B. Promotion

1. Promotion to the ranks of associate professor and professor is granted by the university to faculty members who have achieved excellence in their disciplines through their contributions to research, scholarship, or creative work in the arts (hereinafter scholarship), teaching, and engagement in service, and who demonstrate the potential to continue to do so, so that the university may advance its mission of scholarship, higher education, and service to the community. The university seeks to apply the highest standards of academic rigor in evaluating faculty members for promotion. Promotion to professor is reserved for those who have established a record since promotion to associate professor that demonstrates a sustained, high level of distinction in their field through scholarly contributions, excellence in teaching, and active engagement in service. In addition, it is expected that the candidate’s record of scholarship, teaching, and service provides confidence that he or she will continue to contribute in all these areas at a level of excellence in a pattern of sustained development and substantial growth in achievement and productivity. Time served in the rank of associate professor is not sufficient basis for promotion.

2. Each school shall establish and publish written criteria, consistent with paragraph B.1, on which promotion to the ranks of associate professor and professor will be based, including any appropriate distinctions between the criteria for tenure-track and tenured faculty and those for non-tenure track faculty members due to the different nature of their appointments. Departments may establish and publish additional written criteria, to the extent consistent with Paragraph B.1 and with the written criteria established and published by the relevant school, which shall also be published. Each school and department shall also establish and publish the procedures used for making promotion decisions and for hiring tenured faculty members. The procedures should provide for informing faculty members periodically, or at their request, whether they are making satisfactory progress toward promotion. Such information shall not be construed as a promise to recommend promotion. Each faculty member has the prerogative to determine whether and when to request consideration for promotion to the rank of professor.

3. As general practice, a promotion shall be accompanied by an appropriate increase in salary.

C. Tenure

1. Recognizing the significance of the university’s commitment when it grants tenure, including to the university’s standing as a preeminent research university, tenure is reserved for members of the faculty who demonstrate excellence in scholarship, teaching, and engagement in service and who show promise of
continued excellence. Excellence in teaching and engagement in service are prerequisites for tenure, but they are not in themselves sufficient grounds for tenure. Tenure is reserved for faculty members whose scholarly accomplishments are distinguished in their fields, and a candidate’s record must compare favorably with that of candidates in similar stages in their careers at peer research universities in the candidate’s field. The granting of tenure is generally accompanied by promotion to associate professor.

2. Each school shall establish and publish written criteria, consistent with Paragraph C.1, on which the recommendation for tenure will be based. Departments may establish and publish additional written criteria, to the extent consistent with Paragraph C.1 and with the criteria established and published by the relevant school, which shall also be published. In addition, each school and each department shall establish and publish written procedures for making decisions concerning tenure and hiring tenured faculty at the rank of associate professor or professor. Recommendations for tenure originate from the faculty—for departmentalized schools, from the faculty of the relevant department. Faculty recommendations must be based on substantial evidence of excellence.

3. So that faculty members may assess their potential for achieving tenure, each school, or each and every one of a school’s departments, shall establish and publish written procedures to provide reviews to guide faculty members concerning progress toward tenure. Reviews do not constitute a commitment to recommend tenure. Such reviews may be satisfied by, but need not be limited to, evaluations of annual reports and mid-tenure reviews, which should be communicated to the faculty member.

D. School-Wide Personnel Committees

1. To implement the procedures required in Sections B and C above, each school shall establish a school-wide personnel committee composed of tenured faculty, either as a standing committee elected by the tenured and tenure-track faculty of the school or as a committee of the whole composed of the school’s tenured faculty, to consider recommendations for tenure, for promotion, or for appointments with tenure. In the College of Professional Studies, the Dean’s Council shall act as the personnel committee.

2. In departmentalized schools, recommendations for appointment, renewal, tenure, promotion, and termination of service originate with the departments, and the function of the school-wide personnel committee is to review all such recommendations and issue its own faculty recommendation. In schools without departments, the school-wide personnel committee initiates recommendations to the dean for matters including but not limited to appointment, renewal, tenure, promotion, and termination of service.

3. In matters involving promotion and tenure, the school-wide personnel committee shall recommend to the dean whether the candidate has met the relevant criteria (see Sections B.1 and B.2, and Sections C.1 and C.2) in order to ensure comparable quality and excellence across the school. The school-wide personnel committee shall include advice to the dean as to whether it has identified any compelling reasons for non-concurrence as defined in Section F.
4. The school-wide personnel committee may request and gather additional information, documentation, or clarification regarding recommendations they are considering. Recommendations shall be determined by committee members holding equal or higher rank relative to the considered action. Schools shall develop rules for recusal involving potential conflicts of interest for committee members, such as membership in the same department as the candidate.

5. The recommendations of a school-wide personnel committee constitute "faculty recommendations" in the sense of the Procedures for the Implementation of the Faculty Code, Section B.5.

E. University-Wide Personnel Committee

1. Structure
   i. The university will establish a University-Wide Personnel Committee to review and provide advice concerning certain tenure and promotion matters.
   ii. The University-Wide Personnel Committee shall be composed of tenured faculty members, each with the rank of professor, with one member from each of the university’s schools other than the College of Professional Studies. The President and Provost; vice presidents, associate vice presidents, and assistant vice presidents; vice provosts and associate vice provosts; deans, associate deans, and assistant deans shall be ineligible for election as members of the University-Wide Personnel Committee.
   iii. The Provost, in consultation with the dean of each school and the Faculty Senate Executive Committee, shall for each school nominate a slate of at least two candidates eligible to serve on the University-Wide Personnel Committee. The tenured and tenure-track faculty members for each school will elect their school’s representative from this slate.
   iv. University-Wide Personnel Committee members will serve staggered three-year terms, with a maximum of two consecutive terms. Members rendered ineligible due to their service for two consecutive terms will be deemed eligible for nomination and re-election following one term of absence from the University-Wide Personnel Committee.
   v. If a University-Wide Personnel Committee member is unable to complete his or her term, a school’s faculty shall elect a replacement member to complete that term, according to the procedures above.
   vi. If a University-Wide Personnel Committee member belongs to the same department as a candidate for tenure or promotion, or has a conflict of interest, the member should be recused from voting but may participate in discussion of the case. That a University-Wide Personnel Committee member belongs to the same school as a candidate does not by itself pose a conflict of interest.

2. Responsibilities
   i. The Provost shall refer to the University-Wide Personnel Committee for its consideration and advice all tenure, promotion, and appointment with tenure cases involving a disagreement between a faculty recommendation made by a department or a school-wide personnel committee and the recommendation of a dean. In such cases, the University-Wide Personnel
Committee will advise the Provost whether the recommendation of the dean is supported by compelling reasons as defined in Section F.

ii. The Provost may also refer to the University-Wide Personnel Committee for its consideration and advice any other tenure, promotion, or appointment with tenure case. In such cases, the University-Wide Personnel Committee may be asked to advise the Provost whether there are compelling reasons, as defined in Section F, to disagree with a faculty recommendation.

3. Procedure

i. The Provost shall provide the University-Wide Personnel Committee with the relevant dossiers for all cases indicated in Section 2. The University-Wide Personnel Committee may request additional information or documentation.

ii. Advice provided by the University-Wide Personnel Committee to the Provost is nonbinding. Moreover, such advice does not constitute a faculty recommendation as that term is used in Section IV of the Faculty Code or in Section B.5 of the Procedures for Implementation of the Faculty Code, nor does it constitute the grievance procedure contemplated by Section [X].B of the Faculty Code.

iii. The University-Wide Personnel Committee may adopt rules governing its internal procedure, which shall be published. It shall also conduct a periodic review of published tenure and promotion criteria, including the related standards of excellence stated in those criteria, and procedures at the department, school, and university levels with a view to ensuring that consistent and appropriate standards of excellence are maintained throughout the university. The University-Wide Personnel Committee shall report the results of the periodic review to the Provost.

F. Review Process. Departments, school-wide personnel committees, deans, the University-Wide Personnel Committee, and the Provost are each entrusted with ensuring that recommendations concerning promotion and tenure are consistent with published standards and supported by sufficient evidence and preserve the schools’ and the university’s interest in building an outstanding faculty.

1. The following may constitute compelling reasons for a school-wide personnel committee to advise a dean (see Section D.3), for the University-Wide Personnel Committee to advise the Provost (see Section E.2), or for a dean or the Provost to disagree with a faculty recommendation (see Procedures for the Implementation of the Faculty Code, Section B.5):

   i. Insufficient evidence or inadequate reasons provided by the recommending faculty and external reviewers that the candidate’s body of work meets the standards of excellence in the discipline;

   ii. Failure to conform to published tenure or promotion policies, procedures, and guidelines; or

   iii. Arbitrary, capricious, or discriminatory action at any point in the process.

2. Deans and the Provost are also entrusted with the fiscal health of the university and must consider significant financial or programmatic constraints. Upon a specific showing that the academic needs of the university have changed with
respect to a particular position, that factor may be considered in determining whether tenure shall be granted.

G. Nondiscrimination. Appointments, renewals, terminations, promotions, tenure, compensation, and all other terms and conditions of employment shall be made solely on the basis of merit and without regard to race, color, religion, sex, sexual orientation, natural origin, or other considerations prohibited by law.

Faculty Code, Procedures for the Implementation of the Faculty Code, Section B.

B. Faculty Participation in Action Concerning Faculty Membership

1. The regular faculty of each school shall establish procedures enabling an elected standing committee or committee of the whole to submit its recommendations on the allocation of regular-service, tenure-accruing appointments within that unit.

2. The regular faculty of the rank of assistant professor or higher of a department or of a nondepartmentalized school or comparable educational division shall, subject to such limitations or guidelines as may be established by the faculties of the respective schools, establish procedures enabling an elected standing committee or a committee of the whole to submit its recommendations for appointments. Recommendations for actions other than appointments concerning instructors, assistant professors, or associate professors shall be determined by the tenured members of the faculty of higher rank or of equal and higher rank, as the faculty may have determined by previously established procedures. Recommendations for actions other than appointments concerning professors shall be determined by tenured members of the rank of professor. In the College of Professional Studies, the Dean’s Council shall take the place of the elected standing committee or committee of the whole described in this paragraph B.2.

3. The regular faculty of each school shall establish and publish written criteria upon which promotion, tenure, and hiring tenured faculty shall be based, as provided in Sections B and C of Part IV of the Faculty Code. The regular faculty of each department in each departmentalized school may establish and publish additional written criteria, also as provided in Sections B and C.

4. The regular faculty of each school shall establish a school-wide personnel committee, as provided in Section D of Part IV of the Faculty Code, to consider recommendations for tenure, promotion, and appointments with tenure. The tenured and tenure-track faculty of each school shall also elect representatives to serve as their school’s representative on the University-Wide Personnel Committee, as provided in Section E of Part IV of the Faculty Code.

5. Appointments and actions by deans and by the Provost affecting renewal of appointments, promotion, tenure designation, and termination of service shall normally follow faculty recommendations. Departures from this standard, at any level, shall be limited to the reasons identified in Section F of Part IV of the Faculty Code.

6. The dean and Provost shall promptly notify the relevant department and school-wide personnel committee of any concurrence or non-concurrence with their
recommendations. In addition, the Provost shall promptly notify the candidate and the President in the event of a non-concurrence decision by the Provost.

7. The Provost’s decision in such matters shall be final, subject to the remainder of this paragraph and paragraph B.8. In any instance in which there is a disagreement between a decision by the Provost and a faculty recommendation in favor of promotion or tenure, the faculty member concerned may request a review of the case by the President. In such cases, the President’s decision shall be final, subject to paragraph B.8.

8. A decision by the Provost or the President to approve tenure shall be transmitted to the Board of Trustees, which shall ordinarily confer tenure.