

**FACULTY SENATE MEETING**  
**Tuesday 20 October 2009 - 2:30pm**  
**University Club Reserved Section**

1. Approve Minutes of Tuesday 18 August 2009 Senate meeting (5mins.)
2. Report of the Chair (10mins.)
3. Report of Senate Committee on Academic Affairs (15mins.)  
**Review SCAA proposals by going to the following link:**  
<https://committees.moss.drexel.edu/coursechange>  
**Login: your username, type drexel/{username} - example, drexel\bjc6**

**CONSENT AGENDA**

**RCGCoPS/Educ** (302)Applied Engineering Technology-MET 101 Manufacturing Materials –Credit Distribution change

**CNHP** (291,292) HSCI 201 Health Assessment through Lifespan

HSCI 480 Special Topics Health Science

(297)PTRS 632 – change in distribution of hours and removal of prerequisites and corequisites

(298)New course: PTRS 740 Issues in Pediatric Health & Rehab

Certificate Program in Advanced Practice in Pediatric Rehabilitation

(299)PTRS 777 – Removal of prerequisites and corequisites

(296)New course: RHAB 817 Sensors & Transducers in Rehab, required for PhD students in Rehabilitation Sciences with a concentration in Orthopedics.

**Westphal** – (294)Course changes

TVST 399 Independent Project

TVPR 399 Independent Project

TVIT 399 Independent Project

TVIE 399 Independent Project

**CoE** (305) New Course AE 510 Intelligent Buildings

**DUCOM** (300) Clinical Research for Health Professions

Non-thesis based MS degree in Clinical Research for Health Professions (CRHP) builds upon our already established course work for Clinical Research Organization & Management (CROM) and our Certificate of Study in Clinical Research (CSCR) programs. The CRHP program will be a unique program that addresses the desires of residents, fellows and young clinicians to attain knowledge in how to conduct translational/pharmaceutical research while developing their clinical careers.

**CONSENT AGENDA ENDS**

4. N John DiNardo, VPAA (20mins.)
5. Report of Senate Committee on Faculty Affairs, Bahram Nabet (20mins.)  
1<sup>st</sup> Reading: Tenure and Promotion Policy  
(electronic submission 10.14.09, 11:42am)
- Remaining Standing Committees (40mins.)
6. Senate Nominations Committee
7. Senate Committee on Academic Support, Rachael Reynolds
8. Senate Budget Planning and Development Committee, Eva Thury
9. Senate Committee on Student Life, Mary Gordon
10. New Business (5mins.)

Faculty Senate meeting: Revisions to Charter on Faculty Governance  
Tuesday 3 November 2009, 2:30pm – 2019/20 MacAlister Hall  
Faculty Senate meeting  
Tuesday 17 November 2009, 2:30pm - Paul Peck Center

10. Unfinished Business

## Adjourn

### SENATE MINUTES Tuesday 18 August 2009

**Present:** Kennedy (Chair), Reilly (Acting Secretary), Harvey, Maragah, Reynolds, Thury, J. Martin, Cernansky, Handel, Brooks, Neuhuber, Taylor, Hornum, K. Martin, Hayes, Kurzweg, Miller, Sutcliffe, Mendoza, Gallagher, Clay, White, Farouk, Polansky, Cornelius, Waite, Weiner.

1. Approve minutes of Tuesday 26 June 2009 Senate meeting: approved by 21 Senators of 21 present
2. Brief Chair's Report then adjourn then reconvene to signify new Senators

Dr. Kennedy & Dr. Reynolds of Academic Support Committee met with Provost about library budget. The understanding is the University will have a "flat budget" for this year. Price increases for electronic journals means some will have to be dropped. When a journal is dropped then all past issues are taken away.

A Taco Bell is expected to be placed inside of the Hagerty Library which will require more security. The Taco Bell expenses will be coming out of the Hagerty Library's budget.

The College of Law had been using a floor of Hagerty Library. The College of Law's materials have been put into storage. The cost of storage is coming out of the Hagerty budget

Steering Committee report: Drexel Green was discussed. It was suggested that the Senate have a Committee on Sustainability. The general view is that it is more than a faculty undertaking. It is a possible recommendation to Dr. Greenberg & President Pennoni.

The next Senate meeting will be on Tuesday, October 20, 2009, 2:30 p. m., in the University Club Reserved Section.

For that Senate meeting the Charter Review Committee will present its proposals. Does the Senate want any changes or to choose Change A compared to Change B? It is not clear yet what will occur but these situations are likely.

University Counsel has been in touch yet about any Charter revisions

University Counsel will be asked about recommendations.

Also: tenure policy changes will be reviewed.  
Documents will be sent to Senators ahead of time.  
The University Assembly approves Charter changes

Tenure policy changes are done by Senate and Provost.

The Senate adjourned then reconvened to elect new officers.  
The slate was approved: Kennedy as Chair, Maragah as Recording Secretary and Hornum as Vice Chair

Dr. Kennedy stated he will serve one more year as Chair.  
After that he will retire.  
He has already determined a likely successor.

Academic Affairs report: Consent Agenda was approved by 22 of 22 Senators present.

**Witt – Kieffer Consultants** is the firm conducting the Presidential search.  
Witt – Kieffer’s three-member panel asked questions and gave answers about the Presidential Search.  
This team already met with Endowed Chair holders.

The team will garner information then draft **A LEADERSHIP STATEMENT** for the search.  
It should be ready in a month.  
We should recommend the document to anyone who applies.

The team will place ads in specialty education publications such as **THE CHRONICLE OF HIGHER EDUCATION**, send out 300 – 400 e-mails to likely Candidates and make phone calls to likely candidates

Confidentiality will be maintained so candidates will not have current position jeopardized by application to Drexel’s presidency.

Question: what are you doing to know what Drexel is?  
Answer: for us or for new President? Search team is open to comments sent to them.  
There will be open forums on both campuses for all faculty about the search on August 28.

Question: in previous searches the finalists were brought onto campus.  
Will it be done this time or does confidentiality preclude it?  
Answer: A campus visit could damage a candidate’s career  
Reply from Questioner: finalists need to visit Drexel lest there be a misfit and time is lost  
Answer: The search committee will have extensive interviews

Question: The Search Committee seems to have only two members from the Faculty. Is that proper?  
Reply: The Committee is well-rounded

Question: Is there a set of priorities identified for a candidate?

Answer: A well put together statement will be from ideas from all campus constituencies

Question: During the search which ended in hiring President Papadakis the candidates came to campus & the Search Committee visited the finalists' schools. Could that be done now?

Answer: Confidentiality will be a major concern but the idea is under advisement

Question: at what point does the firm do screening & gather data on a candidate?

Answer: the person's rank & experience are central: some candidates will be eliminated on those grounds. The team's members will each read all materials on all candidates and check all references. The Search Committee has access to all files.

Question: give an example of a successful search.

Answer: The President of Georgetown was found by this firm, team leader has done 55 such searches so far

Question: Confidentiality is important but Drexel is a school with an established name

Answer: Most inputs reaffirm key leadership characteristics from successful Presidents of similar institutions

Point from a Senator: Candidates from institutions which recently improved their standing would be considered for this post due to such experience.

Team leader question to the Senate: What issues are priorities for the first 3 – 5 years for Drexel's next President?

Suggestions were: Student recruiting to reflect demographics, immigrant groups and minority groups  
Drexel is a group of professional schools helping society so we need a President ready to take us up a few notches

The 2005 Budget, Planning and Development report from a consultant found Drexel's budgeting process lacks transparency

Therefore the budget process needs a "Stakeholder Buy-in" of University processes

Question: Collaboration and engagement of all constituencies are important so next President should focus on that task.

Possibly we need a different kind of leader compared to Papadakis

We need a leader who is strong-willed & aggressive in decision making

Co-op and technology are central to Drexel's appeal to new students so both areas must remain strong – the growing area of creative practices must also be understood by the new president

Research is important but interdisciplinary research is not being promoted

President Papadakis gave us great growth but no real integration so integration needs attention

The new President needs to integrate the three campuses and departments within campuses

Interdisciplinary teaching and research could be a disadvantage at tenure time so it needs redefinition as valuable

It was noted that Tenure Committees often urge a narrower focus so interdisciplinary work must become an institutional priority.

It was urged that candidates must have comprehensive backgrounds rather than just being engineers

Space is a difficulty for faculty and students, for offices and classrooms.  
The search team leader mentioned that space shortages have been mentioned by all constituencies interviewed to date

Outreach to the community was noted as being important for the future  
Deans & Department Heads are rewarded for enrollments rather than interdisciplinary research or teaching  
President Papadakis understood the winds of change but next President must be ready for the changes

Possibly the next President will be from outside of academic life such as a political leader  
Risk is very high here so the choice must be made carefully  
How could a non-traditional candidate be evaluated?

There is no clear answer about a non-traditional versus traditional candidate or President.

The team leader asked: Where would you like to see Drexel in five years?  
--Consolidate and stabilize then become more aware of the world to think internationally then globally.  
--The pool of likely middle-class students may shrink so we must focus energy on that situation.  
--Drexel is vulnerable unless we can grow our space.  
--New President needs flexibility and open-mindedness  
--New President should develop alumni & fund raising.  
--A focus is needed on brands besides co-op such as interdisciplinary research  
--Drexel is charging the same as Penn so what is the value of a Drexel degree?  
--Faculty is no longer predominantly tenured or tenure track but many adjuncts so that point must be addressed.  
--Innovative problem solving must be a strong suit of next President  
--Student Pell Grant eligibility is important as well as immigrant groups and minorities  
--The quarter system complicates schedules for meetings  
The team thanked the Senate and left.

#### REPORTS:

Maragah of Faculty Affairs: Tenure and Promotion policy will be available on the website in early September  
It is hoped we will have a first reading at the October Senate meeting with a final reading and vote in the November meeting.

Reynolds of Academic Support Committee: no report besides previous comments

Thury of Budget, Planning & Development Committee: no report.

Gordon of Student Life Committee: no report.

Senate adjourned at 4:15 p. m.

Respectfully submitted,

Joe Reilly, Ph. D.  
Senior Lecturer  
Goodwin College of Professional Studies

## **Tenure and Promotion Policy (DRAFT - 101309)**

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### **I. Introduction**

Academic tenure provides faculty members a guarantee of continuing employment, except in exceptional circumstances, while protecting academic freedom. Tenure may be granted to a faculty member hired in a tenure-track position upon the faculty member's

successful completion of a pre-tenure period. Tenure is granted to a faculty member who is independently expert in his or her field(s) and is judged to meet appropriate national/international standards of excellence with the belief that tenure will further promote the professional development of the faculty member and raise the stature of the academic unit and the University. The judgment to grant tenure is based on a comprehensive review of the candidate's body of work. The review encompasses the faculty member's research, scholarship and/or creative work (referred to hereafter as "research"), teaching activities, and service to the University and to the academic field(s). Each tenure case is evaluated according to discipline-specific and professionally acknowledged standards of excellence.

Promotion to the next higher academic rank is evaluated using guidelines and standards similar to those for tenure. Normally, consideration for promotion from Assistant to Associate Professor will occur at the time of consideration for tenure. Criteria for promotion to Professor include a distinguished and continuing record of research, teaching, and service at a high level commensurate with that rank at highly regarded institutions. Professors at Drexel University are expected to have achieved appropriate national/international prominence within their field or discipline, demonstrated strong mentorship of students, participated in interdisciplinary activities, where possible, and provided vigorous leadership in significant University and professional service activities. Drexel University's Board of Trustees, upon the recommendation of the President in consultation with the Provost, has the sole authority to grant tenure to a faculty member, and attainment of tenure can only occur through specific action by the Board of Trustees. The University President, in consultation with the Provost, has the sole authority to promote a faculty member.

Interdisciplinary research integrates elements of two or more traditional disciplines. The University recognizes that interdisciplinary activities are beneficial to faculty members and to the University because they may better address significant societal problems, illuminate societal issues, or advance the arts. This document provides that tenure and promotion cases of faculty engaged in interdisciplinary research that involve more than one department (or equivalent) or college (or equivalent) be evaluated appropriately by a broader community of peers.

This document specifies Drexel University policies and processes for consideration of tenure for tenure-track faculty and for consideration of promotion of tenure-track and tenured faculty excluding the Drexel University College of Medicine. The University recognizes that the expectations of various fields as represented by individual academic units vary considerably. The processes of tenure and promotion review will follow

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written policies and processes in alignment with the respective disciplinary criteria and standards of respective academic units, provided these do not conflict with general University policies and processes.

Drexel University intends to provide transparency to the process of evaluating tenure-track faculty members and the criteria for achieving tenure and/or promotion. However, all information associated with a tenure and/or promotion review must be regarded as strictly confidential by any and all persons involved in reviews at any stage and in any capacity.

## **II. The pre-tenure period**

A tenure-track faculty member should understand the criteria and procedures for tenure

review from the outset of his or her appointment and take advantage of faculty development activities provided during the pre-tenure period. Each candidate for tenure will consult with and be advised by the Department Head (or equivalent) of his or her academic unit regarding the areas of performance that will be examined, other factors that have a material bearing on the tenure decision, the standards of performance that must be met, and the primary criteria that the unit uses in reaching a decision about the candidate's performance.

### **1. Appointments**

a. Tenure-track faculty members are appointed with contracts of up to three years with the expectation for renewal through the pre-tenure period upon successful evaluation by the mid-point review (see Section 7b).

b. Before the appointment is finalized, the terms and conditions of each appointment are stated in writing, including the year in which the binding tenure decision is scheduled.

Faculty members may be engaged in interdisciplinary work that involves formal agreement(s) between departments, schools, and/or colleges. If the appointment letter defines such expected interdisciplinary work, discussions should be arranged as early as possible with the dean and/or department head of the participating departments, colleges, or schools as to the expectations for evaluation and independent accomplishment in research as well as in teaching and service. A faculty member planning to engage in interdisciplinary work after the initial appointment will, together with the respective departments, schools, or colleges, formulate a written agreement in conjunction with the home department to plan expectations for evaluation and independent accomplishment in research as well as in teaching and service.

### **2. Length of the Pre-tenure Period**

The pre-tenure period is not to exceed six years in a tenure-track position. Extensions

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may be granted during the pre-tenure period for exceptional circumstances as discussed in Section 6.

Faculty appointments are typically made effective September 1<sup>st</sup>. If an initial faculty appointment begins before March 1<sup>st</sup>, the pre-tenure period starts on the prior September 1<sup>st</sup>. If an initial faculty appointment begins on or after March 1<sup>st</sup>, the pre-tenure period starts on the subsequent September 1<sup>st</sup>.

### **3. Hiring with Tenure**

Drexel University may elect to waive the pre-tenure period and appoint with a grant of tenure a well-established candidate who may be tenured at a highly ranked academic institution or come from a non-academic position but present equivalently strong credentials to the University. Such a candidate will be recognized by the University and the hiring unit as outstanding in his/her discipline and will be determined to have met or exceeded the standards for tenure. In order to determine standing, prior to the award of tenure, such candidates will be reviewed by a duly constituted tenure review committee of the tenured faculty of the department (or equivalent) to which the candidate is appointed and by the Provost. The tenured faculty will review the complete dossier of the candidate, equivalent to that prepared for internal candidates, including external letters of reference from recognized experts. Approval of tenure by the Board of Trustees is required and based on the evaluations of recommendations from the department, college, Dean, Provost and President.

#### **4. Crediting prior service in a tenured or tenure-track position**

Tenure-track or tenured service in any rank at other institutions of higher education may be credited toward the pre-tenure period up to a maximum credit of three years at the election of the faculty member and upon the recommendation of the respective Dean (or equivalent) and the approval of the Provost. When such credit has been granted, the pretenure period is reduced by the amount of time credited, so that the pre-tenure period can be as short as three years. Once established, the tenure review date as specified in the initial appointment letter and signed by the faculty member is binding unless extension(s) are granted (see Section 6). Years of service in any non-tenure-track or non-academic position, whether at Drexel University or any other institution, may be awarded with review of his or her accomplishments and the approval of the Provost.

#### **5. Waiver of prior years of service in a tenure-track or tenured position**

Faculty members may have accumulated years of service in a tenure-track or tenured position at another institution. A faculty member will have the privilege to waive a portion or all such prior service credit allowable under these tenure rules and extend the pre-tenure period up to six years. Such waiver of prior service will be signified by the tenure review date as specified in the initial appointment letter and signed by the faculty member.

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Alternatively, the election to waive previous service may be initiated by the faculty member within the first forty-five days of employment. An addendum will be included with the initial appointment letter specifying the new tenure review date. Such waivers are irrevocable.

#### **6. Extension of the pre-tenure period**

Individual extensions of the pre-tenure period for up to three years may be made for candidates in the event of exceptional circumstances that would prevent tenure consideration at the end of the normal period. Such circumstances may include, but are not limited to, serious illness, family emergency, or extraordinary teaching or administrative assignments. Such an extension requires a recommendation by the Dean (or equivalent) to the Provost who will make the final decision.

In addition, a one-year extension of the pre-tenure period will be granted automatically upon request, within one year after each live birth or after each adoption, for any faculty member who will be the primary caregiver.

Requests for extensions must be documented by the faculty member's department head, signed by the dean, and sent to the provost prior to the date on which the faculty member's tenure package is required to be submitted to the Office of the Provost. In response, the Provost will send a letter informing the faculty member, department head, and dean of the faculty member's revised reappointment and tenure review schedule. Within 30 days the faculty member will submit written confirmation of acceptance of the new dates or refusal to have his/her pre-tenure period extended.

A faculty member who receives an extension but later wishes to be considered early for tenure may request to be considered for tenure prior to the deadline established when he or she confirmed the extension of the pre-tenure period. The faculty member would follow the same procedures to apply for early for tenure review.

In cases of pre-tenure period extensions, no guarantee is implied that tenure will ultimately be granted. Additional pre-tenure years will not prejudice the tenure committee against conferring tenure, nor may the committee alter criteria or increase

expectations beyond that required of candidates that have received no extensions and are being evaluated within the standard pre-tenure period.

## **7. Reviews during the Pre-tenure Period**

### *a. The Annual Review*

Each faculty member in the University are reviewed by his or her Department Head (or equivalent) in an annual performance review conference during the Fall. The progress of a pre-tenure faculty member toward tenure will be discussed during the annual review. This review will include a written evaluation of the faculty member's performance with

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commentary on the faculty member's progress toward tenure. Each school or college will have written procedures regarding the nature and scope of this review. The candidate may express his or her comments to the evaluating Department Head (or equivalent) as part of the conference before the final report is written and is also permitted to respond to the report in writing. The written response becomes a part of the personnel record of the faculty member.

Faculty members will be provided with a copy of the report of the Department Head (or equivalent) within 7 days of the performance review conference and be given 7 days to respond.

For interdisciplinary faculty, the Department Head, or equivalent, of the home department will consult with the respective Department Head(s), or equivalent, of the collaborating academic unit(s) regarding the progress of the faculty member in his or her interdisciplinary work and the result of the consultation will be included in the written evaluation.

### *b. The Mid-term Review*

Tenure-track faculty members undergo a formal mid-term review, in addition to the performance review during that year. The purpose of the mid-term review is formative and an assessment of the candidate's prospects for achieving tenure and recommendations for actions that may be expected to lead to a successful outcome. In some cases, however, a summary finding may lead to termination. For those tenure-track faculty whose year of tenure consideration is in the sixth year, the mid-term review occurs during the third year of service. For tenure-track faculty with years of credit, the midterm review will occur during the second year of service.

The mid-term review employs the same categories and criteria of evaluation as the tenure review and is conducted with appropriate rigor. The process is managed by the Department Head (or equivalent) in consultation with the tenure and promotion review committee of the academic unit. Specific midterm review procedures and calendar dates may differ from unit to unit according to the written policy of the respective academic unit but must conclude within the University timeframe designated in the *Mid-term Review Calendar*.

The mid-term review is typically internal; consulting external reviewer(s) is unusual. In cases where consultation with external reviewer(s) is sought, a maximum of two reviewers will be consulted and the candidate will be asked to propose reviewers and at least one reviewer from the candidate's list will be consulted. The promotion and tenure committee of the academic unit performs a review according to the written policy of the academic unit and submits the report to the Department Head (or equivalent). A final report is prepared by the Department Head (or equivalent) and includes the Committee report. The Mid-term Review Report is transmitted to the faculty member. The faculty

member acknowledges receipt of the report and may respond in writing within fourteen  
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(14) days of receipt. The report and response comprise the Mid-term Review File, which is part of the personnel file of the faculty member. The Mid-term Review file may be forwarded to the tenure and promotion committee for their review and is forwarded to the Office of the Provost.

For interdisciplinary candidates, at least one member of each collaborating academic unit will have membership on the mid-term review committee of his or her home department and will participate in preparing the report.

The Mid-term Review Report will conclude with one of the following findings:

a. The candidate appears to be making satisfactory progress towards tenure. This finding is based on strong evidence that the candidate is likely to meet the standard of excellence demanded by a successful tenure review. In this case, the University's expectation is for continued professional development at the rate demonstrated in the first portion of the pre-tenure period and the faculty member will continue with a contract through the end of the academic year of tenure review.

b. The candidate appears to be progressing towards tenure and promotion with qualifications. Specific deficiencies will be elaborated for review by the candidate and Department Head (or equivalent). In such cases, it is imperative that appropriate actions by the candidate be taken to remedy deficiencies in the candidate's performance and the candidate must recognize that he/she will be evaluated on the established criteria at the time of the tenure review. The mere elimination of deficiencies, however, cannot alone assure the granting of tenure. The burden of responsibility for performance improvement rests with the faculty member, though the Department Head (or equivalent) may provide reasonable assistance. The faculty member will continue with a contract through the end of the academic year of tenure review.

c. The candidate has not made sufficient progress towards tenure and is judged at this juncture not to be a viable candidate for tenure. In such cases, the faculty will be given a one-year terminal contract that extends through the following academic year.

### **III. The Tenure Review**

#### **1. Summary**

Recommendations for the granting of tenure originate in an academic department (or equivalent).

The Office of the Provost distributes and confirms the list of faculty members who must be considered for tenure for the following academic year according to their appointment  
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letters. The names of these candidates are forwarded to the Dean (or equivalent) of the respective academic unit. The list will be verified by the College Dean (or equivalent) by the date required by the *Tenure and Promotions Calendar*.

The Provost may approve the addition of other eligible faculty members to the list for tenure review, with the written request of the faculty member(s) and with the recommendation of their respective Deans (or equivalent). A faculty member requesting early review must make that request in writing and must state in the request that he or she recognizes that the decision either (1) to grant tenure or (2) to deny tenure and terminate

employment is final.

By the time specified in the *Tenure and Promotions Calendar*, the Dean (or equivalent) appends to the list the names of tenured faculty that are to be considered for promotion in the next academic year.

All tenure and promotion review committees within the University will be constituted by the date required by the *Tenure and Promotions Calendar* for the following academic year.

## **2. Criteria of Evaluation for Tenure**

The granting of tenure represents a prediction about the future contributions of a faculty member based on a compelling body of evidence. Candidates for tenure are expected to have established a distinguished record of academic achievement that should be the foundation for an appropriate national or international reputation and be judged likely to continue that record. Each candidate should have a strong record of Accomplishment in teaching, research, and service and have demonstrated outstanding performance in either research or teaching. Each college (or equivalent) may further define specific criteria for a candidate's performance in these areas as appropriate to the discipline and consistent with University policy.

The primary criteria for evaluation are: excellence in scholarly research with appropriate national/international recognition; excellence in teaching at the graduate and/or undergraduate levels as measured by a broad set of metrics; and, effective service within the University and to the profession. A successful candidate will demonstrate excellence and creativity in all these areas and outstanding accomplishment in either research or teaching.

For interdisciplinary faculty, the collaborating academic unit(s) will consider contributions in research, teaching, and service as they relate to the collaborations that have occurred across academic units as formally arranged.

The following examples provide a non-exhaustive list of metrics for evaluation in each category. The particular items listed after each category are offered as guidelines only, and the order in which they are listed is not indicative of any type of priority ranking. No

9 item will be counted as either necessary or sufficient for purposes of demonstrating the quality of the candidate's work within a particular category. Further, the lists in each category will not be construed to exhaust all of the possible items that might otherwise be included. Note especially that tenure and promotion review committees will not construe the following as checklists.

*Evidence of achievement in Teaching may include:*

1. Effectiveness in undergraduate and/or graduate teaching in the classroom, studio, clinical site and/or laboratory, as applicable to the discipline or interdisciplinary work based on criteria established by the academic unit(s).
2. Contributions to the curriculum, such as substantial revisions of existing courses or academic programs, and development of new courses and techniques of teaching, including securing external funding for these purposes.
3. Publications related to teaching in the candidate's discipline, such as most textbooks, aids, or manuals.
4. Effectiveness as an undergraduate and/or graduate adviser and/or mentor, including dissertation, thesis, creative projects, or independent study advising.

*Evidence of achievement in Research may include:*

1. As applicable to the discipline, quantity and/or quality of research, scholarship, artistic investigation and creative activity as evidenced by publications, presentations of papers (including invited presentations nationally and /or internationally), research reports, exhibitions, etc. (quantity not being a substitute for quality). Consideration will be given to papers and articles that are invited or subject to peer review. Consideration will also be given to publications related to the advancement of pedagogical theory and method in one's field.
2. In appropriate disciplines, of the candidate's success in securing external funding
3. Effectiveness in directing the research of graduate and undergraduate students.
4. Originating, participating in, or directing research projects.
5. Evaluation of scholarly or artistic accomplishment by recognized authorities outside of Drexel where appropriate.

*Evidence of achievement in Service may include:*

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1. Leadership and/or demonstrable contributions in faculty elective bodies and service on committees at program, department, college or school and University levels.
2. Leadership and/or demonstrable contributions in national and/or international professional organizations.
3. Service to individual students and/or student organizations.
4. Promotion of the University through extramural activities, such as recruitment events, alumni affairs, etc.
5. Other forms of service to the profession, external associations, etc.

### **3. *Withdrawal from the Tenure Track***

A tenure-track faculty member may decide to forego consideration for tenure by voluntarily withdrawing from the tenure track. The contract of a faculty member who withdraws from the tenure track will state in writing that s/he relinquishes consideration for tenure and the appointment will end on the date specified in his or her contract letter. Each college (or equivalent) must establish in writing the deadline that a faculty member must withdraw from the tenure track to forego tenure consideration by the University, and this date must be prior to the submission of the tenure/promotion package to the Office of the Provost (see Calendar <link>). The Office of the Provost will honor the deadline established by the College/School.

Under exceptional circumstances, a faculty member who withdraws from the tenure track may apply for and be hired in a non-tenure track position at the University. If this occurs, the faculty member will state in writing that s/he relinquishes consideration for tenure and the intent to end the tenure-track appointment immediately at which time a nontenure-track contract will be issued. Non-tenure-track contracts end on the date specified without expectation of renewal.

### **IV. The Promotion Review**

A faculty member wishing to be considered for promotion must declare to College Deans (or equivalent) their intention to stand for review according to the *Tenure and Promotion Calendar* for submission of the list of candidates to the Office of the Provost. In rare circumstances, exceptions to the deadline may be granted.

It is assumed that promotion to the rank of Associate Professor will accompany the awarding of tenure. Ordinarily, candidates for promotion to the rank of Professor will

have served no less than five years in rank as an Associate Professor. Typically, promotion to the rank of Professor for a tenure-track faculty member appointed as Associate Professor does not occur in the same year as consideration for tenure. In some  
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academic units, such as the School of Law, promotion may occur prior to tenure consideration. Standards for promotion to the rank of Professor are based by the same three categories of evaluation for tenure. Requests to be considered with less time in rank must be approved by the Provost before approval to move the candidacy forward. Criteria for promotion to the rank of Professor include further significant contributions to knowledge and teaching, a record of continued growth in research, scholarship and creative work, and further promise of achieving appropriate high national/international prominence, strong mentorship of students, and interdisciplinary activities, where possible.

A candidate reviewed for promotion to associate professor may be reviewed only by fellow faculty at the rank of Associate Professor or Professor. A candidate considered for promotion to the rank of Professor is to be reviewed only by fellow faculty at the rank of Professor.

## **V. Review Committees and External Reviewers**

### **1. Review Committees**

#### **Tenure and Promotion Committees**

All departmental, program, school or college-based tenure and promotion review committees within the University will be constituted by the date specified in the Calendar <link>. The procedure for forming the initial tenure and promotion review committee is the responsibility of each academic unit as specified by its written policies. All departments, programs, schools and colleges are required to submit their tenure and promotion policies and procedures to the Office of the Provost for approval annually by January 31. While it is understood that these policies and procedures may differ depending upon the nature and function of the unit, each must be consistent with general University guidelines and standards and be approved by the Office of the Provost.

For interdisciplinary candidates, at least one member of each collaborating academic unit will have membership on the tenure/promotion committee of the home department and will participate in preparing the report.

When a tenure and promotion review committee is established, formal procedures must be followed. Only tenured faculty may participate in votes. General orderliness of record is important regarding dates and attendance of meetings, evidence considered, votes taken, manner of voting, and outcome. Once the review process has begun, candidates are not permitted to have access to any of the materials reviewed by the tenure and promotion review committee. Within the guidelines of confidentiality (Section IX), the overall promotion and tenure process should allow for feedback to each faculty candidate at appropriate times and through appropriate channels to ensure that misunderstandings,

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misconceptions, and disagreements be confronted at the level at which they occur. At each level of the review (department/unit committee; department head; Dean) and before being forwarded to the next level, the report will be transmitted to the faculty member. The faculty member must acknowledge receipt of the report and

may respond in writing within seven (7) days of receipt. The response(s) of the faculty member become part of the tenure review file, which is part of the faculty member's personnel file.

## **2. External Reviewers**

### *a. Overview*

In determining a candidate's professional standing, the University looks to nationally and/or internationally-respected experts external to the University. There must be at least six external reviewers associated with each tenure and/or promotion case. Following the election or appointment of a committee chair for any tenure and promotion review committee, the first order of business is to identify and secure a sufficient number of qualified external reviewers. In the best of circumstances, external reviewers provide highly informed, candid, and comprehensive evaluations of the body of work under review. In effect, the external reviewer speaks not only (if indirectly) to the candidate, but to the University, regarding the number and quality of the elements that compose the candidate's body of work, its appropriateness within, and contribution to, the discipline or field (including interdisciplinary fields), and to the expectation that the University may reasonably hold in regard to future professional direction and probability of success. Accordingly, the selection of external reviewers is a matter to be taken most seriously. The following information is not intended to be exhaustive, but seeks only to establish what is minimally acceptable.

### *b. Selection Process*

The majority of external reviewers will be selected by members of the initial tenure and promotion review committee from a list of potential reviewers generated exclusively by the tenure and promotion review committee. Two additional external reviewers will be selected by the tenure and promotion review committee from a list of six potential reviewers generated by the candidate. In order to ensure that external reviewers may respond in a timely manner, their selection will be completed by the time of submission of the tenure dossier by the candidate. The slate of proposed external reviewers must be approved by the Dean (or equivalent) of the academic unit. Brief biographies of all external reviewers must be included in the Tenure/Promotion package. Reviewers may be contacted in advance to ensure their availability. Responses by all external reviewers must be included in the report. In rare instances, there may be no response from an external reviewer who has agreed to provide a review; this is to be reported but no conclusions will be drawn regarding the lack of response.

### *c. Selection Criteria for External Reviewers*

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External reviewers will be nationally and/or internationally recognized experts in their respective disciplines or interdisciplinary fields and come from academic or research institutions of high stature, typically at or above the stature of Drexel University. In some cases, an external reviewer may be affiliated with a highly regarded program at an institution not recognized to be at or above the stature of Drexel University. In such a case, evidence must be provided that the choice of external reviewer is appropriate, for example, by demonstrating that the program of the institution or the work of a particular researcher is particularly important.

For tenure review, external reviewers will typically be members of the professoriate who hold tenure and, preferably, who hold the rank of "Professor," although tenured Associate Professors may also be selected on some occasions. In addition, highly recognized

individuals in non-academic positions may be consulted provided they can provide a perspective on the candidate and recognize the standards and implications of the granting of tenure.

External reviewers must be at “arms length” from the candidate. An external reviewer may not have served on the candidate’s dissertation proposal committee or dissertation committee. External reviewers will not be (or have been) co-authors of the candidate or co-PIs in the recent past (4-5 years). However, individuals co-serving with the candidate in positions such as in professional societies or editorial boards may provide reviews. External reviewers must reveal any connection with the candidate and state their ability to make an independent and unbiased judgment on his or her accomplishments. Members of the candidate’s dissertation proposal committee or dissertation committee may write letters addressed to the Chair of the Tenure and Promotion Committee on behalf of the candidate. Current or former co-authors and co-PIs may write letters addressed to the Chair of the Tenure and Promotion Committee on behalf of the candidate. These letters may supplement, but not replace the minimum of six letters from the external reviewers.

Cover letters to reviewers should provide information on the policies of the University and academic program regarding tenure and promotion as well as indicate the criteria on which the candidate is being considered [SEE EXAMPLE]. The main issues to be addressed are 1) The impact of the candidate’s work on a field or fields and 2) the promise for future significant impact on the field or fields.

For interdisciplinary candidates, reviewers across disciplines should be engaged. In the cover letters, such reviewers should be made aware of the work on which they are being asked to comment.

### **Provost Advisory Committee**

The purpose of the Provost Advisory Committee is to present and discuss all

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tenure and promotion cases for the University. The proceedings of the Committee are advisory only. The function of the Committee is not to make a formal recommendation or otherwise vote on any candidate.

The committee is composed of the Provost, Vice Provost for Academic Affairs, Vice Provost for Research, Deans/Directors of each academic unit, 3 Senior Faculty (Tenured Full Professors) appointed by the Provost, and 3 Senior Faculty (Tenured Full Professors) elected by the Faculty Senate. The Faculty representatives will serve rolling two-year appointments. At the discretion of the Provost, non-participating observer(s) may be invited.

### **VI. Reports**

One of the most important and challenging aspects of reporting tenure and promotion recommendations is to articulate and incorporate within a written recommendation the criteria employed and the basis of judgments regarding a candidate’s work, including any reliance on the comments of external reviewers. In addition, reports should be complete, pointing out both strong and weak aspects of a case. Reports that will be shared with candidates must not reveal the identity of reviewers and remain free from other identifiable comments or attributions of any sort.

### **VII. Termination of Tenure-Track or Tenured Faculty**

Termination of a tenure-track or tenured faculty member will be undertaken for compelling reasons only, such as (a) termination for cause that is related directly and

substantially to the fitness of the faculty members in his or her professional capacities as an instructor or researcher; (b) termination due to extraordinary budget considerations in which a condition of financial exigency (as defined in the “Recommended Institutional Regulations on Academic Freedom and Tenure”) is demonstrable; (c) termination due to medical disability in which there is clear and convincing medical evidence that the faculty member, even with reasonable accommodation, is no longer able to perform the essential duties of the position; (d) release of tenure by virtue of voluntary retirement or voluntary resignation. Dismissal proceedings for tenured faculty members for any of the above reasons will be carried out under the standards approved by the American Association of University Professors (AAUP) as outlined in the *AAUP Policy Documents and Reports, Tenth Edition (2006) [pages]*.

### **VIII. University and Academic Unit Policies**

Departments (or equivalent) and Colleges (or equivalent) may establish their own written standards and criteria for tenure, provided such standards and criteria are consistent with the policies of the University and are communicated to all tenure-track hires at the time of the initial appointment. Specifically, all departments, programs, schools and colleges are required to submit their tenure and promotion policies and procedures to the Office of the Provost for approval annually according to the *Tenure and Promotions Calendar*.

While it is understood that these policies and procedures may differ depending upon the

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nature and function of the unit, each must be consistent with general University guidelines and standards and approved by the Office of the Provost.

### **IX. Confidentiality**

All information associated with the review (thus, materials submitted by the candidate or others for review, or generated by the review process) must be regarded as strictly confidential by any and all persons involved in reviews at any stage and in any capacity. However, within these guidelines of confidentiality, the overall promotion and tenure process will allow for feedback to each faculty candidate at appropriate times and through appropriate channels to ensure that misunderstandings, misconceptions, and disagreements be confronted at the level at which they occur. In the case of contradictory findings, it is the responsibility of the next level reviewer to assure the consistency of the information evaluated in arriving at the recommendation. Members of promotion and tenure committees participate with the understanding that all matters related to their deliberations remain confidential. In addition, faculty candidates under review are discouraged from approaching committee members at any time concerning the disposition of their review and will understand that inquiries of this type are deemed entirely inappropriate. Confidentiality of the promotion and tenure process is to be respected forever, not just during that particular year of review. Any exceptions to the requirement of confidentiality can only be authorized by the University’s Office of the General Counsel.

### **X. Reporting to the Board of Trustees**

The Office of the Provost maintains a rolling analysis of the University’s staffing and tenure projections, with particular attention to the aggregate number of tenured and tenure-track appointments. The Provost forwards a report yearly to the President to be contained in the report to the Academic Affairs Committee of the Board of Trustees at its May meeting at which tenure is approved for tenure-track faculty.

### **XI. Appendix**

## **1. Tenure/Promotion Package Organization to be submitted to the Office of the Provost**

Cover Letter from Dean/Director

Candidate Acknowledgement of Receipt of Dean's Report with optional written response

Dean/Director Report

College Committee(s) Recommendation to Dean/Director

Department Head Letter to Dean/Director

Candidate Acknowledgement of Receipt of Department Head Report with optional written response

Department Head Report

Candidate Acknowledgement of Receipt of Department Tenure and Promotion

Committee Report with optional written response

Department Tenure and Promotion Committee Report and Recommendation to

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Department Head

Candidate Dossier

Personal Statement – Research, Teaching, Service

CV

External Reviewer – Letters

Copy of Letters to External Reviewers

Brief Biographies of Reviewers

Summary of Internal Process

Membership of College Tenure and Promotion Committee(s)

Membership of Departmental Tenure and Promotion Committee

Support Documentation (optional and brief)

\* Note: Colleges/Schools may require more extensive information of the candidate such as publications, portfolios, and other evidence of achievement.

## **2. Sample Cover Letters to External Reviewers**

(to be added)

## **XII. Calendars**

Calendars for *Midterm Reviews* and for *Tenure and Promotions* applicable to all Colleges and Schools (except the College of Medicine) for the next two academic years are posted every January 1<sup>st</sup>.

Click [HERE](#) to view the *Midterm Review Calendar*

Click [HERE](#) to view the *Tenure and Promotion Calendar*