

October 2010

**SCHOOL OF ARCHITECTURE
PROMOTION, TENURE AND REAPPOINTMENT**

Revised November 2011

INTRODUCTION

Architecture in the university, as with other professional disciplines, is distinguished by the acts of critical inquiry, original insight, and advancement of knowledge. As the Roman Architect Vitruvius wrote in his Ten Books of Architecture, an architect “should be equipped with knowledge of many branches of study and varies kinds of learning, for it is by his judgment that all work done by the other arts is put to the test. This knowledge is the child of practice and theory.” (Book I, Chapter I). Pollio, Marcus Vitruvius. “Ten Books on Architecture” translated by Morris Hicky Morgan. New York: Dover Publications, 1960, page 5.

A model of research that is appropriate to advancing knowledge in architecture consists of four possible components: discovery, integration, application, and communication. Knowledge in architecture is advanced when there is discovery of new information or the creation of original designs, when there is integration of knowledge to provide new insights, when ideas or theories are put into practice through built works, and when the results are made accessible to student, academic, and professional communities.

In professional practice architectural design constitutes scholarship when it is conceptualized as intellectual or critical inquiry and when it is demonstrated through public presentation and peer review. Projects should pose and test hypotheses or reflect and document significant issues that are of great concern.

Each profession is unique in the means of demonstrative research activities, which are essential to academic life. In architecture, scholarship can be demonstrated through four areas of expression: public presentations, publications, awards and exhibitions.

SCHOLARLY AND CREATIVE WORK CRITERIA

Scholarly and creative activities may include funded or unfunded research activity of a theoretical, philosophical, or pedagogical nature, as well as professional practice when it involves conceptual or critical inquiry. Scholarly and creative work is to constitute an advancement of knowledge, be peer reviewed and publicly disseminated. Evidence of scholarly and creative accomplishments includes the following (unranked and not exclusive):

1. Academic, Scholarly and Professional Public Presentations
 - Acceptance of papers at peer reviewed conferences
 - Invitations to lecture or serve on panels for, nationally and internationally recognized bodies or academic institutions

2. Publications

- Books by nationally recognized presses
- Articles of a scholarly nature in books, periodicals and technical reports nationally recognized or professional.
- Reviews by professional colleagues of built or proposed work in nationally and internationally recognized journals, magazines and newspapers

3. Awards

- Design awards by juries such as those sponsored by the American Institute of Architects, the Association of Collegiate Schools of Architecture, national professional journals, or other recognized professional body
- Fellowships or grants awarded by national foundations, juries or sponsored research councils or committees
- Competition prizes or mentions

4. Exhibitions

- Invitations to exhibit work at universities, museums, commercial galleries or other major centers

EVALUATION FOR TENURE

Faculty candidates for tenure are evaluated according to the following:

Faculty members who engage in practice as the dominant realm of scholarly work demonstrate contributions to the profession through national recognition of built and unbuilt design projects.

Faculty members in areas of history and theory, for whom the Ph.D. is the terminal degree, are expected to have published an initial book which may be based on the work of the dissertation, and have a second book based on current area of investigation well under way, with chapters published as articles or other evidence of progress.

Faculty members engaged in research (as in collaboration with scientists) demonstrate contribution through status as a P.I. on sponsored research projects of national significance.

For those faculty members who engage in a combination of practice, scholarship and research, expectations are calibrated with respect to quantities of work in each area, although the national significance of the work remains elemental to advancement.

EVALUATION FOR POSITIONS IN-PRACTICE

Faculty with the title of In-Practice are appointed and evaluated for reappointment or promotion based on the realm of professional/scholarly work engaged, with reference to the general criteria above, and according to the contributions the candidate is expected to make, or makes, to the goals, priorities and excellence of the School. The quantity and quality of the performance as well its significance is considered in the assessment; substantial success in teaching or service may balance scholarly work.

Promotion or appointment at the Associate Professor level requires a candidate to demonstrate appropriate recognition in the field. Promotion or appointment to Professor requires a national/international reputation related to sustained progress in the work.

C12 Annual Salary and Performance Review^{187 188}

In accordance with Section A14.5 of the Faculty Government Charter, chairs of each department or deans of non-departmentalized schools shall review annually each member of the University Faculty in that department or school. Such reviews shall be based upon a systematic evaluation of the faculty member's performance in the past year, and shall include counseling to the faculty member on correcting any deficiencies identified. Unless the faculty member prefers otherwise, the chair shall discuss the evaluation with each faculty member¹⁸⁹. For faculty members with tenure-earning appointments, the review shall also be provided to the faculty member in writing. All other members of the University Faculty shall receive on request a written summary of their own review and of any available previous years' written¹⁹⁰ reviews. Each dean shall report annually to the Executive Vice President and Provost when the review of all members of the faculty under the dean's purview has been completed consistent with established University procedures. The Annual Salary and Performance Review is complete when the dean advises the Executive Vice President and Provost of the recommendations concerning salary.

C13 Review of the Faculty for Reappointment, Promotion, and the Award of Tenure¹⁹¹

C13.1 Notification of Standards and Procedures

- (a) At the time of initial appointment, each faculty member shall be advised in writing by the Executive Vice President and Provost of the substantive standards outlined in Section C9 of these Policies and of the procedures generally employed in decisions affecting reappointment, promotion, and tenure as outlined in Section C13 of these Policies.
- (b) Special additional standards may be adopted in departments by the appropriate voting faculty and with the approval of the school faculty, and in schools by the appropriate voting faculty. Such additional standards shall not conflict with the Faculty Manual. Departments and schools shall consult with the Faculty Senate to determine whether such additional standards conform to the Faculty Manual. Following certification by the Faculty Senate of non-conflict, copies of such special additional standards shall be provided to the dean and the President.
- (c) Each faculty member shall be advised in writing by the chair of any additional standards applicable to that faculty member at the time of initial appointment and at the time of their adoption.

¹⁸⁷ #2002-17(B)

¹⁸⁸ #2011-60(B)

¹⁸⁹ #2011-60(B)

¹⁹⁰ #2011-60(B)

¹⁹¹ #2002-17(B)

C13.2 Types of Review

The REGULAR FACULTY of each school and department undertakes SPECIAL REVIEWS for the purposes of promotion, tenure, or reappointment of individuals holding tenure-earning appointments. The RESEARCH FACULTY, the EDUCATOR FACULTY, the LIBRARIAN FACULTY and the ASSOCIATED FACULTY of each school are subject to Special Reviews for the purposes of reappointment and promotion. Such reviews shall be undertaken by the REGULAR FACULTY, except as provided in Section A3 of the Faculty Government Charter. Such reviews shall be carried out by the processes set forth in this section.¹⁹²

C13.3 Faculty Files

The file of the candidate shall be the basis for the deliberations at each stage of the reviews. Faculty members shall be responsible for maintaining a current statement of professional activities, arranged according to customary practices and university requirements. This file shall include evidence of: (1) educational attainments; (2) awards and fellowships; (3) funded research projects; (4) publications, papers, performances and other scholarly contributions to the profession; (5) outstanding achievement in teaching; (6) services to the profession in scholarly bodies and in university activities; and (7) public service to the community related to scholarship and the profession as appropriate¹⁹³. Specific requirements for candidate's files for SPECIAL REVIEWS are described in Section C13.4 (a) of these Policies. Prior to any faculty review or vote, candidates shall have an opportunity to make current their files in the office of the chair, as provided in Section A14.4 of the Faculty Government Charter. The chair shall make available to the voting faculty all relevant materials in the file of each candidate.

C13.4¹⁹⁴ Special Reviews¹⁹⁵

A Special Review shall be completed (1) during the candidate's third year for a faculty member holding a tenure-earning appointment; (2) when promotion to associate professor or professor is to be considered later in that same academic year; (3) in the year prior to the end of the probationary period; and (4) in the next-to-last year prior to reappointment of a faculty member holding a multi-year appointment.¹⁹⁶ Individuals holding tenure-earning appointments shall be evaluated by the voting faculty for the purpose of assessment of progress toward tenure and individuals appointed as RESEARCH FACULTY, EDUCATOR FACULTY, and LIBRARIAN FACULTY shall be evaluated by the voting faculty for the purposes of reappointment.¹⁹⁷ Each Special Review shall be conducted as described below.

¹⁹² [#2007-22\(B\)](#)

¹⁹³ [#2012-25\(B\)](#)

¹⁹⁴ Section C13.4 deleted, [#2011-60\(B\)](#)

¹⁹⁵ See section [C10.2\(d\)](#) for voting criteria

¹⁹⁶ [#89013\(B\)](#)

¹⁹⁷ [#2011-60\(B\)](#)

(a) CANDIDATE'S FILE. The file of a candidate being reviewed for mid-career reappointment, promotion or tenure will ordinarily include the following:

(i) TEACHING EVALUATION. The file of a candidate for reappointment, promotion, and tenure who has any teaching duties shall contain an assessment of teaching performance. For promotion to associate professor and for tenure, except for initial appointments, the file shall include an assessment of teaching made by the appropriate voting faculty on the basis of observation, and a summary and interpretation of the results of student evaluations. Student includes individuals in professional training programs who are formally or informally instructed by the candidate.¹⁹⁸ The faculty of each school and college is authorized to develop procedures governing the peer review and classroom visits by tenured faculty who are evaluating the teaching of non-tenured faculty members.

(ii) EXTERNAL EVALUATIONS¹⁹⁹. The file of a candidate for tenure or for promotion shall include at least five²⁰⁰ written evaluations of the scholarly work of the candidate solicited from individuals specializing in the candidate's field who hold positions at major universities or research institutions of comparable or higher rank to that for which the candidate is being considered.²⁰¹ These letters are solicited by the chair following consultation with the candidate and the appropriate voting faculty. Candidates shall not be informed of the names of potential external reviewers suggested by the voting faculty but shall be permitted to submit a memorandum for inclusion in the file identifying persons who are thought to be unsuitable external reviewers and the reasons for that judgment; they may not, however, exclude specific external reviewers. If outside evaluations are solicited from reviewers recommended by the candidate, the nature of any relationship shall be indicated. The chair shall supply the voting faculty and the dean with a list of the external reviewers, indicating how and why each was selected. The content of the request for written evaluations shall be prepared with the approval of the appropriate voting faculty and shall be shown to the candidate, with the names of the addressees removed. A copy of each such request soliciting an external evaluation shall be included in the candidate's file. The external evaluations are confidential, but they may be seen by anyone directly involved in making the promotion or tenure decision. In the case of LIBRARIAN FACULTY exceptions to the need for written external evaluations of the candidate's scholarly work may be made when they would not add materially to the candidate's file. The file of a candidate being reviewed for mid-career reappointment may include written external evaluations of the scholarly work of the candidate.²⁰²

(iii) CANDIDATE'S STATEMENT. Candidates for reappointment, promotion, or tenure are encouraged to present a written career assessment providing the general context of and rationale for their work and describing the significance of their contribution to knowledge and the profession.²⁰³

¹⁹⁸ [#2011-60\(B\)](#)

¹⁹⁹ [#2012-25](#)

²⁰⁰ [#2011-60\(B\)](#)

²⁰¹ [#2012-25](#)

²⁰² [#2012-25](#)

²⁰³ [#2007-22\(B\)](#)

(iv) EVALUATION OF SERVICE IN THE LIBRARIES. The file of each candidate in the Libraries for promotion, tenure, or the award of a five-year term appointment shall contain an assessment of service in the Libraries.²⁰⁴

(v) REPORTER'S SUMMARY AND STATEMENT OF THE CHAIR'S VIEWS. Copies of the approved written summary of the recommendation of the voting faculty, as prepared by the faculty member elected as reporter and approved by the voting faculty according to Section C13.4(b)(iv) of these Policies, and of the written statement of the chair's views, as outlined in Section C13.4(b)(v) of these Policies, shall be placed in the faculty member's file. The faculty member may request from the chair of the department or the dean of the non-departmentalized school an oral characterization of the approved reporter's summary and of the chair's written views. All candidates, upon receipt of this characterization, may prepare a written response for the file.²⁰⁵

(b) REVIEW PROCESS. The review process shall proceed as follows:

(i) REQUEST FOR REVIEW. In accordance with Section A14.3 of the Faculty Government Charter, any faculty member wishing to be considered for promotion must make this request in writing. A written request is not required for reappointment or for consideration for tenure or tenure and promotion, as appropriate,²⁰⁶ during the last year of the probationary period.

(ii) AD HOC REVIEW COMMITTEE. In the case of departments with fewer than five faculty members eligible to vote on a candidate, *Ad Hoc* Review Committees shall be established for each candidate in the department and be composed of individuals who would be eligible to vote in the candidate's department if they held an appointment in that department.²⁰⁷ The Committees shall be appointed in the manner provided for in the School's bylaws but in all events shall have five members consisting of (1) such voting faculty in the department as the bylaws provide and (2) up to five faculty from related disciplines, preferably from within the School but, otherwise from the University, whose research and scholarly activities will enable them to assist in evaluating the candidate. The dean shall appoint *Ad Hoc* Review Committees and shall advise the candidates, the Senate, and the Executive Vice President and Provost of the appointment of all such Committees. *Ad Hoc* Review Committees shall be chaired, wherever possible, by a member of the department. If it is likely that an *Ad Hoc* Review Committee will be needed when a member of the department becomes a candidate for reappointment, promotion, or tenure, the Committee should be established at the time of the candidate's appointment or as far in advance of the evaluation as is practicable. The *Ad Hoc* Review Committee shall perform the function of the voting faculty as outlined below.

²⁰⁴ #89013(B)

²⁰⁵ 2011-60(B)

²⁰⁶ 2011-60(B)

²⁰⁷ 2011-60(B)

(iii) EVALUATION COMMITTEE. Each School may provide, through a bylaw, for the establishment of an Evaluation Committee in each department of the School with ten or more faculty eligible to vote on candidates for reappointment, promotion or tenure. Each Committee shall consist of no less than five members²⁰⁸. A School may delegate to each department the decision whether to establish such a Committee. The Committee shall assist the voting faculty of the department in assessing the qualifications of the candidate. The Evaluation Committee shall examine the complete work of the candidate. On the basis of this examination, the Committee shall prepare a detailed written evaluation of the candidate's contribution to knowledge and to the profession. The Committee shall then state whether, in its judgment, reappointment, promotion, or award of tenure is justified. The candidate, the appropriate voting faculty, the chair, and the dean shall be entitled to examine the report. If in the judgment of the Committee or the department faculty any of these persons can show good cause why the Committee should reconsider its decision, the Committee shall promptly do so. Prior to any vote by the faculty of the department the candidate shall have the right to submit a written statement in response to the Committee's report and that statement shall be part of the candidate's file available to the voting faculty.

(iv) FACULTY VOTE. The appropriate voting faculty,²⁰⁹ or the Ad Hoc Review Committee when one is required, shall be assembled to consult on the candidate. Notice of the meeting shall be in writing and shall include the names of candidates under consideration. The meeting shall be noticed at least five academic days in advance to provide faculty members adequate time to review the candidates' files. After systematic examination of the file, including any Evaluation Committee report, and after deliberation, the voting faculty shall vote on whether to recommend reappointment, promotion or tenure. A reporter, who shall be elected²¹⁰ from the appropriate voting faculty but who shall be someone other than the chair or dean, shall prepare a written summary of the recommendation of the voting faculty which shall be circulated to the voting faculty for concurrence on its accuracy prior to its transmission to the dean.²¹¹ The vote shall be conducted in accordance with the provisions of C20.8.²¹² The result of the vote shall be announced to the electorate as soon as possible, but in any event before the reporter's summary is submitted.²¹³,²¹⁴ While all voting members of the faculty are encouraged to express their views at the time of the vote, should a voting member of the faculty choose to write a letter of explanation of that vote for the benefit of the process, such letter must go directly to the Chair of the department or directly to the Dean in the case of non-departmental schools. The Chair or Dean is obligated to address any properly submitted explanatory letter in her or his own letter regarding the candidate. The Chair or Dean must inform the voting faculty of the deadline for submission of explanatory letters so that she or he may comment on the substance of any such letters. The Chair or Dean must then include explanatory letters for reference in the file. Letters of

²⁰⁸ [#2011-60\(B\)](#)

²⁰⁹ See section [C10.2\(d\)](#) for voting criteria

²¹⁰ [#2011-60\(B\)](#)

²¹¹ [#2012-26\(B\)](#)

²¹² [#2012-26\(B\)](#)

²¹³ [2014-43\(B\)](#)

²¹⁴ [#2012-26\(B\)](#)

explanation, appropriately submitted by the deadline, are the only extraneous material permitted in the file, after the faculty vote.²¹⁵

(v) **ROLE OF THE CHAIR.** The chair shall not participate in the ballot of the voting faculty, but shall provide a separate recommendation supported by a written evaluation of each candidate. The chair should make reference to the performance of the candidate in terms of the Annual Salary Reviews and any prior Special Reviews. The chair shall forward with the file of the candidate all materials that were considered in the Special Review, the written recommendation of the chair, the approved written summary of the recommendation of the voting faculty, and the numerical tally of the ballot. Subsequent to the meeting of the voting faculty, the voting faculty and each candidate shall be informed promptly by the chair of the relevant recommendations of the voting faculty and of the chair.

(vi) **SCHOOL ADVISORY BOARDS.** In departmentalized schools where deans do not perform the role of chair in the Annual Salary and Performance Reviews and Special Reviews, the faculty of the school may enact a bylaw establishing a school faculty Advisory Board to assist in the review of all candidates for reappointment, promotion, and tenure. The bylaw shall prescribe the number, composition, and method of selecting the members of the Board. No non-tenured member may vote on a tenure question. Advisory Boards shall examine all the material forwarded by the department and the chair and shall prepare a written report indicating their recommendation and explaining the reasons. This report shall be included in each candidate's file along with all materials received by the Board and forwarded to the dean. Recommendations of any advisory group not established in accordance with this provision may not be cited or placed in the file of the candidate.

(vii) **ACTIONS BY THE DEAN.** In a departmentalized school, the dean shall, after reviewing the file of each candidate, make a recommendation and prepare a written statement with regard to each candidate. The dean shall forward to the Executive Vice President and Provost the files of all candidates together with the recommendations of the chair, the voting faculty, and the report of any Advisory Board. The dean's written statement and recommendation shall be included in each candidate's file and forwarded to the Executive Vice President and Provost together with all materials considered in the Special Review. Each candidate shall be informed promptly of the Dean's recommendation.

(viii) **ACTIONS BY THE PROVOST.** The Provost, as authorized by the President, makes all decisions regarding reappointments and promotions. After reviewing each candidate's file, the Provost shall notify each candidate of a decision regarding reappointment or promotion. When the decision is against promotion and there is a positive recommendation from the voting faculty, the Provost shall explain the reasons for this

²¹⁵#2014-01(B) * Extraneous material does not include direct information or further evidence substantiating the candidate's relevant accomplishments. Nothing should preclude inclusion of such additional information, after the faculty vote, of such things like acceptance of scholarly work in a prestigious journal, a book published, or other relevant examples.²¹⁵ [effective 6/1/2015]

decision in writing to the dean. The Provost makes recommendations to the President regarding tenure decisions. When the recommendation is negative, the Provost shall inform the faculty member in writing no later than May 1. The faculty member may, within two calendar weeks²¹⁶ request a review of this recommendation by the Tenure Review Board (B4.12).²¹⁷ A faculty member may request such a review, even if that faculty member had requested the review of a prior denial of tenure.

(ix) COUNSELING OF THE CANDIDATE. In the event of an adverse decision on promotion or a denial of a multi-year reappointment (except in the case of a denial of tenure at the end of the probationary period), based on the discussions by the voting faculty, the evaluations by external reviewers, and the recommendations by the chair, dean, and Provost, the chair shall counsel the candidate on what might be done to secure multi-year reappointment or²¹⁸ promotion.²¹⁹

(x) ACTIONS BY THE PRESIDENT. With regard to tenure decisions, after reviewing each candidate's file, the President makes recommendations to the Board of Trustees. Following a decision by the President not to recommend a candidate for tenure in the final Special Review, the voting faculty of the department, the Dean of the school, the Provost or the Tenure Review Board may recommend to the President that the decision be reconsidered during the notice year. Such a further Special Review may be conducted only when there is a significant indication that the candidate's record will improve sufficiently during the notice year that a different recommendation might be forthcoming²²⁰. Upon the agreement of the President, the Provost shall ask the appropriate Dean, Chair and department faculty to conduct a further Special Review of the candidate in the notice year.²²¹

C14 Trustee Authority in Tenure

Tenure may be earned only by a considered action of the University. The Board of Trustees is the final authority for the award of tenure. The award or denial of tenure shall be directly communicated to the candidate by the Executive Vice President and Provost immediately following the completion of the tenure process. If tenure is denied to a faculty member in the final calendar²²² year of the probationary period, the faculty member shall receive at least twelve (12) calendar²²³ months' notice prior to the expiration of the appointment.

C15 Termination of Appointment for Cause

C15.1 Definition of Cause

²¹⁶ [2013-04\(B\)](#)

²¹⁷ [#2004-15\(B\)](#)

²¹⁸ [#2011-60\(B\)](#)

²¹⁹ [#2007-22\(B\)](#)

²²⁰ [#2011-60\(B\)](#)

²²¹ [#91010\(B\)](#)

²²² [#2011-42\(A\)](#) – approved by the faculty and the Board of Trustees, effective as of 11/27/12

²²³ [#2011-42\(A\)](#) – approved by the faculty and the Board of Trustees, effective as of 11/27/12