

**FACULTY POLICY ON PROMOTION, REVIEW, AND TENURE**

School of Architecture

Tulane University

Revised and Adopted October 6, 2010

The following material supplements the University guidelines, as expressed in the Faculty Handbook, for appointment and promotion of faculty. It is designed to inform faculty within the School of Architecture and persons outside the school about the range of achievements and excellence in teaching, research, and professional work deemed essential in making appointments and promotions. Some of the following notes assist in connecting university-wide expectations with particular applications and interpretations in the professional field of architecture. This policy statement is supplementary to the University Statement on Academic Freedom, Tenure, and Responsibilities as expressed in the Faculty Handbook and the TSA Constitution.

Preamble

The integrity of the Promotion, Review and Tenure process reflects the values and fairness of the school's faculty. Reviews must be conducted in a professional manner addressing the particular character of each discipline while demonstrating commitment to high standards of scholarship, creative practice, teaching, and service.

The School prepares undergraduate and graduate students for professional practice, research, teaching, and industry and government service as these relate to planning and design of the physical environment. The design professions are complex, involving analytic, artistic, and technical abilities and basic knowledge and understandings of the individual, society, and the environment, involving integration, synthesis, and creativity. At the School of Architecture, faculty contribute to future knowledge through practice, research, and community service with an understanding of the past and present conditions in the discipline through an active process of exploration, probing the cultural, philosophical, aesthetic, and technical aspects of architecture.

The Tulane School of Architecture values diversity. The strength of the school resides in a diverse faculty with a broad range of expertise, background, concerns, and approaches. Faculty are expected to be cooperative and mutually supportive with a capacity to articulate a disciplined set of beliefs and to demonstrate their applicability to the built environment. Both agreements and differences within the faculty are essential in helping students to attain the personal maturity to be able to synthesize technical, aesthetic, and cultural needs as architects.

Academic freedom is fundamental to higher education. This freedom requires individual integrity and initiative and carries with it responsibilities. Each faculty member must demonstrate intellectual and professional integrity. Tenure review is primarily a faculty responsibility and it is important as the foundation of a process that moves from the tenured faculty to the dean, provost, president, and Board of Trustees. .

Promotion and Tenure Criteria

Tenure assumes a commitment to the school and its programs through active participation, professional achievement, and teaching excellence. The probationary period for a faculty member is expected to be active and productive. The school evaluates faculty for excellence in

three areas: teaching, professional accomplishment (research/design), and service. Abilities in these areas are usually found in combination, but for evaluation of an individual for promotion and tenure, the three receive separate descriptions. The relative weight assigned these areas may well differ in an individual faculty evaluation, but all are given full consideration. Excellence leading to the point of promotion should suggest a future academic trajectory of increasing authority and significance.

In evaluating candidates, faculty should be receptive to each candidate's specific qualifications and abilities. Judgment of professional and academic promise will be made through an established, rigorous review process that incorporates peer evaluations from both within and beyond Tulane University. While such external assessments are important they are not be the sole basis for determining the candidate's performance.

Promotion to Associate Professor with tenure generally requires either professional licensure or a D.Arch. or Ph.D. Professional licensure is generally required for tenured faculty whose responsibilities include teaching in the design studio unless a written exception has been agreed upon prior to the initial teaching appointment. The degree of Master of Architecture is the minimum for teaching design studio unless a specific, documented exception has been agreed upon. The Ph.D. degree is preferred for those teaching primarily in courses other than design or professional practice.

### *Teaching*

The school places a high value on teaching. Judgment of a faculty member's teaching ability should include consideration of excellence in stimulating the student's initiative, critical skills, creativity, and production in the design studio; lecturing; leading discussions and seminars; participation in reviews; counseling students; planning courses and relating them to the curriculum; and judging student performance. Assessments of the candidate's teaching skills is based on criteria including but not limited to student evaluations and first-hand observations by the faculty. A recommendation for tenure will not be made unless there is clear evidence of excellence in teaching.

### *Professional accomplishment*

The School values the generation of knowledge through superior critical inquiry, formal and empirical investigation, and professional architectural practice. Research and design can be lodged in a variety of forms such as exhibitions, publications, built work, and conference and invited lectures. Academic research and publication in refereed and non-refereed journals and books are considered professional activities. Judgment of the quality of this work is supported by recognition through inclusion in peer-reviewed publications and conferences, grants and awards, and assessments by outside reviewers.

### *Service*

Faculty members are expected to be good academic citizens, participating with other faculty members in school, university, community, and professional affairs. Each is expected to participate on school and university committees. Volunteer efforts on behalf of community and professional organizations shall be considered as well. Successful candidates for tenure and promotion will have a clear record of such exemplary service.

## Responsibilities

### *of the School*

The entire faculty understands the importance of faculty development and shares a responsibility for guiding the tenure track candidate through the probationary period and supporting associate professors as they work toward promotion to professor.

### *of the Candidate*

In consultation with the Dean and tenured faculty, faculty members are responsible for a complete and thorough understanding of the mission, core values, policies, and objectives of the School. Each candidate is responsible for developing an individual career development plan. This plan is reviewed at each scheduled formal review and provides a guide for both formal and informal counseling. The candidate is encouraged to solicit advice from the committee at any time during the probationary period.

### *of the Dean*

The dean is responsible for informing the candidate of the policies and procedures for tenure, expectations for promotion and tenure, and timetable for reviews. The dean may establish an abbreviated probationary period for those appointees with prior full-time teaching appointments. Additionally, the dean is responsible for administering the school's procedure for mentoring tenure-track faculty and supporting associate professors as they work toward promotion to professor. The dean reviews each case thoroughly and is responsible for preparing a letter to accompany the promotion file and faculty letter for presentation to the provost.

### *of the Promotion, Review and Tenure Committee*

The PRT Committee conducts the review process for continuing appointment to the faculty and for tenure and promotion. For the third year review the PRT Committee consults with the tenured faculty before drafting its report. The report, which goes to the dean and the candidate, evaluates the work to date and outlines the faculty's expectations for tenure. For tenure review, the committee makes a preliminary recommendation to the tenured faculty, which sits as a Committee of the Whole. The Committee of the Whole votes and reports its analysis to the dean and the provost.

## Confidentiality

All discussions of the Promotion, Reappointment, and Tenure Committee and of the tenured faculty concerning promotion and tenure are confidential among the tenured faculty and with regard to the treatment of outside review letters.

## Unsolicited Opinions

Expressions of support or non-support from those not directly involved in the process or from anonymous authors are not considered.

## Timetable of Reviews

### *First-year Review*

The Dean will provide the Committee with copies of the letter of hire and any other correspondence pertaining to exceptions from the generally expected credentials. During the third semester of employment, the candidate meets with the PRT Committee to discuss his or her research/design, teaching, and service goals for the period leading to the eventual tenure review. The candidate submits a current CV by October 1 if she or he is an academic-year hire, or by February 1 if she or he is a calendar year hire. The meeting is understood as an opportunity for the committee to discuss the candidate's goals after becoming intellectually acclimated to the school and the city. The committee may request additional materials. The committee summarizes the discussions of the candidate's goals in a report to the dean that is copied to the candidate.

### *Special Reviews*

In the unusual event of serious problems arising during the candidate's first semester that might mandate termination, and at the request of the dean or the tenured faculty, the PRT Committee reviews the first semester of a new faculty member's work and, by March 1, reports to both the faculty and the dean.

### *Third-year Review*

The PRT Committee meets with the candidate during the candidate's third year to evaluate progress. The candidate submits a complete portfolio by October 1. This portfolio should be comprehensive and similar to the penultimate-year review, with the exception that external letters are not required. Candidates will submit material demonstrating achievement in the three areas of teaching, research and design, and service. The PRT Committee evaluates the material and prepares a report after consultation with the tenured faculty to garner a wider range of opinions. The report outlines areas of specific concern that the candidate should address before Tenure Review. The report presents conclusions, as supported by evidence, to show that the candidate has or has not made satisfactory progress in working toward the criteria for eventual tenure. If the PRT Committee concludes during the third-year review that the candidate has not made satisfactory progress, the Committee of the Whole may recommend that the appointment should terminate at the end of the fourth year. Copies of the PRT Committee's Final Report are submitted to the dean. The dean will include that report with his or her analysis of the case for the Provost's review. When the review is completed in the Office of Academic Affairs, the dean will communicate the results and recommendations to the candidate.

### *Penultimate-year (Tenure) Review*

Tenure decisions take place during the candidate's penultimate (usually sixth) year. By September 1 for an academic year hire the candidate submits names and contact information of six potential outside reviewers from which the Committee selects three. In addition, the committee solicits at least three more letters from other academics and professionals outside the University. Reviewers are expected to be independent and will be asked to send their CVs and to describe their relationship, if any, to the candidate. All requests for letters, including to those who do not participate, as well as all reviewer correspondence remains in the candidate's file. The candidate may name a small number (two or three) of potential reviewers who should not be contacted along with an explanation for why these individuals should not be contacted. By October 1, the candidate submits the full dossier to the committee.

### Submission from the Candidate to the PRT Committee

The candidate's promotion package must include the following material:

1. A self-assessment "statement" of achievements in teaching, research/design, and service plus discussion of long-term goals in these areas.
2. A curriculum vitae (See Appendix B for an example of a standardized format) Listed publications and design work should be keyed to the hard copies.
3. Hard copies of all published work and work in progress
  - documentation of the status of uncompleted projects
  - evidence of blind-peer review of publications with publisher's policy
  - evidence of publications under review
4. Six bound hard-copy reproductions of CV, Statement, and selected design work and publications.
5. Documentation of grants and contracts with dates, funding body, and nature of participation in the project.
6. Course materials (syllabi, project descriptions, etc) and hard-copy examples of student work from the courses.
7. An account of service to the school, the university, the community and the profession, with a summary of the responsibilities in each situation and statement of goals in this area.

### Submission from the Tenured Faculty to the Dean and the Provost:

The tenured faculty forwards the entire dossier to the dean including the elements noted below. The report records the tenured faculty's vote and is signed by those voting and abstaining. The dean submits this material along with his or her own report to the Provost. The Tenured Faculty Report includes:

1. An assessment of the candidate's creative and scholarly record with an analysis of the probable future scholarly or professional trajectory.
2. An evaluation of the candidate's teaching based on course materials, observation, student work, and student evaluations.
3. A summary of the content of the outside referees' letters that records which referees were from the candidate's list and which were the committee's selection. The CVs of reviewers shall be attached. An example of the call letters sent to reviewers should be included.
4. A summary and evaluation of the candidate's service contributions to the school, the university, the community, and the profession.
5. An account of the tenured faculty meetings in which the candidate's case was discussed with

a summary of views expressed during the meeting and a tally of the votes. Names of tenured faculty who are not present are recorded.

### The Dean's Assessment

The dean does not participate as a member of the Tenured Faculty but offers that body his or her opinion of the candidate's application early during its deliberations. The dean writes his or her own evaluation that goes directly to the provost. The faculty's letter shall be included along with the candidate's entire package.

### Notification

The provost notifies the candidate and dean, in writing, of the tenure decision before the end of the candidate's penultimate year of his or her probationary period.

### Reconsideration

Candidates who have received a negative decision may request reconsideration by the PRT Committee. The candidate may be granted a subsequent consideration by the PRT Committee on the basis of significant new evidence of scholarly or teaching excellence or because of procedural irregularities in the earlier process. The new material and a letter from the candidate requesting the subsequent consideration must be submitted no later than the last day of classes during the penultimate semester of the candidate's final probationary year. If the PRT Committee decides not to accept the case, then it goes no further in a review process. If, however, the PRT Committee decides to accept the case for reconsideration, it will proceed through the same steps followed for a new case. In instances of the presentation of new evidence for scholarship, the committee may obtain new outside letters from external reviewers. All pieces of scholarship in the newly presented dossier must be accompanied by a letter provided by the editor of the press or journal by which it has been accepted for publication and establishing the date of acceptance of the piece in question. In cases of an unsatisfactory teaching record, new evidence of significant improvement in that record must be submitted. In cases of a scant record of service, evidence must be presented that the record has measurably improved. The committee's report and vote along with the dean's recommendation will be submitted in normal fashion to the provost.

### Promotion from Associate Professor to Full Professor

The rank of professor is conferred by the University on those who have demonstrated continued excellence and national and/or international standing in the candidate's field. The dean informs the committee of eligible faculty, and the committee invites the faculty member to apply by submitting a portfolio as evidence of accomplishment.

Procedures for this promotion are the same as those for tenure and promotion to associate professor. There will be at least six letters from outside referees of which three will come from the candidate's list as presented to the Committee by September 15. Full professor members of the faculty evaluate the teaching, service, and creative portfolio that they receive by October 1.

## **Review and Hiring Procedures for the Professors of Practice Adopted by the Faculty May 12, 2007**

April 30, 2007

DRAFT Revisions 3/5/10

The school evaluates faculty applying for Professor of Practice status in two areas: teaching and professional accomplishment (research/design). Abilities in these areas are usually found in combination, but for evaluation of an individual for promotion, the two areas need separate descriptions. The relative weight towards appointment and reappointment assigned these areas may well differ in an individual faculty evaluation, but all will be given full consideration. A terminal degree and a license are necessary in order to teach in design studio as a professor of practice.

### *Teaching*

The school values high quality teaching. Teaching evaluations will include consideration of excellence in stimulating the student's initiative, critical skills, creativity, and productivity in the design studio. Demonstrated ability in lecturing, leading discussions and seminars, participation in reviews, counseling students, planning courses and relating them to the general curriculum, and evaluating student performance will also be evaluated. Assessment of the candidate's teaching skills will be based on criteria including but not limited to student evaluations, first-hand observations of class, studio and review instruction, and analysis of student studio work relative to the School's standards. The faculty will not recommend for appointment, reappointment or promotion unless there is clear evidence of excellence in teaching.

### *Research and Design*

The School values the generation of knowledge through critical inquiry, formal investigation, and design practice. All regular faculty will be actively engaged on a regular basis in professional practice and will demonstrate a consistent record of peer-recognized achievement. Research and design can result in exhibitions, publications, built work, leadership activities, grants and awards, and conferences and invited lectures. Judgment of the quality of this work remains with the tenured faculty for retention and promotion.

## **Responsibilities**

### *of the candidate*

Professors of Practice being considered for reappointment are responsible for a complete and thorough understanding of the mission, core values, policies and objectives of the School. Candidates should be aware of the schedule and review standards in this document. Candidates will present hard copies of their course materials, student work, and their own research and design to the Promotion, Review and Tenure Committee at the beginning of the fourth semester of their appointment.

### *of the Dean*

The Dean may make an initial appointment from those applying for an advertised position as ranked by the faculty according to the procedures established for tenure-

track hires. The Dean may also hire a candidate known to him or her if a vacancy occurs when the faculty is absent. The Dean is responsible for informing the successful candidate about the policies and procedures leading to retention and promotion, including this document. The Dean will not participate as a member of the PR+T Committee for retention and promotion other than to report his or her views to the Committee if requested. Professors of the Practice will be evaluated for retention and promotion on the basis of the duties that the Dean has specified in the appointment letter as well as to the standards outlined in this document.

*of the Faculty*

The Faculty may vote to recommend to the Dean an initial appointment from the field of candidates interviewed for an advertised position or from the School's adjunct faculty.

*of the Promotion, Review and Tenure Committee and of the Tenured Faculty*

The Promotion, Review and Tenure Committee has the responsibility of conducting the review for continuation of Professors of the Practice appointments beyond the first term. This review will take place during the fourth semester of an expected three-year term. After three consecutive three-year terms, a Professor of the Practice is eligible for promotion to Senior Professor of the Practice.

The Committee will direct the review and make its recommendation to the Tenured Faculty regarding continuation and/or promotion. The Committee and Tenured Faculty shall be guided by the School of Architecture "Faculty Policy on Promotion and Tenure," the Professor of the Practice's appointment letter, and the standards outlined in this document as it makes its decision.

**Dossier from Professor of Practice Candidate for reappointment and promotion**

Dossiers should be as complete as possible and should include a thorough self-assessment of the candidate's teaching and creative practice. Dossiers must be presented in hard copies that are organized and referenced to the CV

The Candidate's Dossier must include the following materials:

1. The Candidate's Curriculum Vitae (CV);
2. All published work and documentation of any activity the candidate wishes the Promotion, Review and Tenure Committee to consider;
3. Documentation of completed projects;
4. Documentation of works-in-progress;
5. Documentation of grants and contracts;
6. The Candidate's agenda for professional development over the next three to five years;
7. A Teaching Portfolio with a short statement that summarizes the candidate's pedagogical achievements and goals and a self-assessment of teaching strengths and weaknesses.
8. The Teaching Portfolio must include a list of Tulane courses arranged semester by semester plus syllabi and assignments for each. It must also include examples of student work at every level of achievement.

## APPENDIX

### Example of standardized format for Candidate's CV:

#### PERSONAL DATA:

Name/Rank/Department/Final Degree/Architectural License

#### EDUCATIONAL RECORD:

In chronological order by dates: institutions attended, degrees and professional emphases.

Reverse chronological order is suggested for the rest of these areas.

#### TEACHING EXPERIENCE:

All teaching appointments by institution, with academic rank.

#### ARCHITECTURAL AND OTHER PROFESSIONAL EXPERIENCE

List dates, institutions, firms and locations of professional employment; ranks or titles; dates of registration; and professional role in each project listed or shown. For independent projects, list place, date, collaborators, status of execution (contracted, under construction, completed). Include competition entries, and non-building designs such as furniture or graphics.

#### PUBLICATIONS:

List in sections: 1. books, 2. articles and chapters, 3. reviews and 4. conference or invited papers and lectures. Distinguish between refereed and invited publications and papers. Mark editions and edited books as such and distinguish them from candidate-authored books. Distinguish between publications authored by the Candidate and reviews or publications of the Candidate's work authored by others.

#### COURSES TAUGHT AT TULANE:

By academic year/semester, list each title, course number, and enrollment.

#### SCHOOL AND UNIVERSITY SERVICE:

By academic year.

#### COMMUNITY AND PROFESSIONAL SERVICE

By academic year

#### SUPPORT FROM UNIVERSITY AND NON-UNIVERSITY SOURCES:

Indicate year and funding source. Include pending applications.

#### HONORS AND AWARDS:

By academic year, list or describe other honors and awards that are not included elsewhere in the curriculum vitae.