

EXCERPT FROM FACULTY HANDBOOK ON RANK AND TENURE
June 2004

IV. FACULTY STATUS

I. Tenure

The Rank and Tenure Policy Statement (see Appendix B) is the College's official policy on matters of tenure. What follows summarizes some of the more important aspects of the tenure process and provides a schedule.

1. Tenure is the right to continuing employment granted by the College to a faculty member upon the completion of the probationary period. Tenured faculty members have an expectation of employment until retirement subject to the provisions for dismissal, release for financial exigency, termination of degree programs, or medical disability. (See Appendix B, Rank and Tenure Policy Statement, Articles 8, 9, 10).
2. Tenure is granted by the President on the recommendation of the Board on Rank and Tenure in accordance with the Rank and Tenure Policy Statement. To be eligible for tenure, the faculty member ordinarily must have completed a probationary period of seven years, if the faculty member has not taught elsewhere, or fewer than seven years, if the faculty member has taught elsewhere in a regular full-time faculty position within the last three years. The date of tenure consideration is included in the initial contract. Ordinarily, a candidate for tenure must possess an earned doctorate or highest professional degree. Exceptions to the requirement of an earned doctorate or highest professional degree, or years of service may be made in justified circumstances.
3. The tenure process is a continuous one that begins with the initial appointment and includes the annual reviews, annual meetings with the Department Chair and Dean, and a meeting with the Vice President for Academic Affairs. The final review for tenure actually occurs one year before the end of the probationary period. This procedure insures that if tenure is denied, the faculty member will have a year to secure other employment. In the year prior to the expiration of the probationary period, the Vice President for Academic Affairs notifies the faculty member, the appropriate Department Chair, the appropriate Dean, and the Board on Rank and Tenure that the faculty member is to be reviewed for tenure.

The Rank and Tenure Policy Statement requires that "the chief academic officer, the appropriate dean(s) and the department chair having consulted all tenured and tenure-track faculty members in the department are required to submit written recommendations to the Board on Rank and Tenure" These letters are to "address the criteria for tenure, and promotion if applicable, ..." and are submitted according to the schedule below. As the Rank and Tenure Policy Statement notes, "there may be a variety of ways to account for a particular individual's effectiveness as a teacher, success as a scholar, and involvement as a member of the College community. It is the responsibility of each department to agree on the instruments or criteria whereby the effectiveness of the members of that department can be judged." The Department Chair's letter, which must "accurately summarize the views of the department's tenured faculty members," addresses the candidate's effectiveness as a teacher, success as a scholar, and involvement as a member of the College community from the point of view of the Department, taking into account the departmental "instruments or criteria." The Dean's letter addresses the candidate's effectiveness from the point of view of his/her particular school, taking into account the departmental recommendation. The Vice President for Academic Affairs' letter addresses the candidate's effectiveness from the point of view of the entire College, taking into account the departmental recommendation (see Appendix B, Section 4.4 and 4.5).

Normally faculty stand for tenure in the spring semester. In that case tenure review and accompanying promotion review, if applicable, proceed according to the schedule that appears below. Deadlines are 5 PM on the specified date. If the date falls on a weekend, holiday, or other College closing, the deadline

moves to the next business day. The dates in parentheses are for those instances when the tenure review and accompanying promotion review, if applicable, take place in the fall semester.

October 1 (June 1) - The Vice President for Academic Affairs informs faculty members who are to be reviewed for tenure, their Chairs, the Deans, and the Board on Rank and Tenure.

January 15 (September 7) - Faculty members submit eight copies of their application as follows: one copy to the appropriate Dean, one copy to the Vice President for Academic Affairs, one copy to the Department Chair, and five copies to the Secretary to the Board on Rank and Tenure (located in the Office of the Vice President for Academic Affairs). If the applicant has supplemental material too large to duplicate, such as a book, he/she submits only one copy to the Secretary to the Board. The Secretary forwards this supplemental material to the Board Chair, who makes it available to the other members of the Board.

February 6 (September 29) - The Department Chair submits a letter of recommendation to the Secretary to the Board on Rank and Tenure (located in the Office of the Vice President for Academic Affairs). The Chair must consult "all tenured and tenure-track faculty members in the department" and his/her letter must "accurately summarize the views of the department's tenured faculty members" (see Appendix B, Section 4.4). The Secretary to the Board makes and distributes copies to the candidate, the appropriate Dean, the Vice President for Academic Affairs, and the members of the Board.

February 27 (October 20) - The appropriate Dean and the Vice President for Academic Affairs submit letters of recommendation to the Secretary to the Board on Rank and Tenure (located in the Office of the Vice President for Academic Affairs). The Secretary makes and distributes copies to the candidate, the appropriate Department Chair, the appropriate Dean, the Vice President for Academic Affairs, and the members of the Board.

March 3 (October 23) - The Secretary to the Board provides the faculty member a list of material to be taken into consideration, and schedules interviews.

April 17 (December 8) - The Board on Rank and Tenure submits its recommendations to the President.

May 15 (January 5) - The faculty member is notified by the Vice President for Academic Affairs of the President's decision. If tenure is granted, it becomes effective in the next year's contract. If because of the successful appeal of a denial of tenure, the faculty member is notified after the start of the next year's contract that tenure has been granted, tenure becomes effective retroactively to the start of the contract, as if it had been granted within the initial period of review.

4. If during the tenure review process a faculty member is charged with misconduct or other negative information emerges that in the judgment of the Vice President for Academic Affairs is of serious concern, the Vice President for Academic Affairs shall instruct, after notifying the faculty member in writing, the Board on Rank and Tenure to suspend the tenure review process pending the conclusion of any on-campus or off-campus proceedings. The faculty member may then supplement his or her tenure application with information regarding the outcome of such proceedings. If no such proceedings will occur, the faculty member shall be given: notice of the negative information received; a reasonable time in which to prepare a response; an opportunity to submit written materials regarding the matter to the Board on Rank and Tenure; and an opportunity to meet with the Board on Rank and Tenure to discuss the matter.

If, as the result of such a delay, the faculty member is notified after the start of the next year's contract that tenure has been granted, tenure becomes effective retroactively to the start of the contract, as if it had been granted within the initial period of review.

5. Should tenure be denied, the faculty member has the right to be informed in writing of the reasons for which tenure was not granted. The Vice President for Academic Affairs is required to give the faculty member a written statement of the reasons for which tenure was not recommended by the Board on Rank and Tenure and/or denied by the President. The faculty member may consult the Board on Rank and Tenure and may also request a review of the decision by asking the President in writing within 30 days of being notified that tenure had not been granted. In all cases where the faculty member is denied tenure, the contract for the next academic year becomes terminal. (See Appendix B, Section 4.7.)

J. Promotion

The Rank and Tenure Policy Statement (see Appendix B) is the College's official policy on matters of promotion. What follows summarizes some of the more important aspects of the promotion process and provide a schedule.

1. Promotion to a higher rank is granted by the President on the recommendation of the Board on Rank and Tenure in accordance with the Rank and Tenure Policy Statement.
2. The initiative in applying for promotion rests with the faculty member, but before making formal application it is prudent for the faculty member to consult his/her Department Chair.
3. After formal application has been made, the applicant may request an interview with the Department Chair, Dean, and the Vice President for Academic Affairs as to the tenor of their recommendations and has the right to a written copy of the recommendations. The faculty member may also request recommendations from others. All these recommendations are submitted to the Board on Rank and Tenure.

The Rank and Tenure Policy Statement requires that "the chief academic officer, the appropriate dean(s) and the department chair having consulted all tenured and tenure-track faculty members in the department are required to submit written recommendations to the Board on Rank and Tenure" These letters are to "address the criteria for promotion, and tenure if applicable, ..." and are submitted according to the schedule below. The Department Chair's letter, which must "accurately summarize the views of the department's tenured faculty members," addresses the candidate's application from the point of view of the Department. The Dean's letter addresses the candidate's application from the point of view of his/her particular school, taking into account the departmental recommendation. The Vice President for Academic Affairs' letter addresses the candidate's application from the point of view of the entire College, taking into account the departmental recommendation. (see Appendix B, Sections 4.4 and 4.5.)

Promotion review proceeds according to the schedule that appears below. Deadlines are 5 PM on the specified date. If the date falls on a weekend, holiday, or other College closing, the deadline moves to the next business day.

September 7 - To be considered during the current academic year, faculty members submit eight copies of their application as follows: one copy to the appropriate Dean, one copy to the Vice President for Academic Affairs, one copy to the Department Chair, and five copies to the Secretary to the Board on Rank and Tenure (located in the Office of the Vice President for Academic Affairs). If the applicant has supplemental material too large to duplicate, such as a book, he/she submits only one copy to the Secretary to the Board. The Secretary forwards this supplemental material to the Board Chair, who makes it available to the other members of the Board.

September 29 - The Department Chair submits a letter of recommendation to the Secretary to the Board on Rank and Tenure (located in the Office of the Vice President for Academic Affairs). The

Chair must consult “all tenured and tenure-track faculty members in the department” and his/her letter must “accurately summarize the views of the department’s tenured faculty members.” (See Section 5.4 of the Rank and Tenure Policy Statement in Appendix B.) The Secretary makes and distributes copies to the candidate, the appropriate Dean, the Vice President for Academic Affairs, and the members of the Board.

October 20 - The appropriate Dean and the Vice President for Academic Affairs submit letters of recommendation to the Secretary to the Board on Rank and Tenure (located in the Office of the Vice President for Academic Affairs). The Secretary makes and distributes copies to the candidate, the appropriate Department Chair, the appropriate Dean, the Vice President for Academic Affairs, and the members of the Board.

October 23 - The Secretary to the Board provides the faculty member a list of material to be taken into consideration, and schedules interviews.

December 8 - The Board on Rank and Tenure submits its recommendations to the President.

January 5 - The faculty member is notified by the Vice President for Academic Affairs of the President’s decision. If promotion is granted, it becomes effective in the next year’s contract.

4. In the event that promotion is denied, the faculty member may, within two weeks of receiving notification, request from the Vice President for Academic Affairs a written statement of the reasons for which the promotion was not recommended by the Board on Rank and Tenure and/or was not granted by the President. The faculty member may consult the Board on Rank and Tenure and may also request a review of the decision by asking the President in writing within 30 days of being notified that promotion had not been granted. (See Appendix B, Section 5.7.)
5. Promotion may carry with it an increment in salary according to the rank achieved. The promotion increment is included in the annual increment of the contract offered immediately after promotion. An increment for promotion is based on the rank achieved.

K. Preparation for Tenure and Promotion

Explanatory note: This section is relatively new to the Faculty Handbook and is a work in progress. The information that appears below in subsections 1, 3 and 4 was approved by the Academic Senate. Additional information will be included in future editions of the handbook.

1. Deadlines

Faculty are advised that the promotion and tenure application deadlines are firm, and all supporting materials should be submitted with the original application. This ensures that the Department, the Dean, and the Vice President for Academic Affairs make their recommendations based on the same information. Candidates and department chairs are advised to plan ahead so that solicited documents arrive well in advance of the published deadline.

There are limited exceptions to the application deadline. For example, candidates may supply documents or notifications indicating that an item originally listed in the application as tentatively completed has in fact come to completion (e.g., an article listed as submitted for publication has been accepted, an accepted article has been published, etc.) In addition, as provided for in Section 7.3.a of the Rank and Tenure Policy statement, faculty may submit subsequent information to the Board in order to rebut objections that are raised in the interview.

2. Application Form and Recognition Questionnaire

Application forms for tenure and promotion are posted in Word format, suitable for downloading, on the Faculty Information page of the Academic Affairs website. Candidates need not use these forms, but applications must address the areas indicated on the forms and in order presented.

With their applications candidates are asked to submit the “Tenure/Promotion Recognition Publication Candidate Questionnaire.” The information provided in the questionnaire will be used in a publication honoring those faculty earning promotion and/or tenure in a given year. The questionnaire is posted in Word format, suitable for downloading, on the Faculty Information page of the Academic Affairs website.

3. Evidence of Success in Teaching

One aspect of a tenure or promotion application is providing evidence of success in teaching. Candidates for tenure and promotion enjoy freedom in compiling a dossier to demonstrate this success. For example, in its annual letter to the faculty the 2000-2001 Board on Rank and Tenure made the following suggestions, which are provided here as examples for informational purposes:

- a. An opening essay that addresses: the candidate’s philosophy of teaching, his/her strengths and weaknesses, and the ways these have been exploited and corrected.
- b. Course syllabi and written statements of key assignments.
- c. Relevant paragraphs from annual update letters by the candidate’s chair;
- d. Classroom visitation reports by departmental colleagues.
- e. Student evaluation form summaries, including full reports of students’ open-ended comments on the reverse side (many departments routinely have administrative assistants type these for annual reviews).
- f. Departmental colleagues’ assessment of a course folio over a range of courses with a view to determining the candidate’s contributions to learning. The folio consists of course syllabi, tests and assignments, and examples of A, B, and C level student papers.
- g. Surveys of recent graduates.
- h. Letters from particularly successful students, such as those in graduate or professional school, and/or those now established in their fields.
- i. Any other reasonable measures of learning and the candidate’s impact on students’ intellectual and personal development.

4. Evidence of Scholarly Activity

Article 4.5.b. of the Rank and Tenure Policy Statement requires tenure applicants to submit “evidence of scholarly activity ... which has been reviewed by a body of peers outside the Loyola community.” Article 1.2.d. requires “recognition by peers of productive work as a scholar” for promotion to the rank of associate professor and Article 1.2.e. requires “recognition by peers as a consistently productive scholar” for promotion to the rank of professor. Candidates for tenure and promotion enjoy freedom in compiling a dossier to demonstrate this evidence and recognition. There are many ways in which a candidate may provide peer evaluation. Examples include book reviews, reader reports, acceptance of an article in a peer reviewed journal, and external letters. If external letters are included, the candidate should follow departmental procedures for obtaining these letters. Although these procedures vary by department, normally the Department Chair contacts the proposed reviewers, providing them with a representative sample of publications that have been selected by the candidate. Typically the Chair asks the reviewers to describe their personal and professional knowledge of the candidate, asks them to confine their evaluations to the quality of the person’s scholarship and, if appropriate, other professional contributions (rather than offering an opinion about whether the person should be promoted/tenured), and informs them that their evaluations will be provided to the candidate. If

external evaluations of scholarship are solicited, the departmental letter to the Board on Rank and Tenure should describe the procedures used in choosing outside evaluators.

Many faculty have scholarship that includes co-authored books or articles. In such cases the nature and extent of the faculty member's contribution may be unknown to the Department, the Dean, the Vice President for Academic Affairs, and/or members of the Board on Rank and Tenure. For co-authored publications, the candidate should indicate the extent and nature of his/her collaboration.

5. Evidence of Success in Service

One aspect of a tenure or promotion application is providing evidence of success in service. Candidates for tenure and promotion enjoy freedom in compiling a dossier to demonstrate this success. One way to organize service activities is to classify them as pertaining to the College as a whole, the College of Arts and Sciences or the Sellinger School of Business and Management, the department, or the community outside Loyola. A reverse chronological listing within each category should include the academic year(s) of service and role on the committee. The most substantive service should be described so others can appreciate its significance. Often, explanation of more routine service activities is unnecessary, but the work of obscure or ad hoc committees may need to be described. If the applicant's service activities have special focus or characteristics, it would be appropriate to provide an introductory statement to this section of the application. As with teaching and research, the Board on Rank and Tenure looks for evidence of the quality of an applicant's service activities. Evidence that might be helpful includes: chairs' and deans' evaluations; letters from committee chairs, service recipients, and colleagues; and copies of any report that the applicant played a major role in writing.

L. Procedures of the Board on Rank and Tenure

The Rank and Tenure Policy Statement (see Appendix B) is the College's official policy on tenure and promotion, and provides information about the purposes, composition, and procedures of the Board on Rank and Tenure. What follows simply summarizes information about the Board's procedures that have appeared in yearly reports from the Board to the faculty and been approved by the Academic Senate.

1. Board members do not submit letters of recommendation for applicants who will come before the Board.
2. If a candidate has questions about procedural matters, he/she should contact the Board Chair. Current board members do not otherwise advise applicants on their applications for tenure or promotion. Faculty seeking tenure or promotion should seek advice from their Department Chair and Dean.
3. Ordinarily when an applicant for tenure and/or promotion is from a Board member's department, the Board member participates only in the Board deliberations and not in the Department Chair's consultation with the tenured members of the Department. In contrast, Board members ordinarily do participate when the Chair consults the tenured members of the Department for annual reappointment reviews of probationary faculty.
4. A candidate for promotion may give written permission for the Board to deliberate and make recommendations in his/her absence from campus. That is, a candidate for promotion may waive, in writing, his/her right to appear before the Board.