

# FACULTY PROMOTION AND TENURE CRITERIA AND PROCEDURES

## CARNEGIE INSTITUTE OF TECHNOLOGY CARNEGIE MELLON UNIVERSITY

Revised August 18, 2010

### **1. INTRODUCTION**

Promotion in the Carnegie Institute of Technology is governed by the extent and impact of the contributions the candidate has made and will make to the University. The evaluation of the individual's contributions necessitates the collection of information and the preparation of documents by which the candidate's past performance and future potential can be assessed.

All involved should recognize that the final decision made on promotions is based on both quantitative and qualitative information and on a sound process. Promotion at each level is an indication to the individual that the senior faculty and administration feel that the candidate's overall progress to this point has been acceptable as defined in the criteria below. Each promotion, however, does not guarantee future promotions. In addition, consideration must be given to budgetary constraints which might result in limits on the number of tenured faculty members, and the extent to which the interests and professional objectives of the candidate are compatible with the priorities of the University.

### **2. CRITERIA**

To be promoted, the candidate must document criteria believed to be measures of his/her contributions to the University and his/her profession. These criteria are conveniently organized under two headings: teaching and educational activities, and research. For promotion to tenure, each candidate is expected to be outstanding, or to show promise of becoming outstanding, in at least one of those two, and to be at least competent in the other category. A measure of outstanding performance requires demonstration of a high level of capability in contributing to, disseminating, or applying new knowledge, in a manner clearly recognizable by his or her peers. All candidates for promotion at all lower levels are expected to be at least competent in both categories, and show promise of meeting the criteria for promotion to Full Professor in due course.

**2.1 Teaching and Educational Activities:** Teaching is a principal function of the faculty. One measure of teaching effectiveness is the faculty course evaluation. Other measures include comments by students and graduates who have been in the candidate's courses. Graduate student guidance, course material, exams, projects, etc. can be evidence of teaching effectiveness. If the candidate wishes, he/she can solicit written opinions of his/her teaching from other faculty. Educational activities include new curricula or courses, educational publications, textbooks, development of new degree and training programs, and technical popularization.

**2.2 Research:** Engineering research includes all activities which lead to increased problem solving capabilities, including such activities as design and analysis. Measures of excellence in this area include the quality, volume, and impact of publications, including papers, monographs, books and research reports; evaluation of research by others; patents; prizes and awards for research; solicited and invited lectures; the amount of financial support; and the contribution of the candidate's work towards the needs of society.

**2.3 Other Considerations:** Faculty members may also carry on professional activities that should be considered for promotion and tenure: e.g., professional practice, consulting, public service, service in technical and professional societies and associations, and editorial work on professional journals. Insofar as such activities either contribute to or are an extension of: Teaching and Educational Activities, or Research, they should be considered as they are applicable under those two categories.

In addition, it is expected that each faculty member will contribute to the functioning of the campus community by serving on committees, participating in campus activities, undertaking a fair share of assignments in his or her

department, etc. Quality of contribution in this area (as well as substantial failure to attend to it) is also considered for promotion and tenure, in addition to the two main categories of activities described above.

**2.4 Distinction between Promotions to Associate Professor and Full Professor:** A candidate for an appointment (if he/she is from outside CMU) or promotion to Full Professor should be very well established in his/her field. The candidate will usually be a recognized leader who has made outstanding contributions in teaching and educational activities, or research, and has a national and possibly an international reputation. The evidence available should indicate that the candidate is a skillful teacher. Typically, a candidate for Full Professor would have served as advisor to one or more completed doctoral students.

Tenure is granted to a candidate whose record shows that the leadership and reputation, inherent in the attributes of a Full Professor, are established or are being established. Indeed, all evidence presented should support the expectation that if the candidate is granted tenure, he/she will reach the Full Professorship in a reasonably short period of time. If a candidate for tenure has all the qualifications of a Full Professor, he/she will be considered for promotion to Full Professor.

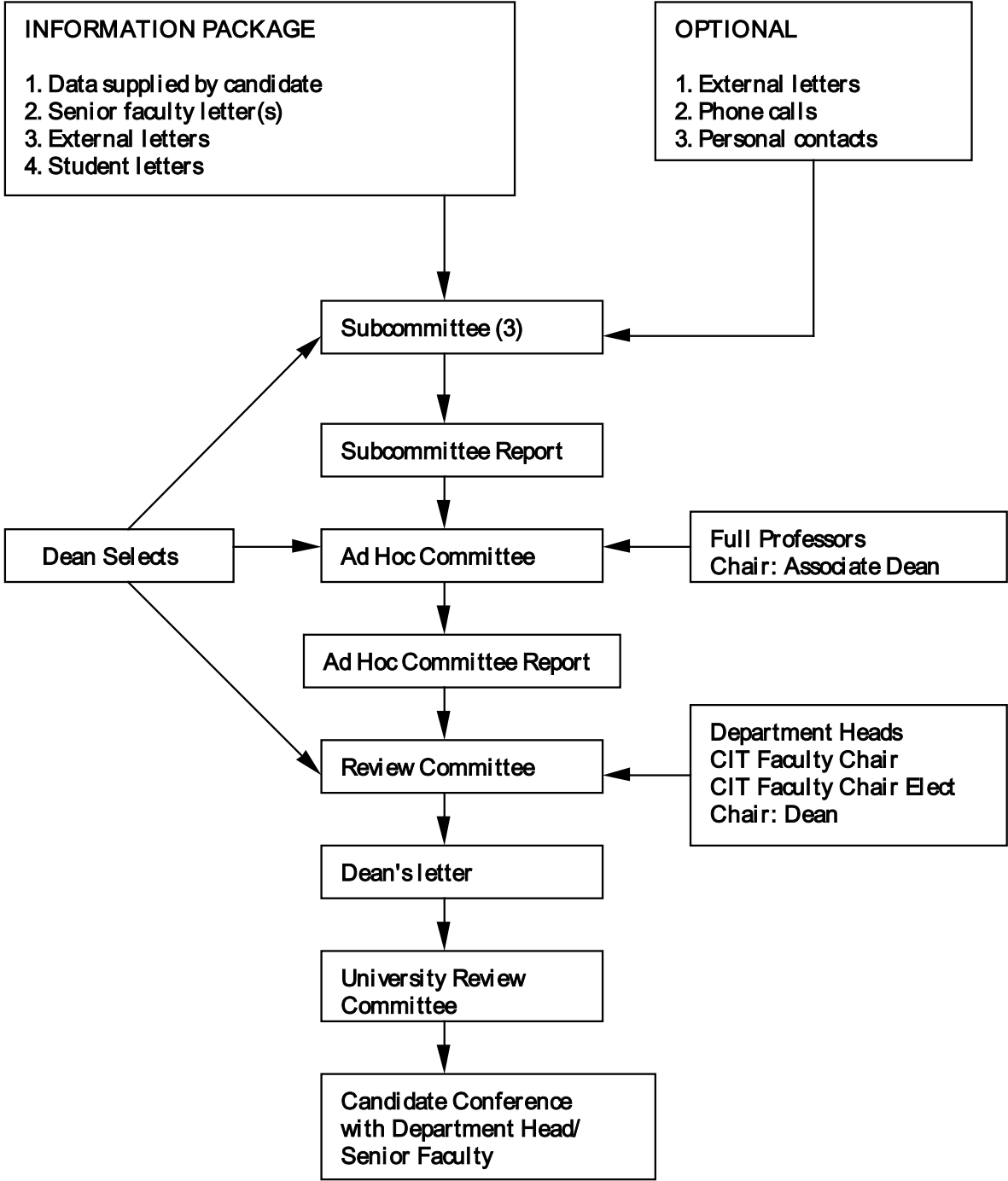
A candidate for an appointment or promotion to Associate Professor should have a record of accomplishment indicating clearly that he/she is a potential leader who in due time will be sufficiently well established to deserve promotion to Full Professor.

### **3. PROCEDURES**

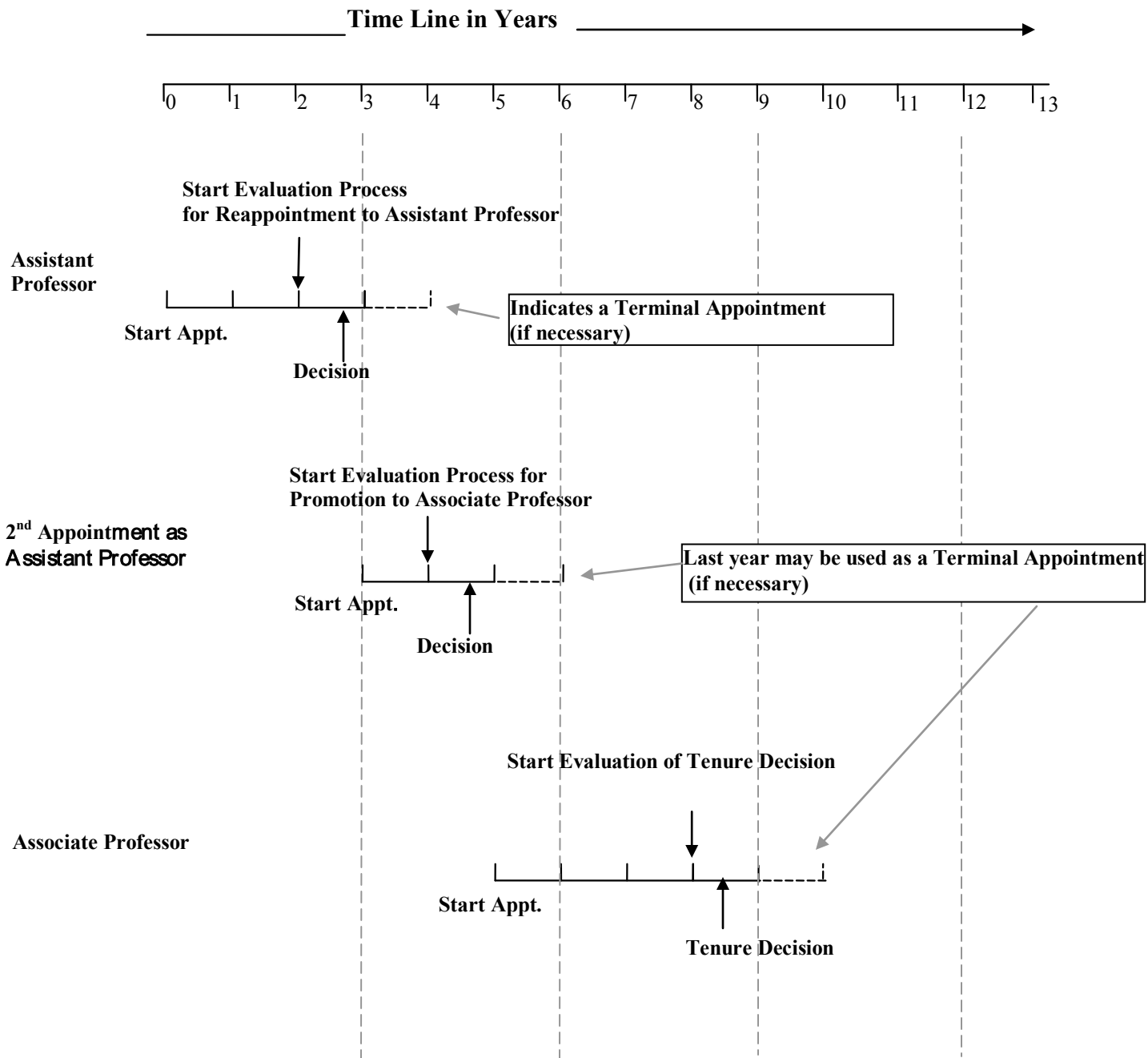
The process of making reappointment, promotion and tenure decisions is summarized in the Procedures Flow Diagram. The candidate for these decisions has the major responsibility, namely that of assembling the documentation concerning past performance and future directions. The primary responsibility of students is the evaluation of the candidate's teaching and/or advising. The faculty has the responsibility of making evaluations of each candidate's competence and performance. The Department Head has the responsibility of keeping each candidate informed of the results of these evaluations. The Department Heads also serve collectively with others on the Review Committee which recommends decisions to the Dean of CIT. The administration is responsible for supervising the faculty promotion committees to ensure that they are diligent in disclosing all the strong and weak points of the candidate, and that the committee recommendations are both judicious and in conformity with the publicly stated criteria. The Dean must also prepare recommendations on promotion and tenure to the University Committees on Tenured and Non-Tenured Appointments.

The usual timing of tenure and promotion decisions is indicated in the attached Tenure and Promotion Time Chart. Criteria for early tenure and promotion decisions are outlined below. The Appointment and Tenure Policy of the University, as described in the Faculty Handbook, may be consulted for additional rules and regulations.

# PROCEDURES FLOW DIAGRAM



# TENURE AND PROMOTION TIME CHART



**Note:** Timeline shown for cases with no prior credit for experience.

Every Department Head must annually review the performance of each faculty member and convey as much information as possible to the faculty member about his/her performance. In addition, at an annual meeting of the senior faculty, the Department Head should review the status of all junior faculty, with particular attention to any junior faculty who is to be considered for tenure and/or promotion decisions. Senior faculty refers to all full professors in the Department. For the purposes of review of junior faculty, the Department Head should seek input from faculty members who are familiar, or who have been asked to familiarize themselves, with the work of individual junior faculty members. These meetings are to be completed by June 1 of each year. When one of these reviews indicates that there is substantial probability that an individual will not eventually obtain the next promotion, the Department Head will convey this evaluation and the reason to the individual.

In the event that a junior faculty member is to be considered for an early tenure and/or promotion decision, all procedures for timely decisions will apply. In addition, the case should be very strong, i.e. it must unambiguously and significantly exceed all of the criteria for tenure and/or promotion. At the meeting of the Department Head and senior faculty to review junior faculty status, agreement should be reached in principle to submit the case for an early decision before external letters of reference are solicited. This decision should be reported to the Dean.

Exclusions from current service ("stopping the tenure clock") are governed by the relevant university policies and may be granted for medical, family or public service reasons. For example, pregnancy and childbirth will normally occasion a one year exclusion. Personal and professional leaves may also qualify with the concurrence of the Dean.

**3.1** By June of each year, candidates who are to be considered for promotion and tenure decisions during the next year are to be given an outline and format for the documentation mentioned above. The documentation will be due on a fixed date in August. Once the promotion documentation materials are submitted by a candidate in August, the case will go through all levels of review (Department, CIT, University), even if the candidate decides after submitting the documentation to withdraw the application for promotion.

**3.2** In all cases involving promotion above the level of Assistant Professor or for a position with indefinite tenure, ten external letters of recommendation should be obtained, which will usually require solicitation of at least 12 letters. The CIT template for the solicitation letter should be used; modified versions must be approved by the Associate Dean for Graduate and Faculty Affairs. Compilation of the list of external references from whom letters are to be solicited is to be a collaborative effort involving the candidate, the Department Head and the senior faculty. The candidate shall prepare a list of references in consultation with the Department Head. This list will be retained in the department's files and submitted for review and approval to the Associate Dean for Graduate and Faculty Affairs along with the solicitation letter. The list of references actually used will generally include some or all references proposed in the candidate's list as well as others selected by the Department Head and senior faculty. The Candidate's promotion and/or tenure package and professional biography, including his/her list of publications, should be attached to the letter soliciting external letters of recommendation. If appropriate, a limited number of important publications by the candidate can be attached to the letter of solicitation. Each reference will be asked to supply a letter concerning the candidate prior to the documentation deadline; the letters are to be sent to the Department Head. If after the letters are received, the senior faculty is unanimous (either in favor of, or against, recommending promotion) no further letters should be solicited by the department. Otherwise, further letters may be solicited with approval of the Dean. All letters shall be attached by the Department Head to the documentation supplied by the candidate.

**3.3** The Department Head will also prepare and attach to the documentation a letter for each candidate in his/her department, summarizing the opinions of the senior faculty in the department on how the candidate meets the criteria given above and giving the department's recommendation. The names of all senior members in the department will be listed on the Department Head's letter. Individual senior faculty members in assent with the majority opinion will sign the letter and are invited to write individual supporting letters. Dissenting senior faculty members must write individual letters which will be attached to the documentation supplied by the candidates. Any missing signatures on the Department Head's letter should be explained in an accompanying note. The entire package will be forwarded to the Dean by the early fall deadline.

In the event that the opinion of the senior faculty in the department are not unanimous and the Department Head is among those representing the minority negative opinion the following procedures should be followed. A faculty member among those in the majority should be appointed to chair a committee which will be responsible for preparing

the departmental letter. This chairperson will be appointed by the Department Head with the concurrence of the faculty representing the majority opinion and the approval of the Dean. If the minority status of the Department Head becomes apparent before external reference letters are solicited, the chairperson of the committee representing the majority should agree with the Department Head on the list of persons from whom a letter is requested. If the Department Head expressed the minority view after external letters are solicited, the chairperson of the committee representing the majority should be allowed to review the list of persons for external letters and to solicit additional letters, if necessary, under the same guidelines as those governing the solicitation of external letters by Department Heads. Otherwise all other rules remain in force. The chairperson of the committee, or another member of the faculty representing the majority opinion, should also be invited to present the case before the Dean's Review Committee, but will not participate in the vote.

**3.4** The Dean shall appoint senior faculty to serve on the Ad Hoc Promotion and Tenure Committee. Appointments to the Committee shall be for a duration of one year. The Dean shall also select from the Committee, three-member Subcommittees, one for each candidate being considered for promotion and/or tenure. Two-member Subcommittees will be constituted to review cases for reappointment as Assistant Professor. The Committee shall consist of at least one faculty member from each department in CIT. When appropriate, the Committee shall invite representatives of Institutes and other Colleges to participate as non-voting members. Department Heads will not be selected unless no other senior faculty member is available from the department. The Dean will not participate in the Ad Hoc Committee deliberations, which will be chaired by an Associate Dean.

**3.5** The Subcommittees will review individual packages in depth. In some cases of insufficient data, the Subcommittees may contact other CMU faculty or solicit additional external evaluations. At the end of the period of study, the Subcommittee will evaluate the strengths and weaknesses of each candidate and summarize their findings in a memo. The Subcommittee summary will be attached to the candidate's package.

**3.6** The Ad Hoc Committee will meet to consider the cases, including the summaries of its Subcommittees for each candidate. Based on the documentation of the candidate's case and any further discussion and information gathered, the Ad Hoc Committee will vote by secret ballot on its recommendation for each case. The Subcommittee memo can be amended to reflect these deliberations.

**3.7** The Dean shall chair the Review Committee made up of the Associate Dean for Graduate and Faculty Affairs, Department Heads, and the Chairman and Chairman Elect of the CIT faculty. This Review Committee shall discuss the cases, including the recommendations of the Ad Hoc Committee and, in a secret ballot, make recommendations to the Dean for each candidate.

**3.8** The Dean will then prepare a recommendation on each case, and attach this recommendation to the candidate's package. The packages will be presented by the Dean to the appropriate University Committee. Where the Dean's recommendation differs from that of the Review and/or Ad Hoc Committees, the reasons for this action shall be detailed.

**3.9** Whenever the Department Head's letter recommends against reappointment or promotion for a faculty member whose contract has not specifically been designated as terminal, the Department Head will so inform the Dean and the faculty member in writing. The candidate may request, through the Dean, that the Committees look into his/her case and make a recommendation to the Dean.

**3.10** When appointments to faculty positions involving individuals from outside CMU are considered, it is expected that faculty members, Department Heads and the Dean of CIT will comply with the criteria and procedures established for promotions. One should recognize that candidates from outside, particularly if they are endowed with attributes which make them extremely valuable to the department and/or college, must be treated as special cases, for their accomplishments were achieved outside CMU. However, the candidate's record and other evidence presented should indicate that the prospective faculty member will succeed in the academic community of CIT as a teacher and educator, and as a researcher.

A special meeting of the Ad Hoc Committee shall be convened by the Dean of CIT to recommend action for every candidate who is to be appointed to a position of Associate Professor or above.

#### **4. INFORMATION TO BE SUPPLIED BY DEPARTMENT HEADS OR PROGRAM CHAIRMEN FOR REAPPOINTMENT AND PROMOTION CANDIDATES**

The package supplied by the candidate should be prefaced by a letter summarizing the opinion of the full professors in the department giving the department's recommendation for reappointment or promotion. The letter should indicate the manner in which the candidate meets the pertinent criteria for promotion, and it is to be signed by the senior faculty in assent. Any missing signatures on the letter should be explained in writing. Dissenting faculty members must write individual letters to the committee. A letter for each department is required for joint appointment promotions.

Candidates for promotion should have external letters and other evidences reflecting the relative ranking of the candidate among peers in his/her field. The persons from whom letters are requested are to be selected in accordance with the procedures of section 3.2, and the letters solicited by the Department Head (except under the certain conditions outlined in section 3.3). A copy of the request letter and a list of persons from whom the letter is requested is to be sent to the Dean before they are sent out. He will review the letter to be sure that:

- a) the extent of the request is satisfactory for the candidate,
- b) the letter requests specific information relative to the candidate's contributions,
- c) the responder is requested to rank the candidate relative to his peers,
- d) the responder is made aware of CMU's tenure and promotion schedule as it applies to the candidate,
- e) the responder is alerted in the event that the case represents early promotion, and
- f) the responder is informed of the level of confidentiality that the university intends to maintain.

The Dean will give his approval or suggested revisions within a week. It is suggested that a maximum of twelve letters be solicited, although more may be obtained with approval of the Dean. Department Heads are to include the promotions package with the reference letters:

- a) a list of the persons from whom letters were solicited, identifying those references proposed by the candidate,
- b) a sample copy of the request letter or letters, and
- c) biographical information on the persons from whom letters were requested and a brief indication of the basis from which the responder is making his or her judgments on the candidate.

In addition, candidates for promotion should be supported by letters from students and graduates who have taken courses or worked on projects or theses under the candidate's supervision. The students are to be selected and the letter obtained by the Department Head. A maximum of six letters, including present or former undergraduate and graduate students, is usual.

Letters to and from external references and students will be held in confidence to the extent possible. Access to this information is limited to the Ad Hoc and Promotion Review Committee, the Department Head, Department senior faculty, the Dean, and the appropriate University Review Committee.

The information outlined above is to be assembled in electronic form and placed in a separate folder for each candidate on a CD submitted by the Department to the Dean. Specifications regarding the formatting of the CD submittal to the Dean are provided by the Dean's office to the Department each year.

## **5. INFORMATION TO BE SUPPLIED BY CANDIDATES FOR REAPPOINTMENT AND PROMOTION**

A comprehensive description of each candidate's activities is required for the review process undertaken within Carnegie Institute of Technology. The following information is to be supplied in a standard format. It is the candidate's responsibility to assemble this information and to deliver it along with supporting documentation to his/her Department Head. The date this information is due will be supplied by the Dean's Office. Templates in several word processing programs are maintained by the Dean's Office for this documentation. The following sections should be included:

Candidate's Statement: Summarizes the candidate's career highlights and outlines plans for future work. This statement from the candidate is best kept short and in no case should exceed two pages.

### Biographical Data:

- A. Name
- B. Place and date of birth
- C. Education: degree, discipline, university, and date (for each degree earned)
- D. All former positions, with dates, held at CMU and elsewhere, beginning with the earliest. Include private professional practice. For employment outside of CMU give employer, address, position, and a brief description of activities and responsibilities.
- E. All major consulting assignments to date: company, department, address, dates, supervisor or client's name, and significant contributions.

### Teaching and Education:

- A. Courses taught each semester since the candidate has been on at CMU. This list should show units and class level of each course, number of students taught, date, and the FCE scores for overall course and instructor ratings. Identify new courses developed by the candidate. (An example of the format to be used is attached).
- B. Student projects: (a) undergraduate, (b) Master's, (c) Ph.D. For each of the above, list student name, project title, completion or expected completion date, and whether student was co-advised. In the case of former Ph.D. students, also list present position, if known.
- C. Educational contributions, apart from classroom performance and supervision, such as new educational programs, textbooks, and curricula developed by the candidate. Include copies of pertinent material with the submission of research publications.

#### FORMAT FOR COURSE DATA (ITEM 3A)

Course Num	Course Title	Units	Class	Offered	Num of Students	Num Resp	FCE Crse	FCE Instr
18-100	Intro to ECE (a)	12	Fr	Fall 98	120	100	4.21	4.32
18-715	Physics of Applied Mag.	12	Gr	Spring 99	15	15	4.40	4.51
18-829	Gyrotropic Circuits (b)	12	Gr	Fall 99	12	10	3.80	3.92

Publications: In each of the categories designated, list entries in reverse chronological order. Include page numbers and publishers of articles. In case of manuscripts not yet published, indicate status as, e.g., submitted, accepted. In particular, separate reviewed from unreviewed papers, especially in proceedings of symposia and state the review procedure. Where other than individual authorship, indicate the relative contribution of the candidate. Include a copy of manuscript, reprint, or book as appropriate.

Candidates should select and mark their five (or fewer) most notable publications and append a brief statement in the text of their documentation the contribution(s) or significance of the selected publication. An additional copy of each of these notable publications should be submitted.

- A. Books
  - i. individually or jointly written
  - ii. individually or jointly edited
- B. Archival papers critically reviewed before publication on the basis of the full length manuscript, as in journals or transactions of a society. Please list both archival journal articles and highly selective, premier, peer-refereed conference publications in this section. Premier conferences are those acknowledged as such by your department. They can provide you a list of such conferences in your research area upon request.
- C. Papers fully peer reviewed prior to publication that have appeared in conference proceedings.
- D. Papers in symposium or conference proceedings accepted on the basis of submission and/or review of the abstract. Describe basis of participation (e.g., keynote address, general invitation, contributed abstract).
- E. Sections or chapters in an edited monograph or similar volume.
- F. Published abstracts, discussions or reviews written by the candidate.
- G. Other writings such as project reports, papers published or distributed without critical review, letters to the editor, editorials, and so on.
- H. Discussions or reviews of the candidate's work written by others, as well as the candidate's response.
- I. Patents.

Grants and Contracts: Identify grants and contracts awarded to the candidate by title, funding source, and the period and amount of support. For funding from large centers, only the direct funding to the candidate's project(s) should be reported. Principal Investigator(s) on each grant should be identified. The information should be in reverse chronological order, showing grants and contracts awarded to date and pending proposals.

- A. Grants and contracts with candidate as Principal Investigator.
- B. Grants and contracts with candidate as Co-Principal Investigator.
- C. Grants and contracts with candidate as Faculty Associate.

Professional Activities: These include but are not limited to the following items.

- A. Seminars, talks and other presentations given without publication. List title, place or occasion, and date.
- B. Government committees, civic appointments, board memberships. Include position held in the group, organization, location, and dates of service.
- C. Membership and activities in honorary fraternities, professional societies, and associations. List committee memberships and positions on these committees, including dates.

- D. Editorial roles on professional publications and major activities in professional societies and meetings.
- E. Awards, prizes, honors (excluding pre-doctoral fellowships or assistantships). Identify the honor, awarding agency, its address, and dates.
- F. Service on CMU committees. Identify committee role and effective committee output, including dates.

Anything else the candidate thinks is appropriate

## **6. POLICY ON RESEARCH FACULTY**

**6.1. General Procedures.** The procedures outlined in this document for tenure-track faculty shall be applied to research faculty promotions, excluding reference to the granting of tenure. The criteria for evaluation and promotion are described in the University Policy on Research Faculty Appointments. Stated briefly, evaluation will focus primarily on the category of research as outlined in section 2.2. To be promoted, a research faculty member must also demonstrate competence in teaching and educational activities, i.e. in disseminating the knowledge of his or her field. Typically this will be accomplished by supervising graduate and post-doctoral research. If a research faculty member has accepted teaching assignments, their performance in these assignments must be evaluated in reappointment or promotion actions. Other professional activities, by a research faculty member, such as those described under section 2.3, should also be considered for evaluation. In any case of conflict between the provisions of this document and those of the University Policy on Research Appointments, the latter shall prevail.

For research faculty, the following activities may be considered in addition to those listed in section 2:

- **Facilitation and management of research programs.** Co-ordination of large research programs may be quite time consuming and not lead directly to publications. Nevertheless, this type of research management can be essential for large scale inter-disciplinary research efforts.
- **Industrial interaction and technology transfer.** Research faculty can take the lead in insuring the transfer of technology from universities to industry or other research organizations. Again, this is a time consuming activity that may not lead to peer-reviewed publications. Software codes used in industry may be one example of this type of technology transfer.
- **Research infrastructure development.** Building new, state-of-the-art facilities and laboratories can be the essential foundation for subsequent research and educational programs. Again, developing such facilities may be an appropriate activity for research faculty.

The usual timing of research faculty promotion is outlined in the attached Research Faculty Promotions chart.

**6.2 Procedure for Evaluating the Reappointment of Research Professors.** The procedure for evaluating the reappointment case for a Research Professor is as follows. By the second Monday in October, the Department should submit to the Dean's Office the following three documents:

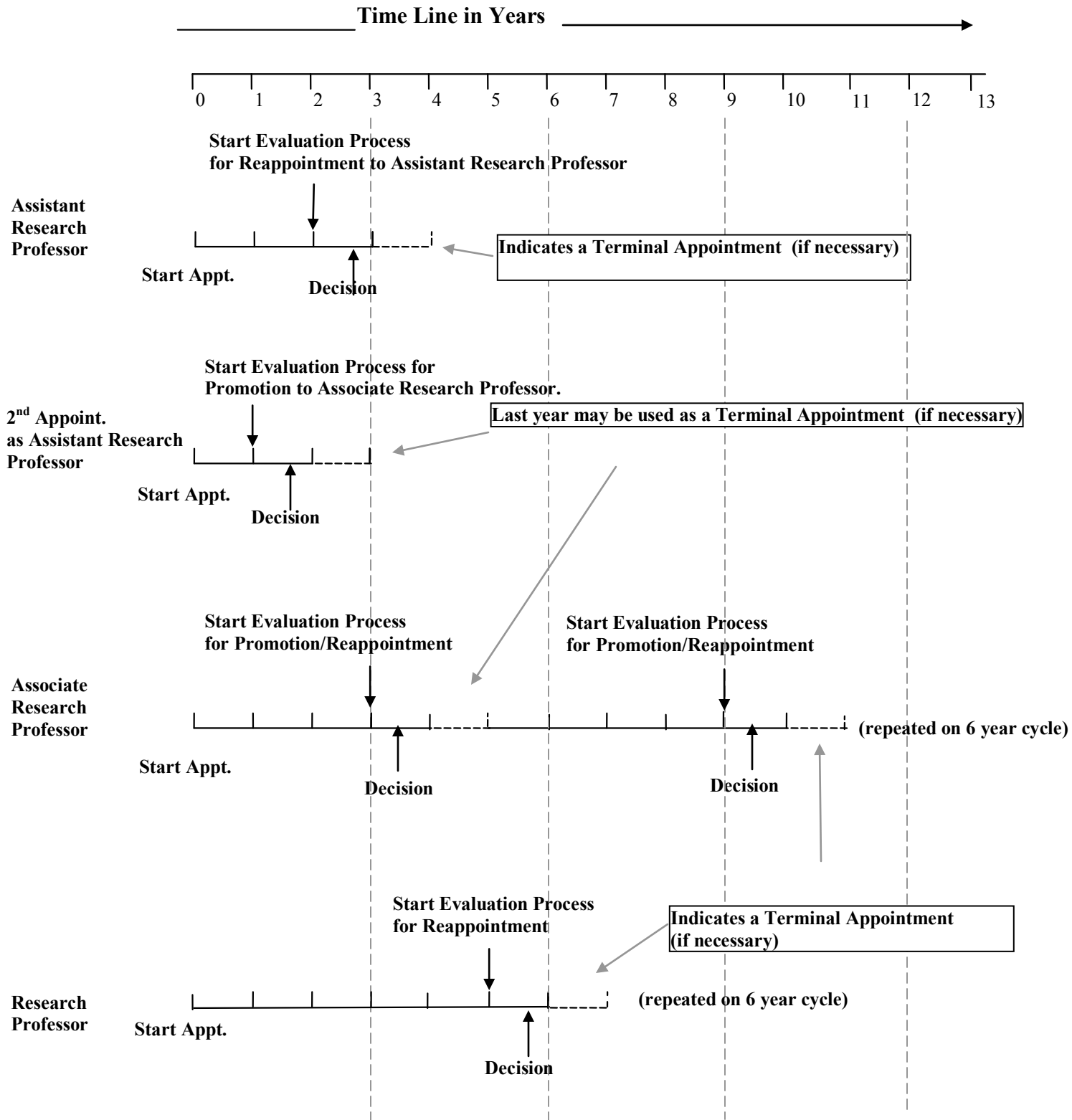
1. A personal planning document from the Research Professor, similar in form to the document requested of tenured senior faculty for the Senior Faculty Review process, which consists of three parts: a "review," a "commentary," and a "prospectus." The prospectus will consist of at most three pages and outlines what the research faculty member would like to accomplish during the coming six-year period with somewhat greater focus on the early years. It should address research and professional plans; it might also touch on educational issues, but this is not required. It should motivate the choices being made, discuss issues of financial support, and identify any assistance that will be required from the University and from other organizations.

2. A current vitae for the Research Professor that provides data that supports the discussion in the personal planning document, including a complete history of financial support.
3. A letter from the senior, tenured faculty in the department supporting the reappointment of the Research Professor. This letter should be similar in form to that presented for tenure track faculty being promoted to Full Professor. All the senior, tenured faculty must sign this letter, or alternatively another dissenting letter.

This material will be presented to, and discussed by, the CIT Review Committee (this committee consists of the Dean, Associate Dean for Graduate and Faculty Affairs, Department Heads, the Chair of the CIT Faculty and the Chair-elect of the CIT Faculty). Following this meeting, a recommendation concerning reappointment will be made to the Provost by the Dean, and reported to the Research Professor.

**6.3 Policy on Research Faculty Support.** It is expected in CIT that all research faculty members, prior to their period of appointment or reappointment, have acquired research funding, or have arranged to work on an existing research project, from which their salary will be drawn. In CIT, the full burden of providing support for research faculty members is on the research faculty members. All research faculty members shall identify within their annual faculty reports submitted to the Dean of CIT those funding sources from which they will draw their salary and those resources required by their research program for the next two years. This information is also to be updated and provided directly to the Dean of CIT at the time of appointment or reappointment.

# RESEARCH FACULTY TIME CHART



## **7. POLICY ON TEACHING TRACK FACULTY**

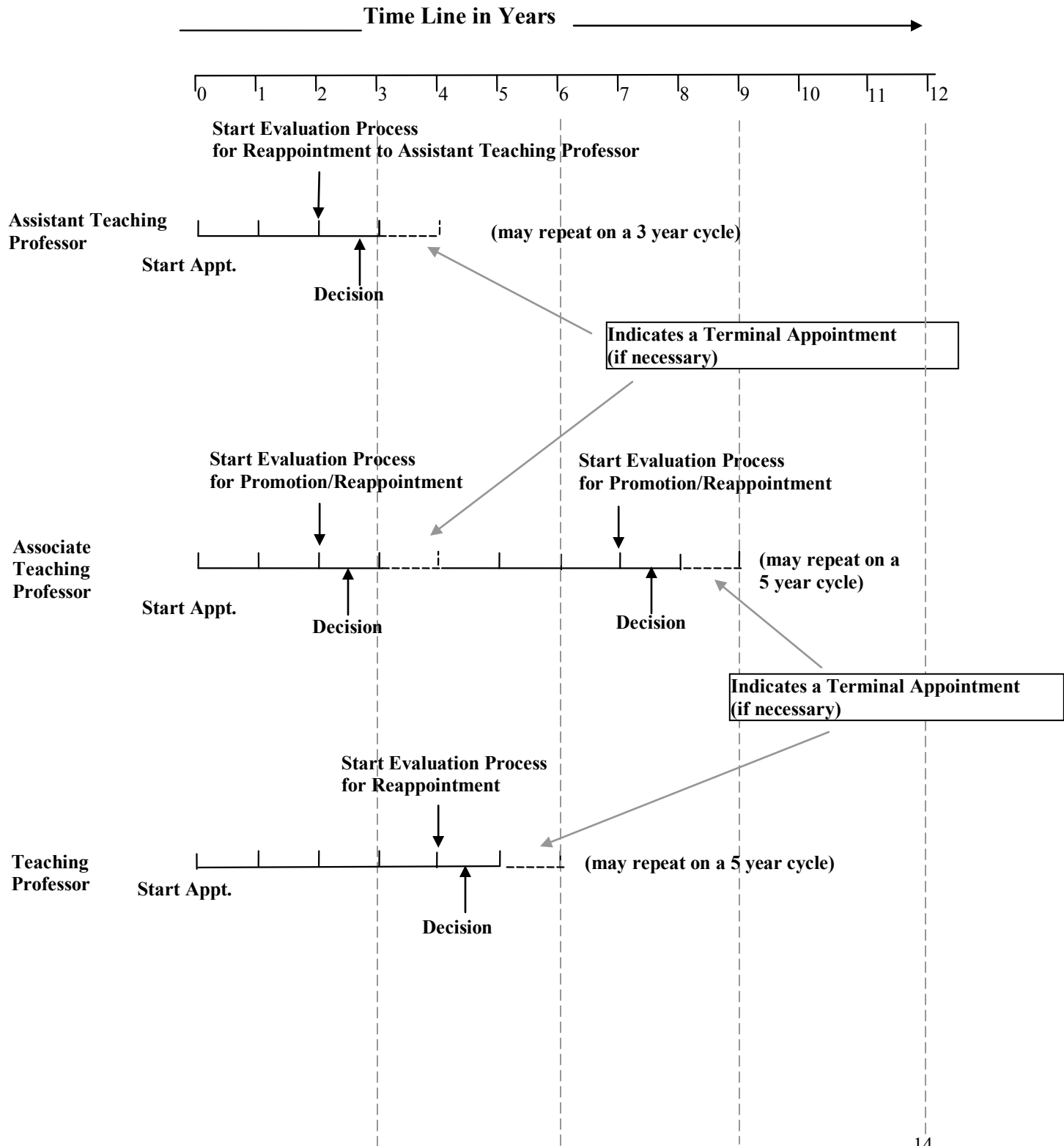
**7.1 General Procedures.** The procedures outlined in this document for tenure-track faculty shall be applied to teaching track faculty, excluding reference to the granting of tenure and required solicitation of external letters. Appointment, re-appointment or promotion of teaching track faculty will be evaluated on the basis of Teaching and Educational Activities and Other Considerations as detailed in Section 2 above. The Teaching Faculty Time Chart for re-appointment and promotion is attached. In any case of conflict between the provisions of this document and those of the University Policy on Teaching Track Appointments, the latter shall prevail.

**7.2 Procedure for Evaluating the Reappointment of Teaching Professors.** The procedure for evaluating the reappointment case for a Teaching Professor is as follows. By the second Monday in October, the Department should submit to the Dean's Office the following three documents:

- 1) A personal planning document from the Teaching Professor, similar in form to the document requested of tenured senior faculty for the Senior Faculty Review process, which consists of three parts: a "review," a "commentary," and a "prospectus." The prospectus will consist of at most three pages and outlines what the Teaching Professor would like to accomplish during the coming five-year period with somewhat greater focus on the early years. It should address plans for educational and professional activities, such as new courses, educational publications, textbooks, new degree or training programs, or technical popularization. It should motivate the choices being made, discuss any resources needed, and identify any assistance that will be required from the University and from other organizations to achieve these plans.
- 2) A current vitae for the Teaching Professor that provides data that supports the discussion in the personal planning document, including a complete history of educational activities and performance.
- 3) A letter from the senior, tenured faculty in the department supporting the reappointment of the Teaching Professor. This letter should be similar in form to that presented for tenure track faculty being promoted to Full Professor. All the senior, tenured faculty must sign this letter, or alternatively another dissenting letter.

This material will be presented to, and discussed by, the CIT Review Committee (this committee consists of the Dean, Associate Dean for Graduate and Faculty Affairs, Department Heads, the Chair of the CIT Faculty and the Chair-elect of the CIT Faculty). Following this meeting, a recommendation concerning reappointment will be made to the Provost by the Dean, and reported to the Teaching Professor.

# TEACHING FACULTY TIME CHART



## **8. CIT PROMOTION AND TENURE CASE DOCUMENTATION**

1. Memos from the Dean and Ad hoc Promotions Committee (pages i and ii)
2. Letter(s) from all senior faculty in department(s) (numbered from page iii)
3. Candidate's Documentation (numbered from page 1)
  1. Statement
  2. Biographical Data
  3. Teaching and Education
  4. Publications
  5. Grants and Contracts
  6. Professional Activities
  7. Other Material
4. Reference letters (numbered sequentially from candidate's documentation; not included for reappointment cases).
  1. Table of external referees with suggestion source noted
  2. Short biographical sketches of external referees
  3. External reference letters
  4. List of student referees
  5. Student reference letters