

Faculty Senate



Motion to Recommend Amendment of Faculty Handbook Sections 4.23 and 4.24

Originator: Faculty Policies Committee

Whereas,

The Faculty Senate passed M2020.21.29 Motion to Recommend a Transition to a Centralized Model for Allocating Recurring Funds for Promotions of Full Time Instructors and Lecturers in March 2021.

Whereas,

The administration has stated a commitment to allocating base funding for promotions of eligible instructors and lecturers beginning in the Fall 2022 contingent on the revision of the University of Memphis Faculty Handbook and subsequent revision of the College/Department guidelines with specific criteria for promotion within the units.

Be it resolved that,

The Faculty Senate recommends the following changes to the Faculty Handbook Sections 4.23 and 4.24 as indicated in the attached documents.

Recipients:

Tom Nenon, Provost

Helen Johnson, Office of the Provost

4.23 Lecturer and Senior Lecture Ranks

4.23.1.1 Introduction

The purpose of this document is to establish criteria for the existing ranks of Lecturer and Senior Lecturer and define the process for promotion from Lecturer to Senior Lecturer.

Initial non-tenure track appointments at the rank of Lecturer are for a definite term of one year or less. Following a satisfactory performance review, contracts may be renewed for a three-year term appointment. This is a 3-year time-limited appointment contingent upon available funding and satisfactory review. This appointment may be terminated at any time provided termination notification is given within the first 2 weeks of the semester in which the termination will occur. Renewals will not require a new search prior to reappointment. Reappointment decisions will include consideration of available funding and the faculty member's performance. Temporary faculty appointed for terms of more than six months are eligible for University employment benefits. All temporary appointments may be terminated in conformance with the terms of the employment agreement.

A Lecturer is eligible for promotion to Senior Lecturer typically after a minimum six (6) years of regular (full-time) service at the rank of Lecturer or other equivalent full-time faculty position. In addition to the change of title, promotion in rank should be recognized by a base salary adjustment. Promotion in rank may also include the offer of a three-year term appointment following a satisfactory performance review.

Every effort should be made to provide timely news of non-renewal. In keeping with the TBR-mandated notification dates for tenure-line appointments, Lecturers whose three-year contract appointments will not be renewed should be given written notice of non-renewal of their appointment contracts not later than January 1 of the second academic year of the contract, if the appointment expires at the end of that year; or, if the appointment expires during the academic year, at least five months in advance of the expiration date.

In unusual circumstances, the department head, with the prior permission of the dean, may recommend to the Provost initial appointment at a rank of Senior Lecturer.

The purpose of this document is to establish expectations for performance, to make explicit the criteria and process for promotion, and to offer guidance to the candidate and departments regarding the assembly of a promotion dossier.

4.23.1.2 Expectations for Instructional Faculty

Lecturerships are non-tenure track, renewable, teaching faculty appointees who devote the preponderance-majority of their time to faculty responsibilities including, but not limited to, teaching, advising, and student mentoring. They are not generally expected to conduct research, public, or 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 central to the purposes and objectives of the University core mission of a university of Memphis and Lecturers are expected to provide high quality instruction. It encompasses classroom instruction, course development, serving as professor of record, mentoring students in academic

projects, testing, grading, and the professional development of the faculty member as a teacher. Mentoring students at all levels is an important aspect of teaching, and creative and effective use of innovative teaching methods and curricular innovations is encouraged. The evaluation of teaching should be adaptable to differences among disciplines. Since such evaluation is a qualitative process, multiple sources of evidence should be employed.

Among the characteristics of ~~high-quality~~high-quality 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.

4.23.1 Appointment, Reappointment, and Nonrenewal

~~Because a Lecturer's primary responsibility is teaching, t~~The primary criterion for appointment, continuation of appointment, evaluation, and promotion ~~of a Lecturer~~ is excellence in teaching. However, documented evidence of excellence in discipline-appropriate scholarly and/or creative activity, and/or service to the discipline or profession, may be included as supplementary criteria, depending on the needs of the department and the skills and desires of the faculty member.

Initial non-tenure track appointments at the rank of Lecturer are for a definite term of one year or less. Following a satisfactory performance review, contracts may be renewed for a three-year appointment. This is a 3 year time-limited appointment contingent upon available funding and satisfactory review. This appointment may be terminated at any time provided termination notification is given within the first 2 weeks of the semester in which the termination will occur. Renewals will not require a new search prior to reappointment. Reappointment decisions will include consideration of available funding and the faculty member's performance. Temporary faculty appointed for terms of more than six months are eligible for University employment benefits. All temporary appointments may be terminated in conformance with the terms of the employment agreement.

Every effort should be made to provide timely news of non-renewal. In keeping with the notification dates for tenure line appointments, Lecturers, Senior Lecturers, and Master Lecturers whose three year contract appointments will not be renewed should be given written notice of non-renewal of their appointment contracts no later than January 1 of the second academic year of the contract, if the

appointment expires at the end of that year; or, if the appointment expires during the academic year, at least five months in advance of the expiration date.

The department chair, with the prior permission of the dean, may recommend an initial appointment at a rank of Senior or Master Lecturer to the provost for prior service at other institutions, if the prior service is relevant to the needs and criteria of the University of Memphis. Any credit for prior service that is recognized and agreed to must be confirmed in writing at the time of the initial appointment.

4.23.2 Criteria for Appointment and Promotion to Lecturer Ranks

~~Because a Lecturer's primary responsibility is teaching, the primary criterion for appointment, continuation of appointment, evaluation, and promotion is excellence in teaching. However, documented evidence of excellence in discipline-appropriate scholarly and/or creative activity, and/or service to the discipline or profession, may be included as supplementary criteria, depending on the needs of the department and the skills and desires of the faculty member.~~

A. LECTURER: An initial non-tenure track teaching appointment is typically made at the rank of Lecturer. An initial Lecturer appointment will be for a definite term of one year or less, after which time, upon completion of a satisfactory performance review, a three-year contract renewal may be offered. Such renewals will not require a new search prior to reappointment.

To be appointed to the rank of Lecturer requires:

1. Demonstrated teaching ability and student development
2. Minimum of a Master's degree from an accredited institution in the instructional discipline or related area.
3. Evidence of good character, mature attitude, and professional integrity.
- ~~4. Any additional promotion criteria listed under Senior Lecturer below that has been completed should be considered as evidence for recommendation for promotion to the Lecturer rank.~~

B. SENIOR LECTURER: After serving at the rank of Lecturer or other equivalent full-time faculty position, typically for a minimum of ~~fivesix~~ (56) years, a Lecturer who has satisfied the following criteria may be put forward by the department for promotion to the non-tenure track rank of ~~Senior~~ENIOR Lecturer:

1. Documented evidence of ~~teaching excellence~~ high quality teaching; education or commensurate professional experience; service to the institution; and contribution to student development.
2. Minimum of a Master's degree from an accredited institution in the instructional discipline or related area (It is desired that Senior Lecturers have an earned doctorate or terminal degree in an appropriate discipline or equivalent professional experience).
3. Evidence of good character, mature attitude, and professional integrity.
4. Any additional promotion criteria listed under Master Lecturer below that has been completed should be considered as evidence for recommendation for promotion to the Senior Lecturer rank.

Evidence of “~~teaching excellence~~”high quality teaching” may include:

- Documented student evaluations in all courses
- Peer evaluations
- Annual departmental/dean evaluations
- ~~Continuing Professional~~ development, including attending campus, national or international meetings directed at improving instruction
- Developing new courses or revising existing courses
- Incorporating innovative course materials or instructional techniques
- Awards or other recognition for teaching
- Successful Honors projects
- Breadth of research within the instructional discipline
- Evidence of outstanding contributions to the university’s instructional mission, within the faculty member’s assigned role

Education or commensurate professional experience

- Terminal degree in field
- Commensurate professional experience in appropriate field
- Continuing education beyond current degree

Service to the institution

- Evidence of institutional or disciplinary service
- Course coordination and redesign
- Program and/or curriculum development
- Community outreach activities
- Serving on administrative committees

Contribution to student development

- Advising or mentoring students
- Mentor for student groups
- Leading and/or organizing student activities
- Tutoring

- Serving on graduate student committees

Promotion to the rank of Senior Lecturer ~~should be~~ recognized by a base salary adjustment ~~of 5%~~, and may be accompanied by an appointment that may be renewed to a three-year contract following any satisfactory performance review. Such renewals will not require a new search prior to reappointment. Like all academic appointments, these ~~multi-year~~ appointments require annual evaluations and may be renewed for the specific term, unless terminated for cause, or by operation of some other provision in the Faculty Handbook (such as relinquishment or forfeiture or extraordinary circumstance, as defined in the Faculty Handbook.) ~~Process for Promotion~~

C. MASTER LECTURER: After serving at the rank of Senior Lecturer or other equivalent full-time faculty position, typically for a minimum of five (5) years, a Senior Lecturer who has satisfied the following criteria may be put forward by the department for promotion to the non-tenure track rank of Master Lecturer:

1. Documented evidence of teaching excellence; education or commensurate professional experience; service to the institution; and contribution to student development.
2. Minimum of a Master's degree from an accredited institution in the instructional discipline or related area (It is desired that Senior Lecturers have an earned doctorate or terminal degree in an appropriate discipline or equivalent professional experience).
3. Evidence of good character, mature attitude, and professional integrity.

Evidence of "teaching excellence" may include:

- Documented student evaluations in all courses
- Peer evaluations
- Annual departmental/dean evaluations
- Continuing professional development, including attending campus, national or international meetings directed at improving instruction
- Developing new courses or revising existing courses
- Incorporating innovative course materials or instructional techniques
- Awards or other recognition for teaching
- Successful Honors projects
- Breadth of research within the instructional discipline
- Evidence of outstanding contributions to the university's instructional mission, within the faculty member's assigned role

Education or commensurate professional experience

- Terminal degree in field
- Commensurate professional experience in appropriate field

- Continuing education beyond current degree

Service to the institution

- Evidence of institutional or disciplinary service
- Course coordination and redesign
- Program and/or curriculum development
- Community outreach activities
- Serving on administrative committees

Contribution to student development

- Advising or mentoring students
- Mentor for student groups
- Leading and/or organizing student activities
- Tutoring
- Serving on graduate student committees

Promotion to the rank of Master Lecturer is recognized by a base salary adjustment of 5% and may be accompanied by an appointment that may be renewed to a three-year contract following any satisfactory performance review. Such renewals will not require a new search prior to reappointment. Like all academic appointments, these appointments require annual evaluations and may be renewed for the specific term, unless terminated for cause, or by operation of some other provision in the Faculty Handbook (such as relinquishment or forfeiture or extraordinary circumstance, as defined in the Faculty Handbook.)

4.23.3 Process for Promotion

An adequate evaluation of a ~~promotion~~ candidate's qualifications and professional contributions for promotion requires the academic judgment of both the candidate's faculty colleagues and responsible administrators. Typically, there are three levels of review: the department or other unit level, headed by the candidate's immediate supervisor; the college committee and dean of the college ~~in which that unit sits~~; and the provost. For colleges without departments, the review should follow the same ~~timeline~~procedure used for the promotion and tenure process. The timeline for promotion review is consistent for instructors, lecturers, and professors.

A. Departmental Level Review and Recommendation

1. The non-tenure track teaching faculty member and department ~~chair~~head or designee should discuss promotion as a part of the annual performance review, well in advance of the suggested dates for submission of the application for promotion ~~in order~~ to give the candidate sufficient time to gather the required materials and assemble the dossier.

2. The promotion process begins when a dossier is submitted for consideration for promotion to rank of Senior or Master Lecturer. A department ~~tenure and promotion~~ committee will review the candidacy and record a vote in favor or against promotion by a majority vote. Full time faculty at the rank being applied for or above may evaluate and vote on a recommendation for promotion. Department guidelines shall be followed to ensure that the composition of the department committee responsible for evaluating a candidate for promotion to the rank of Senior or Master Lecturer will only include faculty who contribute to the aspects of the university mission that the candidate will be evaluated on. The vote of the ~~departmentally designated department committee faculty committee~~ is advisory to the department ~~chairhead~~.
3. After making an independent judgment on the promotion candidacy, the department ~~chairhead~~ shall either insert a positive written recommendation in the dossier and advance it to the next level of review ~~or—OR—~~ notify the candidate in writing that the department declines to recommend promotion.
4. Candidates not recommended for promotion may appeal the decision to the next level. If a candidate chooses not to appeal, the application is considered ~~to be~~ withdrawn and the promotion process ends.

B. College level Review and Recommendation

1. The dean will establish a college committee for review and recommendation regarding promotion of lecturers in accordance with the College guidelines.~~The dean may establish a college wide committee for review and recommendation regarding promotion of Lecturers at his/her discretion.~~ Full time faculty at the rank being applied for or above may evaluate and vote on a recommendation for promotion. College guidelines shall be followed to ensure that the composition of the college committee responsible for evaluating a candidate for promotion to the rank of Senior or Master Lecturer will only include faculty who contribute to the aspects of the university mission that the candidate will be evaluated on. The recommendation of ~~the any~~ college committee shall be advisory to the dean.
2. After making an independent judgment on the promotion candidacy, the dean shall either insert a positive written recommendation in the dossier and advance it to the next level of review ~~—OR—~~or notify the candidate in writing that the college declines to recommend promotion.
3. Candidates not recommended for promotion may appeal the decision to the next level. If a candidate chooses not to appeal, the application is considered ~~to be~~ withdrawn and the promotion process ends.

C. Campus Level Review ~~and Final Promotion Decision~~ and Appeals

1. The provost reviews recommendations forwarded by the dean and makes a final recommendation regarding promotion to Senior or Master Lecturer to the president.~~The Provost reviews recommendations forwarded by the dean and serves as the final decision maker regarding promotion to Senior/Master Lecturer.~~
2. The ~~p~~Provost notifies the successful and unsuccessful candidates in writing of his/her ~~recommendation decision~~ regarding promotion.
3. If a candidate decides to appeal a negative decision for tenure and promotion, he/she must make application to the university tenure and promotion appeals committee within thirty (30) days of the beginning of the spring academic term.~~Candidates not recommended for promotion may appeal the~~

~~decision to the President. If a candidate chooses not to appeal, the application is considered to be withdrawn and the promotion process ends.~~

4. After receiving recommendations from the provost and the university tenure and promotion appeals committee (if applicable), the president makes final recommendations to the University of Memphis Board of Trustees and notifies the candidate of this recommendation.

D. Contents of the Dossier

The candidate's dossier is submitted online in the same manner as other applications for faculty promotion and tenure, though the required content of the dossier is abbreviated for the Lecturer ranks as follows:

Tab I. SUMMARY OF RECOMMENDATIONS

Recommendation signature page

Appointment History

Tab II. COLLEGE/SCHOOL RECOMMENDATIONS

Statement from the Dean

Statement from the College/School Committee (if applicable)

TAB III. DEPARTMENT/AREA RECOMMENDATION

Statement from the Department Chair/~~Head~~

Statement from the Department committee

TAB IV. OMIT

TAB V. INTERNAL EVALUATIONS

Initial Appointment Letter

Annual Evaluations

TAB VI. INSTRUCTION

Summary of Teaching Responsibilities/Philosophy (normally 2-3 pages)

Summary of Student Evaluations

Peer Evaluation(s) of Teaching

Honors and Awards

Representative syllabi

Evidence of curriculum development or pedagogical innovation

Evidence of contribution to student development

TAB VII. Research/Scholarship/Creative Activity (Optional)

TAB VIII. SERVICE/OUTREACH/MENTORING/ADMINISTRATION

Brief summary of responsibilities and accomplishments

Peer evaluation of Service/Advising/ Mentoring/ Administration

Honors and Awards

TAB IX. UNIVERSITY

Curriculum Vitae

TAB X. OTHER PERTINENT INFORMATION

~~Notification of Candidates during the Process and Candidate's Right to Respond~~

- ~~1. Candidate will be notified upon completion of review at every level (Department, college, provost)~~
- ~~2. Promotion applications that are not approved will not be forwarded to the next level of review unless the candidate submits a written appeal within ten working days of the date of the written notification of a negative promotion decision. The appeal must make an explicit request for further review of the application and give reasons for that request.~~
- ~~3. Candidates not recommended for promotion must wait one academic year before resubmitting the application. Resubmission can only occur with the consent of the department head, who will consult with the departmental committee.~~

4.24 ~~University of Memphis~~ Instructor Ranks Introduction

~~Initial non-tenure track teaching appointments at the rank of Instructor are for a definite term of one year or less. Following a satisfactory performance review, contracts may be renewed for a three-year term appointment. This is a 3-year time-limited appointment contingent upon available funding and satisfactory review. This appointment may be terminated at any time provided termination notification is given within the first 2 weeks of the semester in which the termination will occur. An Instructor is eligible for promotion to Senior Instructor typically after a minimum three (3) years of regular (full-time) service at the rank of Instructor or another equivalent full-time faculty position. A Senior Instructor is eligible for promotion to Master Instructor after three (3) years of regular (full-time) service at the rank of Senior Instructor or other equivalent full-time faculty position. In addition to the change of title, promotion in rank should be recognized by a base salary adjustment. Promotion in rank may also include the offer of a three-year term appointment following a satisfactory performance review.~~

~~In unusual circumstances, the department head, with the prior permission of the dean, may recommend to the Provost initial appointment at a rank of Senior Instructor or Master Instructor. In such cases, initial appointment may be for a period of up to three years.~~

~~The purpose of this document is to establish expectations for performance, to make explicit the criteria and process for promotion, and to offer guidance to the candidate and departments regarding the assembly of a promotion dossier. Expectations for Instructional Faculty~~

Instructorships are non-tenure track, renewable, teaching faculty appointments. Instructors devote a preponderance of their time to faculty responsibilities including, but not limited to, teaching, advising, and student mentoring. They are not generally expected to conduct research, public, or 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~~ the University of Memphis and Instructors are expected to provide excellent instruction. It encompasses classroom instruction, course development, serving as professor of record, mentoring students in academic projects, testing, grading, and the professional development of the faculty member as a teacher. Mentoring students at all levels is an important aspect of teaching, and creative and effective use of innovative teaching methods and curricular innovations are encouraged. The evaluation of teaching should be adaptable to differences among disciplines. 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. ~~Criteria for Appointment to Instructor Ranks~~

4.24.1 Appointment, Reappointment, and Nonrenewal

~~Because an instructor's primary responsibility is teaching,~~ The primary criterion for appointment, continuation of appointment, evaluation, and promotion of an Instructor is excellence in teaching. However, documented evidence of excellence in discipline-appropriate scholarly and/or creative activity, and/or service to the discipline or profession, may be included as supplementary criteria, depending on the needs of the department and the skills and desires of the faculty member.

Initial non-tenure track teaching appointments at the rank of Instructor are for a definite term of one year or less. Following a satisfactory performance review, contracts may be renewed for a three-year appointment. This is a 3 year time-limited appointment contingent upon available funding and satisfactory review. This appointment may be terminated at any time provided termination notification is given within the first 2 weeks of the semester in which the termination will occur. Renewals will not require a new search prior to reappointment. Reappointment decisions will include consideration of available funding and the faculty member's performance. Temporary faculty appointed for terms of more than six months are eligible for University employment benefits. All temporary appointments may be terminated in conformance with the terms of the employment agreement.

The department chair, with the prior permission of the dean, may recommend an initial appointment at a rank of Senior or Master Instructor to the Provost for prior service at other institutions, if the prior service is relevant to the needs and criteria of the University of Memphis. Any credit for prior service that is recognized and agreed to must be confirmed in writing at the time of the initial appointment.

Every effort should be made to provide timely news of non-renewal. In keeping with the notification dates for tenure line appointments, Instructors, Senior Instructors, and Master Instructors whose three year contract appointments will not be renewed should be given written notice of non-renewal of their appointment contracts no later than January 1 of the second academic year of the contract, if the appointment expires at the end of that year; or, if the appointment expires during the academic year, at least five months in advance of the expiration date.

4.24.2 Criteria for Appointment and Promotion to Instructor Ranks

~~Temporary instruction faculty at instructor, senior instructor, or master instructor rank may be appointed to a three-year contract. Such a contract may be renewed after any satisfactory performance review. Reappointment decisions will include consideration of available funding and the faculty member's performance. Temporary faculty appointed for terms of more than six months are eligible for~~

~~University employment benefits. All temporary appointments may be terminated in conformance with the terms of the employment agreement.~~

~~There are three instructor ranks, as follows:~~

~~A. INSTRUCTOR: An initial non-tenure track teaching appointment is typically made at the rank of Instructor. An initial Instructor appointment will be for a definite term of one year or less, after which time, upon completion of a satisfactory performance review, a three-year contract renewal may be offered.~~

To be appointed to the rank of Instructor requires:

15. Demonstrated teaching ability and student development

26. Minimum of a Master's degree from an accredited institution in the instructional discipline or related area.

37. Evidence of good character, mature attitude, and professional integrity.

~~8. Any additional promotion criteria listed under Senior or Master Instructor below that has been completed should be considered as evidence for recommendation for promotion to the Instructor rank.~~

B. SENIOR INSTRUCTOR: After serving at the rank of Instructor or other equivalent full-time faculty position, typically for a minimum of ~~five~~three (~~53~~) years, an Instructor who has satisfied the following criteria may be put forward by the department for promotion to the rank of Senior Instructor:

1. Documented evidence of high-quality teaching, education and professional commensurate experience, service to the institution, and contribution to student development
2. Minimum of a Master's degree from an accredited institution in the instructional discipline or related area.
3. Evidence of good character, mature attitude, and professional integrity.
4. Any additional promotion criteria listed under Master Instructor below that has been completed should be considered as evidence for recommendation for promotion to the Senior Instructor rank.

Evidence of "high quality teaching" may include:

- Documented student evaluations in all courses
- Peer evaluations
- Annual departmental/dean evaluations
- Professional development, as evidenced by appropriate activities in support of the expected instructional practices listed in Section II above
- Evidence of notable contributions to the university's instructional mission within the faculty member's assigned role

Education and commensurate professional experience may include

- Terminal degree in field
- Commensurate professional experience in appropriate field
- Continuing education beyond current degree

Service to the institution

- Committee service
- Community outreach activities

Contribution to student development

- Advising and mentoring
- Mentor for student groups
- Leading and/or organizing student activities
- Tutoring

Promotion to the rank of Senior Instructor is recognized by a base salary adjustment of 5% and may be accompanied by an appointment that may be renewed to a three-year contract following any satisfactory performance review. Such renewals will not require a new search prior to reappointment. Like all academic appointments, these multi-year appointments require annual evaluations and may be renewed for the specific term, unless terminated for cause, or by operation of some other provision in the Faculty Handbook (such as relinquishment or forfeiture or extraordinary circumstance, as defined in the Faculty Handbook.)

C. MASTER INSTRUCTOR: After serving at the rank of Senior Instructor or other equivalent full-time faculty position, typically for a minimum of ~~fivethree~~ (53) years, a Senior Instructor who has satisfied the following criteria may be put forward by the department for promotion to the rank of Master Instructor:

14. Documented evidence of teaching excellence; education or commensurate professional experience; service to the institution, and contribution to student development.

25. Minimum of a Master's degree from an accredited institution in the instructional discipline or related area (It is desired that Master Instructors have an earned doctorate or terminal degree in an appropriate discipline or equivalent professional experience).

36. Evidence of good character, mature attitude, and professional integrity.

Evidence of "teaching excellence" may include:

- Documented student evaluations in all courses
- Peer evaluations
- Annual departmental/dean evaluations
- Continuing professional development, including attending campus, national or international meetings directed at improving instruction

- Developing new courses or revising existing courses
- Incorporating innovative course materials or instructional techniques
- Awards or other recognition for teaching
- Evidence of outstanding contributions to the university's instructional mission, within the faculty member's assigned role

Education or commensurate professional experience

- Terminal degree in field
- Commensurate professional experience in appropriate field
- Continuing education beyond current degree

Service to the institution

- Evidence of institutional or disciplinary service
- Course coordination and redesign
- Committee service
- Community outreach activities
- Serving on administrative committees

Contribution to student development

- Advising or mentoring students
- Mentor for student groups
- Leading and/or organizing student activities
- Tutoring
- Serving on graduate student committees

Promotion to the rank of Master instructor should be recognized by a base salary adjustment of 5%, and may be accompanied by an appointment that may be renewed to a three-year contract following any satisfactory performance review. Such renewals will not require a new search prior to reappointment. Like all academic appointments, these ~~multi-year~~ appointments require annual evaluations and may be renewed for the specific term, unless terminated for cause, or by operation of some other provision in the Faculty Handbook (such as relinquishment or forfeiture or extraordinary circumstance, as defined in the Faculty Handbook.)

4.24.3 Process for Promotion

An adequate evaluation of a ~~promotion~~ candidate's qualifications and professional contributions for promotion require the academic judgment of both the candidate's faculty colleagues and responsible administrators. Typically, there are three levels of review: the department or other unit level, headed by

the candidate's immediate supervisor; the college committee and the dean of the college ~~in which that unit sit~~; and the provost. For colleges without departments, the review should follow the same ~~procedure timeline~~ used for the promotion and tenure process. The timeline for promotion review is consistent for instructors, lecturers, and professors.

A. Departmental Level Review and Recommendation

15. The non-tenure track teaching faculty member and department ~~chairhead~~ or designee should discuss promotion as a part of the annual performance review, well in advance of the suggested dates for submission of the application for promotion ~~in order~~ to give the candidate sufficient time to gather the required materials and assemble the dossier.

26. The promotion process begins when a dossier is submitted for consideration for promotion to the rank of Senior or Master Instructor ~~rank~~. A department ~~tenure and promotion~~ committee will review the candidacy and record a vote in favor or against promotion by a majority vote. Full time faculty at the rank being applied for or above may evaluate and vote on a recommendation for promotion. Department guidelines shall be followed to ensure that the composition of the department committee responsible for evaluating a candidate for promotion to the rank of Senior or Master Instructor will only include faculty who contribute to the aspects of the university mission that the candidate will be evaluated on. The vote of the department ~~ally designated faculty~~ committee is advisory to the department ~~chairhead~~.

37. After making an independent judgment on the promotion candidacy, the department ~~chairhead~~ shall either insert a positive written recommendation in the dossier and advance it to the next level of review ~~or—OR—~~ notify the candidate in writing that the department declines to recommend promotion.

48. Candidates not recommended for promotion may appeal the decision to the next level. If a candidate chooses not to appeal, the application is considered ~~to be~~ withdrawn and the promotion process ends.

B. College level Review and Recommendation

14. The dean ~~will may~~ establish a college ~~wide~~ committee for review and recommendation regarding promotion of instructors in accordance with the College guideless at his/her discretion. Full time faculty at the rank being applied for or above may evaluate and vote on a recommendation for promotion. College guidelines shall be followed to ensure that the composition of the college committee responsible for evaluating a candidate for promotion to the rank of Senior or Master Instructor will only include faculty who contribute to the aspects of the university mission that the candidate will be evaluated on. The recommendation of ~~the any~~ college committee shall be advisory to the dean.

25. After making an independent judgment on the promotion candidacy, the dean shall either insert a positive written recommendation in the dossier and advance it to the next level of review ~~or—OR—~~ notify the candidate in writing that the college declines to recommend promotion.

36. Candidates not recommended for promotion may appeal the decision to the next level. If a candidate chooses not to appeal, the application is considered ~~to be~~ withdrawn and the promotion process ends.

C. Campus Level Review and Final Promotion Decision Appeals

14. The pProvost reviews recommendations forwarded by the dean ~~and serves as the final decision maker and makes a final recommendation~~ regarding promotion to Senior or/ Master Instructor to the president.

25. The pProvost notifies the successful and unsuccessful candidates in writing of his/her ~~recommendation decision~~ regarding promotion.

36. If a candidate decides to appeal a negative decision for tenure and promotion, he/she must make application to the university tenure and promotion appeals committee within thirty (30) days of the beginning of the spring academic term. ~~Candidates not recommended for promotion may appeal the decision to the President. If a candidate chooses not to appeal, the application is considered to be withdrawn and the promotion process ends.~~

4. After receiving recommendations from the provost and the university tenure and promotion appeals committee (if applicable), the president makes final recommendations to the University of Memphis Board of Trustees and notifies the candidate of this recommendation.

DV. Contents of the Dossier

The candidate's dossier is submitted online in the same manner as other applications for faculty promotion and tenure, though the required content of the dossier is abbreviated for the Instructor ranks as follows:

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Statement from the Department Chair/ Head

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Initial Appointment Letter

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Summary of Teaching Responsibilities/Philosophy (normally 2-3 pages)

Summary of Student Evaluations

Peer Evaluation(s) of Teaching

Honors and Awards

Representative syllabi

Evidence of curriculum development or pedagogical innovation

Evidence of contribution to student development

TAB VII. Research/Scholarship/Creative Activity (Optional)

TAB VIII. SERVICE/OUTREACH/MENTORING/ADMINISTRATION

Brief summary of responsibilities and accomplishments

Peer evaluation of Service/Advising/ Mentoring/ Administration

Honors and Awards

TAB IX. UNIVERSITY

Curriculum Vitae

TAB X. OTHER PERTINENT INFORMATION

~~4.1.1 Notification of Candidates during the Process and Candidate's Right to Respond~~

~~4. Candidate will be notified upon completion of review at every level (Department, college, provost)~~

~~5. Promotion applications that are not approved will not be forwarded to the next level of review unless the candidate submits a written appeal within ten working days of the date of the written notification of a negative promotion decision. The appeal must make an explicit request for further review of the application and give reasons for that request.~~

~~6. Candidates not recommended for promotion must wait one academic year before resubmitting the application. Resubmission can only occur with the consent of the department head, who will consult with the departmental~~