

**DEPARTMENT OF COMMUNICATION & FILM  
THE UNIVERSITY OF MEMPHIS**

**GUIDELINES AND PROCEDURES FOR PROMOTION AND/OR TENURE**

Last updated 2023

The tenured associate and full professors of the Department, in consultation with the faculty, shall be responsible for establishing departmental policies and procedures for tenure and promotion. The policies and procedures must be approved by a simple majority of all tenured associate and full professors.

**REQUESTS FOR TENURE PROBATION REDUCTION**

Requests for a tenure probation reduction are due to the Dean no later than March 1st of the calendar year in which the tenure application will be made unless negotiated at the time of hire. Requests not agreed to at the time of hire require an approval letter to be included in the candidate's dossier with the signatures of the Chair, Dean, Provost, and President. Early promotion to associate professor requires a memo from the Department Chair in the dossier unless an early promotion application was stipulated in the offer letter.

**COMPOSITION OF THE TENURE AND PROMOTION COMMITTEE**

[https://www.memphis.edu/cas/faculty-resources/tenure\\_and\\_promotion/policies\\_and\\_procedures.php](https://www.memphis.edu/cas/faculty-resources/tenure_and_promotion/policies_and_procedures.php)

The Department of Communication & Film Tenure and Promotion (T&P) Committee shall consist of all tenured Associate Professors and Associate Professors of Teaching and above.

For tenure and promotion to Associate Professors, the Department Tenure and Promotion Committee shall consist of all tenured associate and full professors. For promotion to full professor, the Committee shall consist of only tenured full professors. Spouses and other relatives of a candidate may not participate in deliberations or voting on that candidate. Only eligible Committee members who have reviewed a candidate's files and are present for deliberations may vote.

The promotion committee for evaluating the promotion application of a non-tenure-track faculty member will include all tenured faculty at the rank being applied for or above and will include non-tenure-track faculty at the rank being applied for or above who contribute to the aspects of the university mission in which the candidate will be evaluated on.” (Faculty Handbook 2022, Section 5.6.3c.3,

[https://www.memphis.edu/faculty\\_handbook/faculty\\_handbook\\_docs/2023\\_faculty\\_handbook.pdf](https://www.memphis.edu/faculty_handbook/faculty_handbook_docs/2023_faculty_handbook.pdf)

The T&P Committee will elect its own Chair for a term of two years. The elected Chair will hold the rank of either Associate or Full Professor.

The Department faculty will also elect a representative to serve for a two-year term on the College of Communication and Fine Arts Tenure and Promotion Committee from the Department’s tenured Associate and Associate Professors of Teaching, and Full Professors and Full Professors of Teaching. This individual does not participate in the college committee’s discussion of or vote on Department of Communication and Film candidates but does participate and vote at the department level.

The department tenure and promotion committee shall be comprised of all tenured associate professors and professors. In unusual circumstances, e.g., insufficient numbers of tenured and higher ranked faculty members

within a department, additional tenured faculty may be appointed to the committee by the provost upon request from the department chair and dean (Faculty Handbook 2022, Section 4.9.5a.2, [https://www.memphis.edu/faculty\\_handbook/faculty\\_handbook\\_docs/2023\\_faculty\\_handbook.pdf](https://www.memphis.edu/faculty_handbook/faculty_handbook_docs/2023_faculty_handbook.pdf))

The T&P Committee will be reconstituted with all Full Professors and Full Professors of Teaching in the Department when a candidate applies for promotion to Full Professor. In circumstances when there are two or less Full ranked faculty to review a case in the Department, an outside member(s) will be requested by the Chair to the Dean.

For promotion to professor, the subcommittee of tenured professors will make the recommendations (Faculty Handbook 2022, Section 4.9.7c.4, [https://www.memphis.edu/faculty\\_handbook/faculty\\_handbook\\_docs/2023\\_faculty\\_handbook.pdf](https://www.memphis.edu/faculty_handbook/faculty_handbook_docs/2023_faculty_handbook.pdf))

## **ANNUAL REVIEW**

Annual reviews are opportunities for tenured and untenured faculty members to be informed whether their performance is satisfactory, or if any improvements are necessary. These cumulative annual reviews are included and/or integrated in the documentation that is developed for tenure and/or promotion.

[https://www.memphis.edu/faculty\\_handbook/faculty\\_handbook\\_docs/2023\\_faculty\\_handbook.pdf](https://www.memphis.edu/faculty_handbook/faculty_handbook_docs/2023_faculty_handbook.pdf)

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_1.php](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_1.php).

## **MID-TENURE REVIEW**

There will be a mid-term review of untenured candidates conducted by the T&P Committee and by the Department Chair [https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_5a.php](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_5a.php). This review informs a faculty member of their progress toward the award of tenure during the third or fourth year of the probationary period, which may be extended past the fourth year for any faculty member who has been granted an extension, with the year to be determined by the Department Chair after consultation with the faculty member. Exceptions to the third- or fourth-year timeline will be made for faculty members who were given credit toward tenure when employed by the University.

The Departmental T & P Committee is responsible for providing the faculty member with clear, thoughtful, and thorough evaluation of a) the faculty member's ability to sustain a level of activity that reflects the Department's expectations for faculty members, and b) the faculty member's progress toward promotion and tenure in the context of the Faculty Handbook, the appointment, the College, and the Department. The evaluation criteria for the quality of a faculty member's mid-tenure track accomplishments should be the same as those used for awarding tenure.

The CCFA mid-tenure dossier instructions can be found here:

[https://www.memphis.edu/ccfa/resources/faculty\\_staff/midtenure-dossier.php](https://www.memphis.edu/ccfa/resources/faculty_staff/midtenure-dossier.php)

The Departmental T & P Committee will take a formal anonymous vote on whether the faculty member is progressing satisfactorily toward the grant of tenure and whether they should be retained.

- a. If the majority of the committee members vote that the faculty member is making satisfactory progress, the committee will prepare a written summary stating that the candidate is making satisfactory progress and recommend retention. The written summary should also address the

strengths and weaknesses of the faculty member's accomplishments with respect to the tenure and promotion criteria of the department and academic unit. The summary should provide meaningful feedback and direction to the faculty member.

The committee may also submit to the department chair a minority report with the rationale for dissenting opinions.

- b. If the majority of the committee members vote that the faculty member is not making satisfactory progress, then the committee will take an additional anonymous vote on whether the faculty member should be retained. The committee will prepare a written summary stating that the candidate is not making satisfactory progress toward tenure and include a recommendation on whether he or she should be retained. The written summary will address the strengths and weaknesses of the faculty member's accomplishments and highlight significant shortcomings with respect to the tenure and promotion criteria of the department and academic unit.

The committee may also submit to the department chair a minority report with the rationale for dissenting opinions.

- c. The Department T & P committee will enter the tally of the anonymous vote if the committee is recommending that the faculty member not be retained, a list of the participating tenured faculty members, suggestions for enhancing the faculty member's progress toward the grant of tenure; and the majority and minority report, if applicable.

The Departmental T and P Committee report should provide meaningful feedback and direction to the faculty member to assist in his/her subsequent activities in these areas of performance.

After the T&P committee uploads their report, the Department Chair will also prepare a written report that addresses the strengths and weaknesses of the faculty member's accomplishments. The Department Chair will meet with the faculty member to discuss the reports. After the Chair meets with the candidate, the Dean will then write and upload a report and meet with the candidate.

The faculty member may write a brief statement in response to the reports and the discussion of them. The purpose of this response is to allow the faculty member the opportunity to address any concerns or inaccuracies. The faculty member may also describe plans for addressing any concerns raised. Every effort should be made during this review process to minimize any miscommunication between the parties involved. The response will be sent to the Dean.

#### **MINIMAL REQUIREMENTS FOR NON-TENURE TRACK APPOINTMENT AND PROMOTION**

Full-time, non-tenure-track teaching faculty are hired primarily for teaching and institutional service. They are not generally expected to conduct research, provide public service, or provide disciplinary service as a condition of their employment. However, discipline-appropriate research, scholarship and creative activity, and service activities should be recognized depending on the needs of the department and the skills and desires of the faculty member.

Teaching is a core mission central to the purposes and objectives of a university. Non-tenure-track teaching faculty are expected to provide excellent instruction. This encompasses classroom instruction, course development, serving as instructor of record, mentoring students in academic projects, testing, grading, and the

professional development of the faculty member as a teacher. Evaluation of the quality of instruction should follow standard practice for the discipline. Since such evaluation is a qualitative process, multiple sources of evidence should be employed. Among the characteristics of excellent instruction are the following practices:

- Establishing, applying, and maintaining rigorous expectations for student performance;
- Facilitating student learning through effective pedagogical techniques;
- Using instructional materials appropriate to the program and discipline;
- Providing current information and materials in the classroom and/or laboratory;
- Engaging students in an active learning process;
- Constructing appropriate and effective assessment activities;
- Incorporating collaborative and experiential learning in regular classroom instruction;
- Providing timely and useful feedback to students;
- Revising course content and scope as required by advances in disciplinary knowledge or changes in curriculum;
- Revising teaching strategies with innovations in instructional technology.

#### Assistant Professor of Teaching

- Evidence of potential ability in teaching and service.
- Professional comportment consistent with the Faculty Code of Conduct.

#### Associate Professor of Teaching

- Documented evidence of high-quality teaching, service to the institution, and contribution to student development and success.
- Served at least five years at the rank of assistant professor of teaching. Exceptions to this minimum rank qualification can be approved by the provost.
- Professional comportment consistent with the Faculty Code of Conduct.

#### Professor of Teaching

- Documented evidence of teaching excellence; service to the institution, and contributions to student development and success.
- Served at least five years at the rank of associate professor of teaching. Exceptions to this minimum rank qualification can be approved by the provost.
- Professional comportment consistent with the Faculty Code of Conduct.

### **REQUIREMENTS FOR TENURE**

Criteria for tenure at the University of Memphis are found here:

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_6.php](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_6.php)

Information about guidelines, forms, timelines, and a link to the Faculty Handbook can be found here:

[https://www.memphis.edu/faculty\\_handbook/faculty\\_handbook\\_docs/2023\\_faculty\\_handbook.pdf](https://www.memphis.edu/faculty_handbook/faculty_handbook_docs/2023_faculty_handbook.pdf) and [https://www.memphis.edu/cas/faculty-resources/tenure\\_and\\_promotion/documents/2023tandp-dossier-instructions.pdf](https://www.memphis.edu/cas/faculty-resources/tenure_and_promotion/documents/2023tandp-dossier-instructions.pdf)

Candidates for tenure will be evaluated in terms of additional criteria as detailed in “Academic Freedom, Tenure, and Promotion” in the Faculty Handbook of The University of Memphis

[https://www.memphis.edu/faculty\\_handbook/section\\_2/2\\_2.php](https://www.memphis.edu/faculty_handbook/section_2/2_2.php)

The following considerations are relevant to recommendations concerning tenure, but in no way should be construed to mean that the candidate has a right to tenure:

- The candidate's demonstrated competence and effectiveness as a university teacher;
- The candidate's research and/or creative accomplishments;
- The candidate's pattern of continued growth and development in his/her areas of specialization and assigned responsibilities;
- The candidate's performance and willingness to perform needed Department services and functions;
- The candidate's willingness and ability to work constructively with colleagues, staff, and students;
- The candidate's abilities to meet the Department's present and future needs and priorities;
- The constructiveness of the candidate's contributions to the growth and development of the Department.

All candidates for promotion and/or tenure in the Department of Communication and Film will be evaluated by the Department T&P Committee, which is advisory to the Department Chair, and by the Department Chair during their sixth consecutive year in a full-time, tenure-track faculty position, unless a specific written exception has been approved by the Department Chair, College Dean, Provost, and University President.

#### **EXTERNAL PEER REVIEW**

Tenure and promotion to associate or full professor require external peer review:

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_7c.php](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_7c.php)

The purpose of external peer reviews is solely to provide an informed, objective evaluation of the quality of the scholarship, research, or creative activity of the candidate. It is expected that the external reviewers will be selected from peer or comparable institutions with national reputations in the faculty member's discipline. Such reviews place a burden on the usually busy schedules of the evaluators. To obtain external reviews in a timely manner, the process of developing the lists of external reviewers, as described below, should be initiated during the Spring semester preceding the Fall tenure and promotion process.

The candidate shall develop a list of eight names of recommended peer reviewers from outside the University. The candidate may also submit a list (with justifications) of persons who may pose a conflict for consideration by the Chair of the Department and the Department Tenure and Promotion Committee. In addition, the Chair of the Department and the Department Tenure and Promotion Committee will develop a list of outside peer reviewers. The Chair of the Department must select some of the names suggested by the candidate. The Department is solely responsible for supplementing the candidate's list with additional reviewers. The dossier should contain at least four external reviews. If it is not possible to obtain four reviews, the reasons must be documented at the departmental level.

Every effort should be made to minimize biases for or against the candidate when selecting qualified peers. No more than one of the reviewers may have been a major advisor of or a collaborator with the candidate. A summary of the reviewers' credentials will be included in the dossier. Candidates will not have access to the external review letters at the departmental level.

For each reviewer, there should be an accompanying brief paragraph identifying her/his credentials and a statement regarding the nature of the relationship to the candidate (if any). The external reviewers are expected to provide informed, objective evaluations rather than testimonials. Therefore, no more than one external reviewer can be a past mentor or collaborator. All reviewers should receive the same materials for evaluation; if not, an explanation should be included.

Peer reviewers who have agreed to write letters of evaluation should be sent the following: the candidate's curriculum vitae and a letter from the Department Chair to the reviewer, including a request for a written response to the question: How do you assess the quality of the scholarly and/or creative activity of the candidate; a deadline for the written response; and a statement that the State of Tennessee has an Open Records Law and that the candidate has access to the outside peer evaluation document.

## **MINIMAL REQUIREMENTS FOR TENURE-TRACK APPOINTMENT AND PROMOTION**

### Assistant Professor

- Evidence of potential ability in instruction, service, and research.
- Earned doctorate from an accredited institution in the instructional discipline or related area; or master's degree in the instructional discipline when that master's degree is the recognized terminal degree in that discipline. Exceptions to the minimum rank qualifications at the assistant professor level can be recommended by the president to the UofM Board of Trustees if the applicant's performance has been exemplary in some way.
- Professional comportment consistent with the Faculty Code of Conduct.

### Associate Professor

- Documented evidence of ability in instruction, service, and research.
- Served at least five years at the rank of assistant professor. Exceptions to this minimum rank qualification can be approved by the provost.
- Documented evidence of high-quality scholarly, creative, or professional productivity which is leading to national recognition in the academic discipline.
- Earned doctorate or terminal degree from an accredited institution in the instructional discipline or related area plus at least five years appropriate professional experience (excluding experience concurrent with and in the same institution where studies were taken for an advanced degree) in the instructional discipline or related area.
- Professional comportment consistent with the Faculty Code of Conduct.

### Full Professor

- Documented evidence of ability in instruction, public service, and research.
- Earned doctorate or equivalent terminal degree from an accredited institution in the instructional discipline or related area plus at least ten years appropriate professional experience (excluding experience concurrent with and in the same institution where studies were taken for an advanced degree) in the instructional discipline or related area.
- Documented evidence of sustained high quality professional productivity and national recognition in the academic discipline.
- Served at least five years at the rank of associate professor. Exceptions to this minimum rank qualification can be approved by the provost.
- Professional comportment consistent with the Faculty Code of Conduct

The absence of teaching excellence and superior contribution to student development or the absence of scholarly or creative activity may prevent advancement to full professor. Since there is no higher rank, promotion to professor is taken with great care and requires a level of achievement substantively beyond that required for associate professor. This rank is not a reward for long service; rather it is recognition of superior achievement within the discipline with every expectation of continuing contribution to the university and the larger academic community.

### **A. Criteria for Excellence in Teaching**

Teaching is to be evaluated, rewarded, and encouraged in ways parallel to those for research and service. Teaching can occur in several varied contexts. Whereas some judgment must be made concerning a candidate's general teaching competency, the teaching performance of the candidate will be evaluated from multiple sources as it relates to graduate, upper division, and lower division instruction; lecture courses, small seminars and/or laboratory courses; mentorship on graduate committees; and the teaching of special subject matter.

Of additional importance (but only once a faculty member has achieved full graduate faculty status and can independently advise graduate students) is one-to-one instruction relevant to the direction of theses, dissertations, and special projects or creative activities.

Excellence in teaching is documented as follows:

- Statement of teaching philosophy, and summary of accomplishments
- Summary of student evaluations
- Peer evaluation(s) of teaching (at least one per year)
- Evidence (when applicable) of supervision of student projects and academic mentorship on MA and PhD committees
- Additional relevant information that should serve as the basis for the evaluation of teaching performance, consists of:
  - Course materials (e.g., syllabi and assignments);
  - Evidence of disciplinary or interdisciplinary program or curricular development.

### **B. Criteria for Excellence in Research, Scholarship, Creative Activity**

The Department of Communication and Film includes faculty engaged in academic research, creative work, and professional activity. A faculty member, in line with their credentials and expertise, may pursue achievement in academic research, creative work, professional activity, or some combination of the three. Both quality and quantity of a candidate's research, creative work, and professional activity are important and should be demonstrated by durability, consistency, and impact. The faculty member under review is responsible for building the argument articulating the significance of their accomplishments and involvements.

A substantive body (5-7) of important accomplishments can be represented in the dossier submission as well as described in the Statement of Research/Creative Work, with a descriptive summary of relative significance across Tiers A and B. The Department's Promotion and Tenure Committee acknowledges that accomplishments carry different weight and expects candidates to clarify this in their dossier documents.

Research and Scholarship, in relative order of importance:

**Tier A**

- Peer-reviewed publications in academic journals (including those in press)
- External grant applications (funded and not funded) submitted through the Office of Sponsored Projects as Investigator for awards comparable to the demand of federal funding agencies, or foundations such as Robert Wood Johnson. Candidate must include competitiveness of grant and scope of project.
- Single and co-authored books based on original research published by academic presses (including those in press)

**Tier B**

- Edited books
- Textbooks
- Book chapters published by academic presses (including those in press)
- Books under contract but not yet in press (including evidence of contract)
- Published conference proceedings papers
- Peer-reviewed and invited scholarly papers presented at conferences
- Instructional materials for a textbook
- Successful internal grant application as Principal or Co-Principal Investigator
- Digital humanities/archival projects

Creative Work includes film, video, television, audio, or hybrid media works, and principal creative roles in the works they create. Faculty are expected to seek peer-reviewed, juried, or otherwise competitive venues for exhibition of their work. Appropriate ways of demonstrating achievement in creative work include:

- Screenings at international, national, or regional juried film festivals
- Awards at international, national, or regional juried film festivals or competitions
- Invited screenings at international, national, or regional venues
- International, national, or regional television broadcast and streaming services
- Invited solo or group shows at international, national, or regional venues
- Selection for purchase or collection
- Grants application in support of creative work using the same distinctions of Tier A and Tier B

Additional Evidence of Scholarly, Creative, or Professional Expertise

While less significant than peer-reviewed research, peer-reviewed creative work, the following items also demonstrate a faculty member's expertise and reputation within his or her field:

- Reviews, references, or citations in publications of a faculty member's research, creative work, or professional activity
- Invited lectures and presentations delivered at conferences, festivals, symposia, or arts or academic institutions



- Commissioned essays or reviews published in catalogs, scholarly journals, and professional publications
- Curatorial, organizational, or editorial projects in which the faculty member has a primary role
- Professional books and textbooks
- Articles in professional journals, trade publications, scholarly journals, newspapers, or other mass media
- Invited papers at scholarly and professional conferences
- Film, video, television, audio, or hybrid media works that are completed for commercial purposes
- Awards, prizes, or other special recognition within the profession

### **C. Criteria for Excellence in Service**

Service can be provided in many ways to many different groups. A faculty member is judged both by the nature and the quality of service to the Department, College, University, discipline, and community. Examples of service within the university include participation on committees and task forces, advising student organizations, serving on the Faculty Senate, program administration, program development, advising, pro bono consulting, and other similar activities. Examples of service to the profession include activities that contribute to advancing the profession through association leadership, serving as journal editor and on editorial boards, and guest lecturing, in addition to a wide variety of other activities. Examples of community service are primarily the sharing of professional expertise with local, regional, and national constituent groups. It must be understood that service can never constitute a substitute for a faculty member's primary functions as teacher and scholar. Service is documented as follows:

- Summary of service and accomplishments
- Evaluation(s) of service (outreach/advising/mentoring/administration)

Candidates should describe all professional service performed or being performed and specify the nature of that service. It is especially important to know the extent of the candidate's involvement and the leadership asserted in those service activities. It is also important to know the significance of the service and what happened because of the candidate's involvement. Quality of service will be judged by direct assessment, by recipient's evaluation of the service, and by any outside professional opinion. The candidate should list any awards or symbols of recognition for outstanding service; testimonials from people involved with the service are helpful in evaluating such service. See the University Handbook statement on Faculty Workload:  
[https://www.memphis.edu/faculty\\_handbook/section\\_2/2\\_2.php](https://www.memphis.edu/faculty_handbook/section_2/2_2.php)

### **TENURE AND PROMOTION DOSSIER CONTENTS AND DUE DATES**

The documentation submitted by the candidate should be as complete as possible for review by the T&P Committee, the Department Chair, and the external reviewers.

The University of Memphis Curriculum Vitae is a required component of the dossier:  
[https://www.memphis.edu/aa/resources/cv\\_information.php](https://www.memphis.edu/aa/resources/cv_information.php)

Annual Faculty Evaluations are a required component of the dossier.

Candidates must submit statements framing their teaching, research, and service in the context of the discipline, mission of the Department, College, and University.

Required contents and instructions for uploading materials to the dossier can be found here:

[https://www.memphis.edu/cas/faculty-resources/tenure\\_and\\_promotion/documents/2023andp-dossier-instructions.pdf](https://www.memphis.edu/cas/faculty-resources/tenure_and_promotion/documents/2023andp-dossier-instructions.pdf)

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_7b.php](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_7b.php)"

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_7b.php](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_7b.php)

Deadlines for uploading required documents to the dossier can be found here:

[http://www.memphis.edu/ccfa/resources/faculty\\_staff/tp\\_calendar.php](http://www.memphis.edu/ccfa/resources/faculty_staff/tp_calendar.php)

## **VOTING PROCEDURES**

Tenured faculty of appropriate rank on the department tenure and promotion committee will take a formal anonymous vote on tenure and promotion of candidates. A representative of the departmental tenure and promotion committee shall prepare a written summary of the committee's discussion. This summary should reflect the full scope of discussions that took place in the committee meetings and should also contain the rationale for the recommendation that is consistent with the vote of the committee. If the decision of the department tenure and promotion committee is not unanimous, the committee may also submit to the department chair a minority report with the rationale for dissenting opinions. This written recommendation, the vote, and any dissenting statements become part of the dossier. The written summary of the discussion and the vote of the department tenure and promotion committee constitute the recommendation and are transmitted to the department chair. If a department chair is being considered for promotion or tenure, the recommendation of the department committee will be transmitted directly to the dean. The recommendation of the department tenure and promotion committee shall be advisory to the department chair.

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_7c.php#C](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_7c.php#C)"

[https://www.memphis.edu/faculty\\_handbook/section\\_4/4\\_9/4\\_9\\_7c.php#C](https://www.memphis.edu/faculty_handbook/section_4/4_9/4_9_7c.php#C) .

## **POST-TENURE REVIEW**

Post-tenure Review is an expanded and in-depth performance evaluation conducted by a committee of tenured peers and administered by the provost. Procedures for conducting a Post-tenure Review are set forth in Appendix E of the [Faculty Handbook](#). This policy recognizes that the work of a faculty member is not neatly separated into academic or calendar years. To ensure that performance is evaluated in the context of ongoing work, the period of performance subject to Post-tenure Review is the five most recent Annual Performance Review cycles.

Post-tenure Review will be initiated by the provost when a faculty member has:

- received one overall annual performance rating of "Failure to Meet Responsibilities" or
- received one annual performance rating of "Failure to Meet Responsibilities" in the sub score of "Faculty Teaching"; or
- received two overall annual performance ratings of "Improvement Needed" during any four consecutive annual performance review cycles; or
- received two annual performance ratings of "Improvement Needed" during any four consecutive annual performance review cycles in the subscore of "Faculty Teaching."

A peer review committee is charged to review the information relevant to the faculty member's performance during the review period and to conclude whether that performance has satisfied the expectations for the faculty member's discipline and academic rank. The expectations for faculty performance may be stated explicitly in the faculty member's own past annual performance reviews, work assignments, goals, or other planning tools (however identified), as well as Department guidelines, College guidelines, the Faculty Handbook, Board policies, and in other generally applicable policies and procedures.

The peer review committee must reach a conclusion as to whether the performance has satisfied expectations for the faculty member's discipline and academic rank. If the peer review committee concludes that the faculty member's performance has not met the expectations for the discipline and academic rank, the committee must recommend to the provost that either a post-tenure improvement plan be developed or that tenure be terminated for Adequate Cause, in accordance with Section 4.10.1C.

The committee must report its conclusions and recommendations in writing, including an explanation for each conclusion or recommendation, and enumerating the anonymously cast vote and a dissenting explanation for any conclusion or recommendation that is not adopted unanimously. The faculty member must have an opportunity to review and respond to the committee's report and recommendations. All written conclusions, the reasoning upon which they are based, and the recommendations of the peer review committee must be reviewed and considered by the provost.

The provost may accept the conclusions and recommendations of the peer review committee or make different conclusions in a written explanation provided to the faculty member with copies to the Dean, Department Chair, President, and members of the peer review committee. If the provost concludes that a post-tenure improvement plan is warranted, the provost will direct the department chair to develop and implement a post-tenure improvement plan in accordance with the procedures described in Appendix E.4.

If the provost concludes that the faculty member's tenure be terminated for Adequate Cause, then the Termination Procedures for Adequate Cause for Unsatisfactory Performance, described in Section 4.10.2, shall be followed.

In the case where a Post-tenure Review process is concurrent with the annual review process, the department chair will coordinate with the post-tenure peer review committee. Coordination will take one of the following forms:

- a. In the case where a faculty member is undergoing a Post-tenure Review during the time that an annual faculty evaluation is due, when possible, the Department Chair will postpone the annual faculty evaluation until the post tenure review committee has issued its report and the report has been accepted by the president. The report will be advisory to the department chair in preparing the annual faculty evaluation. The faculty member has the right to respond to the report. If it is not possible to postpone the annual faculty review until the post-tenure committee's report has been accepted, then the Department Chair will perform an annual faculty review without input from the committee.
- b. In the case where a faculty member is required to follow a post-tenure improvement plan, the peer review committee will provide a written interim report at the midpoint of the improvement plan to the faculty member and the department chair on the faculty member's progress in satisfying the expectations established in the post-tenure improvement plan. The report will be advisory to the Department Chair, and the faculty member has the right to respond to the report. Any Annual Performance Review materials produced while a faculty member is undergoing Post-tenure Review or

under a Post-tenure Review improvement plan will be made available to the post-tenure peer review committee.