REAPPOINTMENT, TENURE, AND PROMOTION:

A GUIDE FOR ADMINISTRATORS, FACULTY, AND STAFF

2023-2024

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TIMETABLE OF FACULTY REVIEW

FACULTY REVIEW DEADLINES

ACADEMIC YEAR 2023-2024

REAPPOINTMENT REVIEW
Second, Third, Fourth, and Fifth Year

The tentative deadlines for notification of candidates for uploading materials to candidates' files on FlashFolio and for uploading administrative recommendations are as follows:

The Unit Administrator[1] notifies candidates standing for reappointment review and updates each faculty member's personnel action in FlashFolio before the end of	Spring 2023
The deadline for candidates to upload their files to FlashFolio for reappointment review and for the Unit Administrator and candidate to complete the **Certification of File Completeness** is no later than	September 1, 2023

Deadlines for uploading administrative recommendations on FlashFolio are as follows:

1. For probationary tenure-track faculty at the <u>Regional</u> <u>Campuses</u>:

a.	Academic Unit[2] (Chair/Director) recommendation	October 2, 2023
b.	Regional Campus Faculty Council Chair recommendation	October 2, 2023
c.	Regional Campus Dean recommendation	October 23, 2023
d.	College Dean recommendation (if applicable) **for 2nd YEAR**	December 4, 2023
e.	College Dean recommendation (if applicable) **for 3rd, 4th & 5th YEARS**	January 22, 2024

2. For probationary tenure-track faculty at the <u>Kent</u> <u>Campus</u>:

a.	Academic Unit (Chair/Director) recommendation	October 23, 2023
b.	College Dean recommendation (if applicable) **for 2nd YEAR**	December 4, 2023
c.	College Dean recommendation (if applicable) **for 3rd, 4th & 5th YEARS**	January 22, 2024

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[1] A "Unit Administrator" is the department chair, school director, dean of a college without departments or schools, or dean of University Libraries. **Please note, however, that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

[2] A Kent Campus "Academic Unit" is the department, school, college without departments or schools (i.e., Architecture and Environmental Design, Nursing, Aeronautics and Engineering, Public Health) and University Libraries. For regional campuses, the College of Applied and Technical Sciences (formerly the Regional College) is also a college without departments or schools. **Please note, however, that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

REAPPOINTMENT REVIEW
First Year

The Unit Administrator[1] notifies candidates standing for reappointment review and updates each faculty member's personnel action in FlashFolio by October 23, 2023

The deadline for candidates to upload their files to FlashFolio for reappointment review and for the Unit Administrator and candidate to complete the Certification of File Completeness is no later than December 1, 2023

Deadlines for uploading administrative recommendations on FlashFolio are as follows:

1. For probationary tenure-track faculty at the <u>Regional Campuses</u>:

a.	Academic Unit[2] (Chair/Director) recommendation	January 19, 2024
b.	Regional Campus Faculty Council Chair recommendation	January 19, 2024
c.	Regional Campus Dean recommendation	January 29, 2024
d.	College Dean recommendation	February 19, 2024

2. For probationary tenure-track faculty at the <u>Kent Campus</u>*:*

a.	Academic Unit (Chair/Director) recommendation	January 19, 2024
b.	College Dean recommendation	February 19, 2024

3. Notification of faculty in the first year who are not to be reappointed March 1, 2024

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[1]A "Unit Administrator" is the department chair, school director, dean of a college without departments or schools, or dean of University Libraries. **Please note, however, that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes**.

[2] A Kent Campus "Academic Unit" is the department, school, college without departments or schools (i.e., Architecture and Environmental Design, Nursing, Aeronautics and Engineering, Public Health) and University Libraries. For regional campuses, the College of Applied and Technical Sciences (formerly the Regional College) is also a college without departments or schools. **Please note, however, that Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

TENURE REVIEW

The Unit Administrator[1] notifies candidates standing for tenure review, updates each faculty member's personnel action in FlashFolio, and requests the names of external reviewers from the candidate before the end of	Spring, 2023
The deadline for candidates to upload their files to FlashFolio for tenure review and for the Unit Administrator and candidate to complete the Certification of File Completeness is no later than	September 1, 2023
External Reviewer Submission Deadline - Determined by the Academic Unit	

Deadlines for uploading administrative recommendations on FlashFolio are as follows:

1. For faculty in the <u>Regional Campuses</u>:

a.	Academic Unit[2] (Chair/Director) recommendation	October 2, 2023
b.	Regional Campus Faculty Council Chair recommendation	October 2, 2023
c.	Regional Campus Dean recommendation	October 23, 2023
d.	College Dean recommendation (if applicable)	December 14, 2023

2. For faculty at the <u>Kent Campus</u>:

a.	Academic Unit (Chair/Director) recommendation	October 23, 2023
b.	College Dean recommendation (if applicable)	December 14, 2023

3. Tenure decision (by President, if positive; by Provost, if negative) March 15, 2024

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[1] A "Unit Administrator" is the department chair, school director, dean of a college without departments or schools, or dean of University Libraries. **Please note, however, that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

[2] A Kent Campus "Academic Unit" is the department, school, college without departments or schools (i.e., Architecture and Environmental Design, Nursing, Aeronautics and Engineering, Public Health) and University Libraries. For regional campuses, the College of Applied and Technical Sciences (formerly the Regional College) is also a college without departments or schools. **Please note, however**, **that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

PROMOTION REVIEW

The Unit Administrator[7] notifies candidates standing for promotion review, updates faculty member's personnel action in FlashFolio, and requests the names of external reviewers from the candidate before the end of	Spring 2023
The deadline for self-nomination by faculty	Spring 2023
The deadline for candidates to upload their files to FlashFolio for promotion review and for the Unit Administrator and candidate to complete the Certification of File Completeness is no later than	September 1, 2023

External Reviewer Submission Deadline - Determined by the Academic Unit

Deadlines for uploading administrative recommendations on FlashFolio are as follows:

1. **For faculty in the <u>Regional</u> <u>Campuses</u>**:

a.	Academic Unit[8] (Chair/Director) recommendation	October 2, 2023
b.	Regional Campus Faculty Council Chair recommendation	October 2, 2023
c.	Regional Campus Dean recommendation	October 23, 2023
d.	College Dean recommendation (if applicable)	December 14, 2023

2. **For faculty at the <u>Kent Campus</u>**:

a.	Academic Unit (Chair/Director) recommendation	October 23, 2023
b.	College Dean recommendation (if applicable)	December 14, 2023

3. **Promotion decision** (by President if positive; by Provost, if negative) April 15, 2024

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[7]A "Unit Administrator" is the department chair, school director, dean of a college without departments or schools, or dean of University Libraries. **Please note, however, that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

[8]A Kent Campus "Academic Unit" is the department, school, college without departments or schools (i.e., Architecture and Environmental Design, Nursing, Aeronautics and Engineering, Public Health) and University Libraries. For regional campuses, the College of Applied and Technical Sciences (formerly the Regional College) is also a college without departments or schools. **Please note, however**, **that after the Certification of File Completeness is finished, Colleges without Departments or Schools and University Libraries follow College deadlines for reappointment, tenure and promotion processes.**

REAPPOINTMENT

REAPPOINTMENT REVIEW: GENERAL OBSERVATIONS

Reappointment review is a deliberate and important process. During the course of reappointment reviews, the appropriate academic administrators (e.g., department chair, school director, college dean, regional campus dean) will communicate to both the probationary faculty member and the evaluators clear understandings about the requirements and conditions of tenure. Eventually, at the time of tenure review all parties should be sufficiently informed of these requirements and conditions so that the process occurs in an atmosphere of fairness and is based on well-documented employment practices.

University Policy and Procedures Regarding Faculty Reappointment

General Observations

1. Reappointment reviews have as their primary purpose the preparation of probationary faculty members for a successful tenure review. The principle to affirm at reappointment review is, "***Given the years of service to date and the number of years until mandatory tenure review, it is reasonable to expect that the probationary faculty member will eventually undergo a successful tenure review***." *See*, University Policy 6-16 (D)

2. All probationary tenure-track faculty members are subject to reappointment review annually in accordance with the provisions of the *University Policy and Procedures Regarding Faculty Reappointment* until the academic year in which they are considered for tenure. Please note that regional campus faculty are reviewed and evaluated for reappointment within the contexts both of the regional campus of assignment and of the academic unit in which they hold faculty rank.

3. Reappointment reviews of probationary faculty in their **first full-year of appointment** in the tenure track at the University are conducted at a later date than for those in their second and subsequent years of appointment. First year probationary faculty members are reviewed by the department/school and/or regional campus, as applicable, reappointment committee. They are not reviewed by the college advisory committee. The department chair/school director and/or regional campus dean, as applicable, makes a recommendation to the college dean, who then makes a recommendation to the provost on each first-year reappointment.

4. University policy provides that untenured faculty members may request an extension of the probationary period ("tolling" or "stopping the tenure clock") if personal or family circumstances of a compelling nature arise or occupy a substantial period of time during the pre-tenure years. A request to extend the probationary period must be initiated by the faculty member according to the procedures and timelines in University Policy 6-13. As required by the policy, a copy of the *University Policy and Procedures Governing Modifications of the Faculty Probationary Period* (effective July 1, 2018) is included in the policy documents section of these materials.

5. University policy permits a "block vote" at the college level in cases of a positive recommendations from the unit's reappointment committee and the unit administrator, as well as positive recommendations from the regional campus reappointment committee and the campus dean, where applicable. A "block vote" means that the college reappointment committee may approve all candidacies with positive recommendations at the prior level as a group, or "block" without reviewing each candidate individually. Under these circumstances, although these

candidates are voted on by the committee as a “block,” each member of the college reappointment committee will need to enter the vote that he/she made during the block voting to complete the record on FlashFolio for each candidate.

6. The Criteria used in assessing the quality of scholarship, teaching, and service/university citizenship in the review of faculty seeking reappointment should be consistent with the University and the unit’s tenure criteria. Guidelines concerning the weighting of those criteria will be applied consistently at all levels of review and is available from the probationary faculty member’s academic unit and campus, if applicable. Thus, all reappointment evaluations of Kent campus probationary faculty members should follow the unit’s guidelines concerning the weighting of the unit’s tenure criteria, and all reappointment evaluations of regional campus probationary faculty members should follow the campus’ guidelines concerning the weighting of the campus’ tenure criteria.

REAPPOINTMENT
KENT CAMPUS – Colleges with Departments or Schools
PROBATIONARY FACULTY MEMBERS IN YEARS 2, 3, 4 AND 5

Probationary Faculty Member (candidate)

- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

↓

Chair/Director and Candidate

- Chair/Director reviews the documentation with the candidate.
- Chair/Director completes Certification of File Completeness on FlashFolio.

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Chair/Director

- Invites written comments from all tenured faculty members in the unit who are not on the Reappointment Committee (this process is now completed on FlashFolio)
- Convenes the Department/School Reappointment Committee.
- Advises the committee, conducts discussion, and solicits electronic evaluations with comments.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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College Dean

- Conducts a review of the Department/School actions and convenes the College Reappointment Committee (CRC).
- Chairs the committee discussion and secures a "block vote" vote and recommendation from the committee members for all candidates with positive recommendations from the Department/School committee and Chair/Director. For these cases, committee members record their votes in FlashFolio without comments and the Dean completes a brief assessment/recommendation on each candidate which reflects the committee's "block vote."
- In all other cases, chairs a review and discussion of each candidate and secures electronic evaluation forms with comments.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the College Reappointment Committee's deliberations; evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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Provost

- Reviews the recommendations from the Department/School and the College.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

REAPPOINTMENT
KENT CAMPUS – Colleges without Departments or Schools and University Libraries
PROBATIONARY FACULTY MEMBERS IN YEARS 2, 3, 4 AND 5

Probationary Faculty Member (candidate)
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio

↓

College/University Libraries Dean and candidate
- College/University Libraries Dean reviews the documentation with the candidate.
- College/University Libraries Dean completes Certification of File Completeness on FlashFolio.

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College/University Libraries Dean
- Invites written comments from all tenured faculty members in the College/University Libraries who are not on the Reappointment Committee (this process is now completed on FlashFolio).
- Convenes the College/University Libraries Reappointment Committee.
- Advises committee, conducts discussion, and solicits electronic evaluations with comments.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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Provost
- Reviews the recommendation from the College/University Libraries.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

REAPPOINTMENT
FIRST YEAR PROBATIONARY FACULTY MEMBERS
KENT CAMPUS: Colleges with Departments or Schools

Probationary Faculty Member (candidate)
Uploads to FlashFolio:

- A 2-3 page statement describing his/her accomplishments and plans for the remainder of the academic year.
- An up-to-date curriculum vitae.
- The candidate's initial letter of appointment, unredacted and signed by the candidate.
  (Copies of Student Surveys of Instruction and/or peer reviews, if available.)

↓

Chair/Director

- Convenes the Reappointment Committee.
- Advises committee, conducts discussion, and solicits electronic evaluations with comments.

↓

Reappointment Committee

- Reviews and considers the candidate's file in accord with unit guidelines and relative to the expectations contained in the letter of appointment.
- Makes recommendation to Chair/Director and completes electronic evaluation forms with comments.

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Chair/Director

- Completes on FlashFolio a summary of the discussion, considerations and recommendation of the Reappointment Committee, along with his/her own observations and recommendation.

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College Dean

- Reviews the recommendation from the Department/School.
- Completes a brief assessment/recommendation of the candidate on FlashFolio.

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Provost

- Reviews the recommendations from the College Dean and the Department/School.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

REAPPOINTMENT
FIRST YEAR PROBATIONARY FACULTY MEMBERS
KENT CAMPUS: Colleges without Departments or Schools and University Libraries

Probationary Faculty Member (candidate)
Uploads to FlashFolio:

- A 2-3 page statement describing his/her accomplishments and plans for the remainder of the academic year.
- An up-to-date curriculum vitae.
- The candidate's initial letter of appointment, unredacted, signed by the candidate.
  (Copies of Students Surveys of Instruction and/or peer reviews, if available.)

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College/University Libraries Dean

- Convenes the Reappointment Committee.
- Advises committee, conducts discussion, and solicits electronic evaluations with comments.

↓

Reappointment Committee

- Reviews and considers the candidate's file in accord with unit guidelines and relative to the expectations contained in the letter of appointment.
- Makes a recommendation to College/University Libraries Dean.

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College/University Libraries Dean

- Completes on FlashFolio a summary of the discussion, considerations and recommendations of the Reappointment Committee, along with his/her own observations and recommendation.

↓

Provost

- Reviews the recommendation from the College/University Libraries Dean.
- As described in University Policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

REAPPOINTMENT
REGIONAL CAMPUSES – Colleges with Departments or Schools
PROBATIONARY FACULTY MEMBERS IN YEARS 2, 3, 4 AND 5

Probationary Faculty Member (candidate)
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio

Chair/Director and Candidate
- Chair/Director reviews the documentation with the candidate.
- Chair/Director completes Certification of File Completeness on FlashFolio

Chair/Director
- Invites written comments from all tenured faculty members in the unit who are not on the Reappointment Committee (this process is now completed on FlashFolio)
- Convenes the Department/School Reappointment Committee.
- Advises committee, conducts discussion, and solicits electronic evaluations with comments.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Chair of Campus FC
- Convenes the Campus Reappointment Committee for its review and recommendation.
- Invites written comments from all tenured faculty members who are not on the Campus' Reappointment Committee (this process is now completed on FlashFolio).
- Summarize Reappointment Committee's vote and evaluation forms in a single detailed assessment.
- If the committee recommendation is not to reappoint, advises the candidate of the right to appeal in writing, within ten (10) working days of receipt of the recommendation via e-mail to the regional campus dean and unit administrator.

REAPPOINTMENT
REGIONAL CAMPUSES – Colleges with Departments or Schools
PROBATIONARY FACULTY MEMBERS IN YEARS 2, 3, 4 AND 5

Regional Campus Dean

- Reviews the documentation and the recommendation from the previous level.
- Completes an assessment/recommendation of the candidate that:
  - ✓ Summarizes the Campus Reappointment Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the review is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

College Dean

- Conducts a review of the Department/School and Regional Campus actions and convenes the College Reappointment Committee (CRC).
- Chairs the committee discussion and secures a "block vote" vote and recommendation from the committee members for all candidates with positive recommendations from the Department/School committee and Chair/Director and from the Campus Reappointment Committee and the Campus Dean. For these cases, committee members record their votes in FlashFolio without comments and the Dean completes a brief assessment/recommendation on each candidate which reflects the committee's "block vote."
- In all other cases, chairs a review and discussion of each candidate and secures electronic evaluation forms with comments.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the College Reappointment Committee's deliberations; evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost

- Reviews the recommendations from the Department/School, College and Regional Campus.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio..

REAPPOINTMENT
REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries
PROBATIONARY FACULTY MEMBERS IN YEARS 2, 3, 4 AND 5

Probationary Faculty Member (candidate)
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio

College/University Libraries Dean and Candidate
- College/University Libraries Dean reviews the documentation with the candidate.
- College/University Libraries Dean completes Certification of File Completeness on FlashFolio.

College/University Libraries Dean
- Invites written comments from all tenured faculty members in the unit who are not on the Reappointment Committee (this process is now completed on FlashFolio)
- Convenes the College/University Libraries Reappointment Committee.
- Advises committee, conducts discussion, and solicits electronic evaluations with comments.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Chair of Campus FC
- Convenes the Campus Reappointment Committee for its review and recommendation.
- Invites written comments from all tenured faculty members who are not on the Campus' Reappointment Committee (this process is now completed on FlashFolio).
- Summarize Reappointment Committee's vote and evaluation forms in a single detailed assessment.
- If the committee recommendation is not to reappoint, advises the candidate of the right to appeal in writing, within ten (10) working days of receipt of the recommendation via e-mail to the regional campus dean and unit administrator.

REAPPOINTMENT
REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries
PROBATIONARY FACULTY MEMBERS IN YEARS 2, 3, 4 AND 5

Regional Campus Dean

- Reviews the documentation and the recommendation from the previous level.
- Completes an assessment/recommendation of the candidate that:
  - ✓ Summarizes the Campus Reappointment Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation (meeting is mandatory within five (5) working days if the review is not unanimously positive).
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation on FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost

- Reviews the recommendations from the College/University Libraries and the Regional Campus.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

REAPPOINTMENT
FIRST YEAR PROBATIONARY FACULTY MEMBERS
REGIONAL CAMPUSES: Colleges with Departments or Schools

Probationary Faculty Member (candidate)
Uploads to FlashFolio:
- A 2-3 page statement describing his/her accomplishments and plans for the remainder of the academic year.
- An up-to-date curriculum vitae.
- The candidate's initial letter of appointment unredacted and signed by the candidate.
  (Copies of Student Surveys of Instruction and/or peer reviews, if available.)

Chair/Director
- Convenes the Reappointment Committee.
- Advises committee, conducts discussion and solicits electronic evaluations with comments.

Reappointment Committee
- Reviews and considers the candidate's file in accord with unit guidelines and relative to the expectations contained in the letter of appointment.
- Makes a recommendation to the Chair/Director and completes electronic evaluations forms with comments.

Chair/Director
- Completes on FlashFolio a summary of the discussion, considerations, and recommendation of the Reappointment Committee, along with his/her own observations and recommendation.

Chair of Campus FC
- Convenes the Campus Reappointment Committee.

Campus Reappointment Committee
- Reviews and considers the candidate's file in accord with Campus guidelines and relative to the expectations contained in the letter of appointment.
- Makes a recommendation to the Campus Dean and completes electronic evaluations with comments.

Chair of Campus FC
- Completes on FolioWeb a summary of the discussion, considerations, and recommendation of the Reappointment Committee.

Regional Campus Dean
- Reviews the recommendation from the Campus Reappointment Committee.
- Completes an assessment/recommendation of the candidate on FlashFolio.

College Dean
- Reviews the recommendations from the Campus Dean and the Department/School.
- Completes an assessment/recommendation of the candidate on FlashFolio.

Provost
- Reviews the recommendations from the Department/School, College Dean and Campus Dean.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

REAPPOINTMENT
FIRST YEAR PROBATIONARY FACULTY MEMBERS
REGIONAL CAMPUSES: Colleges without Departments or Schools and University Libraries

Probationary Faculty Member (candidate)
Uploads to FlashFolio:
- A 2-3 page statement describing his/her accomplishments and plans for the remainder of the academic year.
- An up-to-date curriculum vitae.
- The candidate's initial letter of appointment unredacted and signed by the candidate.
  (Copies of Student Surveys of Instruction and/or peer reviews, if available.)

College/University Libraries Dean
- Convenes the Reappointment Committee.
- Advises committee, conducts discussion, and solicits electronic evaluations with comments.

Reappointment Committee
- Reviews and considers the candidate's file in accord with unit guidelines and relative to the expectations contained in the letter of appointment.
- Makes a recommendation to College/University Libraries Dean.

College/University Libraries Dean
- Completes on FlashFolio a summary of the discussion, considerations and recommendation of the Reappointment Committee, along with his/her own observations and recommendation.

Chair of Campus FC
- Convenes the Campus Reappointment Committee.

Campus Reappointment Committee
- Reviews and considers the candidate's file in accord with Campus guidelines and relative to the expectations contained in the letter of appointment.
- Makes a recommendation to the Campus Dean and completes electronic evaluations with comments.

Chair of Campus FC
- Completes on FolioWeb a summary of the discussion, considerations, and recommendation of the Reappointment Committee.

Regional Campus Dean
- Reviews the recommendation from the Campus Reappointment Committee.
- Completes an assessment/recommendation of the candidate on FlashFolio.

Provost
- Reviews the recommendations from the College/University Libraries and Campus Dean.
- As described in University policy, makes a decision on reappointment.
- Enters the decision on FlashFolio.

TENURE

TENURE REVIEW: GENERAL OBSERVATIONS

*The granting of tenure is a decision that plays a crucial role in determining the quality of university faculty and the national and international status of the university. Essentially, those faculty members involved in making a tenure decision are asking the question: "**Is this candidate likely to continue and sustain, in the long term, a program of high quality scholarship, teaching, and service relevant to the mission of the academic unit and the mission of the university**?" The awarding of tenure must be based on convincing documented evidence that the faculty member has achieved a significant body of scholarship, excellence as a teacher, and has provided effective service. The candidate must also be expected to continue and sustain, over the long term, a program of high quality scholarship, teaching and service relevant to the mission of the candidate's academic unit(s) and to the mission of the university.*

University Policy Regarding Faculty Tenure

General Observations:

1. Faculty members eligible for tenure consideration are those who hold regular full-time probationary tenure-track appointments. Eligibility is further determined by years of service and is differentiated by rank as follows:

   Assistant Professor. An Assistant Professor is reviewed for tenure in the sixth (6th) year of service in rank. If an appointment as an Assistant Professor carries some years of credit toward tenure, the number of years shall be deducted from six (6).

   Associate Professor. An individual hired to the rank of Associate Professor is normally reviewed in the third (3rd) year unless that individual received tenure with the initial appointment.

   Professor. An individual hired to the rank of Professor may receive tenure with the initial appointment. An individual hired without tenure will normally stand for tenure review in the third (3rd) year.

2. While substantive criteria considered in the tenure review itself are developed at the academic unit level, the following University guidelines have been established:

   i. In all instances, superior scholarly attainment, in accordance with the criteria set forth by the unit, is an essential qualification for tenure.

   ii. Candidates are normally expected to possess the terminal degree in their discipline.

   iii. Candidates must provide convincing documented evidence that they have achieved a significant body of scholarship, excellence as a teacher, and have provided effective service. Only documented evidence of scholarship, teaching, and service will be used in assessing a faculty member's eligibility for tenure.

   iv. "Scholarship" is broadly defined to include research, scholarly and creative work. Only material which has been published, or formally accepted for publication, and creative efforts which have been presented or displayed for critical appraisal, or are formally scheduled for presentation, may be considered. In the evaluation of scholarship, emphasis should be placed on external measurements of quality.

   v. "Service" is broadly defined to include administrative service to the university, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the university.

   vi. As the University enters new fields of endeavor, including interdisciplinary initiatives, instances may arise in which the scholarship of faculty members may extend beyond established disciplinary boundaries. In such cases, care must be taken to apply the criteria with sufficient flexibility.

vii. Candidates are evaluated on the basis of performance during the entire term of their probationary period.

viii. Guidelines for weighting the categories of scholarship, teaching and service shall be established by each unit for Kent Campus faculty. For Regional Campus faculty, guidelines for weighting the categories of scholarship, teaching and service shall be established by each campus Faculty Council and this weighting shall be used at all levels of review.

3. Although a faculty member may stand for tenure and promotion in the same year, these are distinct personnel actions which require **separate** procedures, evaluation forms, and recommendations, and which follow separate timetables and guidelines. **Under no circumstances** shall a faculty evaluator or academic administrator submit a single evaluation form or assessment/recommendation, as applicable, on a faculty member's tenure and promotion candidacy.

TENURE
KENT CAMPUS – Colleges with Departments or Schools

Candidate
- Uploads documentation to FlashFolio
- Completes Certification of File Completeness on FlashFolio.

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Chair/Director and Candidate
- Chair/Director reviews documentation with the candidate.
- Chair/Director completes Certification of Completeness on FlashFolio.

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Chair/Director
- Invites written comments from all tenured faculty in the Department/School who are not on the Tenure Committee (this process is now completed on FlashFolio).
- Convenes the Tenure Committee and requests absentee ballots, as appropriate.
  (Tenure Committee must have at least four (4) members, excluding the non-voting Chair/Director.)
- Provides a preliminary assessment of each candidate to the Tenure Committee.

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Tenure Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

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Chair/Director
- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation.
    (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation on FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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TENURE
KENT CAMPUS – Colleges with Departments or Schools

College Dean
- Reviews the documentation and the Department/School actions and recommendation.
- Convenes the College Tenure Committee and serves as the non-voting chair.

College Tenure Committee
- Reviews and discusses the documentation submitted by the candidate and the recommendation from the previous level of review.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

College Dean
- Reviews the candidate's documentation, evaluation forms and votes, and recommendations from the previous level.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the decision is negative, advises candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost
- Reviews the Department/School and College actions and recommendations.
- Convenes the Kent Campus Tenure Advisory Board (TAB).

Kent Campus Tenure Advisory Board (TAB)
- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Board member completes an electronic evaluation form with comments and votes on the candidate.

Provost
- Reviews the candidate's documentation, the TAB evaluation forms and votes and the recommendations of the College and the Department/School.
- Uploads the decision on tenure.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the Department/School criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

TENURE

KENT CAMPUS – Colleges without Departments or Schools and University Libraries

Candidate
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

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College/University Libraries Dean and Candidate
- College/University Libraries Dean reviews documentation with the candidate.
- College/University Libraries Dean completes Certification of File Completeness on FlashFolio.

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College/University Libraries Dean
- Invites written comments from all tenured faculty in the College/University Libraries who are not on the Tenure Committee (this is now completed on FlashFolio).
- Convenes the Tenure Committee and requests absentee ballots, as appropriate.
  (Tenure Committee must have at least four (4) members, excluding the non-voting College/University Libraries Dean.)
- Provides a preliminary assessment of each candidate to the Tenure Committee.

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Tenure Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

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College/University Libraries Dean
- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation on the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation.
    (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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TENURE

KENT CAMPUS – Colleges without Departments or Schools and University Libraries

Provost

- Reviews the College/University Libraries actions and recommendation.
- Convenes the Kent Campus Tenure Advisory Board (TAB).

Kent Campus Tenure Advisory Board (TAB)

- Reviews and discusses the documentation submitted by the candidate and the recommendation from the previous levels of review.
- Each Board member completes an electronic evaluation form with comments and votes on the candidate.

Provost

- Reviews the candidate's documentation, the TAB evaluation forms and votes and the recommendation of the College/University Libraries.
- Uploads the decision on tenure.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the College/University Libraries criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

TENURE
REGIONAL CAMPUSES – Colleges with Departments or Schools

Candidate
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

Chair/Director and Candidate
- Chair/Director reviews documentation with the candidate.
- Chair/Director completes Certification of File Completeness on FlashFolio

Chair/Director
- Invites written comments from all tenured faculty in the Department/School who are not on the Tenure Committee (this process is now completed on FlashFolio).
- Convenes the Tenure Committee and requests absentee ballots, as appropriate. (Tenure Committee must have at least four (4) members, excluding the non-voting Chair/Director.)
- Provides a preliminary assessment of each candidate to the Tenure Committee.

Tenure Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

Chair of Campus FC
- Invites written comments from all tenured faculty at the Campus who are not on the Campus Tenure Committee (this process is now completed on FlashFolio).
- Convenes the Campus Tenure Committee and solicits absentee ballots, as appropriate.
- Campus Tenure Committee must consist of at least four (4) members including the voting Chair.

Campus Tenure Committee
- Reviews and discusses the documentation submitted by the candidate.
- Completes electronic evaluation forms with comments and votes.

TENURE
REGIONAL CAMPUSES – Colleges with Departments or Schools

Chair/Director

- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Chair of Campus FC

- Summarizes the Campus Tenure Committee's vote, signed evaluation forms, and recommendation.
- Advises the candidate of the right to respond to negative recommendation to the Campus Dean and Unit Administrator within ten (10) working days of receipt of the letter in FlashFolio.

Regional Campus Dean

- Reviews the documentation and the recommendation from the previous level.
- Completes an assessment/recommendation of the candidate that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

College Dean

- Reviews the documentation and the Department/School and Regional Campus actions and recommendations.
- Convenes the College Tenure Committee and serves as the non-voting chair.

TENURE
REGIONAL CAMPUSES – Colleges with Departments or Schools

College Tenure Committee

- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

College Dean

- Reviews the candidate's documentation, evaluation forms and votes and recommendations from the previous levels.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation to the Provost and the reasons for the recommendation.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the decision is negative, advises candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost

- Reviews the Department/School, College and Regional Campus actions and recommendations.
- Convenes the Regional Campus Tenure Advisory Board (RC-TAB).

Regional Campus Tenure Advisory Board (RC-TAB)

- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Board member completes an electronic evaluation form with comments and votes on the candidate.

Provost

- Reviews the candidate's documentation, the RC-TAB evaluation forms and votes and the recommendations of the Regional Campus, the College and the Department/School.
- Uploads the decision on tenure.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the Department/School criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

TENURE

REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries

Candidate
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

College/University Libraries Dean and Candidate
- College/University Libraries Dean reviews documentation with the candidate.
- College/University Libraries Dean completes Certification of File Completeness on FlashFolio.

College/University Libraries Dean
- Invites written comments from all tenured faculty in the College/University Libraries who are not on the Tenure Committee (this process is now completed on FlashFolio).
- Convenes the Tenure Committee and requests absentee ballots, as appropriate. (Tenure Committee must have at least four (4) members, excluding the non-voting College/ University Libraries Dean.)
- Provides a preliminary assessment of each candidate to the Tenure Committee.

Tenure Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

Chair of Campus FC
- Invites written comments from all tenured faculty at the Campus who are not on the Campus Tenure Committee (this process is now completed on FlashFolio).
- Convenes the campus Tenure Committee and solicits absentee ballots, as appropriate.
- Campus Tenure Committee must consist of at least four (4) members including the voting Chair.

Campus Tenure Committee
- Reviews and discusses the documentation submitted by the candidate.
- Completes electronic evaluation forms with comments and votes.

TENURE

REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries

College/University Libraries Dean

- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Chair of Campus FC

- Summarizes the Campus Tenure Committee's vote, signed evaluation forms, and recommendation.
- Advises the candidate of the right to respond to negative recommendation to the Campus Dean and Unit Administrator within ten (10) working days of receipt of the letter in FlashFolio.

Regional Campus Dean

- Reviews the documentation and the recommendations from the previous level.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost

- Reviews the College/University Libraries and Regional Campus actions and recommendations.
- Convenes the Regional Campus Tenure Advisory Board (RC-TAB).

TENURE

REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries

Regional Campus Tenure Advisory Board (RC-TAB)

- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Board member completes an electronic evaluation form with comments and votes on the candidate.

Provost

- Reviews the candidate's documentation, the RC-TAB evaluation forms and votes and the recommendations of the College/University Libraries and Regional Campus.
- Uploads the decision on tenure.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the College/University Libraries criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

PROMOTION

PROMOTION REVIEW: GENERAL OBSERVATIONS

Promotion shall be viewed as recognition of a faculty member's scholarship, teaching, and service. For the purposes of this policy, "scholarship" is broadly defined to include research, scholarly and creative work. For the purposes of this policy "service" is broadly defined to include administrative service to the university, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the university.

University Policy Regarding Faculty Promotion

General Observations:

1. Faculty members eligible for promotion consideration pursuant to the *University Policy Regarding Faculty Promotion* are those who hold regular full-time tenure-track appointments. Eligibility is further determined by years of service and is differentiated by rank as follows:

   Associate Professor. This is one of the two (2) senior ranks in academia; accordingly, a faculty member normally must possess the terminal degree in his/her discipline before promotion consideration. A faculty member will not usually be considered for advancement to this rank until completion of five (5) years as an Assistant Professor. A non-tenured faculty member applying for promotion to the rank of Associate Professor must also undergo a successful tenure review.

   Professor. As with Associate Professor, a faculty member normally must possess the terminal degree in his/her discipline before promotion consideration. A faculty member will not usually be considered for advancement to this rank until completion of five (5) years as an Associate Professor; however, in cases where a candidate has met the expectations for promotion, the faculty member may be considered after completion of fewer years as an Associate Professor. An untenured faculty member applying for promotion to the rank of Professor must also undergo a successful tenure review.

2. While substantive criteria considered in the promotion review itself are developed at the academic unit and/or college level and set forth in the unit's handbook, the following University guidelines have been established:

   i. In all instances, superior scholarly attainment, in accordance with the criteria set forth by the unit, is an essential qualification for promotion.

   ii. Candidates are normally expected to possess the terminal degree in their discipline.

   iii. Candidates for promotion to the rank of Associate Professor are evaluated on the basis of performance during the entire term of their appointment to a tenure-track position at the University. Candidates for promotion to the rank of Professor are evaluated based on performance since attaining or being hired at the rank of Associate Professor. Unlike promotion to Associate Professor, promotion to Professor does not involve an assessment of productivity within a set number of years. Rather, it recognizes success in meeting the academic unit's requirements for scholarship, teaching, and service commensurate with the rank of Professor, irrespective of the number of years in the rank of Associate Professor.

iv. Recommendations for promotion shall be based upon two (2) major classes of criteria. The first, "academic credentials and university experience," describes the normal minimums of credentials and time-in-rank necessary for promotion consideration. The second, "academic performance and service," refers to the record of actual performance and the accomplishments by the faculty member in academic and service areas, as defined by the unit criteria. Only documented evidence of scholarship, teaching, and service will be used in assessing a faculty member's eligibility for promotion.

v. “Scholarship” is broadly defined to include research, scholarly and creative work. In the evaluation of scholarship, emphasis should be placed on external measurements of quality.

vi. Unless otherwise specified by the academic unit, documented in-press and forthcoming scholarly or creative works will be considered as part of the record of accomplishments.

vii. As the University enters new fields of endeavor, including interdisciplinary initiatives, instances may arise in which the scholarship of faculty members may extend beyond established disciplinary boundaries. In such cases, care must be taken to apply the unit’s criteria with sufficient flexibility.

viii. Candidates are expected to demonstrate an established record of effective teaching and an appropriate level of service ("university citizenship") to the University and to the community.

ix. Guidelines for weighting the categories of scholarship, teaching and service shall be established by each unit for Kent Campus faculty. For Regional Campus faculty, guidelines for weighting the categories of scholarship, teaching and service shall be established by each campus Faculty Council and this weighting shall be used at all levels of review.

3. Although a faculty member may stand for tenure and promotion in the same year, these are distinct personnel actions which require **separate** procedures, evaluation forms, and recommendations, and which follow separate timetables and guidelines. **Under no circumstances** shall a faculty evaluator or academic administrator submit a single evaluation form or assessment/recommendation, as applicable, on a faculty member’s tenure and promotion candidacy.

PROMOTION
KENT CAMPUS – Colleges with Departments or Schools

Candidate
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

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Chair/Director and Candidate
- Chair/Director reviews documentation with the candidate.
- Chair/Director completes Certificatification of File Completeness in FlashFolio.

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Chair/Director
- Invites written comments from all tenured faculty in the Department/School who are not on the Promotion Committee (this process is now completed on FlashFolio).
- Convenes the Promotion Committee and requests absentee ballots, as appropriate.
  - ✓ Promotion Committee must have at least four (4) members, excluding the non-voting Chair/Director.
  - ✓ No committee member other than the unit administrator shall be present while the committee deliberates or votes on a promotion to a rank higher than that committee member's rank.
- Provides a preliminary assessment of each candidate to the Promotion Committee.

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Promotion Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

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Chair/Director
- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate in FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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PROMOTION
KENT CAMPUS – Colleges with Departments or Schools

College Dean
- Reviews the documentation and the Department/School actions and recommendation.
- Convenes the College Promotion Committee and serves as the non-voting chair.

College Promotion Committee
- Reviews and discusses the documentation submitted by the candidate and the recommendation from the previous level of review.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

College Dean
- Reviews the candidate's documentation, evaluation forms and votes and the recommendation from the previous level of review.
- Completes an assessment/recommendation of the candidate in FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes; and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the decision is negative, advises candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost
- Reviews the Department/School and College actions and recommendations.
- Convenes the Kent Campus Promotion Advisory Board (PAB).

Kent Campus Promotion Advisory Board (PAB)
- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate. (An electronic signature is applied when each reviewer confirms by e-mail response.)

Provost
- Reviews the candidate's documentation, the PAB evaluation forms and votes and the recommendations of the College and the Department/School.
- Uploads the decision on promotion.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the Department/School criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

PROMOTION

KENT CAMPUS – Colleges without Departments or Schools and University Libraries

Candidate

- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

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College/University Libraries Dean and Candidate

- College/University Libraries Dean reviews documentation with the candidate.
- College/University Libraries Dean completes Certification of File Completeness on FlashFolio.

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College/University Libraries Dean

- Invites written comments from all tenured faculty in the College/University Libraries who are not on the Promotion Committee (this process is now completed on FlashFolio).
- Convenes the Promotion Committee and requests absentee ballots, as appropriate.
  - ✓ Promotion Committee must have at least four (4) members, excluding the non-voting College/University Libraries Dean.
  - ✓ No committee member other than the unit administrator shall be present while the committee deliberates or votes on a promotion to a rank higher than that committee member's rank.
- Provides a preliminary assessment of each candidate to the Promotion Committee.

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Promotion Committee

- Reviews and discusses the documentation submitted by the candidate.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

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College/University Libraries Dean

- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal to the next higher academic officer, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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PROMOTION

KENT CAMPUS – Colleges without Departments or Schools and University Libraries

Provost

- Reviews the College/University Libraries actions and recommendation.
- Convenes the Kent Campus Promotion Advisory Board (PAB).

Kent Campus Promotion Advisory Board (PAB)

- Reviews and discusses the documentation submitted by the candidate and the recommendation from the previous level of review.
- Each Committee member completes an electronic evaluation form with comments and votes on the candidate.

Provost

- Reviews the candidate's documentation, the PAB evaluation forms and votes and the recommendation of the College/University Libraries.
- Uploads the decision on promotion.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the College/University Libraries criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

PROMOTION
REGIONAL CAMPUSES – Colleges with Departments or Schools

Candidate
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio.

Chair/Director and Candidate
- Chair/Director reviews documentation with the candidate.
- Chair/Director completes Certification of File Completeness on FlashFolio

Chair/Director
- Invites written comments from all tenured faculty in the Department/School who are not on the Promotion Committee (this process is now completed on FlashFolio).
- Convenes the Promotion Committee and requests absentee ballots, as appropriate.
  - ✓ Promotion Committee must have at least four (4) members, excluding the non-voting Chair/Director.
  - ✓ No committee member other than the unit administrator shall be present while the committee deliberates or votes on a promotion to a rank higher than that committee member's rank.
- Provides a preliminary assessment of each candidate to the Promotion Committee.

Chair of Campus FC
- Invites written comments from all tenured faculty at the Campus who are not on the Campus Promotion Committee (this process is now completed on FlashFolio).
- Convenes the Campus Promotion Committee and solicits absentee ballots, as appropriate.
  - ✓ Campus Promotion Committee must consist of at least four (4) members including the voting Chair.
  - ✓ No committee member shall be present while the committee deliberates or votes on a promotion to a rank higher than that committee member's rank.

Promotion Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each committee member completes an electronic evaluation form with comments and votes on the candidate.

Campus Promotion Committee
- Reviews and discusses the documentation submitted by the candidate.
- Completes electronic evaluation forms with comments.

PROMOTION
REGIONAL CAMPUSES – Colleges with Departments or Schools

Chair/Director

- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate in FlashFolio that:
  - ✓ Summarizes the committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Chair of Campus FC

- Summarizes the Campus Promotion Committee's vote, signed evaluations, and recommendation.
- Advises the candidate of the right to respond to negative recommendation to the Campus Dean and Unit Administrator within ten (10) working days of receipt of the letter in FlashFolio.

Regional Campus Dean

- Reviews the documentation and the recommendation from the previous level.
- Completes an assessment/recommendation of the candidates on FlahsFolio that:
  - ✓ Summarizes the Campus Promotion Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

College Dean

- Reviews the documentation and the Department/School and Regional Campus actions and recommendations.
- Convenes the College Promotion Committee and serves as the non-voting chair.

PROMOTION
REGIONAL CAMPUSES – Colleges with Departments or Schools

College Promotion Committee

- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each committee member completes an electronic evaluation form with comments and votes on the candidate.

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College Dean

- Reviews the candidate's documentation, evaluation forms and votes, and recommendations from the previous levels.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the decision is negative, advises candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

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Provost

- Reviews the Department/School, College and Regional Campus actions and recommendations.
- Convenes the Regional Campus Promotion Advisory Board (RC-PAB).

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Regional Campus Promotion Advisory Board (RC-PAB)

- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Board member completes an electronic evaluation form with comments and votes on the candidate.

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Provost

- Reviews the candidate's documentation, the RC-PAB evaluation forms and votes and the recommendations of the Regional Campus, the College and the Department/School.
- Uploads the decision on promotion.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the Department/School criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

PROMOTION

REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries

Candidate
- Uploads documentation to FlashFolio.
- Completes Certification of File Completeness on FlashFolio

College/University Libraries Dean and Candidate
- College/University Libraries Dean reviews documentation with the candidate.
- College/University Libraries Dean completes Certification of File Completeness in FlashFolio

College/University Libraries Dean
- Invites written comments from all tenured faculty in the College/University Libraries who are not on the Promotion Committee (this process is now completed on FlashFolio).
- Convenes the Promotion Committee and requests absentee ballots, as appropriate.
  - ✓ Promotion Committee must have at least four (4) members, excluding the non-voting College/ University Libraries Dean.
  - ✓ No committee member other than the unit administrator shall be present while the committee deliberates or votes on a promotion to a rank higher than that committee member's rank.
- Provides a preliminary assessment of each candidate to the Promotion Committee.

Chair of Campus FC
- Invites written comments from all tenured faculty at the Campus who are not on the Campus Promotion Committee (this process is now completed on FlashFolio).
- Convenes the campus Promotion Committee and solicits absentee ballots, as appropriate.
  - ✓ Campus Promotion Committee must consist of at least four (4) members including the voting Chair.
  - ✓ No committee member shall be present while the committee deliberates or votes on a promotion to a rank higher than that committee member's rank.

Promotion Committee
- Reviews and discusses the documentation submitted by the candidate.
- Each committee member completes an electronic evaluation form with comments and votes on the candidate.

Campus Promotion Committee
- Reviews and discusses the documentation submitted by the candidate.
- Completes electronic evaluation forms with comments.

PROMOTION

REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries

College/University Libraries Dean

- Reviews the candidate's documentation, the evaluation forms and votes.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Chair of Campus FC

- Summarizes the Campus Promotion Committee's vote, signed evaluation forms and recommendation.
- Advises the candidate of the right to respond to negative recommendation to the Campus Dean and Unit Administrator within ten (10) working days of receipt of the letter in FlashFolio.

Regional Campus Dean

- Reviews the documentation and the recommendation from the previous level.
- Completes an assessment/recommendation of the candidate on FlashFolio that:
  - ✓ Summarizes the Committee's deliberations, evaluation forms and votes and includes his/her recommendation and the reasons for the recommendation.
  - ✓ Invites the candidate to meet to discuss the recommendation. (This meeting is mandatory within five (5) working days if the recommendation is not unanimously positive.)
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ If the recommendation is negative, advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

Provost

- Reviews the College/University Libraries and Regional Campus actions and recommendations.
- Convenes the Regional Campus Promotion Advisory Board (RC-PAB).

PROMOTION

REGIONAL CAMPUSES – Colleges without Departments or Schools and University Libraries

Regional Campus Promotion Advisory Board (RC-PAB)

- Reviews and discusses the documentation submitted by the candidate and the recommendations from the previous levels of review.
- Each Board member completes an electronic evaluation form with comments and votes on the candidate.

Provost

- Reviews the candidate's documentation, the RC-PAB evaluation forms and votes and the recommendations of the College/University Libraries and Regional Campus.
- Uploads the decision on promotion.
  (If positive, notification is from the President; if negative, notification is from the Provost.)
- If the decision is negative, uploads a letter to the candidate that:
  - ✓ Includes mention of the College/University Libraries criteria and/or the University criteria that the candidate has failed to meet.
  - ✓ Advises the candidate of the right to correct procedural errors or errors of fact, in writing, within ten (10) working days of receipt of the recommendation in FlashFolio.
  - ✓ Advises the candidate of the right to appeal, in writing, within ten (10) working days of receipt of the recommendation via e-mail.

APPEALS

APPEALS
REAPPOINTMENT, TENURE, AND PROMOTION

KENT & REGIONAL CAMPUSES - Colleges with Departments or Schools

Any faculty member whose reappointment, tenure, or promotion has been disapproved at any level shall have the right to appeal the negative decision to the next higher academic administrative officer. If the faculty member decides not to appeal the negative decision, the faculty member may withdraw the application by written notice to the academic unit administrator, regional campus dean, if applicable, and the Associate Provost of Faculty Affairs (APFA). In the event of a negative decision on reappointment, tenure, or promotion and the faculty member does not appeal or withdraw as described above, the negative decision that was not appealed will be recorded as the final decision on the application.

In the event of a negative recommendation at the Department/School and/or Regional Campus level of review, the Chair/Director or Campus Dean, as applicable

- completes his/her assessment/recommendation to the College Dean in FlashFolio that also includes
    - a summary of the advisory committee's recommendation;
    - notification to the candidate of his/her right to inform the College Dean, in writing, within ten (10) working days of the intent to appeal the recommendation; and,
    - notification to the candidate of his/her right to include a statement which responds to any alleged procedural errors or errors of fact within ten (10) working days.
- confirms that the advisory committee's evaluation forms are completed in FlashFolio.

<u>Under no circumstances</u> shall a faculty evaluator or academic administrator submit a single evaluation form or assessment/recommendation on a faculty member's tenure and promotion candidacy.

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<u>COLLEGE LEVEL APPEAL</u>

The candidate notifies the College Dean, in writing (via e-mail), of his/her intent to appeal with a copy to the Associate Provost for Faculty Affairs (APFA) and the Chair/Director and/or Regional Campus Dean, as applicable. The APFA will initiate the appeal process for the faculty member, adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio**.**

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The College Dean acknowledges receipt of the candidate's intent to appeal, in writing, and provides instructions for the appeal. The College dean adds these documents to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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Pursuant to the appeal procedures provided by the College Dean, the candidate transmits his/her written appeal to the College Dean with a copy to the Chair/Director and/or Regional Campus Dean, as applicable. The College dean adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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The candidate presents his/her appeal to the College Reappointment Committee (CRC), the College Tenure Committee (CTC) or College Promotion Committee (CPC), as applicable.

- The appeal hearing is non-adversarial.
- The candidate presents the appeal orally.
- The candidate may bring a colleague who is a member of the faculty.
- The CRC/CTC/CPC and/or the College Dean may invite presentations by the Chair/Director, Regional Campus Dean, and/or other Department/School representative(s) as he/she deems appropriate for the advisory committee to understand the case.
- If an individual other than the appellant (including any academic administrator) is invited to address the committee, the appellant shall have the opportunity to respond to any new information. The CRC/CTC/CPC shall determine whether information is new and whether to invite an oral or written response.
- A CRC/CTC/CPC member may not vote on a candidate from his/her own academic unit.
- Untenured CRC/CTC/CPC members may not vote on any candidate.
- A CRC/CTC/CPC member may not participate if the appeal is by a spouse or close relative or if the member of the CRC/CTC/CPC perceives a personal or professional conflict of interest that would make an impartial judgment impossible.

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The CRC/CTC/CPC reviews and discusses all material presented in the appeal and completes evaluation forms on FlashFolio as an advisory recommendation to the College Dean.
The CRC/CTC/CPC may recommend to

- sustain the appeal.
- deny the appeal.
- remand the appeal to the Department/School and/or Regional Campus, as applicable, for reconsideration
    - to correct a procedural error.
    - to permit consideration of material improperly included, omitted, or ignored.

The College Dean will normally make a decision within one (1) week after receiving the CRC/CTC/CPC recommendation.

- If the College Dean sustains the appeal, he/she
    - completes his/her positive recommendation to the Provost on FlashFolio and
        - includes notification to the candidate of his/her right to include a letter which responds to any alleged procedural errors or errors of fact within ten (10) working days.

In this case, the Provost considers the candidate's file with all other positive recommendations for tenure or promotion.

- If the College Dean denies the appeal, he/she
    - completes his/her negative recommendation to the Provost on FlashFolio that also
        - includes a summary of the advisory committee's recommendation;
        - includes notification to the candidate of his/her right to inform the APFA, in writing, within ten (10) working days of the intent to appeal the recommendation;
        - includes notification to the candidate of the date his/her employment with the University will end unless the negative recommendation is reversed by the Provost.

- includes notification to the candidate of his/her right to include a statement which responds to any alleged procedural errors or errors of fact within ten (10) working days; and,
- adds any materials that were presented at the appeal to the "**Appeal section**" of the candidate's portfolio in FlashFolio.

(See special considerations for a negative **reappointment** decision below)

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UNIVERSITY LEVEL APPEAL

The candidate notifies the APFA, in writing (via e-mail), of his/her intent to appeal with copies to the College Dean and Chair/Director and/or Regional Campus Dean, as applicable. The APFA adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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The APFA informs the candidate of the appeal procedures. The APFA adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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Pursuant to the appeal procedures provided by the APFA, the candidate transmits his/her written appeal to the APFA with copies to the College Dean and the Chair/Director and/or Regional Campus Dean, as applicable. The APFA adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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For negative recommendations from the College on tenure or promotion, the Kent Campus Tenure Advisory Board (TAB), the Kent Campus Promotion Advisory Board (PAB), the Regional Campus Tenure Advisory Board (RC-TAB) or the Regional Campus Promotion Advisory Board (RC-PAB), as applicable, reviews the candidate's file.

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The candidate has an opportunity to present his/her appeal to the TAB/PAB or RC-TAB/RC-PAB, as applicable.

- The appeal hearing is non-adversarial.
- The candidate presents the appeal orally.
- The candidate may bring a colleague who is a member of the faculty.
- The TAB/PAB or the RC-TAB/RC-PAB may invite presentations by the College Dean, Chair/Director, Regional Campus Dean or any other individual as it deems appropriate for the Board to understand the case.
- If an individual other than the appellant (including any academic administrator) is invited to address the committee, the appellant shall have the opportunity to respond to any new information. The TAB/PAB or the RC-TAB/RC-PAB shall determine whether information is new and whether to invite an oral or written response.
- A TAB/PAB or RC-TAB/RC-PAB member may not participate if the appeal is by a spouse or close relative or if the Board member perceives a personal or professional conflict of interest that would make an impartial judgment impossible.

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The TAB/PAB or the RC-TAB/RC-PAB reviews and discusses all material presented in the appeal and submits evaluation forms on FlashFolio as an advisory recommendation to the Provost.
The TAB/PAB or the RC-TAB/RC-PAB may recommend to

- sustain the appeal.
- deny the appeal.
- remand the appeal to the College for reconsideration
    - to correct a procedural error.
    - to permit consideration of material improperly included, omitted, or ignored.

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The Provost reviews the recommendation of the TAB/PAB or RC-TAB/RC-PAB and makes a decision.

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The Provost uploads the decision to FlashFolio.

- If the decision is positive, the letter is from the President.
- If the decision is negative, the letter is from the Provost and
    - includes reasons for the negative decision,
    - includes a statement of the relevant unit criteria or University criteria that the candidate has failed to meet, and
    - notifies the candidate of his/her right to appeal the decision to the President (either directly or through the Joint Appeals Board, if applicable[1]) by notification to the APFA, in writing, of his/her intent to appeal within ten (10) days if the appeal is directly to the President or within fifteen (15) days of the appeal is to the President through the Joint Appeals Board.
    - notifies the reappointment or tenure candidate of the date that his/her employment with the University will end unless the decision is reversed by the President.

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Upon receipt of a candidate's intent to appeal, the APFA acknowledges receipt of the candidate's intent to appeal, in writing, and provides the candidate information about appeal options and related procedures. The APFA adds these documents to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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[1]A negative decision by the Provost on tenure may be appealed either directly to the President or to the President through the Joint Appeals Board. If a first or second application for promotion is denied by the Provost, that negative decision may be appealed directly to the President. If a third, or subsequent application for promotion is denied by the Provost, that decision may be appealed either directly to the President or to the President through the Joint Appeals Board. (*See*, Article VII, Section 2 of the *Collective Bargaining Agreement* between the University and the Full-Time Tenure-Track Unit of the American Association of University Professors – Kent State Chapter (AAUP-KSU)).

SPECIAL CONSIDERATIONS FOR NEGATIVE DECISIONS ON REAPPOINTMENT

In the event of a negative recommendation on reappointment, the probationary faculty member has the right to appeal the decision to the next highest academic administrative officer pursuant to the procedure above through the College level.

At the University level:

- Unless reversed by the Provost, the recommendation of the College Dean will stand.
- Unanimous recommendations at all previous levels of review will stand unless the Provost provides compelling reasons for reversal.
- The probationary faculty member may present his/her appeal orally in a meeting with the Provost and the APFA.
- The probationary faculty member may bring a colleague who is a member of the faculty.
- The Provost makes a decision on the appeal.
- If the Provost does not recommend reappointment
    - notification will be in compliance with the appropriate deadlines.
    - the probationary faculty member may appeal the Provost's decision to the President, either directly or through the Joint Appeals Board.
    - notification to the candidate of the date that his/her employment with the University will end unless the negative recommendation is reversed.
    - The APFA sends the probationary faculty member information about appeals to the President including the options of appeal available and any related procedures. The APFA adds these documents to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

APPEALS
REAPPOINTMENT, TENURE, AND PROMOTION

KENT & REGIONAL CAMPUSES –Colleges without Departments or Schools and University Libraries

Any faculty member whose reappointment, tenure, or promotion has been disapproved at any level shall have the right to appeal the negative decision to the next higher academic administrative officer. If the faculty member decides not to appeal the negative decision, the faculty member may withdraw the application by written notice to the academic unit administrator, regional campus dean, if applicable, and the Associate Provost of Faculty Affairs (APFA). In the event of a negative decision on reappointment, tenure, or promotion and the faculty member does not appeal or withdraw as described above, the negative decision that was not appealed will be recorded as the final decision on the application.

In the event of a negative recommendation as described above, the Dean of a College without Departments or Schools/University Libraries Dean, or Campus Dean, as applicable

- completes his/her assessment/recommendation to the Provost in FlashFolio and
  - includes a summary of the advisory committee's recommendation;
  - includes notification to the candidate of his/her right to inform the Provost, in writing, within ten (10) working days of the intent to appeal the recommendation; and
  - includes notification to the candidate of his/her right to include a letter which responds to any alleged procedural errors or errors of fact within ten (10) working days.
  - notification to the candidate of the date his/her employment with the University will end unless the negative recommendation is reversed by the Provost.
  - confirms that the advisory committee's evaluation forms are completed in FlashFolio.

Under no circumstances shall a faculty evaluator or academic administrator submit a single evaluation form or assessment/recommendation on a faculty member's tenure and promotion candidacy.

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UNIVERSITY LEVEL APPEAL

The candidate notifies the APFA, in writing, of his/her intent to appeal with copies to the Dean of a College without Departments or Schools/University Libraries Dean and/or the Regional Campus Dean, as applicable. The APFA adds this document to the appropriate "**Appeal section"** of the candidate's portfolio in FlashFolio.

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The APFA informs the candidate of the appeal procedures. The APFA adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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Pursuant to the appeal procedures provided by the APFA, the candidate transmits his/her written appeal to the APFA with copies to the Dean of a College without Departments or Schools/University Libraries Dean and/or Regional Campus Dean, as applicable. The APFA adds this document to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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For negative recommendations on tenure or promotion from the Dean of a College without Departments or Schools/University Libraries Dean, or Campus Dean, as applicable, the Kent Campus Tenure Advisory Board (TAB), the Kent Campus Promotion Advisory Board (PAB), the Regional Campus Tenure Advisory Board (RC-TAB) or the Regional Campus Promotion Advisory Board (RC-PAB), as applicable, reviews the candidate's file.

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The candidate has an opportunity to present his/her appeal to the TAB/PAB or RC-TAB/RC-PAB, as applicable.

- The appeal hearing is non-adversarial.
- The candidate presents the appeal orally.
- The candidate may bring a colleague who is a member of the faculty.
- The TAB/PAB or the RC-TAB/RC-PAB may invite presentations by the College Dean, Regional Campus Dean or any other individual as it deems appropriate for the Board to understand the case.
- If an individual other than the appellant (including any academic administrator) is invited to address the committee, the appellant shall have the opportunity to respond to any new information. The TAB/PAB or the RC-TAB/RC-PAB shall determine whether information is new and whether to invite an oral or written response.
- A TAB/PAB or RC-TAB/RC-PAB member may not participate if the appeal is by a spouse or close relative or if the Board member perceives a personal or professional conflict of interest that would make an impartial judgment impossible.

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The TAB/PAB or the RC-TAB/RC-PAB reviews and discusses all material presented in the appeal and submits evaluation forms on FlashFolio as an advisory recommendation to the Provost.
The TAB/PAB or the RC-TAB/RC-PAB may recommend to

- sustain the appeal.
- deny the appeal.
- remand the appeal to the College for reconsideration
    - to correct a procedural error.
    - to permit consideration of material improperly included, omitted, or ignored.

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The Provost reviews the recommendation of the TAB/PAB or the RC-TAB/RC-PAB and makes a decision.

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The Provost uploads the decision to FlashFolio.

- If the decision is positive, the letter is from the President.
- If the decision is negative, the letter is from the Provost and
    - includes reasons for the negative decision,
    - includes a statement of the relevant unit criteria or the University criteria that the candidate has failed to meet, and

- notifies the candidate of his/her right to appeal the decision to the President (either directly or through the Joint Appeals Board, if applicable[1]) by notification to the APFA,
- in writing, of his/her intent to appeal within ten (10) days if the appeal is directly to the President or within fifteen (15) days of the appeal is to the President through the Joint Appeals Board.

Unless reversed by the President, the decision by the Provost will stand.

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Upon receipt of a candidate's intent to appeal, the APFA acknowledges receipt of the candidate's intent to appeal, in writing, and provides the candidate information about appeal options and related procedures. The APFA adds these documents to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

SPECIAL CONSIDERATIONS FOR NEGATIVE DECISIONS ON REAPPOINTMENT

In the event of a negative decision on reappointment as described above, the probationary faculty member has the right to appeal the decision to the Provost.

At the University level:

- Unless reversed by the Provost, the recommendation of the Dean of a College without Departments or Schools/University Libraries Dean or Regional Campus Dean, as applicable, will stand.
- Unanimous recommendations at the previous level of review will stand unless the Provost provides compelling reasons for reversal.
- The probationary faculty member may present his/her appeal orally in a meeting with the Provost and the APFA.
- The probationary faculty member may bring a colleague who is a member of the faculty.
- The Provost makes a decision on the appeal.
- If the Provost does not recommend reappointment
    - notification will be in compliance with the appropriate deadlines.
    - the probationary faculty member may appeal the Provost's decision to the President, either directly or through the Joint Appeals Board.
    - notification to the candidate of the date that his/her employment with the University will end unless the negative recommendation is reversed.

- The APFA acknowledges receipt of the candidate's intent to appeal, in writing, and provides the probationary faculty member information about appeals to the President including the options of appeal available and any related procedures. The APFA adds these documents to the appropriate "**Appeal section**" of the candidate's portfolio in FlashFolio.

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[1]A negative decision by the Provost on tenure may be appealed either directly to the President or to the President through the Joint Appeals Board. If a first or second application for promotion is denied by the Provost, that negative decision may be appealed directly to the President. If a third, or subsequent application for promotion is denied by the Provost, that decision may be appealed either directly to the President or to the President through the Joint Appeals Board. (*See*, Article VII, Section 2 of the *Collective Bargaining Agreement* between the University and the Full-Time Tenure-Track Unit of the American Association of University Professors – Kent State Chapter (AAUP-KSU)).

DOCUMENTATION GUIDELINES

DOCUMENTATION GUIDELINES

Summary: Candidate's File Contents on FlashFolio

I. Each file for a reappointment, tenure, or promotion review must contain the following basic information. Primary responsibility for inclusion in file indicated. **Please note**: A document checklist is included in the next section of these materials.

A. All assessments/recommendations from academic administrators and evaluation forms and votes from faculty reviewers throughout the process.

B. Curriculum Vitae/Resumé (Candidate).

C. Official Student Surveys of Instruction (Provided to the candidate by Chair/Director/Dean).

For additional information please also review the "Decisions Concerning Student Surveys of Instruction in the Event of Campus Disruption". **IMPORTANT NOTE**: Student Surveys of Instruction (SSIs) for Spring 2020, Fall 2020 and Spring 2021 are not to be included in reappointment, tenure, and promotion files.

D. Letters from External Reviewers. Required for tenure and promotion in academic rank. (Candidate and Chair).

E. Letter of Offer (complete and without redactions) signed by the candidate and annual Reappointment Reviews (for reappointment, tenure, and promotion) (Candidate and Chair/Director/Dean).

F. If unsuccessful previous candidacy, administrative letters summarizing decision and reasons (Chair/Director/Dean).

G. Department/School/College Guidelines and criteria (Candidate, a hard copy or PDF provided to the candidate by the Chair/Director/Dean).

H. Regional Campus weighting of Department/School/College criteria (Candidate, a hard copy or PDF provided to the candidate by the Chair/Director/Dean).

I. Certification of File Completeness – the initial Evaluation in the FlashFolio Process (Chair/Director/Dean and candidate).

II. **Supplementary/Background Materials** may be prepared and submitted by the candidate or as instructed by academic unit guidelines and procedures. Thoughtful consideration should be given to the amount and organization of these materials so that they are germane and helpful to the reviewers at the various levels of the review process as opposed to being overwhelmingly disruptive of careful and focused review and assessment. (See tutorials on FlashFolio for assistance in documenting supplemental materials electronically.)

These materials may include items such as the following:

A. Self-evaluation/Narrative Statement, if and as provided for in the academic unit's

expectations).

B. Research/Scholarship/Creative Activity.

1. Copies of published research, scholarly publications, programs of exhibitions and presentations. (Since last promotion or since appointment, for tenure and first promotion).

2. Published reviews of published works, presentations, juried exhibitions, etc.

3. Documentation of works cited in other publications.

4. For tenure and reappointment consideration--scholarship/research **accepted for publication** or presentations/exhibitions **scheduled for presentation** on or before ***September 1, 2023***:

   a. documentation of acceptance for publication or presentation;
   b. scheduled date of publication/presentation;
   c. (Draft) Copy of accepted publication/presentation.

   Only works published or accepted for publication on or before ***September 1, 2023*** will be considered. This requirement is established in order to ensure that proper documentation is consistent at all levels of review and does not negate appropriate differences and "weighting" between anticipated and accomplished achievements for purposes of promotion in academic rank as distinct from reappointment or tenured appointment considerations. Unless otherwise specified in the unit handbook, documented in-press and forthcoming scholarly or creative works will be considered as part of the record of accomplishments for promotion.

C. *Teaching.*

Copies of official Student Surveys of Instruction (SSIs), including all student comments, unless specified otherwise in the academic unit's section of the University Faculty Handbook.

For additional information please also review the "Decision Concerning Student Surveys of Instructions in the Event of Campus Disruption". **IMPORTANT NOTE**: Student Surveys of Instruction (SSIs) for Spring 2020, Fall 2020 and Spring 2021 should not be included in reappointment, tenure, and promotion files.

1. Supportive data:

   a. Lists of courses taught (undergraduate, graduate); theses and dissertations directed to completion and in progress; master's, doctoral, and service on undergraduate honors committees, etc.
   b. Representative course syllabi.
   c. Representative course examinations.

2. Documentation of dissemination of scholarly contribution and of any response.

3. Other evidence of teaching effectiveness, including teaching portfolio, statement of philosophy, etc.

D. *University Citizenship/Professional or Public Service.*

1. Commendations/recognition.

2. Description/recognition of professional/public service related to discipline.

3. For additional information please also review the "recommendation concerning Faculty Service Obligations in the Event of Campus Disruption" .

E. Additional evidence in support of accomplishments as defined in the applicable University policy (Reappointment, Tenure, or Promotion) and the Department/School/College, and/or Regional Campus criteria.

F. Candidates should do their best to present their files in such a way that faculty reviewers and administrators who are not in the candidate's discipline can easily understand the expectations, evaluation criteria and performance standards. As the file moves through the review at the College and University levels, faculty reviewers and administrators from many disciplines evaluate the file. In creating and preparing their files, candidates should be aware of the need to "educate" reviewers who are not in their disciplines so that the reviewers will be able to understand the academic unit criteria and the disciplinary norms and expectations.

G. Miscellaneous supplemental information/documentation.

III. The file should also include documentation, when appropriate, of the items listed below:

- **General background information**: name and other appropriate personal data.
- **Educational background**: (a) institutions, degrees, dates of attendance; (b) assistantships, fellowships, etc.; (c) awards, recognitions, honors.
- **Non-academic work experience:** job titles, descriptions, employers, and dates of employment.
- **Academic experience**: present rank at Kent State University, time in each rank at Kent State and elsewhere, total academic service at Kent State and elsewhere, graduate faculty status, etc.

IV. The University policies regarding promotion and tenure provide that evidence of the research/scholarship/creative activity, teaching and service/University citizenship, may be demonstrated by self-evaluation, peer evaluation, student evaluation, client evaluation, external colleague evaluation, and adjudication. In addition, candidates are expected to provide documented evidence which may include:

- demonstrated significant involvement in curricular development and/or review;
- measures of student achievement such as student performance on nationally standardized

examination(s), publications by students, etc.,

- publication such as professionally reviewed and refereed articles, monographs, and books in the candidate's field;

- invited participation in programs or presentations of papers at professional meetings at the state, regional, national, and international level;

- significant creative activity, such as invited/juried exhibitions, performances, compositions, etc.;

- participation and leadership in professional and learned societies;

- significant public service to a faculty member's profession;

- evidence of outstanding achievement, such as awards, patents, and copyrights;

- seeking and securing professionally reviewed research and/or service training grants, especially extramural awards; and/or

- outstanding service to the University, Department/School/College, and/or Regional Campus (beyond the normal level of service expected of all faculty members).

Within the context of the above, the following specific examples are also offered:

Evaluation of Teaching.

- review and assessment by faculty members/administrators at the academic unit, college, and University levels;
- assessment by colleagues outside KSU;
- summaries of official Student Surveys of Instruction (SSIs) with comparison to Department/School/College norms or averages for the same level of instruction, when available;
- summary of peer evaluations;
- summary of administrative evaluations;
- teaching awards and other recognition; and
- academic advising and counseling experience and evaluation.

Evidence of scholarly publication/research/creative activity:

- refereed research and scholarly publications, including books, articles, chapters in books, reviews, technical reports, monographs, textbooks, etc. *(Note: In cases of multiple authorship of publications or presentations, an indication of the candidate's relative contribution to the work cited is necessary.)*;
- non-refereed scholarly publications;
- record of work cited in other publications;
- information on impact factors;
- papers presented, indicating whether invited or refereed;
- creative accomplishments, including painting, sculpture, dramatic productions,

various types of performance, published compositions, poetry, juried exhibitions, etc.;
- awards, recognitions, and honors;
- grant proposals submitted and grants awarded;
- direction and co-direction of theses and dissertations;
- service on thesis or dissertation committees;
- instructional resource development;
- if applicable, evidence of professional growth and development appropriate to the mission of a regional campus to which the faculty member is assigned and to the profession or discipline of the candidate's Department/School/College affiliation.

University citizenship, professional or public service (significantly related to profession or discipline), beyond expected levels, as illustrated by the following:

- committee assignments;
- administrative assignments;
- student advising and counseling beyond a normal assignment;
- student recruitment;
- approved teaching or consulting outside the University;
- assistance with workshops, clinics, and conferences;
- lectures, performances, papers, etc., not otherwise included; and
- awards and other recognition.

If, at any level of the review process, questions arise about the nature of materials in the file, particularly those questions raised by members of a review committee, those questions should be directed to the administrative officer who is responsible for conducting the review at that level. New material may be added as requested by a review committee or the responsible academic administrator at any level of review in order to correct or more fully document information contained in the reappointment, tenure, and/or promotion file. In such instances, the candidate shall be notified of, and given the opportunity to review, such new material as is added to the file and shall also be provided with the opportunity to include written comments relevant to this material and/or the appropriateness of its inclusion in the file.

All requests for additional information must be received and processed by the Office of Faculty Affairs. At any level of the review if additional information is being requested, the academic administrator at that level of the review must consult, as soon as possible, with the Associate Provost for Faculty Affairs.

DOCUMENTATION CHECKLIST

Promotion Checklist

Responsibility	Item in File
Candidate	Curriculum Vitae
Candidate	Narrative Statement*
Candidate	Peer Reviews, if applicable
Candidate	Official SSI Summaries and/or SSIs, as applicable For information on locating historical SSI's visit flashsurvey.kent.edu
Candidate	Other Documents
Chair	External Reviews** and Reviewer Curriculum Vitae
Candidate/Chair	Copy of Original Letter of Offer (promotion to Associate Professor only)
Candidate	Documentation of Prior Unsuccessful Promotion Candidacy, if applicable (for promotion to full only)
Candidate (provided to Candidate by Chair) Candidate (provided to Candidate by RC Dean)	Department/School/College Handbook and if applicable Regional Campus Handbook

Tenure Checklist

Responsibility	Item in File
Candidate	Narrative Statement*
Candidate	Peer Reviews, if applicable
Candidate	Official SSI Summaries and/or SSIs, as applicable For information on locating historical SSI's visit flashsurvey.kent.edu
Candidate	Other Documents
Chair/Candidate	Extension of the Probationary Period, if applicable
Chair	External Reviews** and Reviewer Curriculum Vitae
Candidate with Chair	Copy of Original Letter of Offer
Candidate (provided to Candidate by Chair) Candidate (provided to Candidate by RC Dean)	Department/School/College Handbook and if applicable Regional Campus Handbook

Reappointment Checklist

Responsibility	Item in File
Candidate	Curriculum Vitae
Candidate	Narrative Statement*
Candidate	Peer Reviews, if applicable For information on locating historical SSI's visit flashsurvey.kent.edu
Candidate	Official SSI Summaries and/or SSIs, as applicable
Candidate	Other Documents
Chair/Candidate	Extension of the Probationary Period, if applicable
Candidate/Chair	Copy of Original Letter of Offer
Candidate (provided to Candidate by Chair) Candidate (provided to Candidate by RC Dean)	Department/School/College Handbook and if applicable Regional Campus Handbook

First Year Reappointment Checklist

Responsibility	Item in File
Candidate	Curriculum Vitae
Candidate	Narrative Statement*
Candidate	Peer Reviews, if applicable For information on locating historical SSI's visit flashsurvey.kent.edu
Candidate/Chair	Copy of Original Letter of Offer
Candidate (provided to Candidate by Chair)	Department/School/College Handbook

Responsibility	Item in File
Candidate (provided to Candidate by RC Dean)	and if applicable Regional Campus Handbook

*Additional information on the Narrative Statement is available on page 67 of these materials.

**Additional information on the external review process is available on page 66 of these materials.

TERMS AND OTHER CONSIDERATIONS

TERMS AND OTHER CONSIDERATIONS

Absentee Ballot
A member of any advisory committee involved in the reappointment, tenure, and promotion process who is on leave may vote by absentee ballot or may request from the committee the right to abstain from voting.

Abstention
A member of any advisory committee involved in the reappointment, tenure, and promotion process may abstain from voting. If a committee member abstains from voting, that individual is not counted in the total number of committee members.

Academic Unit
The term "academic unit" or "unit" shall be understood to mean the lowest level of organization in which a faculty member holds rank. "Lowest level of academic unit" is represented by departments, schools, colleges without departments or schools, or University Libraries.

Ad Hoc RTP Committee
A committee formed at the academic unit level as part of the reappointment, tenure, and promotion process. This committee may also be referred to as the unit's "reappointment committee," "tenure committee," "promotion committee," or "personnel action committee." The members of this committee include some or all tenured members of the academic unit's advisory committee and any tenured Professors who may not be members of the advisory committee.

For the regional campuses, the members of this committee include the tenured members of the Faculty Council and the campus' tenured full professors. This committee is convened and chaired by the faculty Chair of the campus' Faculty Council.

APFA
Associate Provost for Faculty Affairs

Appeals
With regard to negative recommendations, appeal rights and procedures exist, as established by University Policy, at each level of the reappointment, tenure, and promotion review. See the "Appeals" section of this document for more information.

Augmentation of Committees
If the Ad Hoc RTP Committee, so constituted, has fewer than four (4) members (excluding the non-voting chair), a special procedure for expanding it should be developed by the unit administrator, after consultation with the appropriate faculty advisory body, the dean, and others as appropriate. An augmented Committee must be authorized and approved by the Provost through the Office of Faculty Affairs.

"Block Vote"
In cases of a positive recommendation from the unit's reappointment committee and the unit administrator, and positive recommendations from the regional campus reappointment committee and the campus dean, where applicable, the college reappointment committee may approve all such recommendations without reviewing each candidate individually. Under these circumstances, although these candidates are voted on by the committee as a "block," each member of the college reappointment

committee will need to enter the vote that he/she made during the block voting to complete the record on FlashFolio for each candidate.

Certification of File Completeness
The initial process by which the candidate and unit administrator review the file and determine whether all required documents are included in the file. This review confirms and certifies that the candidate and unit administrative have each completed their respective responsibilities in the preparation of the candidate's file. A file will not be considered complete until the "Certification of File Completeness" is submitted in FlashFolio. (Also see the section on "External Reviewers" included below.)

College Advisory Committee
The College Advisory Committee (CAC) functions as the "college reappointment committee," "college tenure committee" and "college promotion committee" for reappointment, tenure, and promotion processes. A member of the College Advisory Committee may not vote on a candidate from his/her own unit.

Colleges with Departments or Schools
College of the Arts, College of Arts and Sciences, Ambassador Crawford College of Business and Entrepreneurship, College of Communication and Information, College of Education, Health and Human Services are Colleges with Departments and/or Schools.

Colleges without Departments or Schools
The College of Architecture and Environmental Design, the College of Aeronautics and Engineering, the College of Nursing, the College of Public Health and the College of Applied and Technical Studies are Colleges without Departments or Schools. For the purposes of reappointment, tenure and promotion, University Libraries is also considered a College without Departments or Schools.

"Early" Tenure and/or Promotion
Within the context of the applicable University policies, unit criteria and any explicitly documented special expectations established at the time of hire and included in the letter of appointment, successful candidacies for "early" tenure and promotion are the exception rather than the norm. Faculty members are encouraged to consult with their Chair/Director/Dean about applying for "early" tenure and/or promotion consideration and to review the applicable University policy and unit criteria so as to fully understand the implications of applying for early tenure and promotion. Please note: An unsuccessful candidate for "early" tenure is not terminated by that action and will again undergo the tenure review at the mandatory time as specified in the letter of appointment. A negative decision on early tenure shall not prejudice the decision on reappointment or a later application for tenure.

Errors of Fact
See "Statements of Correction"

External Reviewers
Candidates for tenure and promotion must submit to the Chair/Director/Dean a list of at least five (5) names of qualified individuals who are from outside the University, who will serve as external reviewers. Candidates must include a brief biographical sketch of each referee as part of the material submitted for consideration. Entries in standard biographical sources, such as Who's Who, American Men and Women of Science, etc., may be used. The unit administrator may also solicit evaluations from external reviewers other than those named by the candidate and must inform the candidate of persons contacted. The college dean may consult with the unit administrator regarding any letters the dean may wish to solicit for consideration at the unit level and inform the candidate of any such letters received.

The candidate must be given a copy of the letter to be sent by the academic unit administrator to solicit external reviews. The candidate must also have the opportunity to comment before the letter is mailed to the external reviewers. For regional campus faculty, the academic unit administrator is responsible for soliciting the external letters and will provide copies of the external letters to the appropriate Regional Campus Dean.

PLEASE NOTE: Ideally, all letters from external reviewers should be in the file when the candidate and the academic unit administrator certify the file as complete; however, occasionally, this is not possible. If the candidate and the unit administrator have fulfilled their respective responsibilities concerning the solicitation of letters from external reviewers, they should certify the file as complete by the published deadline. The tenure and promotion policies include a provision through which external review letters that arrive after the file is certified as complete can be added.

These external reviews are increasingly important as the review process moves from the Department/School/College level to the College and University levels. External reviewers should be selected for their experience and expertise. Things to consider may include the ranking of the institution, rank of the individual, importance/visibility of the individual in the discipline, publication record. In most cases, referees should be asked to comment on the importance of the candidate's contributions in scholarship/research/creative activity, as well as to the candidate's impact on his/her discipline. The unit administrator should make it clear to the external reviewers that the reviewer is evaluating the candidate's work based on the KSU tenure and/or promotion evaluation criteria and not the evaluation criteria for tenure and/or promotion at his/her own institution.

The candidate may wish to designate several articles, books, works, etc., concerning which specific assessment may be requested. In some instances, referees may provide useful comment on the quality and extent of the candidate's professional service to the discipline or to groups receiving such service. When knowledge is direct and timely, a referee may also provide useful assessment of the candidate's teaching ability; however, teaching effectiveness is best assessed by peers and students within the University.

Candidates should discuss potential reviewers carefully with their Chair/Director/Dean. Letters which primarily extol the candidate's virtues as a person and citizen, or which merely describe the candidate's promise as a graduate student in years past, do little to advance the candidate's case for promotion or tenure. Similarly, letters from individuals who might be perceived to have a personal interest in the recognition or advancement of the candidate's achievements (e.g., dissertation director, regular co-author) are likely to be discounted by internal reviewers in preference for more clearly disinterested, arms-length, objective assessments.

FlashFolio

The electronic system provided by the University through which candidates must submit reappointment, tenure, and promotion files. The system can be accessed through Flashline at the "Faculty and Advisor Tools" tab and is found under "Faculty and Instructor Resources." Training documents can be found on your Faculty tab upon log-in to Flashline. Information regarding FlashFolio can be found on the FlashFolio website.

Joint Appeals Board

The Joint Appeals Board (JAB) is the joint faculty-administration body created by the *Collective Bargaining Agreement* between the University and the Kent State Chapter of the American Association of University Professors (AAUP-KSU) to hear and make final recommendations to the President with regard to appeals by full-time tenured or tenure-track faculty of decisions in specified areas arising under or subject to the provisions of the appeals section of the Grievance and Appeals Article of the *Collective Bargaining Agreement*. Specifically, the Board is limited to hearing disputes of decisions

"involving substantive academic judgments affecting a [tenured/tenure-track] Faculty member's employment status in the areas of granting or denial of tenure, appointment/non-reappointment, promotion, academic freedom, professional ethics, or sanctions for cause." A panel, constituted by the Board as provided for in the *Collective Bargaining Agreement*, shall render a written decision on each appeal submitted to it and forward this decision to the President of the University as the final recommendation of the academic sector on the appealed decision, as stipulated in the *Collective Bargaining Agreement*.

Narrative Statement

Normally, one of the required documents for reappointment, tenure, and promotion is a narrative statement that is prepared by the candidate. Faculty members should review the content expectations for this narrative statement in their academic unit's section of the University Faculty Handbook. If further clarification and/or guidance is needed in the preparation of this document, the faculty members should consult with the academic unit administrator and/or college dean, as applicable.

New Material

New material may be added, as requested by a review committee or the responsible academic administrator, at any level of review in order to correct or more fully document information contained in the candidate's reappointment, tenure, or promotion file. In such instances, the affected faculty member shall be notified of, and given the opportunity to review such new material as is added to the file and also provided with the opportunity to include written comments relevant to this new material and/or the appropriateness of its inclusion in the file. At any level of the review when additional information is being requested, the academic administrator at that level of the review must consult, as soon as possible, with the Associate Provost for Faculty Affairs.

Order of Priority

This document, "**Reappointment, Tenure, and Promotion: A Guide for Administrators, Faculty and Staff**," was created to highlight and supplement, but not to supersede the descriptions of procedural requirements and purposes detailed in the respective University policy documents governing reappointment, tenure, and promotion. Information included in this document is based on the University's reappointment, tenure, and promotion policies as appear in the University Policy Register and the applicable *Collective Bargaining Agreement* (CBA). In the event of a conflict or inconsistency between this document and a University Policy document or CBA, the University Policy document or CBA, as applicable, takes precedence.

Previous Promotion Candidacy

Whenever a candidate is standing for promotion to a rank for which he or she has previously stood unsuccessfully, copies of the written recommendation(s) by the responsible administrative officer(s) at all levels developed in the course of the earlier candidacy(ies) and of the notification letters to the candidate must be included in the file at the academic unit level. A candidate's withdrawal of a promotion candidacy is not considered and "unsuccessful" application. For more information, please see the "**Appeals**" section of these guidelines.

Procedural Errors

For both positive and negative recommendations, the administrative assessment/recommendation to the candidate at each level of review should inform the candidate that he/she has the right, within ten (10) working days to add a statement to the file which responds to any procedural errors. The statement will be included in FlashFolio by the faculty member and will be maintained in the file through all subsequent levels of review. Please note that information included in this statement should be limited only to errors in procedure.

Regional Campus Tenure Advisory Board (RC-TAB)
Regional Campus Promotion Advisory Board (RC-PAB)
The Regional Campus Tenure Advisory Board (RC-TAB) and the Regional Campus Promotion Advisory Board (RC-PAB) are appointed by the Provost in consultation with the Regional Campuses Faculty Advisory Council (RCFAC) from a list of tenured associate and full professors nominated by the Campus Faculty Councils and the Regional Campus Deans. These Boards evaluate, from a Regional Campus-wide perspective, the recommendations made at previous levels and formally advise the Provost as to whether in their view these recommendations should be accepted.

Statements of Correction
For both positive and negative recommendations, the administrative assessment/recommendation to the candidate at each level of review should inform the candidate that he/she has the right, within ten (10) working days to add a statement to the file which responds to any errors of fact. The statement will be included in FlashFolio by the faculty member and will be maintained in the file through all subsequent levels of review. Please note that information included in this statement should be limited only to errors of fact.

Tenure Advisory Board (TAB)/Promotion Advisory Board (PAB)
The Tenure Advisory Board (TAB) and the Promotion Advisory Board (PAB) are appointed by the Provost in consultation with the Provost's Advisory Council (PAC) from a list of tenured associate and full professors nominated by the faculty senate executive committee, the college advisory committees and the college deans to assist the tenure and promotion process at the Provost's level of review. These Boards evaluate, from a University-level perspective, the recommendations made at previous levels and formally advises the Provost as to whether in its view these recommendations should be accepted.

Terminal Year
In the event that a faculty member is not reappointed or tenured, he/she may be eligible for a terminal year of appointment based on the number of years that he/she has served in the probationary period. Notification dates for non-reappointment and negative decisions on tenure are governed by Article XVIII of the *Collective Bargaining Agreement* as follows:

Probationary Year of Employment	***Notification Date***
First year	By March 1
Second year	By December 15
Third year	By August 15 of the year preceding the terminal academic year of employment
Fourth year	By August 15 of the year preceding the terminal academic year of employment
Fifth year	By August 15 of the year preceding the terminal academic year of employment
Sixth year	By March 15 of the year preceding the terminal academic year of employment [in accord with *University Policy and Procedures Regarding Faculty Tenure*

"Tolling" or "Stopping the Tenure Clock"
University policy provides that untenured faculty members may request an extension of the probationary period if personal or family circumstances of a compelling nature arise or occupy a substantial period of time during the pre-tenure years. A request to extend the probationary period must be initiated by the faculty member according to the procedures and timelines in University policy 6-13. As required by the

policy, new faculty and faculty member undergoing reappointment receive a copy of the *University policy and procedures governing modifications of the faculty probationary period* (effective July 1, 2018) in the policy documents section of these materials.

Unit/Campus Criteria. The unit administrator must provide the candidate with the correct section(s) from the unit handbook. If the candidate's appointment is on a regional campus, the unit administrator will request the campus criteria from the appropriate regional campus dean and provide the candidate with the applicable section(s) of the campus handbook. The unit administrator and the candidate should confirm that the correct unit (and regional campus, if applicable) criteria appear in the file when they certify the file for completeness. Any discrepancy should immediately be brought to the attention of the APFA.

POLICY DOCUMENTS

University Policy and Procedures Regarding Faculty Reappointment (3342-6-16) Effective: October 1, 2021

(A) Purpose. All tenure-track faculty members hold probationary appointments for one year, subject to annual renewal. Except where indicated in this paragraph (A), the total period of full-time tenure-track employment at the university prior to continuous tenure will not exceed six years. Faculty members with probationary appointments in the tenure track will be reviewed annually until the academic year in which they are considered for tenure.

Because the purpose of the probationary period is to provide an opportunity for observation, time spent on leave other than a scholarly leave of absence or time spent pursuant to the university policy and procedures governing modification of the faculty probationary period is not considered part of the probationary period. Summer appointments are not counted within yearly appointments. Scholarly leaves of absence for one year or less will count as part of the probationary period.

Reappointment reviews have as their primary purpose the preparation of probationary faculty members for a successful tenure review, and annual reviews will help to prepare them in the following ways:

(1) Probationary faculty members will be given Information about university policies and unit and/or regional campus goals, culture, and professional and collegial standards and expectations;. For the purposes of reappointment, the term "unit" shall be defined as a department, school, or college without departments or schools. The term "faculty" shall be understood to mean those who hold regular full-time tenured or tenure-track appointments. Given some variance in procedures followed for faculty from colleges without departments or schools and/or regional campuses, paragraphs of this rule have been included to delineate these specific procedural differences.

(2) Probationary faculty members will participate in regular, complete, and specific formative evaluations during the probationary period to foster their scholarship, teaching and service.

(3) Probationary faculty members will have an opportunity to discuss their annual reviews; to respond to suggestions for improvement in scholarship, teaching, and service; and to receive a timely, fair evaluation of their responses.

(4) Probationary faculty members will have the opportunity to establish a mentoring relationship as an aid in satisfying unit and if applicable, regional campus requirements and conditions for tenure;.

(5) Finally, probationary faculty members will have the opportunity to establish a clear and consistent record from which the university may confidently draw conclusions about their future performance.

(B) Initial Procedure. Reappointment review is a deliberate and important process. During the course of reappointment reviews, the academic administrators (e.g., department chair, school director, college dean, regional campus dean) will communicate to both the probationary faculty member and to the evaluators a clear understanding about the requirements and conditions of tenure. Eventually, at the time of tenure review all parties should be sufficiently informed of these requirements and conditions so that the process occurs in an atmosphere of fairness and is based on well-documented employment practices. To help make sure this takes place, the format of the electronic file (or portfolio) to be submitted at the time of application for tenure and promotion should be shared with the probationary faculty member early in the probationary period. To prevent annual reappointment reviews from becoming an undue burden on probationary faculty members and the colleagues who evaluate their files, units shall develop reasonable guidelines for the construction of electronic reappointment files and the presentation of documentation.
All reappointment reviews will be carried out on a paperless, electronic system provided by the university for this purpose. Probationary faculty members, reviewers and administrators must submit and review reappointment documents on this system, and any official notification required under this policy will

appear in this system. The probationary faculty member will be notified by email of anything that is added to or removed from the file as soon as it is added or removed. At each level of reappointment review, the probationary faculty member, faculty advisory bodies and administrators will be able to view the complete file.

(C) Criteria. The criteria used in assessing the quality of scholarship, teaching, and service in the review of faculty seeking reappointment should conform to the unit's tenure guidelines in the unit's handbook. Guidelines concerning the weighting of those criteria will be applied consistently at all levels of review and will come from the probationary faculty member's unit of appointment or, if applicable, campus of appointment as follows: all reappointment evaluations of Kent campus probationary faculty members shall follow the unit's guidelines concerning the weighting of the unit's tenure criteria, and all reappointment evaluations of regional campus probationary faculty members shall follow the campus' guidelines concerning the weighting of the unit's tenure criteria.

(D) Affirmation principle. The principle to affirm at reappointment review is, "Given the years of service to date and the number of years until mandatory tenure review, it is reasonable to expect that the probationary faculty member will eventually undergo a successful tenure review." To help the probationary faculty member accomplish this and to aid the reappointment committee in making such an affirmation, expectations about scholarship, teaching, and service should be outlined in the letter of appointment. Specific criteria should be detailed in the unit handbook, and, if applicable, the campus handbook.

(E) Due process is integral to an effective reappointment policy. The guiding premise in the following procedure is that the essential phases in reappointment considerations occur at the unit level and, if applicable, at the regional campus. Assessments and recommendations beyond these levels should reflect due regard for the professional judgment and recommendations made at the unit and regional campus levels. Review and assessment by extra-unit and extra-regional campus faculty and the academic administration are necessary to insure the integrity of the reappointment process.

(F) Procedures for making decision regarding reappointment: the unit level. All actions involving reappointment shall be initiated at the academic unit level (department, school, or college without departments or schools). Consideration of those standing for reappointment shall be undertaken by the unit reappointment committee chaired by the unit administrator as a non-voting member and composed of all tenured members of the unit's faculty advisory committee and any full-time faculty who are tenured full professors of the unit who may not be members of the advisory committee. No member of the committee may be present when the committee deliberates or votes on the reappointment of an individual in a rank higher than that of the individual member of the reappointment committee, or on the reappointment of a spouse, domestic partner, or relative. A member of the committee who intends to vote on a regional campus candidate at the regional campus level of review may be present, but shall not vote on that candidate at the unit level.

(1) In the first year of the probationary period the unit administrator will notify the probationary faculty member in the appointment letter that a reappointment review will occur shortly after the end of the first semester. At that time the probationary faculty member will submit only a two to three page statement describing the probationary member's accomplishments and plans for the remainder of the academic year. All parties participating in the review should be aware that a full review is not required at this time, but that two things should be accomplished during this first review.

(a) The unit administrator and the unit's reappointment committee should review the probationary faculty member to make certain that the terms of the initial appointment have been satisfied.

(b) The unit administrator and the unit's reappointment committee should apply those criteria in paragraph (C) of this rule which are appropriate or are available (e.g., first semester peer review(s) and student surveys of instruction) for the reappointment review. Faculty members from departments or schools in the their first probationary year will not

be reviewed by the college advisory committees, but will be reviewed only at the unit, and where appropriate, regional campus level, with a recommendation by the unit administrator and, where appropriate, campus dean to the college dean.

(2) For every following annual review, near the end of the spring semester the unit administrator shall notify all probationary tenure-track faculty members in the unit, Kent campus and regional campus faculty members alike, that a reappointment review will begin early in the fall semester of the next academic year.

(3) The unit administrator shall make available copies of the guidelines, timetables and other information concerning reappointment review to all probationary faculty members in the unit no later than three weeks before the deadline for submission of materials, which is at the end of the first week of the fall semester. At the same time, for regional campus probationary faculty, the campus dean will make available to the probationary faculty member and to the unit copies of those sections of the campus handbook concerning the campus' method of weighting unit criteria.

(4) Probationary faculty members are responsible for developing, organizing and submitting the documentation supporting their reappointment. However, the unit administrator, as well as colleagues, should assist probationary faculty members in the preparation of their files, especially in their early years of service.

(5) The unit administrator is responsible for including past reappointment letters and, for Kent campus probationary faculty, the original letter of appointment in the file. For regional campus probationary faculty, the campus dean is responsible for including past reappointment letters and the original letter of appointment in the file. The unit administrator will meet with the probationary faculty member to review the file in order to insure that the file is complete and the probationary faculty member and the unit administrator will certify that the file is complete. Thereafter, the probationary faculty member must be informed of anything added to or removed from the file and provided with the opportunity to include written comments concerning that new or removed material.

(6) Before convening the reappointment committee, the unit administrator will inform all tenured faculty members that the files are available for inspection, and will formally invite written comments from all tenured faculty members who are not members of the reappointment committee. The unit administrator will include those comments in the file.

(7) Members of the reappointment committee on leave of absence may vote or they may request from the committee the right to abstain from voting. Except where a member of the reappointment committee is ineligible to vote in accordance with paragraph (F) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the reappointment committee will consist of fewer than four voting members, then a special procedure for enlarging it shall be developed by the unit administrator, with the advice of the faculty advisory committee and the assistance of the college dean, if applicable, and the approval of the provost.

(8) The unit administrator will comment on the strengths and weaknesses of, and the extent to which the probationary faculty member has responded to issues raised in previous reappointment reviews, especially suggestions about improvement in scholarship, teaching, and service. Finally, the unit administrator should provide his or her judgment of how well the probationary faculty member is progressing toward a successful tenure review.

(9) Each candidate's file shall be subject to candid discussion by the committee. During the meeting, each voting member shall indicate the member's non-binding vote of "yes," "yes with reservations," or "no" concerning the reappointment of the probationary faculty member. After the meeting, each voting member shall record his or her final vote by completing the electronic evaluation form, with comments. The reappointment committee members should consider their

remarks carefully when they prepare them because such peer evaluations are critical to the reappointment process.

(10) A simple majority of the reappointment committee members who vote, excluding those who abstain under paragraph (F)(7) of this rule, will constitute recommendation to the unit administrator for reappointment. A vote of "yes with reservations" will count as a positive vote to reappoint the probationary faculty member, but it shall carry an additional message of concern.

(11) The unit administrator shall review the recorded votes, and evaluation forms, along with supporting statements, as well as other relevant documentation regarding the faculty member's application for reappointment. The unit administrator shall weigh and assess all relevant information and decide whether to recommend the reappointment of the probationary faculty member. He or she will include in the file a single, detailed assessment and recommendation, which clearly conveys the strengths and weaknesses of the probationary faculty member's performance in scholarship, teaching, and service. The assessment and recommendation should follow the criteria as specified in paragraph (C) of this rule and also any individual expectations for a given probationary faculty member. Specific suggestions concerning performance necessary to achieve a positive tenure decision should also be included in this assessment and recommendation.

(12) As part of the unit administrator's assessment and recommendations, the unit administrator shall inform the candidate that the candidate has the right, within ten working days, to add a statement to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the unit administrative officer's assessment and recommendation or in the committee members' evaluations. The unit administrator shall also indicate that, if the candidate wishes to appeal a negative recommendation, such intent shall be expressed to the next higher education officer in writing within ten working days of the submission of the unit administrator's assessment and recommendation.

(13) In addition, for regional campus and Kent campus faculty alike, the unit administrator shall invite the probationary faculty member to meet in order to discuss the assessment and recommendation. This meeting should take place as soon as possible. In all cases that are not unanimously positive, the unit administrator must meet with the probationary faculty member within five working days from the date of the submission of the unit administrator's assessment and recommendation.

(G) Procedures for making decisions regarding reappointment: the regional campus level. Faculty members at the regional campuses will have reappointment reviews occur at both the regional campus level and unit level (as described above in paragraph (F) of this rule). The reappointment committee of a regional campus will be composed of tenured members of the campus' faculty council and the full-time faculty of the campus who are tenured full professors. No member of the committee may be present when the committee deliberates or votes on the reappointment of an individual in a rank higher than that of the individual reappointment committee member, or on the reappointment of a spouse, domestic partner, or relative. A member of the committee who intends to vote at the unit level of review may be present, but shall not vote on that candidate at the regional campus level. The faculty council chair conducts the deliberations and is a voting member of the campus reappointment committee.

(1) In the first year of the probationary period the campus dean will notify the probationary faculty member in the appointment letter that a reappointment review will occur shortly after the end of the first semester. At that time the probationary faculty member will submit only a two to three page statement describing his or her accomplishments and plans for the remainder of the academic year. All parties participating in the review should be aware that a full review is not required at this time, but that two things should be accomplished during this first review at the campus level.

(a) The campus dean and the campus reappointment committee should review the probationary faculty member to make certain that the terms of the initial appointment

have been satisfied.

(b) The campus dean and the campus reappointment committee should apply those criteria and weighting in paragraph (C) of this rule which are appropriate or are available (e.g., first semester peer review(s) and student surveys of instruction) for the reappointment review. Regional campus faculty members from departments or schools in their first probationary year will not be reviewed by the college advisory committees, but will be reviewed only at the campus and unit levels with a recommendation by the unit administrator and the campus dean to the college dean.

(2) For every following annual review, near the end of the spring semester, probationary faculty members in the first year will not be reviewed by the college advisory committees, but will be reviewed only at the campus and unit levels with a recommendation by the campus dean and college/school dean/semester the unit administrator will notify all probationary tenure-track faculty members in the unit, Kent campus and regional campus faculty members alike, that a reappointment review will begin early in the fall semester of the next academic year.

(3) The unit administrator shall make available copies of the guidelines, timetables and other information concerning reappointment review to all probationary faculty members no later than three weeks before the deadline for submission of materials, which is at the end of the first week of the semester. At the same time, for regional campus probationary faculty, the campus dean will make available to the probationary faculty member and the unit copies of those sections of the campus handbook concerning the campus' method of weighting unit criteria.

(4) Probationary faculty members at the regional campuses are responsible for developing, organizing and submitting to the unit administrator the documentation supporting their reappointment. However, it is expected that the campus dean, unit administrator, and campus and unit colleagues will assist probationary faculty members in the preparation of their files, especially in their early years of service.

(5) The unit administrator is responsible for including past reappointment letters from the unit administrator, and the campus dean is responsible for including past reappointment letters from the campus dean and the original letter of appointment in the files. The unit administrator will review the file with the probationary faculty member in order to insure that the file is complete, and the unit administrator will certify that the file is complete. Thereafter, the probationary faculty member must be informed of anything that is added to or removed from the file and provided with the opportunity to include written comments concerning that new or removed material.

(6) Before convening the reappointment committee, the faculty council chair will inform all tenured faculty members that the files are available for inspection, and will formally invite written comments from all tenured faculty members who are not members of the reappointment committee. The faculty council chair will include these comments in the file.

(7) Members of the campus reappointment committee on leave of absence may vote or they may request from the committee the right to abstain from voting. Except where a member of the promotion committee is ineligible to vote in accordance with paragraph (G) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the campus reappointment committee will consist of fewer than four voting members, including the voting faculty council chair, then a special procedure for enlarging it shall be developed by the regional campus dean with the advice of the faculty council and the approval of the provost.

(8) The campus reappointment committee will discuss the strengths and weaknesses of each probationary faculty member. The committee will evaluate the probationary faculty member's response to previous reappointment letters, especially to suggestions about improvement in scholarship, teaching and service, and judge how well the faculty member is progressing toward

successful tenure review.

(9) Each candidate's file shall be subject to candid discussion by the committee. During the meeting, each voting member shall indicate the member's non-binding vote of "yes," "yes with reservations," or "no" concerning the reappointment of the probationary faculty member. After the meeting, each voting member shall record the member's final vote by completing the electronic evaluation form, with comments. The campus reappointment committee members should consider their remarks carefully when they prepare them because such peer evaluations are crucial to the reappointment process.

(10) A simple majority of the reappointment committee who vote, excluding those who abstain under paragraph (G)(7) of this rule, will constitute a recommendation to the campus dean for reappointment. A vote of "yes with reservations" will count as a positive vote to reappoint the probationary faculty member, but it shall carry an additional message of concern.

(11) The faculty council will then summarize the committee's vote and evaluation forms in a single, detailed assessment and recommendation to the regional campus dean which addresses the strengths and weaknesses of the probationary faculty member's performance in scholarship, teaching, and service. The assessment should follow the unit and campus standards as specified in paragraph (C) of this rule, as well as any individual expectations for a given probationary faculty member. The assessment and recommendation shall be included in the file and shall indicate that, if the candidate wishes to respond to a recommendation of not to reappoint, such a response must be made to the campus dean and the unit administrator within ten days of the submission of the faculty council chair's assessment and recommendation to the campus dean.

(12) The regional campus dean shall review the recorded votes and evaluation forms, along with supporting statements, as well as other relevant documentation regarding the faculty member's application for reappointment. The campus dean shall weigh and assess all relevant information, and decide whether to recommend the reappointment of the probationary faculty member. He or she will include in this file a single detailed assessment and recommendation, which clearly conveys the strengths and weaknesses of the probationary faculty member's performance in scholarship, teaching, and service. The assessment and recommendation should follow the unit and campus standards as specified in paragraph (C) of this rule and also any individual expectations for a given probationary faculty member. Specific suggestions concerning performance needed to achieve a positive tenure decision should also be included in this assessment and recommendation.

(13) As part of the regional campus dean's assessment and recommendation, the regional campus dean shall inform the candidate that the candidate has the right, within ten working days, to add a statement to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the regional campus dean's assessment and recommendation, the faculty council chair's assessment and recommendation, or the committee members' evaluations. The regional campus dean shall also indicate that if the candidate wishes to appeal a negative decision, such intent shall be expressed to the next higher academic officer in writing within ten working days of the submission of the regional campus dean's assessment and recommendation.

(14) In addition, the regional campus dean should invite the probationary faculty member to meet in order to discuss the assessment and recommendation. This meeting should take place as soon as possible. In all cases that are not unanimously positive, the campus dean must meet with the probationary faculty member within five working days from the date of the submission of the campus dean's assessment and recommendation to the college/school dean or provost, as applicable.

(H) Procedures for making decisions regarding reappointment: colleges with departments or schools. The dean shall conduct a review of the unit's and, if applicable, the regional campus' assessments and

recommendation for reappointment. Probationary faculty members in the first year will not be reviewed by the college reappointment committee. For every following annual review, the college dean shall convene the college advisory committee, which shall function as the college reappointment committee. Based on the probationary faculty member's progress toward tenure as presented in the supporting materials and the unit/regional campus level assessments and recommendations, this college reappointment committee will recommend to the dean whether to reappoint or not to reappoint the probationary faculty member.

(1) The college dean shall be the chair and a nonvoting member of the college reappointment committee. Tenured members of the elected college advisory committee shall serve as the college reappointment committee to review the assessment and recommendations from the departments and schools and recommend to the dean in each case whether to reappoint the probationary faculty member. No member of the college reappointment committee may vote on candidates from the member's own unit or regional campus, and no a member of the committee shall be present, when the committee deliberates or votes on the reappointment of a spouse, domestic partner, or relative.

(2) Members of the college reappointment committee on leave of absence shall be notified of the candidacies and shall vote by absentee ballots or they may request from the committee the right to abstain from voting. Except where a member of the reappointment committee is ineligible to vote in accordance with paragraph (H)(1) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the college reappointment committee will consist of fewer than four voting members, then a special procedure for enlarging it shall be developed by the college dean, with the advice of the college advisory committee and the approval of the provost.

(3) In the cases of positive recommendation from the unit's reappointment committee and the unit administrator, and positive recommendations from the regional campus reappointment committee and the campus dean where applicable, the college reappointment committee may approve all such recommendations without reviewing each individually. Each voting member will say either "yes" or "no" and the dean will record the vote.

(4) In the case of:

(a) a negative reappointment recommendation by the unit's reappointment committee or the unit administrator, or the campus' reappointment committee or campus dean where applicable, or

(b) any individual case not acted on pursuant to paragraph (H)(2) of this rule, the probationary faculty member's file will be the subject of candid discussion by the committee. During the meeting, each voting member will indicate the member's non-binding vote of "yes", yes with reservations," or "no" concerning the reappointment of the probationary faculty member. After the meeting, each voting member will record the member's final vote by completing the electronic evaluation form, with comments. The college reappointment committee members should consider their remarks carefully when they prepare them because such peer evaluations are crucial to the reappointment process. Except where a member of the tenure committee is ineligible to vote in accordance with paragraph (H)(1) of this rule, all committee members shall submit a vote and comments on each candidate.

(5) Approval by a simple majority of the members of the college reappointment committee who vote (excluding those who abstain for reasons under paragraph (H)(1) of this rule) shall constitute a recommendation for reappointment to the college dean. A vote of "yes with reservations" will count as a positive vote to reappoint the probationary faculty member, but it shall carry an additional message of concern.

(6) The dean shall prepare the recommendation of the college reappointment committee. In the case of a block vote, the dean will report whether the college reappointment committee supports the unit

or regional campus recommendation. In the case of votes on individual cases, the dean will submit the actual vote of the college reappointment committee. The dean will include in the file the recommendation from the college reappointment committee along with the dean's recommendation whether to reappoint or not to reappoint the probationary faculty member.

(7) As part of the college dean's recommendation, the dean shall inform the candidate that the candidate has the right, within ten working days to add a statement to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the college dean's recommendation or the committee members' statements. In addition, the college dean shall also indicate that if the candidate wishes to appeal a negative recommendation, such intent shall be expressed to the next higher academic officer in writing within ten working days of receipt of the college dean's recommendation.

(I) Procedures for making decisions regarding reappointment: The provost level. The provost shall review the reappointment recommendations at the college/school and unit/regional campus levels. Unless reversed by the provost, the recommendation of the previous level academic administrator will stand. The unanimous recommendations of the college/school dean and the college/school dean's reappointment committee and the unit administrator and the unit administrator's reappointment committee, or where applicable the campus dean and his or her reappointment committee, will stand unless the provost can provide compelling reasons for reversing them. Probationary faculty members receiving a negative recommendation at the provost level must be notified in accordance with guidelines established in the collective bargaining agreement.

(J) New material may be added as requested by a review committee or the responsible academic administrator at any level of review or appeal in order to correct or more fully document information contained in the reappointment file. In such instances, the probationary faculty member will be notified of, and given the opportunity to review, such new material as is added to the file and also provided the opportunity to include written comments relevant to this material and/or the appropriateness of its inclusion in the file. In no case will a probationary faculty member be required to create new material or required to procure material not currently in the possession of the candidate.

(K) Any faculty member who has not been recommended for reappointment at any level will have the right to appeal to the next highest academic administrative officer. In the case of denial by the provost, the appeal shall be to the president, or when appropriate to the joint appeals board. All appeals must be initiated by the probationary faculty member in writing within ten (10) working days after the submission of a negative recommendation by an administrative officer or as specified otherwise in the Collective Bargaining Agreement. Appeals should be heard in a timely manner (e.g., thirty calendar days). At each level of appeal at which a faculty advisory body is designated to hear an appeal and make a recommendation to the next highest academic administrative officer, the appellant will be offered the opportunity to appear in person to present the appellant's case orally before the appropriate reappointment committee. At the college level, appeals are heard by the college advisory committee. The appellant may be accompanied by a colleague who may assist in presenting the appellant's case. Furthermore, if an individual other than the appellant (including any academic administrator) is invited to address the committee, the appellant shall have an opportunity to respond to any new information. The committee shall determine whether the information is new and whether to invite an oral or written response. The academic administrator in question will consider the vote of this body seriously before making the recommendation and will inform both the appellant and the academic administrator at the next highest level of the results of this vote.

(L) Academic administrators and members of reappointment committees are expected to act in accordance with the principles of due process and abide by the university policy regarding faculty code of professional ethics. All official documents in the reappointment process are subject to the Ohio Public Records Act as included in the Revised Code.

(M) Normally, decisions regarding reappointment for all faculty members who are appointed to a tenure-track position will be governed by the university policies and procedures regarding faculty reappointment, tenure, and promotion and the unit handbook in place at the time of the initial appointment. In the event

that university policies and procedures regarding faculty reappointment, tenure, and promotion and/or the unit handbook are revised during the faculty member's probationary period, the faculty member will have the option of being governed by the current policies and the current unit handbook or by policies and the unit handbook in place at the time of the faculty member's initial appointment. The faculty member will include an election of this option in the faculty member's file.

Policy Effective Date:
Oct. 01, 2021
Policy Prior Effective Dates:
3/7/2000, 11/20/2004, 6/1/2007, 6/20/2012, 03/01/2015

University Policy Regarding Faculty Tenure (3342-6-14)
Effective: October 1, 2021

(A) Purpose. Within the limitations of Ohio laws and after the successful completion of the specified probationary period and the evaluative process called for in this policy, Kent State University shall grant faculty members indefinite tenure as one means of ensuring academic freedom.

(1) The only faculty members covered by this policy are those who hold full-time appointments to the regular ranks of the assistant professor, associate professor, or full professor. Such appointments as term, full-time non-tenure track, casual or continuing, part-time, lecturer, visiting, or adjunct and others are not included in these understandings.

(2) Kent state university recognizes a limited appointment, that is, one automatically expiring after a specified time, when the appointment recommendation particularly notes such an automatic time limit and is accepted by the appointee. Such appointments are not included in these understandings.

(3) This policy applies to administrative personnel who hold academic rank, but only in their capacity as faculty members.

(B) Initial procedure. "Indefinite tenure" is a right of a faculty member to continuous appointment to a professional position of specified locus in the university. The services of a faculty member with tenure may be terminated by the university only under policies stated in the sanctions for cause and retrenchment articles of the applicable collective bargaining agreement.

(1) For the purposes of tenure, the term "unit" shall be defined as a department, school, or college without subordinate academic departments or schools (hereafter, "independent college"). The term "faculty" shall be understood to mean those who hold regular full-time tenured or tenure-track appointments. Given some variance in procedures followed for faculty from independent colleges and/or regional campuses, sections of this policy have been included to delineate these specific procedural differences.

(2) Criteria appropriate to a particular unit shall be formulated by that unit in light of college (if applicable) and university standards and guidelines, the mission of the unit, and the demands and academic standards of the discipline.

(3) Tenure is granted in the unit of instruction, department, school, or independent college specified in the appointment.

(4) Tenure is granted either at the Kent campus or in the regional campuses system, but not both, and is specified at the time of the appointment.

(5) The unit handbook may recommend that candidates for tenure should be expected to meet the minimum criteria for promotion to associate professor and, in such cases, the higher standards that a candidate for early promotion is expected to meet may be applied to the candidate's application for early tenure as well. These criteria only apply to regional campus faculty if a similar standard has been set in the regional campus handbooks.

(C) Probationary periods and notice: In considering an individual for tenure, the length of time in the probationary rank and the dates of notice are related to the initial appointment rank.

(1) Probationary periods and notices dates.

(a) An initial appointment at the rank of assistant professor shall be subject to the following probationary periods.

(i) If the appointment carries no years of credit toward tenure the appointee shall receive written notification by the fifteenth of March of the sixth year of service that:

(a) Tenure will be granted. In this case the tenure shall be effective at the start of the next contract year; or

(b) Tenure is not to be granted. In this case, the appointee shall receive a one-year terminal appointment for the following academic year.

(ii) If the appointment as assistant professor carries some years of credit toward tenure, the number of years shall be deducted from six and the provisions of paragraph (C)(1)(a) of this rule shall be used with the new number replacing the six-year provision; thus if an assistant professor is hired with two years credit towards tenure, then the notification shall occur by the fifteenth of March of the fourth year of

service

(a) Typically, the maximum years of credit toward tenure for an assistant professor hire is two years. However, in extraordinary circumstances, additional credit may be granted after consultation with the Faculty Advisory Committee (FAC) at the time of appointment.

(iii) The terms and conditions of every appointment, including credit for the previous academic appointment and specification of the year in which tenure procedures will take place, shall be stated in writing, which shall be in the possession of both Kent state university and the faculty member before the appointment is finalized. The tenure decision should be based upon these initial terms and conditions.

(iv) Faculty members may apply for early tenure consideration. Except as specified in paragraph (B)(5) of this rule, the criteria for evaluating an application for early tenure will be the same as the criteria for an on-time application for tenure. A positive vote on early tenure shall automatically constitute a positive vote for reappointment. A negative decision on early tenure shall not prejudice the decision on re-appointment or a later application for tenure.

(b) Typically, an initial appointment at the rank of associate professor, or an initial appointment at the rank of professor carries a probationary period of three (3) years. In extraordinary cases, a shorter probationary period may be considered after consultation with the FAC at the time of appointment.

(i) If tenure is awarded in consequence of the tenure review during the third full year of service, it shall become effective with the contract for the fourth year of service.

(ii) If tenure is denied, the candidate shall receive written notification by the fifteenth of March of the third full year of service and shall receive a terminal

appointment for the fourth year.

(c) Tenure with Appointment: An initial appointment at the rank of associate professor or at the rank of professor may carry tenure if, after consultation with the unit's tenure committee at the time of the appointment, the dean determines that a candidate's qualifications and credentials meet Kent state university standards and the standards appropriate to the candidate's discipline for the rank of associate professor, or professor, as applicable. Approval of at least three-fourths of the members of the unit's tenure committee eligible to vote, excluding those who abstain, is required for tenure with appointment.

(2) Because the purpose of the probationary period is to provide an opportunity for observation, time spent on leave other than a scholarly leave of absence (e.g., university policy and procedures governing modification of the faculty probationary period) is not considered as part of the probationary period. Summer appointments are not counted within yearly appointments.

(3) The conferring of tenure is a positive act by the university and as such a faculty member cannot receive tenure by default.

(a) If an untenured faculty member does not receive notification by the appropriate date, the fifteenth of March of the year in which the tenure review is scheduled to be conducted in accord with paragraph (C)(1) of this policy, the faculty member as part of the faculty member's professional responsibility, shall have twenty working days to inquire of the unit administrator, dean, or provost as to the status of the faculty member's tenure decision. The university will have ten working days in which to respond.

(i) In the event that the evaluative process has been conducted, the university will notify the individual and the decision will go forward as if the appropriate notification dates had been met.

(ii) In the extreme case that a candidate has not been evaluated for tenure at the proper time, the candidate will be evaluated at the next regular evaluation period after the error has been detected with all relevant notification dates delayed

accordingly.

(b) Any failure in procedural matters by the university or the faculty member shall not be sufficient cause for the conferring of tenure, the denial of tenure, or the termination of employment.

(D) Tenure criteria. For the purposes of this policy "scholarship" is broadly defined to include research, scholarly and creative work. Scholarship may include commercialization activities relevant and appropriate to the academic discipline. For the purposes of this policy "service" is broadly defined to include administrative service to the university, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the university.

(1) The granting of tenure is a decision that plays a crucial role in determining the quality of university faculty and the national and international status of the university. Essentially, those faculty members involved in making a tenure decision are asking the question; "Is this candidate likely to continue and sustain, in the long term, a program of high quality scholarship, teaching, and service relevant to the mission of the academic unit and the mission of the university?" The awarding of tenure must be based on convincing documented evidence that the faculty member has achieved a significant body of scholarship, excellence as a teacher, and has provided effective service. The candidate must also be expected to continue and sustain, over the long term, a program of high quality scholarship, teaching, and service relevant to the mission of the candidate's academic unit(s) and to the mission of the university.

(2) A minimum requirement for tenure is the terminal degree in the candidate's discipline as noted in the handbook of the candidate's academic unit. In exceptional cases, this rule may be modified with the approval of the unit's tenure committee and the provost.

(3) The criteria for assessing the quality of scholarship, teaching and service shall be clearly specified and included in the handbook of each unit and campus. Guidelines for weighing the categories of scholarship, teaching and service shall be established by each unit for Kent campus faculty. For regional campus faculty, guidelines for weighting the categories of scholarship, teaching and service shall be established by each campus faculty council and this weighting shall be used at all levels of review. The handbook should indicate with some specificity how the quality and

significance of scholarship, and the quality and effectiveness of teaching, and service are to be documented and assessed. Only documented evidence of scholarship, teaching, and service will be used in assessing a faculty member's eligibility for tenure. In the evaluation of scholarship, emphasis should be placed on external measurements of quality.

(4) All tenured and tenure-track faculty members must have the opportunity to participate in the establishment, development, and revision of the unit's criteria. These processes should be democratic and public.

(5) As the university enters new fields of endeavor, including interdisciplinary initiatives, instances may arise in which the scholarship of faculty members may extend beyond established disciplinary boundaries. In such cases, care must be taken to apply the criteria with sufficient flexibility. In all instances, superior scholarly attainment, in accordance with the criteria set forth in the unit handbooks, is an essential qualification for tenure.

(6) A non-tenured faculty member applying for promotion to the rank of associate professor or full professor must also undergo a successful tenure review.

(7) Criteria based upon sex, race, color, age, national origin, religion, disability, sexual orientation, political activity or other legally protected categories are expressly forbidden.

(E) Procedure for making decisions regarding tenure.

(1) Due process is integral to an effective tenure policy. The guiding premise in the following procedure is that the essential phases in the tenure consideration occur at the unit level and at the regional campus (if applicable). Assessments and the recommendations beyond these levels should reflect due regard for the professional judgment and recommendations made at the unit and regional campus levels. Review and assessment by extra-unit and extra-regional campus faculty and the academic administration are necessary to insure the integrity of the system.

(2) External reviewers: All candidates for tenure must submit the names of at least five persons outside the university who are qualified to evaluate their achievements objectively. The unit administrator shall solicit evaluations from at least three of the qualified individuals whose names have been submitted by the candidate. The unit administrator may also solicit evaluations

from external reviewers other than those named by the candidate but must inform the candidate of the persons contacted. In addition, the college dean (where appropriate) may consult with the unit administrator regarding any letters the dean may wish to solicit for consideration at the unit level and inform the candidate of such letters received. The candidate shall be given a copy of the letter to be sent to outside evaluators and have the opportunity to comment before the letter is mailed.

(F) Procedures for making decisions regarding tenure: the unit level. All actions involving tenure shall be initiated at the academic unit level. (See paragraph (B)(1) of this rule for definition of "unit.") Consideration of those standing for tenure shall be undertaken by the unit tenure committee, chaired by the unit administrator as a non-voting member and composed of all tenured members of the unit's advisory committee and any full-time faculty who are tenured full professors of the unit who may not be members of the faculty advisory committee. No member of the committee shall be present when the committee deliberates or votes on the tenure of an individual in a rank higher than that of the individual member of the tenure committee, or on the tenure of a spouse, domestic partner, or relative. A member of the committee who intends to vote on a regional campus candidate at the regional campus level of review may be present, but shall not vote on that candidate at the unit level. The unit administrator serves as the non-voting chairperson of the tenure committee.

(1) Each spring semester the unit administrator shall notify those faculty members who are eligible for tenure consideration during the next academic year.

(2) The unit administrator shall make available copies of the guidelines, timetables, and other information concerning the tenure review to all candidates in the unit, Kent campus and regional campuses faculty members alike, no later than three weeks before the deadline for submission of materials, which is at the end of the first week of the fall semester.

(3) All tenure review will be carried out on a paperless, electronic system provided by the university for this purpose. Candidates for tenure, reviewers, and administrators must submit and review tenure file documents on this system and any official notification required under this policy will appear in this system. Faculty members being considered for tenure are responsible for developing, organizing, and including the evidence supporting their candidacy for tenure in the electronic file. The unit administrator will meet with the candidate to review the file in order to insure that the file is complete and the candidate and the

unit administrator will certify that the file is complete. Thereafter, the candidate must be informed of anything that is added to or removed from the file and provided the opportunity to insert written comments concerning that new or removed material. At each level of review, advisory bodies and administrators will have access to the complete file before they consider the case.

(4) Before convening the tenure committee, the unit administrator shall formally invite signed written comments from all tenured faculty members who are not members of the tenure committee. The unit administrator shall provide these comments to the tenure committee, shall provide a copy to the candidate, and shall place the comments in the file.

(5) Members of the tenure committee on leave of absence or absent for justifiable reasons shall be notified of the nominations and shall vote by absentee ballot, or they may request from the committee the right to abstain from voting. Except where a member of the tenure committee is ineligible to vote in accordance with paragraph (F) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the tenure committee will consist of fewer than four voting members, then a special procedure for enlarging it shall be developed by the unit administrator with the advice of the faculty advisory committee and the assistance of the college dean, if applicable, and the approval of the provost.

(6) The unit administrator shall discuss the unit administrator's estimate of the strengths and weaknesses of each candidate with the unit tenure committee.

(7) The case of each candidate shall be subject to candid discussion by the committee. During the committee meeting, each voting member shall indicate the member's nonbinding "yea" or "nay." After the meeting, each voting member shall record the member's final vote by completing a signed evaluation form with comments.

(8) Approval of at least three-fourths of the members of the tenure committee who vote, excluding those who abstain under paragraph (F)(5) of this rule, shall constitute formal endorsement to the unit administrator for tenure.

(9) The unit administrator shall assemble the recorded votes, and signed evaluation forms, along with supporting statements, as well as other relevant documents regarding the faculty member's

application for tenure. The unit administrator shall weigh and assess all relevant information and decide whether to recommend the granting of tenure to the candidate. The unit administrator shall record the unit administrator's decision, along with a signed statement supporting it.

(10) In the case of regional campus and Kent campus faculty alike, the unit administrator shall extend an invitation to the candidate to meet in order to discuss the assessment and recommendation. This meeting should take place as soon as possible. In all cases that are not unanimously positive, the unit administrator must meet with the candidate within five working days from the date of the submission of the unit administrator's letter to the administrator at the next higher level.

(11) The unit administrator shall inform the offices of the appropriate college dean and/or regional campus dean, where appropriate, and the provost of the results of the unit's deliberations. The file must be completed and closed at the unit level and no material shall be added or removed except as provided for in this policy.

(12) No later than the date when the unit administrator transmits the unit administrator's recommendation to the next higher administrative officer, the unit administrator shall notify the candidate of this recommendation by letter.

(a) The unit administrator shall include with this letter a copy of the unit administrator's letter of recommendation to the next higher administrative office, a summary of the advisory recommendations of the tenure committee, and copies of the committee's signed evaluation forms.

(b) In the unit administrator's letter to the candidate, the unit administrator shall inform the candidate that the unit administrator has the right, within ten working days, to add a letter to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the unit administrative officer's letter, or the committee members' statements.

(c) The unit administrator's letter shall also indicate that, if the candidate wishes to appeal a negative recommendation, such intent shall be expressed to the next higher academic officer in writing within ten working days of receipt of the unit administrator's letter.

(G) Procedures for making decisions regarding tenure: the regional campus level: Regional campus candidates for tenure will be reviewed both at the unit level, as described in paragraph (F) of this rule, and at the regional campus level. The tenure committee of the regional campus shall be composed of tenured members of the faculty council and full-time faculty of the campus who are tenured full professors. No member of the committee shall be present when the committee deliberates or votes on the tenure of an individual in a rank higher than that of the individual member of the tenure committee, or on the tenure of a spouse, domestic partner, or relative. A member of the committee who intends to vote at the unit level of review may be present, but shall not vote on that candidate at the regional campus level. The faculty chair is a voting member of the campus tenure committee except in cases in which the faculty chair is untenured or has otherwise not achieved the rank held by the candidate for tenure. In such cases, the faculty chair will recuse himself or herself and a tenured individual with the appropriate rank will be elected from and by the campus tenure committee to fill the role of the faculty chair provided for in the policy.

(1) The regional campus dean will make available to the candidate and the unit copies of those sections of the campus handbook concerning the campus' method of weighting unit criteria.

(2) Regional campus faculty members being considered for tenure are responsible for developing, organizing, and submitting to the unit administrator the evidence supporting their candidacy for tenure. The unit administrator will review the files with the candidate for tenure in order to insure that the files are complete. The unit administrator will prepare a statement for inclusion in each file indicating that the file is complete as indicated in paragraph (F)(3) of this rule. The unit administrator must notify the regional campus dean in a timely fashion that the file is available for review by the campus tenure committee. Thereafter, the candidate must be informed of anything that is added to or removed from the file and provided the opportunity to insert written comments concerning the added or removed material.

(3) Before convening the campus tenure committee, the faculty chair shall formally invite signed written comments from all campus tenured faculty members who are not members of the tenure committee. The faculty chair shall provide the comments to the campus tenure committee, shall provide a copy to the candidate, and shall place the comments in the file.

(4) Members of the campus tenure committee on leave of absence or absent for justifiable reasons shall be notified of the candidacies

and shall vote by absentee ballot, or they may request from the committee the right to abstain from voting. Except where a member of the tenure committee is ineligible to vote in accordance with paragraph (G) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the campus tenure committee consists of fewer than four voting members, including the voting chairperson, then a special procedure for enlarging it shall be developed by the regional campus dean, with the advice of the faculty council and the approval of the provost.

(5) The case of each candidate shall be subject to candid discussion by the committee. During the committee meeting, each voting member shall indicate the member's nonbinding "yea" or "nay." After the meeting, each voting member shall record the member's final vote by completing a signed evaluation form with comments.

(6) Approval of at least three-fourths of the members of the tenure committee who vote excluding those abstaining under paragraph (G)(4) of this rule shall constitute a formal endorsement to the regional campus dean for tenure.

(7) The faculty chair shall then summarize the committee's vote, signed evaluation forms, and recommendation for support or non-support of granting tenure to the candidate in a signed letter to the candidate and the regional campus dean. The letter shall indicate that, if the candidate wishes to respond to a recommendation for non-support, such a response must be made to the campus dean and copied to the unit administrator within ten working days of receipt of the letter. Copies of the faculty chair's letter shall be provided to the college dean, and to the unit administrator of the candidate's unit.

(8) The regional campus dean shall assemble the records, along with supporting statements, ballots, and other relevant documents. The regional campus dean will then review the file and the advisory recommendations of the campus tenure committee and unit administrator, weigh and assess all relevant information, and decide whether to recommend the granting of tenure to the candidate. The regional campus dean shall record the regional campus dean's decision along with a signed statement supporting the decision.

(9) The regional campus dean should extend an invitation to the candidate to meet in order to discuss the assessment and

recommendation. This meeting should take place as soon as possible. In all cases that are not unanimously positive, the regional campus dean must meet with the candidate within five working days from the date of the submission of the regional campus dean's letter to the appropriate administrator.

(10) The regional campus dean's recommendations to grant or deny tenure to the candidate shall be submitted to either the college dean (in the case of a candidate from a dependent department or school) or to the provost (in the case of a candidate from an independent college), with copies to the unit administrator and (where the recommendation is to a college dean) to the provost. The file must be completed and closed at the regional campus level and no material added or removed except as provided for in this policy.

(11) No later than the date when the regional campus dean transmits the regional campus dean's recommendations to the college dean or provost the regional campus dean shall notify the candidate of the regional campus dean's recommendation by letter.

(a) The regional campus dean shall include within this letter a copy of the regional campus dean's letter of recommendation to the college dean or provost, a summary of the advisory recommendations of the tenure committee, and copies of the committee's signed evaluation forms.

(b) In the regional campus dean's letter to the candidate, the regional campus dean shall inform the candidate that the candidate has the right, within ten working days, to add a letter to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the regional campus dean's letter, the faculty chair's letter, or the committee members' statements.

(c) The letter shall also indicate that if the candidate wishes to appeal a negative decision, such intent shall be expressed to the next higher academic officer in writing within ten working days of receipt of the regional campus dean's letter.

(H) Procedures for making decisions regarding tenure: colleges with dependent units. The college dean shall conduct a review of the unit's decision, and where applicable, the regional campus' actions and shall convene the college advisory committee, which shall function as the college tenure committee. On the basis of the qualifications of the

candidate, this committee shall evaluate all assessments deriving from the unit and, where applicable, regional campus levels, recommend to the dean whether tenure should be granted or denied.

(1) The college dean shall be the chairperson and a nonvoting member of the college tenure committee. Tenured members of the elected college advisory committee shall serve as the college tenure committee to review recommendations and evaluations from the departments and schools and recommend to the dean in each case whether tenure should be granted or denied. This committee shall have made available to it all data developed by the unit and where applicable, the regional campus. No members of the college tenure committee may vote on candidates from their own unit and no member of the committee shall be present when the committee deliberates or votes on the tenure of a spouse or relative.

(2) Members of the college tenure committee on leave of absence shall be notified of the candidacies and shall vote by absentee ballots or they may request from the committee the right to abstain from voting. Except where a member of the tenure committee is ineligible to vote in accordance with paragraph (H)(1) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the college tenure committee will consist of fewer than four voting members, then a special procedure for enlarging it shall be developed by the college dean, with the advice of the college advisory committee and the approval of the provost.

(3) The case of each candidate shall be subject to candid discussion of the committee. During the committee meeting, each voting member shall indicate the member's nonbinding "yea" or "nay." After the meeting, each voting member shall record the member's final vote by completing a signed evaluation form with comments.

(4) Approval of at least three-fourths of the tenure committee who vote (excluding those who abstain for reasons under paragraph (H)(1) of this rule) shall constitute a recommendation for tenure by the college tenure committee to the college dean.

(5) The college dean shall prepare a written statement in which is recorded the recommendation of the college tenure committee, along with the numerical vote. In addition, the college dean shall submit a recommendation for approval or disapproval of tenure.

(a) For Kent campus and regional campus candidates alike, the college dean's statement and candidate's file are submitted to the provost.

(b) The file must be completed and closed at the college level and no material shall be added or removed except as provided for in this policy.

(6) No later than the college recommendation is submitted to the provost, the college dean shall notify the candidate of the college dean's recommendation by letter.

(a) The college dean shall include with this letter a copy of the college dean's letter of recommendation to the provost, a summary of the advisory recommendations of the tenure committee, and copies of the committee's signed evaluation forms.

(b) In the college dean's letter to the candidate, the college dean shall inform the candidate that the candidate has the right, within ten working days, to add a letter to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the college dean's letter or the committee member's statements.

(c) The letter shall also indicate that, if the candidate wishes to appeal a negative recommendation, such intent shall be expressed to the next higher academic officer in writing within ten working days of receipt of the college dean's letter.

(I) Procedures for making decisions regarding tenure: The Provost Level. The provost shall conduct a review of the previous actions and shall make an academic administrative recommendation on tenure to the president.

(1) To assist in this process with respect to Kent campus faculty, the provost shall convene the Kent campus tenure advisory board. The members of this board shall be appointed by the provost in consultation with the provost's advisory council from a list of tenured associate and full professors nominated by the faculty senate executive committee, the college advisory committees, and the college deans. It is ordinarily expected that, through such discussion, consensus on the Kent campus tenure advisory board members will be reached. In the unusual circumstance that the provost's advisory council and the provost are unable to reach

consensus in regard to the members of the board by the specified date for the beginning of board's activity, the provost shall convene a Kent campus tenure advisory board that includes those for whom consensus has been reached and others that the provost appoints. This board shall evaluate from a Kent campus-wide perspective the recommendations made thus far and shall formally advise the provost as to whether, in its view, these recommendations should be accepted.

(2) To aid in making a recommendation with respect to regional campus faculty, the provost shall convene a regional-campus-wide tenure advisory board. The members of this board shall be appointed by the Provost in consultation with the regional campuses faculty advisory council and regional campus deans from a list of tenured associate and full professors nominated by each regional campus faculty council and the regional campus deans. It is ordinarily expected that, through such discussion, consensus on the regional campuses-wide tenure advisory board members will be reached. In the unusual circumstance that the regional campuses faculty advisory council and the provost are unable to reach consensus in regard to the members of the board by the specified date for the beginning of the board's activity, the provost shall convene a regional campuses-wide tenure advisory board that includes those members for whom consensus has been reached and others that the provost appoints. This board shall evaluate from a regional campus-wide perspective the recommendations made thus far and shall formally advise the provost as to whether, in its view, these recommendations should be accepted.

(3) No member of the Kent campus or regional-campus-wide tenure advisory board will vote on a candidate for whom the member cast a ballot at a lower level of review and no member may be present while the board deliberates or votes on the tenure of a spouse, domestic partner, or relative.

(4) The provost shall provide written notification to all candidates for tenure of the action taken. Such notification shall be made at least one week prior to the date designated as the submission date for recommendations for tenure by the president to the board of trustees. The communication to candidates whose tenure is not approved shall include reasons why approval was withheld. A negative recommendation shall include a statement of the relevant unit handbook criteria or criteria as established in this policy that the candidate has failed to meet. Copies of each communication shall be sent to the college dean, regional campus dean (if

applicable) and the unit administrator.

(J) New material may be added as requested by a review committee or the responsible academic administrator at any level in order to correct or more fully document information contained in the tenure file. In such instances, the candidate shall be notified of, and given the opportunity to review, such new material as is added to the file and also be provided with the opportunity to include written comments relevant to this material and/or the appropriateness of its inclusion in the file. In no case will a candidate for tenure be required to create new material or required to procure material not currently in the possession of the candidate.

(K) Any faculty member whose tenure has been disapproved at any level shall have the right to appeal to the next higher academic administrative officer. In the case of denial by the provost, the appeal shall be to the president, or when appropriate, to the Joint Appeals Board (see collective bargaining agreement, Article VII, Section 2). All appeals must be initiated by the candidate in writing within ten working days of the candidate's receipt of the disapproval notification or as otherwise specified by the collective bargaining agreement. At each level of appeal, the appellant shall be offered an opportunity to appear in person to present the appellant's case orally before the appropriate tenure advisory committee or board. The appellant may be accompanied by a colleague who may assist in presenting the appellant's case. Furthermore, if an individual other than the appellant is invited to address the committee or board, the appellant shall have an opportunity to respond to any new information. The committee or board shall determine whether the information is new and whether to invite an oral or written response. The academic administrator in question shall consider the vote of this body seriously before making the recommendation and shall inform both the appellant and the academic administrator at the next higher level of the results of this vote.

(L) Academic administrators and members of tenure committees are expected to act in accordance with the principles of due process and abide by the Professional Code of Ethics (rule 3342-6-17 of the Administrative Code). All documents in the tenure process are subject to the Ohio Open Records Law (Section 149.43 of the Revised Code).

(M) Normally, decisions regarding tenure for all faculty members who are appointed to a tenure-track position will be governed by the university policies and procedures regarding faculty reappointment, tenure, and promotion and the unit handbook in place at the time of the initial appointment. In the event that university policies and procedures regarding faculty reappointment, tenure, and promotion and/or the unit handbook are revised during the faculty member's probationary period, the faculty

member will have the option of being governed by this policy and the current unit handbook or by the policies and the unit handbook in place at the time of the faculty member's initial appointment. The faculty member will include a written election of this option in the faculty member's file.

(N) Transfer of tenure. Tenured faculty members may transfer from one academic unit to another; from the regional campus system to an academic unit at the Kent campus, or from an academic unit at the Kent campus to the regional campus system in accordance with the following procedure.

(1) The tenured faculty member who is seeking a transfer shall initiate a written request to both the faculty member's current academic administrator (i.e., department chair, school director, independent college dean or regional campus dean) and to the academic administrator of the academic unit or regional campus to which the faculty member seeks a transfer.

(2) The appropriate faculty advisory body of the academic unit or regional campus from which the incoming faculty member seeks a transfer should provide a written recommendation on the acceptability of the transfer to the academic administrator. Upon receipt of this recommendation, the academic administrator will forward the academic administrator's written recommendation together with that of the faculty advisory committee, to the dean of the college, who in turn makes a recommendation to the provost. In the case of faculty in independent colleges, the unit administrator's recommendation is forwarded directly to the provost.

(3) The appropriate faculty advisory body of the academic unit or regional campus to which the incoming faculty member seeks a transfer should provide a written recommendation on the acceptability of the transfer to the academic administrator. In addition, the ad hoc tenure committee of the academic unit or regional campus to which the incoming faculty member seeks a transfer should evaluate the professional credentials of the incoming faculty member and provide a recommendation to the academic administrator. In order to undertake this evaluation, the committee may request evidence of excellence in scholarship, teaching, and service in a form to be decided by the committee (i.e., curriculum vita, teaching dossier, a written statement from the faculty member seeking the transfer). Approval of at least three-fourths of the members of the unit's or campus' tenure committee who vote, excluding those who abstain, is required for transfer of tenure. If the ad hoc tenure committee approves the transfer of tenure, the academic administrator will forward the academic

administrator's recommendation together with that of the faculty advisory committee and the ad hoc tenure committee to the dean of the college who in turn makes a recommendation to the provost. In the case of faculty in independent colleges, the unit administrator's recommendation is forwarded directly to the provost.

(4) The provost shall consult with the provost's advisory council. The final decision on the transfer of a tenured faculty member between academic units and/or campuses rests with the provost. In the event that the provost's decision conflicts with the unit tenure committees vote, the provost shall provide a statement in writing to the unit administrator explaining the decision

(5) A faculty member whose tenure transfers under this section will retain the faculty member's rank.

Policy Effective Date:
Oct. 01, 2021
Policy Prior Effective Dates:
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University Policy Regarding Faculty Promotion (3342-6-15)
Effective: October 1, 2021

(A) Purpose. Promotion shall be viewed as recognition of a faculty member's scholarship, teaching, and service. For the purposes of this policy, "scholarship" is broadly defined to include research, scholarly and creative work. For the purposes of this policy "service" is broadly defined to include administrative service to the university, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the university.

(1) For promotion purposes, the term "unit" shall be defined as a department, school, or college without subordinate academic departments or schools (hereafter, 'independent college'). The term "faculty" shall be defined as those who hold regular full-time tenured or tenure-track appointments. Given some variance in procedures followed for faculty from independent colleges and/or regional campuses, sections of this policy have been included to delineate these specific procedural differences.

(2) Criteria appropriate to a particular unit shall be formulated by that unit in light of college (if applicable) and university standards and guidelines, the mission of the unit, and the demands and academic standards of the discipline.

(B) Promotion criteria. Recommendations for promotion shall be based upon two major classes of criteria. The first, "academic credentials and university experience," describes the normal minimums of credentials and time-in-rank necessary for promotion consideration. The second, "academic performance and service," refers to the record of actual performance and the accomplishments by the faculty member in academic and service areas, as defined by the unit handbook. Unless otherwise specified in the unit handbook, documented in-press and forthcoming scholarly or creative works will be considered as part of the record of accomplishments.

(1) Academic credentials and university experience.

(a) Assistant professor. A faculty member will not be considered for advancement to this rank until either completion of three years as an instructor and possession of at least the master's degree, or until the academic credentials minimally required for initial appointment at the assistant professor's level are achieved.

(b) Associate professor. This is one of the two senior ranks in academia; accordingly a faculty member must possess the terminal degree in the faculty member's discipline before promotion consideration. In exceptional cases, this rule may be modified with the approval of the unit's promotion committee and the provost. A faculty member will not usually be considered for advancement to this rank until completion of five years as an assistant professor, but in cases where the candidate has met the expectations or promotion, they may be considered after completion of fewer years as an assistant professor. Unless otherwise specified in the unit handbook, the criteria for evaluating an application for early promotion will be the same as the criteria for an on-time application for promotion. If the initial appointment as assistant professor carries some years of credit toward tenure, the number of years shall be deducted from the normal expectation that the candidate has completed five years as an assistant professor; thus if an assistant professor is hired with two years credit towards tenure and applies for promotion to associate professor after completion of three years as an assistant professor, the application would not be considered an application for early promotion. A non-tenured faculty member applying for promotion to the rank of associate professor must also undergo a successful tenure review.

(c) Full professor. As with associate professor, a faculty member must possess the terminal degree in the faculty member's discipline before promotion consideration. In exceptional

cases, this rule may be modified with the approval of the unit's promotion committee and the provost. A faculty member will not usually be considered for advancement to this rank until completion of five years as an associate professor, but in cases where the candidate has met the expectations for promotion, they may be considered after completion of fewer years as an associate professor. Unless otherwise specified in the unit handbook, the criteria for evaluating an application for early promotion will be the same as the criteria for on-time application for promotion. A non-tenured faculty member applying for promotion to the rank of full professor must also undergo a successful tenure review. Unlike tenure and promotion to associate professor, promotion to professor does not involve an assessment of productivity within a set number of years. Rather, it recognizes success in meeting the academic unit's requirements for scholarship, teaching, and service commensurate with the rank of full professor, irrespective of the number of years in the rank of associate professor.

(2) The criteria for assessing the quality of scholarship, teaching and service shall be clearly specified and included in the handbook of each unit and campus. Guidelines for weighting the categories of scholarship, teaching and service shall be established by each unit for Kent campus faculty. For regional campus faculty, guidelines for weighting the categories of scholarship, teaching and service shall be established by each campus faculty council and this weighting shall be used at all levels of review. The handbook should indicate with some specificity, how the quality and significance of scholarship and the quality and effectiveness of teaching and service are to be documented and assessed. Only documented evidence of scholarship, teaching, and service will be used in assessing a faculty member's eligibility for promotion. In the evaluation of scholarship, emphasis should be placed on external measures of quality.

(3) All tenured and tenure-track faculty members of the unit must have the opportunity to participate in the establishment, development and revision of the unit's criteria. These processes should be democratic and public.

(4) As the university enters new fields of endeavor, including interdisciplinary initiatives, instances may arise in which the scholarship of faculty members may extend beyond established disciplinary boundaries. In such cases, care must be taken to apply the criteria with sufficient flexibility. In all instances, superior scholarly attainment, in accordance with the criteria set forth in the unit handbooks, is an essential qualification for promotion.

(5) Criteria based on sex, race, color, age, national origin, religion, disability, sexual orientation, or political activity or other legally protected categories are expressly forbidden.

(C) Procedures for making decisions regarding promotion.

(1) Due process is integral to an effective promotion policy. The guiding premise in the following procedure is that the essential phases in promotion consideration occur at the unit level and at the regional campus (if applicable). Assessments and the recommendations beyond these levels should reflect due regard for the professional judgments and recommendations made at the unit and regional campus levels. Review and assessment by extra-unit and extra-regional campus faculty and the academic administration are necessary to insure the integrity of the system.

(2) External reviewers. All candidates for promotion must submit the names of at least five persons outside the university who are qualified to evaluate their achievements objectively. The unit administrator shall solicit evaluations from at least three of the qualified individuals whose names have been submitted by the candidate. The unit administrator may also solicit evaluations from external reviewers other than those named by the candidate but must inform the candidate of the persons contacted. In addition, the college dean, where appropriate) may consult with the unit administrator regarding any letters the dean may wish to solicit for consideration at the unit level and inform the candidate of such letters received. The candidate shall be given a copy of the letter

to be sent to outside evaluators and have the opportunity to comment before the letter is mailed.

(3) Any agreement at the time of appointment concerning a candidate's future promotion must be approved in writing by the unit administrator with the advice of the unit's faculty advisory committee. Such agreement also must be approved by the college dean (if applicable) and the provost. If previous experience at another institution or in a related field is to be counted toward eventual promotion, that shall be made clear in such an agreement.

(D) Procedures for making decisions regarding promotion: the unit level. Any action for the promotion of a faculty member shall be initiated at the academic unit level. (See paragraph (A)(1) of this rule for definition of "unit".) Consideration of those standing for promotion shall be undertaken by a unit promotion committee chaired by the unit administrator as a nonvoting member and composed of the tenured members of the unit's faculty advisory committee and any full-time faculty who are tenured full professors of the unit who may not be on the faculty advisory committee. No member of the committee shall be present while the committee deliberates or votes on the promotion of a spouse, domestic partner, or relative. No member other than the unit administrator (who shall not be present when the unit administrator's own promotion is discussed) shall be present while the committee deliberates or votes on promotions to a rank higher than that of an individual committee member. A member of the committee who intends to vote on a regional campus candidate at the regional campus level of review may be present, but shall not vote on that candidate at the unit level.

(1) Each spring semester, the unit's faculty advisory committee shall review all faculty members below the rank of full professor in the unit, including regional campus faculty members, and from them nominate by simple majority vote a list of nominees for promotion. To this list must be appended any names submitted by persons in their own behalf, by the unit administrator and/or by an academic administrative officer of the university. Those nominated shall be notified by the unit administrator and permitted to withdraw their names if they wish. Faculty with dual appointments shall be considered for promotion in their primary academic unit after consultation with the secondary academic unit.

(2) The unit administrator shall make available copies of the guidelines, timetables and other information concerning promotion review to all candidates in the unit, Kent campus and regional campus faculty members alike, no later than three weeks before the deadline for submission of materials, which is at the end of the first week of the fall semester.

(3) All promotion reviews will be carried out on a paperless, electronic system provided by the university for this purpose. Candidates for promotion, reviewers and administrators must submit and review promotion file documents on this system and any official notification required under this policy will appear in this system. Faculty members being considered for promotion are responsible for developing, organizing, and submitting to the unit administrator the evidence supporting their candidacy for promotion. The unit administrator will meet with the candidate to review the file for promotion in order to ensure that the file is complete and the candidate and the unit administrator will certify that the file is complete. Thereafter, the candidate must be informed of anything that is added to or removed from the file, and provided the opportunity to insert written comments concerning that new or removed material. At each level of review, advisory bodies and administrators will have access to the complete file before they consider the case.

(4) Before convening the promotion committee, the unit administrator shall formally invite written comments from all tenured faculty members who are not eligible to vote on the promotion. The unit administrator shall provide those comments to the promotion committee, shall provide a copy to the candidate, and shall place the comments in the file.

(5) Members of the promotion committee on leave of absence or absent for justifiable reasons shall be notified of the nominations and shall vote by absentee ballot, or they may request from the committee the right to abstain from voting. Except where a member of the promotion committee is ineligible to vote in accordance with paragraph (D) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the

promotion committee will consist of fewer than four voting members, then a special procedure for enlarging it shall be developed by the unit administrator with the advice of the faculty advisory committee and the assistance of the college dean, if applicable, and the approval of the provost.

(6) The unit administrator shall discuss the unit administrator's estimate of the strengths and weaknesses of each candidate with the unit promotion committee.

(7) The case of each candidate shall be the subject of candid discussion by the committee. During the committee meeting, each voting member shall indicate the member's nonbinding "yea" or "nay." After the meeting, each voting member shall record the member's final vote by completing a signed evaluation form with comments.

(8) Approval of at least three-fourths of the members of the unit's promotion committee who vote (excluding those who abstain under paragraph (D)(5) of this rule) shall constitute the formal endorsement to the unit administrator for promotion.

(9) The unit administrator shall assemble the recorded votes, signed evaluation forms, along with supporting statements, as well as other relevant documents regarding the faculty member's application for promotion. The unit administrator shall weigh and assess all relevant information and decide whether to recommend promotion. The unit administrator shall record the unit administrator's decision, along with a signed statement supporting it.

(10) In the case of regional campus and Kent campus faculty alike, the unit administrator shall extend an invitation to the candidate to meet in order to discuss the assessment and recommendation. This meeting should take place as soon as possible. In all cases that are not unanimously positive, the unit administrator must meet with the candidate within five working days from the date of the submission of the unit administrator's letter to the administrator at the next higher level.

(11) The unit administrator shall inform the offices of the appropriate college dean, regional campus dean, where appropriate, and the provost of the results of the unit's deliberations. The file must be completed and closed at the unit level and no material shall be added or removed except as provided for in this policy.

(12) No later than the date when the unit administrator transmits the unit administrator's recommendation to the next higher administrative officer, the unit administrator shall notify the candidate of the unit administrator's recommendation by letter.

(a) The unit administrator shall include with this letter a copy of the unit administrator's letter of recommendation to the next higher administrative officer, a summary of the advisory recommendations of the promotion committee, and copies of the committee's signed evaluation forms.

(b) In the unit administrator's letter to the candidate, the unit administrator shall inform the candidate that the candidate has the right, within ten working days, to add a letter to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the unit administrator's letter, or the committee members' statements.

(c) The letter shall also indicate that, if the candidate wishes to appeal a negative recommendation, such intent shall be expressed to the next higher academic officer in writing within ten (10) working days of receipt of the unit administrator's letter.

(E) Procedures for making decisions regarding promotion: the regional campus level. Regional campus candidates for promotion will be reviewed at the unit level (as described in paragraph (D) of this rule) and at the regional campus level. The promotion committee of a regional campus shall be composed of the

tenured members of the faculty council and full-time faculty of the campus who are tenured full professors. No member of the committee shall be present when the committee deliberates or votes on the promotion of an individual to a rank higher than that of the individual faculty member of the promotion committee, or on the promotion of a spouse, domestic partner, or relative. A member of the committee who intends to vote at the unit level of review may be present but shall not vote on that candidate at the regional campus level. The faculty chair is a voting member of the campus promotion committee except in cases when the committee deliberates or votes on the promotion of an individual to a rank higher than the faculty chair. In such cases, the faculty chair will recuse himself or herself and a tenured individual with the appropriate rank will be elected from and by the campus promotion committee to fill the role of the faculty chair provided for in the policy.

(1) The regional campus dean will make available to the candidate and the unit copies of those sections of the campus handbook concerning the campus' method of weighing unit criteria.

(2) Regional campus faculty members being considered for promotion are responsible for developing, organizing, and submitting to the unit administrator the evidence supporting their candidacy for promotion. The unit administrator will review the files with the candidate for promotion in order to ensure that the files are complete and will prepare a statement for inclusion in each file indicating that the file is complete as indicated in paragraph (D)(3) of this rule. The unit administrator must notify the regional campus dean in a timely fashion that the file is available for review by the campus promotion committee. Thereafter, the candidate must be informed of anything that is added to or removed from the file and provided the opportunity to insert written comments concerning the added or removed material.

(3) Before convening the campus promotion committee, the faculty chair shall formally invite signed written comments from all campus tenured faculty members who are not eligible to vote on the promotion. The faculty chair will provide the comments to the campus promotion committee, copy the candidate, and place the comments in the file.

(4) Members of the campus promotion committee on leave of absence shall be notified of the candidacies and shall vote by absentee ballots or they may request from the committee the right to abstain from voting. Except where a member of the promotion committee is ineligible to vote in accordance with paragraph (E) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the campus promotion committee will consist of fewer than four voting members, including the voting chair, then a special procedure for enlarging it shall be developed by the regional campus dean, with the advice of the faculty council and the approval of the provost.

(5) The case of each candidate shall be subject to candid discussion by the committee. During the committee meeting, each voting member shall indicate the member's nonbinding "yea" or "nay." After the meeting, each voting member shall record the member's final vote by completing a signed evaluation form with comments.

(6) Approval of at least three-fourths of the members of the campus promotion committee who vote (excluding those abstaining under paragraph (E)(4) of this rule) shall be required for a recommendation to the regional campus dean for promotion.

(7) The faculty chair shall then summarize the committee's vote, signed evaluation forms, and recommendation for support or non-support of granting promotion to the candidate in a signed letter to the candidate and the regional campus dean. The letter shall indicate that, if the candidate wishes to respond to a recommendation for non-support, such a response must be made to the campus dean and copied to the unit administrator within ten working days of receipt of the letter. Copies of the faculty chair's letter shall be provided to the college dean and to the unit administrator of the candidate's unit.

(8) The regional campus dean shall assemble the records, along with supporting statements, ballots, and other relevant documents. The regional campus dean will then review the file and the advisory recommendations of the campus promotion committee and the unit administrator, weigh and assess all relevant information, and decide whether to recommend the granting of promotion to the candidate. The regional campus dean shall record the regional campus dean's decision along with a signed statement supporting the decision.

(9) The regional campus dean should extend an invitation to the candidate to meet in order to discuss the assessment and recommendation. This meeting should take place as soon as possible in all cases. In all cases that are not unanimously positive, the regional campus dean must meet with the candidate within five working days from the date of the submission of the regional campus dean's letter to the appropriate administrator.

(10) The regional campus dean's recommendation to grant or deny promotion to the candidate shall be submitted to either the college dean (in the case of a candidate from a dependent department or school) or to the provost (in the case of a candidate from an independent college), with copies to the unit administrator and (where the recommendation is to a college dean) to the provost. The file must be completed and closed at the regional campus level and no material is to be added or removed except as provided for in this policy.

(11) No later than the date when the regional campus dean transmits the regional campus dean's recommendations to the college dean or provost, the regional campus dean shall notify the candidate of the regional campus dean's recommendation by letter.

(a) The regional campus dean shall include within this letter a copy of the regional campus dean's letter of recommendation to the college dean or provost, a summary of the advisory recommendations of the tenure committee, and copies of the committee's signed evaluation.

(b) In the regional campus dean's letter to the candidate, the regional campus dean shall inform the candidate that the regional campus dean has the right, within ten working days, to add a letter to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the regional campus dean's letter, the faculty chair's letter, or the committee member's statements.

(c) The letter shall also indicate that, if the candidate wishes to appeal a negative recommendation, such intent shall be expressed to the next higher academic officer in writing within ten working days of receipt of the regional campus dean's letter.

(F) Procedures for making decisions regarding promotion: colleges with dependent units. The college dean shall conduct a review of the unit's decision and, where applicable, the regional campus' actions and shall convene the college advisory committee, which shall function as the college promotion committee. On the basis of the qualifications of the candidate, this committee shall evaluate all assessments deriving from the unit and, where applicable, the regional campus levels, and recommend to the college dean either promotion or denial of promotion.

(1) The college dean shall be the chair and a nonvoting member of the college promotion committee. Tenured members of the elected college advisory committee shall serve as the college promotion committee to review recommendations and evaluations from the departments and schools and recommend to the college dean in each case whether promotion should be granted. This committee shall have made available to it all data developed by the unit and, where applicable, the regional campus. These materials shall be the subject of candid discussion by the committee, except that no member of the college promotion committee may vote on candidates from their own unit and no member of the committee shall be present when the committee deliberates or votes on the tenure of a spouse or relative.

(2) Members of the college promotion committee on leave of absence shall be notified of the candidacies and shall vote by absentee ballots or they may request from the committee the right to abstain from voting. Except where a member of the promotion committee is ineligible to vote in accordance with paragraph (F) of this rule or has been granted the right to abstain from voting, all committee members shall submit a vote on each candidate. If the college promotion committee will consist of fewer than four voting members, then a special procedure for enlarging it shall be developed by the college dean, with the advice of the college advisory committee and the approval of the provost.

(3) During the committee meeting each voting member shall indicate the member's nonbinding "yea" or "nay." After the meeting, each voting member shall record the member's final vote by completing a signed evaluation form with comments.

(4) Approval of three-fourths of the members of the promotion committee who vote (excluding those who abstain for reasons under paragraph (F)(1) of this rule) shall constitute a recommendation for promotion by the college promotion committee to the college dean.

(5) The college dean shall prepare a written statement in which is recorded the recommendation of the college promotion committee, along with the numerical vote. In addition, the college dean shall submit a recommendation for approval or disapproval of the candidate's promotion.

(a) For Kent campus and regional campus candidates alike, the college dean's statement and candidate's file are submitted to the provost.

(b) The file must be completed and closed at the college level and no material shall be added or removed except as provided for in this policy.

(6) No later than the date the college recommendation is submitted to the provost, the college dean shall notify the candidate of the college dean's recommendation by letter.

(a) The college dean shall include with this letter a copy of the college dean's letter of recommendation to the provost, a summary of the advisory recommendations of the promotion committee, and copies of the committee's signed evaluation forms.

(b) In the college dean's letter to the candidate, the college dean shall inform the candidate that the candidate has the right, within ten working days, to add a letter to the candidate's file responding to any procedural errors or errors of fact that the candidate believes have been included in either the college dean's letter or the committee member's statements.

(c) The letter shall also indicate that, if the candidate wishes to appeal a negative decision recommendation, such intent shall be expressed to the next higher academic officer in writing within ten working days of receipt of the college dean's letter.

(G) Procedures for making decisions regarding promotion: the provost level. The provost shall conduct a review of the previous actions and shall make an academic administrative recommendation on promotion forwarded to the president.

(1) To assist in this process with respect to Kent campus faculty, the provost shall convene the Kent campus promotion advisory board. The members of this board shall be appointed by the provost in consultation with the provost's advisory council, from a list of tenured associate and full professors nominated by the faculty senate executive committee, the college advisory committees, and the college deans. It is ordinarily expected that, through such discussion, consensus on the Kent campus promotion advisory board members will be reached. In the unusual circumstance that the provost's faculty advisory council and the provost are unable to reach consensus in regard to the members of the board by the specified date for the beginning of the board's activity, the provost shall convene a Kent campus promotion advisory board that includes those for whom

consensus has been reached and others that the provost appoints. This board shall evaluate from a Kent campus-wide perspective the recommendations made thus far and shall formally advise the provost as to whether, in its view, these recommendations should be accepted.

(2) To aid in making a recommendation with respect to regional campus faculty, the provost shall convene a regional-campus-wide promotion advisory board. The members of this board shall be appointed by the provost in consultation with the regional campuses faculty advisory council and regional campus deans from a list of tenured associate and full professors nominated by each regional campus faculty council and the regional campus deans. It is ordinarily expected that, through such discussion, consensus on the regional campuses-wide promotion advisory board members will be reached. In the unusual circumstance that the regional campuses faculty advisory council and the provost are unable to reach consensus in regard to the members of this board by the specified date for the beginning of the board's activity, the provost shall convene a regional campuses-wide promotion advisory board that includes those members for whom consensus has been reached and others that the provost appoints. This board shall evaluate from a regional campus-wide perspective the recommendations made thus far and shall formally advise the provost as to whether, in its view, these recommendations should be accepted.

(3) No member of the Kent campus or regional-campus-wide promotion advisory board will vote on a candidate for whom the member cast a ballot at a lower level of review and no member may be present while the board deliberates or votes on the promotion of a spouse, domestic partner, or relative.

(4) The provost shall provide written notification to the candidates for promotion of the action taken. Such notification shall be made at least one week prior to the date designated as the submission date for recommendations for promotion by the president to the board of trustees. The communication to candidates whose promotions are not approved shall include reasons why approval was withheld. A negative recommendation shall include a statement of the relevant handbook criteria or criteria as established in this policy that the candidate has failed to meet. Copies of each communication shall be sent to the college dean, regional campus dean (if applicable) and academic unit administrator.

(H) New material may be added as requested by a review committee or the responsible academic administrator at any level of review in order to correct or more fully document information contained in the promotion file. In such instances, the candidate shall be notified of, and given the opportunity to review, such new material as is added to the file and shall also be provided with the opportunity to include written comments relevant to this material and/or the appropriateness of its inclusion in the file. In no case will a candidate for promotion be required to create new material or required to procure material not currently in the possession of the candidate.

(I) Any faculty member whose promotion has been disapproved at any level shall have the right to appeal to the next higher academic administrative officer. In the case of denial by the provost, the appeal shall be to the president, or when appropriate, to the joint appeals board (see collective bargaining agreement, Article VII, Section 2). All appeals must be initiated by the candidate in writing within ten working days of the candidate's receipt of the disapproval notification or as otherwise specified by the collective bargaining agreement. At each level of appeal, the appellant shall be offered an opportunity to appear in person to present the appellant's case orally before the appropriate promotion advisory committee or board. The appellant may be accompanied by a colleague who may assist in presenting the appellant's case. Furthermore, if an individual other than the appellant is invited to address the committee or board, the appellant shall have an opportunity to respond to any new information. The committee or board shall determine whether the information is new and whether to invite an oral or written response. The academic administrator in question shall consider the vote of this body seriously before making the recommendation and shall inform both the appellant and the academic administrator at the next higher level of the results of this vote.

(J) Academic administrators and members of promotion committees are expected to act in accordance with the principles of due process and abide by the Professional Code of Ethics (rule 3342-6-17 of the Administrative Code). All documents in the promotion process are subject to the Ohio Open Records Law (section 149.43 of the Revised Code).

(K) Applicable university policies and academic unit handbooks for faculty members being considered for promotion.

(1) Normally, probationary faculty member being considered by promotion to assistant or associate professor will be governed by the university policies and procedures regarding faculty reappointment, tenure, and promotion and the unit handbook in place at the time of the initial appointment. In the event that university policies and procedures regarding faculty reappointment, tenure, and promotion and/or the unit handbook are revised during the faculty members' probationary period, the faculty member will have the option of being governed by the current policies and the current unit handbook or by the policies and the unit handbook in place at the time of the faculty member's initial appointment. The faculty member will include a written election of this option in the faculty member's file.

(2) Normally, tenured faculty members being considered for promotion to associate professor or full professor will be governed by the university policies and procedures regarding faculty promotion and the unit handbook in place at the time they submit their promotion file. In the event that university policies and procedures regarding faculty promotion and/or the unit handbook are revised during the five year period preceding the submission of the promotion file, the faculty member will have the option of being governed by the current policies and the current unit handbook or by the policies and the unit handbook in place at any time during that five year period. The faculty member will include a written election of this option in the faculty member's file.

Policy Effective Date:
Oct. 01, 2021
Policy Prior Effective Dates:
4/5/1982, 8/7/1987, 10/20/1997, 4/5/2010, 8/22/2010, 3/01/2015, 8/23/2015, 06/01/2019

University Policy and Procedures Governing Modifications of the Faculty Probationary Period (3562-6-13)
Effective: July 1, 2018

(A) Policy statement. The probationary period for faculty members who hold a full-time tenure-track appointment at Kent state university is governed by policies on reappointment and tenure developed by the faculty senate professional standards committee and approved by the faculty senate and board of trustees. From time to time, personal and/or family circumstances arise such that a probationary faculty member may need to request that their probationary period be extended. Granting such an extension of the probationary period has traditionally been called "tolling" or "stopping the tenure clock."

(B) Eligibility (i.e., When tolling is permitted).

(1) Faculty members shall be eligible to extend the probationary period leading to a mandatory tenure review, upon request, if:

(a) The faculty (whether male or female) is a caregiver of a newborn, newly adopted or foster child, including a newborn, newly adopted or foster child of a domestic partner.

(b) The faculty member develops a serious illness or disability or a member of his or her immediate family (as defined in the university's sick leave policy) becomes seriously ill or disabled.

(2) Faculty members may be eligible to extend the probationary period leading to a mandatory tenure review, upon request, if the faculty member has other personal and/or family circumstances of a compelling nature that arise ~~of~~ or that occupy a substantial period of time during the pre-tenure years.

(C) Implementation: The same professional standards and expectations shall apply to tenure candidates who have had an extension of their probationary period, as would apply to candidates who have not. Professional accomplishments realized during the extended probationary period shall be considered part of a candidate's record when he or she stands for tenure and/or promotion. However, a candidate who has had his or her probationary period extended by one or two years under this policy shall not be expected to meet higher or more rigorous standards than the standards applied to individuals who have followed the normal probationary period.

(1) Faculty leave. Decisions about the extension of the probationary period shall occur independent of a faculty member's leave status. Faculty members may or may not have a full or partial leave during this period. Separate university policies and procedures exist for securing a leave (e.g. sick leave, leave of absence without pay, etc.) if one is appropriate.

(2) Length of tolling: An extension of the probationary period shall be limited for one year for each qualifying event (or child), up to a total of two years. An extension, if approved, shall be only for increments of one year. The maximum extension of the probationary period will be no more than two full years.

(3) Requesting tolling. Any request to extend the mandatory probationary period must be reviewed and approved on or before March first of the spring semester prior to the time that the candidate for tenure submits his or her tenure review file.

(4) Dissemination of the policy. A copy of this policy shall be provided to all those standing for reappointment and all new faculty by the unit administrator during the first week of the academic year.

(5) Reappointment: A faculty member who has taken a tolling year shall not submit a reappointment file during the tolling year. The following year, the candidate will submit a reappointment letter detailing their accomplishments during the prior two years. Reviewers are reminded that irrespective of the two-year time-frame (or in the case of two years of tolling, the three-year time frame), the productivity of a faculty member who has tolled is not expected to exceed what is expected of a probationary faculty member in a single year.

(D) Procedures. A probationary faculty member may initiate a request for an extension of his/her probationary period by the following procedures:

(1) On the Kent campus, the faculty member shall write a letter to the department chair or school director requesting permission to extend the probationary period and citing the reasons consistent with paragraph (B) of this policy why such action is warranted. On the regional campuses, the faculty member shall write a letter to the regional campus dean requesting permission to extend the probationary period and citing the reasons consistent with paragraph (B) of this policy why such action is warranted.

(2) On the Kent campus, the department chair or school director shall consult with the faculty advisory committee (FAC) or school advisory committee (SAC). The FAC or SAC will make an advisory recommendation to the unit administrator. The unit administrator will then make a recommendation to the college dean. If the request is approved, he or she will forward it to the dean's office for further review. On the regional campuses, the campus dean shall consult with the faculty council. The faculty council shall make an advisory recommendation to the campus dean. The campus dean will then make a recommendation to the chief academic officer of the regional campuses. If the request is approved, he or she will forward it to the chief academic officer of the regional campus campuses for further review.

(3) The college dean shall consult with the college advisory committee (CAC). The chief academic officer of the regional campuses shall consult with the regional campus faculty advisory committee (RCFAC). The CAC or RCFAC will make an advisory recommendation to the appropriate administrator. The administrator shall then make a recommendation to the provost.

(4) If the request is approved by the provost, the office of faculty affairs shall notify the faculty member in writing of the new date for the mandatory tenure review and that existing professional standards, as required by paragraph (C) of this policy will govern the future tenure decision. A copy of this letter shall be included in the candidate’s tenure file. During any year which is tolled, the faculty member does not submit a reappointment file. When the faculty member is next reviewed for reappointment, all of the faculty member’s achievements, including those completed during the period subject to tolling, shall be included in the faculty member’s file.

(5) External reviewers for tenure and promotion evaluation. In the letter to the candidate’s external reviewers, the unit administrator shall explain that the candidate was granted an additional year or two years under the university tolling policy. The letter shall include the following statement: “The tolling policy provides for additional years toward tenure for a variety of circumstances, but the policy stipulates that the presence of an extended probationary period shall not be interpreted to increase the expectations for productivity normally placed upon a probationary faculty member.”

(E) Appeals

(1) If the request is not approved by the unit administrator or regional campus dean, the reasons for rejection will be set forth in writing and provided to the faculty member in question. If a Kent campus faculty member’s request is not approved, he or she will have the right to appeal to the college dean in colleges with departments or schools, or to the provost in colleges without departments and schools and university libraries, as applicable. If a regional campus faculty member’s request is not approved, he or she will have the right to appeal to the chief academic

officer of the regional campuses. Such an appeal must be initiated in writing within two weeks of the receipt of the negative decision by the unit administrator or campus dean. The appeal should state clearly why the faculty member disagrees with the decision. Appeals should be heard in a timely manner.

(2) If the faculty member's request is not approved by either the college dean or the chief academic officer of the regional campuses, the reasons for the rejection will be set forth in writing and provided to the faculty member. The faculty member will have the right to appeal to the provost. Such an appeal must be initiated in writing within two weeks of the receipt of the negative decision by the college dean or chief academic officer of the regional campuses, whichever is appropriate. The appeal should state clearly why the faculty member disagrees with the decision. Appeals should be heard in a timely manner.

Policy Effective Date:
Jul. 01, 2018

Policy Prior Effective Dates:
2/4/2009, 3/1/2015

COVID-19 DOCUMENTS

Ad Hoc Academic Continuity Committee:

Recommendation Concerning Reappointment, Tenure and Promotion (RTP) in the Event of Campus Disruption

1. The Ad Hoc Academic Continuity Committee has considered the impact on reappointment, tenure, and promotion candidates during the evaluation cycles during and subsequent to the disruption caused by the COVID-19 pandemic. With a focus on issues critical to the continued academic progress of our students and the success of our faculty, the committee is especially concerned about the candidates' creation of their portfolios and reviewers' assessments, internal and external, of those portfolios during this unprecedented disruption of normal operations at the university and around the world.

2. Given the foregoing, the Ad Hoc Academic Continuity Committee recommends the following concerning the review of candidates for reappointment, tenure and promotion in rank (RTP) during and subsequent to the campus disruption that was caused by the COVID-19 pandemic:

   A. The criteria for reappointment, tenure and promotion in rank (i.e., Associate Professor, Professor) are established in the faculty handbooks of each academic unit and, as such, provide the basis for the assessment for all RTP reviews.

   B. The COVID-19 pandemic has presented a unique set of challenges for RTP candidates. These challenges may manifest in candidates' portfolios in various ways including but not limited to (i) invitations to present at conferences or performances/exhibitions that were cancelled; (ii) changes in the timelines for publication or performances/exhibitions leading to gaps in the candidate's scholarly record; (iii) limited peer review of teaching; and (iv) changes by granting agencies in terms of new or existing funding.

   C. To the extent that these challenges may have had an impact on RTP candidates and to the extent that the candidates mention such challenges in their portfolios, reviewers, both internal and external, must consider this information in accordance with the RTP criteria established by each academic unit's faculty handbook.

   D. Academic administrators and faculty members who have been impacted by the COVID-19 pandemic should communicate regularly and openly about any challenges experienced by the candidate. These discussions could include the possibility of a faculty member making a request to automatically extend the probationary period (tolling) as recommended by this committee in a previous document.

   E. Concerning external reviewers, both the university's tenure and promotion polices require that candidates review and comment on the letters that will be sent to external reviewers. This discussion occurs before the letters are sent and can provide an additional opportunity for academic unit administrators and candidates to discuss what, if any, information about challenges a candidate may have encountered due to the COVID-19 pandemic should be included in the letter and/or the candidate's portfolio.

3. Given the unique challenges created by the COVID-19 pandemic and its potential impact on RTP candidates, the Ad Hoc Academic Continuity Committee recommends that this document be included in the RTP guidelines issued annually by the Office of the Provost for as long as it is relevant to these processes.

TEMPORARY MODIFICATION TO UNIVERSITY POLICY 3342-6-13 DUE TO COVID-19

1. The Ad Hoc Academic Continuity Committee has considered the impact on probationary tenure-track faculty members resulting from the disruption caused by COVID. With a focus on issues critical to the continued academic progress of our students and the success of our faculty, the group is especially concerned about the challenges that probationary tenure-track faculty members might face as a result of unexpected adjustments to their teaching, research and service activities during this time.

2. Given the foregoing, the Ad Hoc Academic Continuity Committee decided the following option be implemented to address the challenges that probationary faculty members may face in carrying out their teaching, research and service responsibilities during the current campus disruption:

    a. The current campus disruption has created unique circumstances of a compelling nature that may have a sustained impact on probationary faculty members' ability to successfully perform their teaching, research and service responsibilities for an undefined period of time.

    b. Pursuant to **University Policy 3342-6-13**, UNIVERSITY POLICY AND PROCEDURE GOVERNING MODIFICATION OF THE FACULTY PROBATIONARY PERIOD, probationary tenure-track faculty members are permitted to extend the probationary period leading to a mandatory tenure review for various reasons, including but not limited to personal and/or family circumstances of a compelling nature that arise or that occupy a substantial period of time during the pre-tenure years.

    c. As a one-time response to the current campus disruption, probationary faculty members may elect to request an automatic one-year extension of their probationary period for academic year 2020-2021 from their academic unit administrator: department chair/school director, college dean (in Colleges without departments or schools) or dean of University Libraries, as applicable. Regional Campus probationary faculty members should copy their regional campus dean on the request. The probationary faculty member's academic unit administrator will forward the request to the college dean, as applicable, who will then forward the request to the Provost for processing.

    d. Probationary faculty members must make this election no later than 5:00 p.m. on September 4, 2020.

3. This optional automatic one-year extension of the probationary period, if exercised by the probationary faculty member, would count toward the two years maximum that are currently available as described in University Policy 3342-6-13 (C)(2).

4. In the rare instances in which probationary faculty members have exhausted the two years maximum as of February 29, 2020, they may apply for a third and final year of tolling under this waiver to be used in AY 20/21.

FROM THE FACULTY SENATE EXECUTIVE COMMITTEE

DECISION CONCERNING STUDENT SURVEYS OF INSTRUCTION IN THE EVENT OF CAMPUS DISRUPTION

1. The Faculty Senate Executive Committee and the Ad Hoc Academic Continuity Committee have considered the impact on Student Surveys of Instruction during the disruption caused by COVID-19. With a focus on issues critical to the continued academic progress of our students and the success of our instructors, the group is especially concerned about challenges related to the deployment, data collection and the future use of SSI data that is collected during this period.

2. Given the foregoing, the Faculty Senate Executive Committee has decided the following concerning Student Surveys of Instruction (SSIs). As a one-time response to the current campus disruption, the University will continue to deploy Student Surveys of Instruction in all courses; however, the SSI results shall be delivered only to instructors for formative feedback and shall not be part of the evaluation for personnel decisions including but not limited to reappointment, tenure, promotion, renewal of appointment, and merit.

3. This process for the deployment of SSIs and the collection of SSI data will apply to courses taught by all university instructors including but not limited to tenure-track faculty (TT), full-time non-tenure track faculty (FTNTT),full-time non-tenure eligible faculty (FTNTE), part-time faculty, graduate assistants, and visiting and distinguished professors.

RECOMMENDATION CONCERNING FACULTY SERVICE OBLIGATIONS IN THE EVENT OF CAMPUS DISRUPTION

1. The Ad Hoc Academic Continuity Planning Group has considered the impact on faculty members' continued participation in department, campus, college, university and professional service obligations during the disruption caused by COVID-19. With a focus on issues critical to the continued academic progress of our students and the success of our faculty, the group is especially concerned about the challenges that faculty members may face in carrying out their service responsibilities as members of the Kent State University faculty and members of their academic disciplines during this time.

2. Given the foregoing, the Ad Hoc Academic Continuity Planning Group recommends the following concerning faculty members' continued participation in their service responsibilities to the university and the profession:

    a. Academic units, campuses, colleges, and university-level governance bodies and committees should be mindful of reasonableness, flexibility and equity in the continuation and assignment of faculty service responsibilities during this period.

    b. Academic administrators, faculty governance bodies and other committees should assess and prioritize their essential work with a focus on student success and maintaining personnel and other processes on which the university depends (e.g., some work may continue as planned; some work may be modified or slowed; some work may be temporarily suspended).

    c. Faculty are encouraged to continue to participate in their service responsibilities via appropriate virtual environments provided by the department/school, campus, college and university, to the extent possible.

3. Given the unique challenges created by the COVID-19 disruption, the Ad Hoc Academic Continuity Planning Group recommends a holistic approach to the evaluation of faculty in the performance of their service responsibilities to both the university and their disciplines which acknowledges the challenges and the successes of each faculty member's role in these activities.