sabbatical Applications in a sealed envelope. Evaluations must include either a positive or negative recommendation. Senior Faculty who are on leave or who are submitting applications are exempt from reviewing applications.

By no later than October 24 at noon, the Candidate’s Program Director, as appropriate, reviews the Application and submits a Written Evaluation of the Candidate to the Provost’s Office.

The Provost’s Office places copies of the Program Director’s Written Evaluation in the Candidate’s Folder and in the Supplemental Documents Folder. Senior Faculty and Program Directors do not have access to the Dossiers after this point.

**Between October 25 and November 1**.....

The CPC chair compiles all Senior Faculty Evaluations into a single composite assessment for each Applicant.

Senior Faculty Evaluations are cursorily scanned by the CPC. When an Evaluation is submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Application, CPC Chair provides the Evaluation to the Provost’s Office, which returns it to the Senior Faculty member for revision. The Senior Faculty member must submit the revised Evaluation within three (3) business days and no later than October 28.

If the faculty member declines the request to revise the Evaluation in a manner that provides Dossier-based evidence, the original Evaluation is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost’s Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost’s Office of the action.

If the faculty member revises the Senior Faculty Evaluation, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Evaluation composite assessment to the Provost’s Office. The Provost’s Office places copies of the Senior Faculty Evaluations in Candidate’s Folder and in the Supplemental Documents Folder.

**Between November 2 and 14.....**

On November 2, the Candidate’s Executive Dean and Academic Dean, as appropriate, are granted access to the Senior Faculty Evaluations.

Each dean submits a Written Evaluation of the Candidate to the Provost by November 14 at noon.

The Written Evaluations must express either a positive or negative recommendation on awarding a sabbatical.

The Provost’s Office places copies of the Written Evaluations in the Candidate’s Folder and in the Supplemental Documents Folder.

**Between November 15 and 20.....**

Upon receiving access from the Provost’s Office, the Candidate will have an opportunity to review the Senior Faculty Evaluation composite assessment and the Written Evaluations submitted by the Executive Dean, Academic Dean and Program Director in the Candidate’s Folder. Under no circumstances may the Candidate retain digital or hard copies of these documents.

The applicant may write an Applicant’s Response and submit it no later than November 20 at noon. In this case, the CPC chair submits this response to the senior faculty, Program Director, and Executive Dean.

Once submitted, the Applicant’s Response is considered part of the Candidate’s Dossier. The Provost’s Office places the document in the Supplemental Documents Folder.

**Between November 20 and December 1.....**

Senior faculty may reconsider applications for which they have received Applicant’s Responses. Senior faculty may submit a written Re-Assessment to the CPC chair no later than December 1 at noon.

The Senior Faculty, Program Director, and Deans do not have access to the Applications after this point.

**Between December 2 and 15.....**

The CPC meets to review the Sabbatical Applications and the Senior Faculty, Program Director’s, Academic Dean, and Executive Dean’s Evaluations, respectively. The CPC deliberates privately and votes upon recommendations by secret ballot.

The CPC Chair writes a Summary of the CPC Deliberations and CPC Vote Outcome. The Vote Outcome will include an anonymous vote count. CPC members sign this document. The CPC Chair forwards the signed document to the Provost by December 15 at noon, who adds it to the Supplemental Documents Folder.

The CPC does not have access to the Applications after this point.



**Between December 16 and January 20.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether the sabbatical recommendation from the CPC was favorable or unfavorable.

The Provost makes the complete applications available to the UPC. The UPC reviews all Sabbatical Applications.

The UPC deliberates privately and categorizes applications in an ordinal ranking system, such as "3 - strongly support," "2 - support," and "1 - do not support." The UPC votes upon recommendations by secret ballot.

The UPC Chair writes a Summary of the UPC Deliberations and UPC Vote Outcome. The Vote Outcome should include an anonymous vote count. UPC members sign this document. The UPC Chair forwards the signed document to the Provost by January 20 at noon, who adds it to the Supplemental Documents Folder.

The UPC does not have access to the Applications after this point.

**Between January 21 and March 1.....**

Within two (2) business days of receipt, the Provost shall inform the Candidate as to whether sabbatical recommendation from the UPC was favorable or unfavorable.

The Provost reviews all Sabbatical Applications and submit his/her written recommendation to the President.

The President reviews the Provost's recommendations and all supporting materials.

On March 1, the President notifies each applicant of the final sabbatical decision. A copy of this letter is placed in the Supplemental Documents Folder.

#### 32.1.4 Salary and Benefits while on Sabbatical Leave

##### 32.1.4.1 Salary

Eligible faculty members with fewer than 14 years of continuous teaching service, who are granted sabbatical, will receive 100% pay for a one-semester leave or 50% pay for a two-semester leave.

Eligible faculty members with 14 years of continuous teaching service and without having taken a sabbatical during the prior 14 years, who are granted sabbatical, will receive 100% pay for a two-semester leave.

Eligible faculty members, who have received a sabbatical and taught the requisite seven years to reapply for an additional sabbatical, will receive a 100% pay one-semester leave or 50% pay for a two-semester leave.

##### 32.1.4.2 Benefits

All of those benefits that which would ordinarily be in force remain so during the period of sabbatical leave.

#### 32.1.5 Other unemployment while on University-Paid Sabbatical

Under usual circumstances, a sabbatical leave shall involve no gainful employment. However, applicants may make proposals concerning outside remuneration in support of activities essential to the project.

#### 32.1.6 Sabbatical Leave Requirements

##### 32.1.6.1 Expectation to Return after a Sabbatical Leave

Faculty members are obliged to return to their positions at the University for at least two years following sabbatical leaves.

If an employee terminates employment with the University prior completion of the 2-year return period, the Sabbatical Leave salary benefit will be prorated to date of termination and the balance must be repaid in full.

##### 32.1.6.2 Sabbatical Report

Within thirty days after returning, faculty are required to submit to the Provost a report on projects undertaken during the Sabbatical.

## 32.2 Sponsored Leave of Absence ix

### 32.2.1 Overview

Sponsored leaves of absence are leaves for specialized research or teaching which are subsidized in whole or in part by public or private institutions or programs. Faculty members are encouraged to apply for awards, scholarships, or fellowships such as Fulbright Fellowships, Guggenheim Fellowships, Smithsonian Fellowships, or other similar awards. It is particularly beneficial when sponsored leaves coincide with University-granted sabbaticals.

### 32.2.2 Permission to seek a Sponsored Leave

Prior to submitting the application, the faculty member's Executive Dean and the Provost must approve the proposed leave of absence. Approval is contingent upon the goals and objectives of the leave being consistent with the goals, objectives, and needs of the College and the University.

To receive approval, faculty members must meet with his/her Executive Dean to discuss the professional opportunity, the timeframe, and the financial specifics of the award as well as any required University commitments, financial or otherwise. The Executive Dean will consult with the Provost, who will inform the President about such matters. The Provost's approval will be transmitted in writing to the Executive Dean, who will in turn notify the faculty member whether permission to apply is or is not granted.

Subsequently, the faculty member confirms in writing his/her intent to apply. This confirmation is for curriculum-planning purposes.

Upon submission of the application, the faculty member submits a copy of the application is provided to the Provost's Office. Award letters and other official correspondence from the sponsor must also be provided to the Provost's Office within two (2) weeks of receipt.

### 32.2.3 Permission to Accept the Terms of the Award

Upon receipt of an award notice, the faculty member must review the terms of the award with the Provost's Office.

Award Agreements should not be signed by the faculty member without consulting with the Provost's Office. In the event that the Award Agreement requires a University signature, the Provost's Office will direct the faculty member to an authorized signatory.

### 32.2.4 Award Agreements

The University prefers to execute direct institutional agreements for salary stipends, research and travel allowances. It is, however, understood that some external sponsors will award only to the individual faculty applicant. In this case, the Provost's Office and the Business Office will work with the faculty member to establish the administrative procedures for the award.

### 32.2.5 Salary and Benefits while on Sponsored Leave of Absence

The faculty member's full salary and benefits will continue to be paid by the University for the period of the award. In this way, the faculty will not be severed from any of his/her usual benefits.

The sponsor's salary stipend and any other benefits will be remitted to the University. Direct payment, per the terms of the institutional agreement, is preferred.

If the sponsor or host country pays the stipend in local currency, the faculty will remit an equivalent amount in US dollars based on an exchange rate average for the period abroad.

The faculty member may retain any grantor funds that are earmarked for:

- Travel to and from the host country
- Housing and Meals (AKA maintenance allowance)
- Translation services
- Transcription and editing services
- Tuition assistance for dependents
- Educational materials
- Cultural and research allowance
- Research expenses

#### 32.2.6 Leave Report

Within 30 days after returning, faculty are required to submit to the Provost a report on projects undertaken during the Sponsored Leave of Absence.

#### 32.3 Unpaid Professional Leaves of Absence

Unpaid professional leaves of absence from the University may be granted under special circumstances.

Prior to submitting an application or letter of interest, the faculty member's Executive Dean and the Provost must approve the proposed leave of absence. Approval is contingent upon the goals and objectives of the leave being consistent with the goals, objectives, and needs of the College and the University.

To receive approval, faculty members must meet with his/her Executive Dean to discuss the professional opportunity, the timeframe, and the financial specifics of the award as well as any required University commitments, financial or otherwise. The Executive Dean will consult with the Provost, who will inform the President about such matters. The Provost's approval will be transmitted in writing to the Executive Dean, who will in turn notify the faculty member whether permission to apply is or is not granted.

Subsequently, the faculty member confirms in writing his/her intent to apply. This confirmation is for curriculum-planning purposes.

Upon submission of the application or letter of interest, the faculty member submits a copy of the application is provided to the Provost's Office. Award letters and other official correspondence from the sponsor must also be provided to the Provost's Office within two (2) weeks of receipt.

Because of the implications for instruction, to the extent possible, faculty members should time their unpaid professional leaves of absence with the academic calendar.

#### 32.4 Personal Leaves of Absence

See the Employee Handbook for Family and Medical Leave Act policies and procedures.

**APPENDIX A: Schedules for Reviews for Contract Renewals and Promotions**

These Appendices are for the convenience of the Candidates. They do not supplement, modify, or constitute interpretive guidance to Sections 1 through 28 of the Faculty Manual.

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- \* If any due dates fall on a weekend or holiday, the due date will be the next day of business.
- \*\* Senior Faculty: Defined as tenure and long-term contract faculty below the rank of Academic Dean within the Candidate's School/Division/College.
- \*\*\* School/Division/College means whichever designation is the lowest level where the Candidate resides.
- \*\*\*\* All Senior Faculty below the rank of Academic Dean are notified of tenure and Five-Year contract faculty Candidates who are coming up for review across the University; the Senior Faculty may submit a letter of support/non-support. These support letters are submitted to the appropriate CPC Chair and kept separate from the College or School/Division evaluations.

**Table 4: Schedule for First 2-Year Contract Renewal (Year 2)**

<b>Schedule for First 2-Year Contract Renewal (Year 2 of 6 of probationary period)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
By Feb. 1			Provost's Office opens electronic dossiers and notifies Candidates who will be reviewed the following year; CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.  The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder.
By Feb. 15	Candidates sign and return Waiver to the Provost's Office by February 15.		
By May 1			Exec. Dean or Academic Dean makes sure the two required classroom visits are made per review period. First visit by the Exec. Dean or Academic Dean; second visit by an appointed senior faculty.
By Aug. 15	Optional (but strongly encouraged): have draft of Dossier reviewed by the CPC Chair and/or Program Director.	CPC Chair and/or Program Director review draft of complete Dossier at request of the Candidate.	By noon, the Exec. Dean sends the completed Classroom Visit Evaluation forms, Student Evaluations, and Annual Performance Evaluations to the Provost's Office.
Sept. 1	Complete Dossiers submitted electronically. Candidate notifies the Provost's Office when submission is complete.		Provost's Office adds Classroom Visit Evaluation Forms, Student Evaluations and Annual Performance Evaluations to the Candidate's Folder and the Supplemental Documents Folder.

<b>Schedule for First 2-Year Contract Renewal (Year 2 of 6 of probationary period)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Sept. 2 – Sept. 21		<p>CPC Chair emails the Senior Faculty Peer-Review Evaluation Form to all Senior Faculty members** in the Candidate's School/Division/College*** and informs them that they are required to evaluate the Dossier and submit a typed anonymous evaluation by Sept. 21 at noon using the supplied form.</p> <p>The Senior Faculty Peer Evaluation Form is placed in a sealed envelope, signed across the flap, submitted to the Exec. Dean's Office. The Senior Faculty member's name should also be printed on the back of the envelope, in the event that the CPC Chair determines the Evaluation form does not contain Dossier-based evidence and professional judgments and observations about a faculty member's candidacy.</p> <p>CPC Chair monitors who has submitted their evaluations and reminds those faculty who have not.</p>	<p>On September 2, the Provost's Office opens the Dossiers to Senior Faculty, Deans, Program Director, and the CPC in the Candidate's unit.</p> <p>The Program Director evaluates Dossiers and Supplemental Document Folders and submits a written recommendation to the Provost's Office by Sept. 21 at noon.</p> <p>The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder. Provost's Office removes Senior Faculty and Program Directors access to the Dossiers.</p>
Sept. 22 – Oct. 1		<p>CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number. Peer-review evaluations are cursorily scanned by the CPC Chair.</p> <p>When an Evaluation is submitted with judgments and/or observations, either positive or negative, without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost's Office, which returns it to the Senior Faculty member for revision.</p>	<p>The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.</p>
Sept. 22 – October 1			



<b>Schedule for First 2-Year Contract Renewal (Year 2 of 6 of probationary period)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
<i>Cont'd</i>		<p>If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration, and is forwarded to the Provost's Office for the permanent record. In this case, the Senior Faculty member is notified of the action.</p> <p>CPC Chair sends Senior Faculty Peer-Review Evaluations to the Provost's Office.</p>	
Oct. 2 – Oct. 10			<p>The Senior Faculty Peer Review Evaluation Forms are made available to the Executive and Academic Deans, who write their Written Evaluations and submit them to the Provost's Office by October 10 at noon.</p> <p>The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.</p>
Oct. 11 - 15	<p>Candidate reviews Senior Faculty Evaluation Forms and the Exec. Dean, Academic Dean and Program Director letters.</p> <p>Candidate submits a response, if any, to the CPC Chair with a copy to the Provost's Office by Oct. 15 at noon.</p>		<p>Provost's Office grants Candidate access to the Candidate's Folder.</p> <p>Provost's Office places Candidate response in supplemental documents folder.</p>

<b>Schedule for First 2-Year Contract Renewal (Year 2 of 6 of probationary period)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Oct. 16 - 25		The CPC meets to review Dossiers and Supplemental Documents Folders. CPC Chair invites the Exec. Deans to present the Candidate at the beginning of this meeting. The CPC deliberates privately and votes by secret ballot. CPC Chair writes summary report of Senior Faculty and CPC deliberations and vote outcome for each Candidate.	Exec. Deans present their Candidates to the CPC.
Oct. 25		CPC Chair forwards signed summary report and vote to the Provost's Office by Oct. 25 at noon.	
Oct. 26 - Dec. 1			Provost informs Candidate of outcome within two (2) business days of receipt of CPC Recommendation.  The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.  Provost reviews Dossier and supplemental documents folder and makes recommendation to the President.  The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.
Dec. 1 - 15			President reviews Dossier and Supplemental Documents Folder.
Dec. 15			President notifies the Candidate of final decision.

**Table 5. Schedule for Second 2-Year Contract Renewal (Year 4 of 6)**

Date	Candidate	Senior Faculty and CPC	Administration (President/Provost/Deans/ Program Directors)
By Feb. 1			<p>Provost's Office opens electronic dossiers and notifies Candidates who will be reviewed the following year; CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.</p> <p>The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder.</p>
By Feb. 15	Candidates sign and return Waiver to the Provost's Office by February 15.		
By May 1			Exec. Dean or Academic Dean makes sure the two required classroom visits are made per review period. First visit by the Exec. Dean or Academic Dean; second visit by an appointed senior faculty.
By Dec. 15	Optional (but strongly encouraged): have draft of Dossier reviewed by the CPC Chair, Program Director and/or appointed Mentor.	CPC Chair, Program Director and/or appointed mentor review draft of complete Dossier at request of the Candidate.	
By Jan. 10			By noon, the Exec. Dean sends the completed Classroom Visit Evaluation forms, Student Evaluations, and Annual Performance Evaluations to the Provost's Office.

**Schedule for Second 2-Year Contract Renewal (Year 4 of 6)**

<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Jan. 15	Complete Dossiers for 2nd 2-Year Contract Renewal submitted electronically. Candidate notifies the Provost's Office when submission is complete.		Provost's Office adds Classroom Visit Evaluation Forms, Student Evaluations and Annual Performance Evaluations to the Candidate's Folder and the Supplemental Documents Folder.
Jan. 16 - Feb. 5		<p>CPC Chair emails the Senior Faculty Peer-Review Evaluation Form to all Senior Faculty members** in the Candidate's School/Division/College*** and informs them that they are required to evaluate the Dossier and submit a typed anonymous evaluation by Feb. 5 at noon using the supplied form.</p> <p>The Senior Faculty Peer Evaluation Form is placed in a sealed envelope, signed across the flap, submitted to the Exec. Dean's Office. The Senior Faculty member's name should also be printed on the back of the envelope for easier identification, in the event that the CPC Chair determines the Evaluation form does not contain Dossier-based evidence and professional judgments and observations about a faculty member's candidacy.</p> <p>CPC Chair monitors who has submitted their evaluations and reminds those faculty who have not.</p>	<p>On Jan. 16, the Provost's Office opens the Dossiers to Senior Faculty, Deans, Program Director, and the CPC in the Candidate's unit.</p> <p>The Program Director evaluates Dossiers and Supplemental Document Folders and submits a written recommendation to the Provost's Office by Feb. 5 at noon.</p> <p>The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder. Provost's Office removes Senior Faculty and Program Directors access to the Dossiers.</p>
Feb. 6 - 11		CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number. Peer-review evaluations are cursorily scanned by the CPC Chair.	The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.

**Schedule for Second 2-Year Contract Renewal (Year 4 of 6)**

Date	Candidate	Senior Faculty and CPC	Administration (President/Provost/Deans/ Program Directors)
Feb. 6 – 11 <i>Cont'd</i>		<p>When an Evaluation is submitted with judgments and/or observations, either positive or negative, without accompanying evidence from the Dossier CPC Chair provides the Form to the Provost's Office, which returns it to the Senior Faculty member for revision.</p> <p>If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration, and is forwarded to the Provost's Office for the permanent record. In this case, the Senior Faculty member is notified of the action.</p> <p>CPC Chair sends Senior Faculty Peer-Review Evaluations to the Provost's Office</p>	
Feb. 12 – 19			<p>The Senior Faculty Peer Review Evaluation Forms are made available to the Executive and Academic Deans, who write their Written Evaluations and submit them to the Provost's Office by February 19 at noon.</p> <p>The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.</p>

**Schedule for Second 2-Year Contract Renewal (Year 4 of 6)**

Date	Candidate	Senior Faculty and CPC	Administration (President/Provost/Deans/ Program Directors)
Feb. 20 – 25	<p>Candidate reviews Senior Faculty evaluations and Exec. Dean, Academic Dean and Program Director letters.</p> <p>Candidate submits a response, if any, to the CPC Chair with a copy to the Provost's Office by Feb. 25 at noon.</p>		<p>Provost's Office grants Candidate access to the Candidate's Folder.</p> <p>Provost's Office places Candidate response in supplemental documents folder.</p>
Feb. 26 - Mar. 5		<p>The CPC meets to review Dossiers and Supplemental Documents Folders. CPC Chair invites the Exec. Deans to present the Candidates at the beginning of this meeting. CPC reviews Dossiers and supplemental folders. CPC then deliberates privately and votes by secret ballot. CPC Chair writes a summary of senior faculty and CPC deliberations and vote outcome for each Candidate.</p>	<p>Exec. Deans present their Candidates to the CPC.</p>
Mar. 5		<p>CPC Chair forwards signed summary report and vote to the Provost's Office by Mar. 5 at noon.</p>	
Mar. 6 – Apr. 20			<p>Provost informs Candidate of outcome within two (2) business days of receipt of CPC Recommendation.</p> <p>The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.</p>

**Schedule for Second 2-Year Contract Renewal (Year 4 of 6)**

Date	Candidate	Senior Faculty and CPC	Administration (President/Provost/Deans/ Program Directors)
Mar. 6 – Apr. 20 <i>Cont'd</i>			<p>Provost reviews Dossier and supplemental documents folder and makes recommendation to the President.</p> <p>The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.</p>
Apr. 21 - May 10			President reviews Dossier and Supplemental Documents Folder.
May 10			President notifies the Candidate of final decision.

**Table 6. Schedule for Tenure and Schedule for Five-Year Contract (Year 6)**

<b>Schedule for Promotion with Tenure and for Promotion with Five-Year Contract (Year 6)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
By Feb. 1 of Year 5	Candidates sign and return both forms to the Provost's Office by February 15.		Provost's Office notifies Candidates who will be reviewed the following year; CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.  The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder and the Acknowledgement and Waiver of Access to Submitted Evaluation Materials from Outside Assessors.
By Feb. 15 of Year 5	Candidates sign and return Waiver to the Provost's Office by February 15.		
Apr. 15 of Year 5	Candidate submits list of 6 (six) prospective outside assessors to Exec. Dean.		Exec. Dean reviews the list of outside assessors to ensure they meet the criteria.
May 1 of Year 5			Executive Dean forwards the list of outside assessors to Provost's Office by May 1 at noon.  Exec. Dean or Academic Dean makes sure the two required classroom visits are made per review period. First visit by the Exec. Dean or Academic Dean; second visit by an appointed senior faculty.
May 20 of Year 5	If Provost deems one or more outside assessors unacceptable, the Executive Dean and Candidate will identify and provide to the Provost the requested number of additional outside assessors, within one week (five business days).		No later than May 20th, if the Provost does not find all recommended assessors acceptable, s/he will return to the list to the Executive Dean with the reasons why the recommended outside assessors did not meet the criteria and



<b>Schedule for Promotion with Tenure and for Promotion with Five-Year Contract (Year 6)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
			instructions to identify additional outside assessors.  Within one week (five business days), the Executive Dean and Candidate will identify and provide to the Provost the requested number of additional outside assessors.
Jun 1 of Year 5			Three outside assessors selected by Provost with assistance of the Candidate's Exec. Dean.  Provost's Office extends invitations to the outside assessors to participate in faculty reviews.
By Jun 15 of Year 5	Optional (but strongly encouraged): have draft of Professional Achievement portion of Dossier reviewed by the CPC Chair, Program Director and/or appointed Mentor.	CPC Chair, Program Director and/or mentor review draft of Professional Achievement portion of Dossier at request of the Candidate.	
Jul 1 of Year 5	Professional Achievement portion of the Dossier submitted to the Provost's Office.		Provost informs Candidate of the success of securing outside assessors, or requests further prospective assessor names from the Candidate.
By Jul 15 of Year 5			Provost's Office sends Professional Achievement portion of Dossier to outside assessors.
By Aug. 15 of Year 6	Optional (but strongly encouraged): have draft of Dossier reviewed by the CPC Chair and/or Program Director.	CPC Chair and/or Program Director review draft of complete Dossier at request of the Candidate.	By noon, the Exec. Dean sends the completed Classroom Visit Evaluation forms, Student Evaluations, and Annual Performance Evaluations to the Provost's Office.
By Aug. 20			Outside Assessors submit written evaluations to the Provost.

<b>Schedule for Promotion with Tenure and for Promotion with Five-Year Contract (Year 6)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
			Provost notifies Candidate that the Outside Assessor evaluations have been received.
Sept. 1	Complete Dossiers for Tenure and 5-Year Contract submitted electronically. Candidate notifies the Provost's Office when submission is complete.		Provost's Office adds Classroom Visit Evaluation Forms, Student Evaluations, Annual Performance Evaluations and Outside Assessor Letters to the Candidate's Folder and the Supplemental Documents Folder.
Sept. 2 - 21		<p>CPC Chair emails the Senior Faculty Peer-Review Evaluation Form to all Senior Faculty members** in the Candidate's School/Division/College*** and informs them that they are required to evaluate the Dossier and submit a typed anonymous evaluation by Sept. 21 at noon using the supplied form.</p> <p>The Senior Faculty Peer Evaluation Form is placed in a sealed envelope, signed across the flap, submitted to the Exec. Dean's Office. The Senior Faculty member's name should also be printed on the back of the envelope, in the event that the CPC Chair determines the Evaluation form does not contain Dossier-based evidence and professional judgments and observations about a faculty member's candidacy.</p> <p>CPC Chair monitors who has submitted their evaluations and reminds those faculty who have not.</p>	<p>On September 2, the Provost's Office opens the Dossiers to Senior Faculty, Deans, Program Director, and the CPC in the Candidate's unit.</p> <p>The Provost's Office notifies all Senior Faculty below the rank of Academic Dean of the Candidates for Tenure and Five-Year contract review.****</p> <p>The Program Director evaluates Dossiers and Supplemental Document Folders and submits a written recommendation to the Provost's Office by Sept. 21 at noon.</p> <p>The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder.</p>

**Schedule for Promotion with Tenure and for Promotion with Five-Year Contract (Year 6)**

<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Sept. 22 – Oct. 1		<p>CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number. Peer-review evaluations are cursorily scanned by the CPC Chair.</p> <p>When an Evaluation is submitted with judgments and/or observations, either positive or negative, without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost’s Office, which returns it to the Senior Faculty member for revision.</p> <p>If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration, and is forwarded to the Provost’s Office for the permanent record. In this case, the Senior Faculty member is notified of the action.</p> <p>CPC Chair sends Senior Faculty Peer-Review Evaluations to the Provost’s Office.</p>	<p>The Provost’s Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate’s Folder and in the Supplemental Documents Folder.</p>
Oct. 2 – 10			<p>The Senior Faculty Peer Review Evaluation Forms are made available to the Executive and Academic Deans, who write their Written Evaluations and submit them to the Provost’s Office by October 10 at noon.</p> <p>The Provost’s Office places copies of the Written Evaluations in the Candidate’s Folder and in the Supplemental Documents Folder.</p>

**Schedule for Promotion with Tenure and for Promotion with Five-Year Contract (Year 6)**

<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Oct. 11-15	<p>Candidate reviews Senior Faculty Evaluation Forms and the Exec. Dean, Academic Dean and Program Director letters.</p> <p>Candidate submits a response, if any, to the CPC Chair with a copy to the Provost's Office by Oct. 15 at noon.</p>		<p>Provost's Office grants Candidate access to the Candidate's Folder.</p> <p>Provost's Office places Candidate response in supplemental documents folder.</p>
Oct. 15 - 25		<p>CPC Chair convenes a meeting of School/Division/College Senior Faculty*** to discuss Candidates. The faculty then vote by secret ballot. The outcome of the vote is considered a "recommendation." A simple majority attendance is preferred for this meeting.</p> <p>The CPC meets to review Dossiers and Supplemental Documents Folders. CPC Chair invites the Exec. Deans to present the Candidates at the beginning of this meeting. CPC reviews Dossiers and supplemental folders. CPC then deliberates privately and votes by secret ballot. CPC Chair writes a summary of senior faculty and CPC deliberations and vote outcome for each Candidate.</p>	Exec. Deans present their Candidates to the CPC.
Oct. 25		CPC Chair forwards signed summary report and vote to the Provost's Office by Oct. 25 at noon.	
Oct. 26 - Nov. 12		UPC reviews Dossiers and Supplemental documents folder. UPC meets to deliberate and vote on each Candidate. UPC Chair invites the Exec. Deans to present their Candidates at the beginning of this meeting. UPC then	Provost informs Candidate of outcome within two (2) business days of receipt of CPC Recommendation.

**Schedule for Promotion with Tenure and for Promotion with Five-Year Contract (Year 6)**

<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
		<p>deliberates privately and votes. UPC Chair writes summary report of deliberations and vote outcome. All UPC members sign this document. The UPC Chair forwards the signed document to the Provost's Office by Nov. 12 at noon.</p>	<p>The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.</p> <p>The Provost's Office opens the Dossiers to the UPC.</p> <p>Exec. Deans present their Candidates to the UPC.</p>
<p>Nov. 13 - Dec. 1</p>			<p>Provost informs Candidate of outcome within two (2) business days of receipt.</p> <p>The Provost's Office places a copy of the UPC Recommendation and the UPC Recommendation Notification Letter in the Supplemental Documents Folder.</p> <p>Provost reviews Dossier and supplemental documents folder and makes recommendation to the President by December 1 at noon.</p> <p>The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.</p>
<p>Dec. 1 - 15</p>			<p>President reviews Dossier and supplemental documents folder.</p>
<p>Dec. 15</p>			<p>President notifies the Candidate of final decision.</p>

**Table 7. Schedule for Promotion to Full Professor**

<b>Schedule for Promotion to Full Professor</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
By Aug. 15*	Candidate notifies his/her Executive Dean that he/she will be applying for promotion to full professor.		Exec. Dean immediately informs the Provost's Office and the Chair of the CPC of Candidates for promotion to Full Professor.  Provost's Office opens dossiers for each Candidate and provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder.
By Sept. 1	Candidates sign and return Waiver to the Provost's Office by September 1.		
By Oct. 1	Complete promotion Dossier submitted electronically by Oct. 1 at noon. Candidate notifies the Provost's Office when submission is complete.		The Chair of the UPC notifies all full Professors of the Candidates for promotion to full Professor.
Oct. 2 – Oct. 21		CPC Chair emails the Senior Faculty Peer-Review Evaluation Form to all Senior Faculty members** in the Candidate's School/Division/College*** and informs them that they are required to evaluate the Dossier and submit a typed anonymous evaluation by Oct. 21 at noon using the supplied form.  The Senior Faculty Peer Evaluation Form is placed in a sealed envelope, signed across the flap, submitted to the Exec. Dean's Office. The Senior Faculty member's name should also be printed on the back of the envelope, in the event that the CPC Chair determines the Evaluation form does not contain Dossier-based evidence and professional judgments	On Oct. 2, the Provost's Office opens the Dossiers to Senior Faculty, Deans, Program Director, and the CPC in the Candidate's unit.  The Provost's Office notifies all Senior Faculty below the rank of Academic Dean of the Candidates for Tenure and Five-Year contract review.****  The Program Director evaluates Dossiers and Supplemental Document Folders and submits a written recommendation to the Provost's Office by Oct. 21 at noon.  The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental
Oct. 2 – Oct. 21 <i>Cont'd</i>			

<b>Schedule for Promotion to Full Professor</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
		<p>and observations about a faculty member's candidacy.</p> <p>CPC Chair monitors who has submitted their evaluations and reminds those faculty who have not.</p>	<p>Documents Folder. Provost's Office removes Senior Faculty and Program Directors access to the Dossiers.</p>
Oct. 22 – Nov. 1		<p>CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number. Peer-review evaluations are cursorily scanned by the CPC Chair.</p> <p>When an Evaluation is submitted with judgments and/or observations, either positive or negative, without accompanying evidence from the Dossier, CPC Chair provides the Form to the Provost's Office, which returns it to the Senior Faculty member for revision.</p> <p>If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration, and is forwarded to the Provost's Office for the permanent record. In this case, the Senior Faculty member is notified of the action.</p> <p>CPC Chair sends Senior Faculty Peer-Review Evaluations to the Provost's Office.</p>	<p>The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.</p>

<b>Schedule for Promotion to Full Professor</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Nov. 2 - 14			<p>The Senior Faculty Peer Review Evaluation Forms are made available to the Executive and Academic Deans, who write their Written Evaluations and submit them to the Provost's Office by Nov. 14 at noon.</p> <p>The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.</p>
Nov. 15 – 20	<p>Candidate reviews Senior Faculty Evaluation Forms and the Exec. Dean, Academic Dean and Program Director letters.</p> <p>Candidate submits a response, if any, to the CPC Chair with a copy to the Provost's Office by Nov. 20 at noon.</p>		<p>Provost's Office grants Candidate access to the Candidate's Folder.</p> <p>Provost's Office places Candidate response in supplemental documents folder.</p>
Nov. 20- Dec. 10		<p>The CPC meets to review Dossiers and Supplemental Documents Folders. CPC Chair invites the Exec. Deans to present the Candidates at the beginning of this meeting. CPC reviews Dossiers and supplemental folders. CPC then deliberates privately and votes by secret ballot.</p>	<p>Exec. Dean presents Candidate to the CPC.</p>
Dec. 10- Jan. 15		<p>CPC Chair writes a summary of senior faculty and CPC deliberations and vote outcome for each Candidate. CPC Chair forwards sign document to the Provost's Office by Jan. 15 at noon.</p>	



<b>Schedule for Promotion to Full Professor</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
Jan. 16 - 31		Full professors review dossiers.	Provost informs Candidate of outcome within two (2) business days of receipt of CPC Recommendation.  The Provost's Office opens the Dossiers to Full Professors for review.
Feb. 1 - Mar. 1		UPC reviews Dossiers and supplemental documents folder by March 1.  UPC Chair invites all full professors to UPC meeting to discuss the Candidates for full professor.  UPC Chair also invites Exec. Deans to UPC meeting to discuss their Candidates for Full Professor.  UPC deliberates privately and then votes. UPC Chair writes summary of deliberations and vote outcome. The Vote Outcome should include an anonymous vote count. All UPC members sign this document (electronic signatures okay). The UPC Chair then forwards the signed document to the Provost's Office by Mar. 1 at noon.	The Provost's Office opens the dossiers to the UPC.  The Provost's Office places a copy of the CPC Recommendation and the CPC Recommendation Notification Letter in the Supplemental Documents Folder.  Exec. Dean presents Candidate to the UPC.
Mar. 2 - Apr. 1			Provost informs Candidate of outcome within two (2) business days of receipt.  The Provost's Office places a copy of the UPC Recommendation and the UPC Recommendation Notification Letter in the Supplemental Documents Folder.

<b>Schedule for Promotion to Full Professor</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
			Provost reviews Dossier and supplemental documents folder.  Provost makes recommendation to the President by Apr. 1 at noon.
Apr. 1 - May 1			President reviews Dossier and supplemental documents folder.
May 1			President notifies Candidate.

**Table 8. Schedule for 7-Year Contracts (year 6 of 7-Year Contract)**

<b>Schedule for 7-Year Contracts (year 6 of 7-Year Contract)</b>			
<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
By Feb. 1			<p>Provost's Office opens electronic dossiers and notifies Candidates who will be reviewed the following year; CPC and UPC Chairs, Deans and Program Directors are also notified of forthcoming reviews.</p> <p>The Provost's Office provides to Candidates the Acknowledgement and Waiver of Access to the Supplemental Documents Folder.</p>
By Feb. 15	Candidates sign and return Waivers to the Provost's Office by February 15.		
By Dec. 15	Optional (but strongly encouraged): have draft of Dossier reviewed by the CPC Chair, Program Director and/or appointed Mentor.	CPC Chair, Program Director and/or appointed mentor review draft of complete Dossier at request of the Candidate.	
By Jan. 10			By noon, the Exec. Dean sends the completed Classroom Visit Evaluation forms, Student Evaluations, and Annual Performance Evaluations to the Provost's Office.

**Schedule for 7-Year Contracts (year 6 of 7-Year Contract)**

Date	Candidate	Senior Faculty and CPC	Administration (President/Provost/Deans/ Program Directors)
Jan. 15	<p>Complete Dossiers 7-Year Contract submitted electronically. Candidate notifies the Provost's Office when submission is complete.</p> <p><i>Note: 7-Year Contract Dossier content only covers information since previous Dossier review.</i></p>		<p>Provost's Office adds Student Evaluations and Annual Performance Evaluations to the Candidate's Folder and the Supplemental Documents Folder.</p>
Jan. 16 - Feb. 5		<p>CPC Chair emails the Senior Faculty Peer-Review Evaluation Form to all Senior Faculty members** in the Candidate's School/Division/College*** and informs them that they are required to evaluate the Dossier and submit a typed anonymous evaluation by Feb. 5 at noon using the supplied form.</p> <p>The Senior Faculty Peer Evaluation Form is placed in a sealed envelope, signed across the flap, submitted to the Exec. Dean's Office. The Senior Faculty member's name should also be printed on the back of the envelope for easier identification, in the event that the CPC Chair determines the Evaluation form does not contain Dossier-based evidence and professional judgments and observations about a faculty member's candidacy.</p> <p>CPC Chair monitors who has submitted their evaluations and reminds those faculty who have not.</p>	<p>On Jan. 16, the Provost's Office opens the Dossiers to Senior Faculty, Deans, Program Director, and the CPC in the Candidate's unit.</p> <p>The Program Director evaluates Dossiers and Supplemental Document Folders and submits a written recommendation to the Provost's Office by Feb. 5 at noon.</p> <p>The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder. Provost's Office removes Senior Faculty and Program Directors access to the Dossiers.</p>

**Schedule for 7-Year Contracts (year 6 of 7-Year Contract)**

Date	Candidate	Senior Faculty and CPC	Administration (President/Provost/Deans/ Program Directors)
Feb. 6 - 11		<p>CPC members open the Senior Faculty Peer-Review Evaluations and code each envelope and evaluation form with the same number. Peer-review evaluations are cursorily scanned by the CPC Chair.</p> <p>When an Evaluation is submitted with judgments and/or observations, either positive or negative, without accompanying evidence from the Dossier CPC Chair provides the Form to the Provost's Office, which returns it to the Senior Faculty member for revision.</p> <p>If the faculty member declines the request to revise the Form in a manner that provides Dossier-based evidence, the original Form is removed from the Supplemental Documents Folder and from Committee consideration, and is forwarded to the Provost's Office for the permanent record. In this case, the Senior Faculty member is notified of the action.</p> <p>CPC Chair sends Senior Faculty Peer-Review Evaluations to the Provost's Office</p>	<p>The Provost's Office places copies of the Senior Faculty Peer-Review Evaluations in Candidate's Folder and in the Supplemental Documents Folder.</p>
Feb. 12 - 19			<p>The Senior Faculty Peer Review Evaluation Forms are made available to the Executive and Academic Deans, who write their Written Evaluations and submit them to the Provost's Office by February 19 at noon.</p>

**Schedule for 7-Year Contracts (year 6 of 7-Year Contract)**

<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
			The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.
Feb. 20 - 25	Candidate reviews Senior Faculty evaluations and Exec. Dean, Academic Dean and Program Director letters.  Candidate submits a response, if any, to the CPC Chair with a copy to the Provost's Office by Feb. 25 at noon.		Provost's Office grants Candidate access to the Candidate's Folder.  Provost's Office places Candidate response in supplemental documents folder.
Feb. 26 - Mar. 5		The CPC meets to review Dossiers and Supplemental Documents Folders. CPC Chair invites the Exec. Deans to present the Candidates at the beginning of this meeting. CPC reviews Dossiers and supplemental folders. CPC then deliberates privately and votes by secret ballot. CPC Chair writes a summary of senior faculty and CPC deliberations and vote outcome for each Candidate.	Exec. Deans present their Candidates to the CPC.
Mar. 5		CPC Chair forwards signed summary report and vote to the Provost's Office by Mar. 5 at noon.	
Mar. 6 - Apr. 20			Provost informs Candidate of outcome within two (2) business days of receipt of CPC Recommendation.  The Provost's Office places a copy of the CPC Recommendation and the CPC

**Schedule for 7-Year Contracts (year 6 of 7-Year Contract)**

<b>Date</b>	<b>Candidate</b>	<b>Senior Faculty and CPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
			<p>Recommendation Notification Letter in the Supplemental Documents Folder.</p> <p>Provost reviews Dossier and supplemental documents folder and makes recommendation to the President.</p> <p>The Provost's Office places a copy of the Provost's Written Evaluation in the Supplemental Documents Folder.</p>
Apr. 21 - May 10			President reviews Dossier and supplemental documents folder.
May 10			President notifies the Candidate of final decision.

**Table 9. Procedures and Schedule for Sabbatical Applications**

<b>Schedule for Sabbatical Application</b>			
<b>Date</b>	<b>Applicant</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
By Jul 1*			President/Provost announce number of Sabbaticals available for the following academic year. Provost provides list of sabbatical-eligible names to UPC and CPC Chairs.
By Sep. 1		Eligible faculty wishing to apply for a sabbatical notifies the Provost's Office and request an electronic application.	
Oct. 1	Sabbatical applications are submitted by Oct. 1 at noon.		
Oct. 2 – 24		<p>CPC Chair emails all Senior Faculty** of Candidate's College School/ Division *** and informs them that they are required to evaluate the Sabbatical applications by Oct. 24.</p> <p>Senior Faculty of Candidate's College and School/Division** review the Sabbatical applications. Evaluations, submitted via email to the CPC Chair, must make a positive or negative recommendation.</p> <p>Senior Faculty submitting applications are exempt from reviewing other applications.</p>	<p>On Oct. 2, the Provost's Office opens the Applications to Senior Faculty, Deans, Program Director, and the CPC in the Candidate's unit.</p> <p>The Program Director evaluates Dossiers and Supplemental Document Folders and submits a written recommendation to the Provost's Office by Oct. 24 at noon.</p> <p>The Provost's Office places copies of the Program Director's Written Evaluation in the Candidate's Folder and in the Supplemental Documents Folder.</p>
Oct. 25 – Nov. 1 Oct. 25 – Nov. 1 <i>Cont.</i>		<p>CPC Chair compiles all Senior Faculty Evaluations into a single composite assessment.</p> <p>Senior Faculty Evaluations are cursorily scanned by the CPC. When an Evaluation is</p>	The Provost's Office places copies of the Senior Faculty Evaluations in Candidate's Folder and in the Supplemental Documents Folder.



<b>Schedule for Sabbatical Application</b>			
<b>Date</b>	<b>Applicant</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
		<p>submitted with judgments and/or observations, either positive or negative, but without accompanying evidence from the Application, CPC Chair provides the Evaluation to the Provost's Office, which returns it to the Senior Faculty member for revision. The Senior Faculty member must submit the revised Evaluation within three (3) business days and no later than October 28.</p> <p>If the faculty member declines the request to revise the Evaluation, the original Evaluation is removed from the Supplemental Documents Folder and from Committee consideration. It is forwarded to the Provost's Office for recordkeeping. In this case, the Senior Faculty member and Executive Dean are notified by the Provost's Office of the action.</p> <p>If the faculty member revises the Senior Faculty Evaluation, s/he submits it to the CPC Chair, who sends the revised Senior Faculty Evaluation composite assessment to the Provost's Office.</p>	
Nov. 2 - 14			The Senior Faculty Peer Review Evaluation Forms are made available to the Executive and Academic Deans, who write their Written Evaluations and submit them to the Provost's Office by Nov. 14 at noon.

<b>Schedule for Sabbatical Application</b>			
<b>Date</b>	<b>Applicant</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
			The Provost's Office places copies of the Written Evaluations in the Candidate's Folder and in the Supplemental Documents Folder.
Nov. 15 - 20	Candidate reviews Senior Faculty evaluations and Exec. Dean, Academic Dean and Program Director letters.  Candidate submits a response, if any, to the CPC Chair with a copy to the Provost's Office by Nov. 20 at noon.	If there is a response from the Sabbatical Applicant, the CPC Chair forwards the response to the Senior Faculty, Program Director, and Deans for their re-assessment.	Provost's Office grants Candidate access to the Candidate's Folder.  Provost's Office places Candidate response in supplemental documents folder.
Nov. 20 - Dec. 1		If necessary, Senior Faculty of the Candidate's College School/Division ** may reconsider the Sabbatical Application and submit by email a re-assessment to the CPC Chair by December 1 at noon.	
Dec. 2 - 15		The CPC meets to review the Applications and Supplemental Documents Folder. The CPC makes a favorable/unfavorable recommendation through a vote by secret ballot.  The CPC Chair forwards the signed summary report and vote to the Provost's Office by Dec. 15 at noon.	
Dec. 15- Jan. 20		UPC reviews all Sabbatical Applications.  UPC makes recommendations using a tier ranking method, such as: "strongly support," "support," "not support."	Provost informs Candidate of outcome within two (2) business days of receipt of CPC Recommendation.  The Provost's Office places a copy of the CPC Recommendation and the CPC

<b>Schedule for Sabbatical Application</b>			
<b>Date</b>	<b>Applicant</b>	<b>Senior Faculty, CPC and UPC</b>	<b>Administration (President/Provost/Deans/ Program Directors)</b>
		The UPC Chair forwards the signed summary report and vote to the Provost's Office by Jan. 20 at noon.	<p>Recommendation Notification Letter in the Supplemental Documents Folder.</p> <p>Provost's Office makes complete Sabbatical Application files available to the UPC.</p>
Jan. 21 – Mar. 1			<p>Provost informs Candidate of outcome within two (2) business days of receipt of UPC Recommendation.</p> <p>The Provost's Office places a copy of the UPC Recommendation and the UPC Recommendation Notification Letter in the Supplemental Documents Folder.</p> <p>Provost reviews Sabbatical Applications and supplemental documents folders and makes recommendation to the President for his/her final approval.</p>
Mar. 1			The President notifies all Applicants of the outcome of his/her Sabbatical Application.

## APPENDIX B. DOSSIER REQUIREMENTS

*Revised by the UPC 6/18/14*

### Overview

A Dossier has multiple components that are assembled by different individuals and offices. This document clarifies what each individual/office is expected to contribute to the overall Dossier, and who will have access to which components.

A) Responsibilities of the Candidate

B) Responsibility of Other Offices

### A. RESPONSIBILITIES OF THE CANDIDATE (i.e. documents assembled by the Candidate)

1. List of 6 potential outside assessors (only for tenure and 5-year contract Candidates)  
See Guidelines for Choosing Outside Assessors; Timeline for Recommending Outside Assessors; and the Instructions and Form for Recommending Outside Assessors.
2. Dossier Contents  
(*Accessible to senior faculty, Executive/Academic Deans, CPC, UPC, and Provost's Office*)

#### A. Introduction

- Provide a Self-Evaluation Prospectus  
Key components: progression, effectiveness, reflection, and self-assessment.

Prospectus should include a self-evaluation of the Candidate's contributions to his/her program, college and the University.

#### B. Credentials

- An unabridged Curriculum Vitae (CV) in reverse chronological order (newest information first). This should not be a summary/representative CV.
- Annual Faculty Activity Reports  
Reports completed since last contract renewal; except for tenure and 5-year contract Candidates, who must provide all annual performance evaluations since being hired)
- Annual Self-Evaluation Reports, if used by the Candidate's college.
- Evidence of Degree(s): only if obtained after under contract with the University.  
For peer review, the CV will be used. (*HR verifies credentials when all full-time faculty are hired.*)
- Evidence of Professional Licensure/Certification: photo copy of current license

#### C. Teaching

- Candidate's Statement of Teaching Philosophy/Pedagogy  
Should contain supporting examples/evidence, i.e., two to three items that showcase pedagogy
- Candidate's Reflection on Student Evaluations

### **Teaching *continued***

- Candidate's Response to Student Evaluations (*if a response is deemed necessary or appropriate*)
- Syllabi and other course materials  
Must include most recent syllabus for each separate course taught since last contract review.  
Tenure and 5-year contract Candidates should include the most recent syllabus for all courses taught.
- Detailed description of new courses developed (if any):

### **D. Service**

Provide a self-assessment of service to the program, school, college, university and larger community.

It is suggested that the Candidate include a table that lists the committee, activity, date, and contribution.

Examples of service are listed below:

- University Standing Committee Service: include specific responsibilities, activities, duties, etc.
- University Ad Hoc & Task Force Service: include specific responsibilities, activities, duties, etc.
- College/School/Division Committee Service: include specific responsibilities, activities, duties, etc.
- Program Service: include specific responsibilities, activities, duties, etc.
- Advising: First year, upper level, graduate
- Advising: Internship, preceptorship, thesis
- Participation in University events: list briefly and whether attended, organized, etc.
- Community Service: include specific responsibilities, activities, duties, etc.
- Outreach Service: specific projects and/or development efforts

### **E. Professional Development**

*The Guidelines/Requirements are determined by the College/School/Division.*

*[Professional Development Guidelines are currently being developed for each College/School/Division]*

### **F. Administrative Responsibilities (if applicable)**

Describe how the administrative responsibilities you have undertaken have contributed to/impacted your teaching, professional development, and/or service (the areas that are relevant to your faculty contract renewal or promotion). This section is for informational purposes only and is not evaluated by the personnel committees. Some of the items below (such as program/course development and program assessment) may also feature in your Statement of Teaching Philosophy/Pedagogy or Service more directly and so may appear in that section as well.

Administrative responsibilities include, but are not limited to, the following:

- Program leadership
- Program assessment
- Program or facilities operations/logistics
- Recruitment/alumni relations
- Career mentoring/job placement
- Professional Networking
- Fundraising
- Hiring/Reviewing/Training/Firing faculty/staff
- Advisory Board involvement
- Program/Course Development

3. Candidate's response to peer evaluations (as deemed necessary/appropriate by the Candidate)

**B) RESPONSIBILITY OF OTHER OFFICES (i.e. documents assembled by other parties)**

The components of the Supplemental Documents Folder are assembled by the Executive Dean's Office, the CPC Chair, and the Provost's Office, as elaborated below. See Appendix C.

## APPENDIX C. SUPPLEMENTAL DOCUMENTS FOLDER

### 1. Access to the Supplemental Documents Folder

#### Access by the Candidate:

- Candidates have access to Senior Faculty Peer Evaluations during the review process.
- Candidates have access to their Classroom Visit Evaluation Forms and Student Evaluations outside of a review process. However, during a review process, these documents are part of the Supplemental Documents folder. They are inaccessible to the Candidate during this time.

#### Access by Other Parties:

- The parties, other than the Candidate, who access each document are indicated below.

### 2. Responsible Parties and deadlines

**By August 15 for fall semester contract renewal/promotion schedules, by January 10 for spring semester contract renewal schedules, or by September 15 for promotion to full professor:**

The Executive Dean's Office assembles the following documents in the Supplemental Documents folder in either hard copy or pdf and forwards to the Provost's Office to be added to the Candidate's Dossier

1. Classroom Visit Evaluation Forms: two (2) forms required per contract term.  
(Accessible to Senior Faculty, CPC, UPC, Executive/Academic Deans, Provost's Office, and President)

- (1) written by Exec. Dean, Academic Dean or Director
- (1) written by an appropriate Senior Faculty member

Each Form must be reviewed and signed by the Candidate.

Note: This requirement ends with the attainment of tenure or a 5-yr contract.

2. Official Student Evaluations:  
(Accessible to Senior Faculty, CPC, UPC, Executive/Academic Deans, Provost's Office, and President)

All Evaluations since hired as full-time faculty or since last contract renewal OR  
All Evaluations since being hired, for tenure and 5-year contract Candidates

3. Annual Performance Evaluations: signed by Exec. Dean/Academic Dean  
(Accessible to Senior Faculty, CPC, UPC, Executive/Academic Deans, Provost's Office, and President)

All Evaluations conducted since last contract renewal OR  
All Evaluations conducted since being hired, for tenure and 5-year contract Candidates.

Note: If Evaluations are not available, the Exec. Dean must provide a statement to the Candidate and the Provost's Office indicating why the Annual Performance Evaluations are not available.

**By October 1 for fall semester contract renewal/promotion schedules, February 15 for spring semester contract renewal schedules, or by November 1 for promotion to full professor:**

The Executive Dean's Office assembles the following documents in the Supplemental Documents folder in either hard copy or pdf and forwards to the Provost's Office to be added to the Candidate's Dossier

1. Exec. Dean's Letter of Support  
(Accessible to CPC, UPC, Provost's Office, and President)
2. Academic Dean's Letter of Support (as applicable)  
(Accessible to CPC, UPC, Provost's Office, and President)
3. Program Director's Letter of Support (as applicable)  
(Accessible to CPC, UPC, Provost's Office, and President)

**By September 15 for tenure or 5-year contract renewal/promotion schedules:**

The Provost's Office assembles the following documents electronically in the Supplemental Documents folder and adds to the Candidate's Dossier:

4. Outside Assessors' Evaluation Letters (*for tenure and 5-yr contract only*)  
(Accessible to CPC, UPC, Executive/Academic Deans, Senior Faculty during deliberative meeting for tenure and 5-year contract Candidates, Provost's Office, and President)

**By October 25 for fall semester contract renewal/promotion schedules, by March 5 for spring semester contract renewal schedules, or by January 31 for promotion to full professor:**

The CPC Chair assembles the following documents in the Supplemental Documents folder and forwards to the Provost's Office:

5. CPC summary and Vote  
(Accessible to CPC, UPC, Provost's Office, and President)
6. Senior Faculty Peer-Review Evaluations  
(Accessible to CPC, senior faculty during deliberative meeting for tenure and 5-year contract Candidates, UPC, Provost's Office, and President)
7. Candidate's Response to Senior Faculty Peer-Review Evaluations  
(Accessible to CPC, senior faculty during deliberative meeting for tenure and 5-year contract Candidates, UPC, Provost's Office, and President)

**By November 13 for fall semester contract renewal/promotion schedules, April 1 for spring semester contract renewal schedules or by March 1 for promotion to full professor:**

The UPC Chair assembles and forwards the following document to the Provost's Office:

8. UPC summary and vote  
(Accessible to UPC, Provost's Office, and President)



**Table 10: Materials Required for a Faculty Review**

Accessible to Candidate Yes/No	Review Materials	Responsible Party	Renewal of First 2-year Contract	Renewal of Second 2-year Contract	Promotion with Tenure	Promotion with Five-Year Contract	Reappointment with a 7-Year Contract	Promotion to Full Professor
<b>Candidate's Dossier (uploaded by Candidate to Blackboard)</b>								
Yes	Table of Contents	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	Candidate's Self-Assessment	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	Updated CV - Evidence of current licensure - Evidence of new degrees	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	Teaching - Philosophy & Pedagogy with supporting evidence - Syllabi - Official Student Evaluations - Response to Stu. Evaluations	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate

Accessible to Candidate Yes/No	Review Materials	Responsible Party	Renewal of First 2-year Contract	Renewal of Second 2-year Contract	Promotion with Tenure	Promotion with Five-Year Contract	Reappointment with a 7-Year Contract	Promotion to Full Professor
<b>Candidate's Dossier <i>continued</i></b>								
Yes	Service - Self- Assessment of Service	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	Description of Administrative Responsibilities (as applicable)	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	Description of Professional Development (per College Guidelines)	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	Appendix - Annual FAR - Annual Perf. Eval. - Annual Self-Eval.	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate



Accessible to Candidate Yes/No	Review Materials	Responsible Party	Renewal of First 2-year Contract	Renewal of Second 2-year Contract	Promotion with Tenure	Promotion with Five-Year Contract	Reappointment with a 7-Year Contract	Promotion to Full Professor
<b>Supplemental Documents</b>								
Yes	Executive Dean Letter of Evaluation	Exec. Dean	Exec. Dean	Exec. Dean	Exec. Dean	Exec. Dean	Exec. Dean	Exec. Dean
Yes	Academic Dean Letter of Evaluation	Acad. Dean	Acad. Dean	Acad. Dean	Acad. Dean	Acad. Dean	Acad. Dean	Acad. Dean
Yes	Program Director (PD) Letter of Evaluation	Program Director	Program Director	Program Director	Program Director	Program Director	Program Director	Program Director
Yes	Classroom Visit Evaluations (2) (see Guidelines)	Academic Dean	Academic Dean	Academic Dean	Academic Dean	Academic Dean	-	-
Yes	Peer Evaluations	Senior Faculty	Senior Faculty	Senior Faculty	Senior Faculty	Senior Faculty	Senior Faculty	Senior Faculty
Yes	Candidate's Response to Peer Evaluations	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
Yes	List of Outside Reviewers	Candidate			Candidate	Candidate		
No	External Evaluator Letters	Provost			Provost	Provost		

Accessible to Candidate Yes/No	Review Materials	Responsible Party	Renewal of First 2-year Contract	Renewal of Second 2-year Contract	Promotion with Tenure	Promotion with Five-Year Contract	Reappointment with a 7-Year Contract	Promotion to Full Professor
<b>Supplemental Documents <i>continued</i></b>								
Yes	Official Student Evaluations (see Guidelines)	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate	Candidate
	Annual Performance Evaluations (FAR)	Executive Dean	Executive Dean	Executive Dean	Executive Dean	Executive Dean	Executive Dean	Executive Dean
No	CPC's Peer Review Summary, noting the Responses	CPC Chair	CPC Chair	CPC Chair	CPC Chair	CPC Chair	CPC Chair	CPC Chair
No	CPC Recommendation Vote	CPC Chair	CPC Chair	CPC Chair	CPC Chair	CPC Chair	CPC Chair	CPC Chair
No	UPC Vote	UPC Chair			UPC Chair	UPC Chair	UPC Chair	UPC Chair

## **APPENDIX D1. Policy and Guidelines pertaining to Outside Assessors**

*(Created by the University Personnel Committee and the Provost's Office 12.19.13)*

### **Policy**

The purpose of including outside assessors in a faculty member's review for promotion with tenure or promotion with a long-term contract is to advise the University of the broader impact and value of the faculty member's research, scholarly and creativity productivity to the discipline. Outside assessors' assessments of the Dossier are used to inform internal evaluation of the Dossier.

The Candidate recommends to the Executive Dean and Provost a list of at least six (6) individuals, who meet the University's criteria for outside assessors for faculty reviews.

The final responsibility for selecting the outside assessors rests with the Provost, who reviews and approves the recommended list.

A Candidate should not recommend individuals with whom they have had prior relationship, such as a former or current professor; former or current academic advisor; a personal friend; a relative; a former student; member of a student cohort; or a former employer. An Outside Assessor should be unbiased.

The Candidate may not contact personally or have anyone contact the Outside Assessor on his/her behalf.

### **Criteria for outside assessors**

An Outside Assessor should be an accomplished scholar or practitioner in the discipline, as appropriate, who is likely able to assess the impact the Candidate's research, scholarly and creativity productivity to the discipline.

Candidates should select outside assessors who:

1. hold an appointment in the profession that reflects his or her established standing;
2. hold a position at a peer or slightly higher institution;
3. Hold the same academic credentials as the Candidate.
4. Are at the rank of Associate or Full Professor.

However, outside assessors at the Assistant Professor rank may be acceptable in some unique cases. Candidates should consult with their Executive Dean, who may need to consult with the Provost.

Candidates who work in inter-, multi-, or trans-disciplinary fields may consider an equally broad and representative list of outside assessors.

## **APPENDIX D2. University's procedures for selecting outside assessors**

### **Procedures**

- Using the Provost's Office Form for Recommending outside assessors, the Candidate:
  - identifies six (6) prospective outside assessors according to the University's criteria;
  - assembles the prospective outside assessors contact information;
  - writes a brief justification statement for each prospective Outside Assessor; and
  - Submits the list to the Executive Dean.
- The Executive Dean reviews the Candidate's list based on the University's criteria.
- When s/he deems the list to be insufficient, the Executive Dean will advise the Candidate to include additional outside assessors.
- The Executive Dean forwards to the Provost the Candidate's final recommended list of outside assessors.
- The Provost reviews the Candidate's list based on the University's criteria.
  - If the Provost does not find all recommended Assessors acceptable, s/he would return to the list to the Executive Dean with the reasons why the recommended Assessors did not meet the criteria and with instructions to identify additional Assessors.
  - Within one week, the Executive Dean and Candidate will identify and provide to the Provost the requested number of additional Assessors.
- The Provost's Office secures three (3) outside assessors from the final list by sending an invitation to participate as an Outside Assessor in the review.
  - When the Outside Assessor accepts, the Provost's Office sends electronically the Candidate's Professional Achievement portion of the Dossier.
- If the Provost's Office is not able to secure three (3) outside assessors from the final list, s/he will contact the Candidate and Executive Dean to identify and submit additional prospective outside assessors as needed.
- The Provost's Office sends the Professional Achievement section of the Candidate's Dossier to the Outside Assessor.
- Outside assessors review the Professional Achievement Dossier of the Dossier and submit written evaluations.
- Provost's Office forwards copies of the outside assessors' written evaluations to the Executive Deans.
- The Provost's Office includes the written evaluations in the Candidate's Supplemental Folder.
- The Outside Assessor evaluations become part of the Dossier for review by Deans, the College Personnel Committee, the University Personnel Committee, the Provost, and the President.

### Schedule for Selecting Outside Assessors for Promotion Cases with Tenure and a Five-Year Contract

Date	Responsible Party	Action
By April 15	Candidate	Tenure/Five-Year Contract Candidate submits list of six (6) prospective outside assessors to Exec. Dean for review. Candidates are not to have any contact with prospective outside assessors during the review process.
By May 1	Exec. Dean	Final Outside Assessor list is forwarded to Provost Office by Exec. Dean.
Jun 1	Provost and Exec. Dean	Three outside assessors selected by Provost from the Outside Assessor list with assistance of the Candidate's Exec. Dean.
Jul 1	Candidate	Final copy of Professional Achievement portion of the Dossier submitted electronically to the Provost's Office on a USB drive.
Jul 1	Provost	Provost informs Candidate of the success of securing outside assessors.
By Jul 15	Provost	Provost Office sends Professional Achievement portion of Dossier to outside assessors
By Sept 15	outside assessors	Outside assessors submit written evaluations to Provost Office.
By Oct. 1	Provost	Provost forwards copy of evaluations to Exec. Dean for inclusion in the supplemental documents folder. Provost notifies Candidate that Outside Assessor evaluations have been received.



**APPENDIX D3. Form for Recommending outside assessors**

Candidate's Name:

College:

Rank:

Review Type:

The recommended outside assessors:

#	Assessor's Name and Title	Professional Mailing Address	Professional Telephone Number	Email Address	Justification Attached
1					
2					
3					
4					
5					
6					

Candidate's Signature

Date

Executive Dean's Signature

Date

#### **APPENDIX D4. ACKNOWLEDGMENT AND WAIVER: Confidentiality of Certain Evaluation Materials**

During the Dossier evaluation process associated with consideration of promotion in rank, contract renewals and conferring of tenure, certain faculty committees, Deans, the Provost and the President may consider evaluations and recommendations internal to the University and external to the University. As a condition of being considered for promotion (including tenure) and contract renewal, faculty members are required to acknowledge certain limitations on their ability to access and review materials submitted by outside assessors and by the College Personnel Committee(s), University Personnel Committee and the Provost. Two Waivers must be completed.

**Acknowledgement and Waiver of Access to  
Submitted Evaluation Materials  
from Outside Assessors**

The University strongly encourages Candidate to sign a Waiver of Access to Outside Assessor submittal. At the time the University extends an invitation to serve, the prospective Assessor will be notified whether the Candidate has signed the “Acknowledgement and Waiver of Access to Submitted Evaluation Materials from Outside Assessors.”

*I hereby acknowledge that I have no right to access and review evaluation materials requested from, and submitted by, outside assessors in conjunction with my candidacy for promotion (including, if applicable, tenure) or the renewal of my contract with Philadelphia University, and I do hereby waive any claim to the contrary. This waiver includes all evaluation materials submitted by non-Philadelphia University scholars, practitioners, and/or other persons who are not compensated by or under the direction, supervision or control of Philadelphia University. I further acknowledge that to the extent written evaluations or recommendations submitted by Philadelphia University personnel regarding my candidacy for promotion (including tenure) or contract renewal refer to evaluation materials submitted by outside assessors, such references will be redacted or presented in summary form so as not to reveal the identity of the outside assessor.*

Yes, I waive access to evaluation materials submitted by Outside Assessors.

\_\_\_\_\_  
Candidate’s Signature

\_\_\_\_\_  
Date

No, I do no waive access to evaluation materials submitted by Outside Assessors.

\_\_\_\_\_  
Candidate’s Signature

\_\_\_\_\_  
Date

**Acknowledgement and Waiver of Access to  
the Supplemental Documents Folder**

I hereby acknowledge that until a final decision on my candidacy for promotion (including, if applicable, tenure) or renewal of my contract with Philadelphia University has been made by the President, and all intra-University appeals have been exhausted, I am not entitled to review the recommendations of the College Personnel Committee(s), the University Personnel Committee and the Provost, respectively, on my candidacy, and I do hereby waive any claim to the contrary.

I further understand that upon completion of the intra-University process, these recommendations will be considered to be part of my personnel file and will be available for my review in accordance with, and subject to, the provisions of the Pennsylvania Personnel Files Act.

\_\_\_\_\_  
Candidate's Signature

\_\_\_\_\_  
Date

## **APPENDIX E. CLASS VISITATION POLICY**

The Executive Dean and one member of the College Personnel Committee (and/or their designees) will visit the classroom of each probationary and visiting faculty member each year.

Each designated classroom visitor, including the Executive Dean, will complete a Classroom Visit Evaluation Form. Forms are submitted it to the Executive Dean within one week of the visit.

**APPENDIX F. Peer Evaluation for Contract Renewal and Promotion**



**PHILADELPHIA  
UNIVERSITY**

**UNIVERSITY AND COLLEGE PERSONNEL COMMITTEES**

**Peer Evaluation for Contract Renewal and Promotion**

In accordance with the procedures for contract renewal and promotion, please provide typewritten evaluations for the candidate that address the six (6) questions below. You are asked to take this responsibility seriously and answer in detail after reviewing the candidate's dossier. **Please complete your evaluation without signing it. When finished, place completed form in a sealed envelope; sign across the back seal of the envelope; and print your name on the envelope for identification.**

The candidate's dossier is available now for review online and/or in hard copy. (Please consult with your Executive Dean's office for the relevant locations of the candidate's dossier.) Digital copies must not be downloaded, saved, or printed. If there are hard copies, the documents cannot be removed from their area nor photocopied in part or whole and you will be required to sign with date and time for your review of the documents. The documents will be locked up overnight through this period.

Your evaluations, addressed to your CPC Chair and submitted to your Executive Dean's Office, are **due on October 1 by noon for 2<sup>nd</sup> 2-year contract, tenure, and 5-year contract reviews; on February 15 by noon for 3<sup>rd</sup> 2-year contract and 7-year contract reviews; and on November 1 by noon for promotion to full professor reviews.** If the due date is on a weekend or holiday, the evaluations are due the following business day by noon.

---

**Candidate:** \_\_\_\_\_

**Personnel action pending:** \_\_\_\_\_

**Date:** \_\_\_\_\_

*(above 3 items to be completed by the CPC Chair)*

1. What is your evaluation of the candidate's **credentials**? (Please consider and comment on candidate's prior industry and/or other professional experience as well as degrees earned, etc.)
  
2. What is your evaluation of the candidate's **teaching performance**? State the basis of your evaluation (class visit, review of materials, etc.) in detail.
  
3. What is your evaluation of the candidate's **professional development**? State the basis of your evaluation (review of publications, etc., in detail).
  
4. What is your evaluation of the candidate's **service** to the program, school (if applicable), college, university and larger community? State the basis of your evaluation in detail.
  
5. Based on your evaluation, is the candidate making satisfactory progress toward tenure, contract renewal, and/or promotion (as applicable)? Please indicate any specific recommendations you might have regarding areas where you feel the candidate may need to improve performance.
  
6. Based on the above assessment do you recommend that the personnel action (contract renewal or promotion) for which this candidate is applying be granted?

___ Yes	___ No	___ Abstain
---------	--------	-------------

**APPENDIX G: Dean's Contract Renewal and Promotion Evaluation Form**



**PHILADELPHIA  
UNIVERSITY**

**DATE:**

**TO: PROVOST & UNIVERSITY AND COLLEGE PERSONNEL COMMITTEES**

**FROM:**

**RE: Dean Evaluation for Contract Renewal and Promotion**

---

Candidate: \_\_\_\_\_

Personnel action pending: \_\_\_\_\_

Date: \_\_\_\_\_

(Above 3 items to be completed by the CPC Chair)

---

*Please evaluate the Candidate according to the following criteria, as described in the Faculty Manual*

- A. Credentials (Degrees earned and prior experience)
- B. Teaching Performance (Include, in detail, the basis of your evaluation, e.g. class visit, review of materials, etc.)
- C. Professional Activity and Achievement (State, in detail, the basis of your evaluation)
- D. Service (Organize your assessment by the various categories of service: University, College, School/Division, Program, Community)

*Please also include in your evaluation:*

- 1. The Candidate's progress towards his/her long term contract or promotion (as applicable)
- 2. Any specific recommendations to the Candidate for his/her improvement
- 3. Any other information that you consider relevant to the evaluation
- 4. A clear recommendation, either positive or negative, for contract renewal or promotion (as applicable)
- 5. Your Signature



### 33 GLOSSARY OF TERMS

*Academic year:* The time period that runs from Convocation until Commencement, unless otherwise specified by the University. SHOULD WE SPECIFY HOW COMMITTEES FUNCTION DURING THE SUMMER, WHEN THEY ARE OFF-CONTRACT?

*Adjunct Faculty:* Adjunct faculty are composed of unranked members who may teach no more than the equivalent of 11 credit hours each semester.

*Advisory Members of Committees:* Advisory members of standing committees are non-voting members, who, because of their particular areas of expertise, provide valuable insight and advice to the committees in their work. As advisory members they should expect to participate in discussions relating to the committee's charges and agenda and respond to specific requests from the committee related to their areas of expertise.

*Chair of the Faculty:* elected by the faculty to a two-year term and may serve a maximum of two consecutive terms. The Chair of the Faculty Chairs the general faculty meetings and is co-Chair of the Shared Governance Committee and Chairs the Faculty Council.

*Clinical Adjunct Faculty:* Clinical adjunct faculty serve the University's academic programs by providing practice-based instruction to students in medical and clinical settings. They are appointed by the Executive Dean of the College of Science, Health and the Liberal Arts with "adjunct clinical rank" using predetermined standards. They are not employees of the University and receive no regular compensation.

*Commencement:* the University's formal ceremony where degrees are conferred at the end of the academic year. This happens on the last day of the Academic Year.

*Committee Chairs:* are elected as at-large positions by the full voting body of the faculty with the exception of the University Personnel Committee. University standing committee Chairs will be elected from faculty holding tenure or 5/7 year contracts. All other Chairs (e.g., sub-committees, *ad-hoc* committees, college committees) except College Personnel Committee are open to any full-time faculty member.

*Convocation:* the University's formal ceremony welcoming new students and marking the start of the academic year. This happens on the first day of the Academic Year.

*Ex-Officio Members of Committees:* voting members of the committees. Ex-officio members are not counted in deciding a quorum, nor may they serve as Chair of a standing committee with the exception of the Shared Governance Committee and the Teaching, Learning and Assessment committees. Ex-officio members may, under special circumstances, delegate their committee participation and vote to a substitute. The President and Provost/dean of the faculty are ex-officio members of all University standing faculty committees, with the exception of University Personnel.

*Emeritus Faculty:* Emeritus faculty have a minimum of fifteen years of service at Philadelphia University and demonstrated throughout his/her annual reviews an acceptable level of service to the University, research/professional practice, and teaching effectiveness.

*Faculty Advocate:* A faculty member who serves a specific role in the college to support college-wide activities in areas of assessment, advising or nexus learning and to coordinate those activities with other faculty advocates across the University.

*Faculty Mentor:* Each member of the Faculty Council will serve as an individual faculty mentor. Faculty are encouraged to seek confidential advice from faculty mentors concerning personnel

applications, University dynamics, academic integrity, inter-collegial and inter-personal relationships, classroom experiences, and other matters of academic and professional concern.

*Junior Faculty:* faculty who have not received tenure nor long-term contract renewal.

*Nexus Learning (forthcoming)*

*Probationary Faculty:* full-time faculty who are tenure-track or practice-track faculty and have who have not received tenure nor a five-year contract.

*Professional Practice Faculty:* Faculty employed on renewable fixed term contracts with no tenure decision pending.

*Reporting Term:* The University groups academic semesters and terms into four (4) Reporting Terms, e.g. fall, winter, spring, and summer. A Reporting Term begins with the earliest start date of an included semester or term and ends with the latest end date of an included semester or term.

*Research Faculty:* Research faculty are appointed to fill special short-term research needs; however, they may carry a teaching load as well. They carry the title “Research (rank)” with the appropriate rank chosen from those applicable to full-time faculty. These members are also salaried and are entitled only to appropriate benefits as determined by the University.

*Senior Faculty:* Faculty who have received either tenure or long-term contract renewal.

*Summer Year:* the time period starting the day after Commencement and ending the day before Convocation.

*Tenure – Track Faculty:* Faculty whose contract leads to a tenure decision.

*Visiting Faculty:* Visiting faculty are appointed to fill special, short-term teaching needs. They carry the title “Visiting (rank)” with the appropriate rank chosen from those applicable to full-time faculty. These members are also salaried and are entitled only to appropriate benefits as determined by the University. Visiting faculty may be appointed to a maximum of five consecutive one-year terms. Responsibilities are equivalent to those required of a first-year full-time faculty member.

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## End Notes

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- i Modified by faculty action, December 11, 1990
- ii Modified by faculty action, December 11, 1990
- iii Modified by faculty action, December 11, 1990
- iv Modified by the UPC May, 2013;
- v Approved by the Faculty Personnel Committee Spring 2003
- vi The criteria described this Section were adopted by the University Personnel Committee and approved by the faculty on February 14, 1978. The procedures discussed in this Section are those approved by the University Personnel Committee in May, 2013.
- vii Revised by the UPC May, 2013
- viii Modified by the UPC May, 2013
- ix Modified February 3, 2005