

1 UNITED ACADEMICS PROPOSAL

2  
3 GENERAL GUIDELINES FOR PROMOTION AND TENURE

4  
5 **Preamble.** The purpose of these guidelines is to provide common procedures for promotion and  
6 tenure for all Oregon State University faculty members.

7  
8 **Section 1.** The granting of promotion and tenure is based on merit. Promotion and tenure are  
9 never automatic or routine.

10  
11 **Section 2.** Responsibility for promotion and tenure recommendations rests principally with the  
12 senior members of the faculty, academic unit heads, and academic deans. Final responsibility  
13 rests with the Provost. Reviewers base their recommendations on carefully prepared dossiers that  
14 document and evaluate the accomplishments of each candidate measured relative to the duties  
15 enumerated in their position description.

16  
17 **Section 3.** Promotion and tenure are awarded to recognize faculty members' contributions to the  
18 missions of OSU in their assigned job duties in:

- 19 ● teaching, research, and service;  
20 ● equity, inclusion, and diversity; and  
21 ● extension, clinical practice, librarianship, and other assignments.

22  
23 The classification of work into these categories is flexible to accommodate the diversity of work  
24 done by OSU faculty members. Evaluations for promotion and tenure will not depend on how a  
25 faculty member's work is classified into these categories.

26  
27 **Section 4. Communication of Expectations.** The Administration will inform faculty members  
28 of promotion and tenure expectations in their Notice of Appointment. Supervisors will inform  
29 faculty members, in a constructive way, of their progress toward promotion and tenure using  
30 Annual Reviews and, if applicable, the Midterm Review.

31  
32 **Section 5. Position Descriptions.** Faculty members are hired with expectations of performance  
33 of assigned job duties that are established in their position descriptions, which may then be  
34 revised as the academic unit's needs and as the faculty member's assignments change.

35  
36 If position descriptions change during the review period, the expectations of performance of  
37 assigned job duties during the review period will be adjusted proportionally.

38  
39 **Section 6. Criteria for Promotion and Tenure Review.** Candidates for promotion and tenure  
40 will be evaluated objectively for excellence in the performance of their assigned job duties.  
41 Position descriptions may enumerate specific expectations. The performance of assigned job  
42 duties is documented in the dossier. Evaluation will focus on the quality of work performed and  
43 the candidate's success in achieving the work. Evaluation will consider innovation, creativity,  
44 and evidence of effectiveness.

1 Further criteria for evaluating faculty members' performance of assigned job duties for  
2 promotion and tenure review will be developed with faculty input by academic units, colleges,  
3 and Faculty Senate.

4  
5 **Section 7. Joint and Multiple Appointments.** The head from the reviewing academic unit will  
6 also work in cooperation with any other supervisors to whom the faculty member reports. The  
7 expectations for promotion and tenure, including the review process, are documented at the time  
8 of hire, as per Article XX, Notice of Appointment.

9  
10 **Section 8. Promotion and Tenure Calendar.** Promotion and tenure clocks begin on September  
11 16 following the faculty member's hire, unless otherwise stipulated in the offer letter. Promotion  
12 and tenure decisions will be announced by June 1. Promotion and tenure are instituted on  
13 September 16 following the promotion and tenure decision.

14  
15 **Section 9. Years of Service towards Promotion and Tenure.** Annual appointment at any FTE  
16 counts as one year of service towards promotion and tenure.

## 17 **FACULTY DOSSIERS**

18 **Section 10. Compilation of the Dossier.** Promotion and tenure decisions are based primarily on  
19 an evaluation of the candidate's achievements as described in their dossier. The dossier must  
20 document evaluation of the candidate's performance, consistent with the candidate's position  
21 description.  
22

23  
24 Although the candidate prepares much of the material for the dossier, the academic unit head will  
25 ensure that the candidate receives assistance as needed. The academic unit head is responsible  
26 for seeing that the final dossier is complete and conforms to university guidelines.  
27

28 **Section 11. Access to the Dossier and Personnel Records by the Faculty Member.** Faculty  
29 members will be allowed full access to their own dossiers, personnel records, and records kept  
30 by the university, college, or academic unit, except for:

- 31 ● letters of evaluation submitted as part of a pre-employment review at OSU and
- 32 ● solicited letters of evaluation for faculty members who signed voluntary waivers of  
33 access to those letters as part of a promotion or tenure review.

34  
35 **Section 12. Certification of Completeness.** Prior to the dossier receiving its first formal reviews  
36 by the academic unit Promotion and Tenure Review Committee and academic unit head, the  
37 candidate must sign and date a certification that the open part of the dossier is complete. Should  
38 the candidate and academic unit head disagree on the inclusion of some materials, the candidate  
39 may indicate their objection in the statement of certification.  
40

41 **Section 13.** Once the dossier is certified by the candidate, the only material that may be added  
42 subsequently are:

- 43 ● student letter of evaluation,
- 44 ● administrative letters of evaluation,
- 45 ● the candidate's letters of response to administrative letters of evaluation,
- 46 ● other letters and materials as described in Section 15, and

- manuscripts accepted for publication and grants funded after the dossier is certified.

**Section 14.** Throughout the process of review, the open part of the dossier remains available to the candidate at their request. The candidate will receive copies of all letters of evaluation by reviewers at the academic unit and college levels when they are added to the dossier.

**Section 15. Dossier Guidelines.** Dossiers will include, as applicable, in order:

**Cover page:** The cover page includes the name of the candidate, their academic unit and college, and what action is being requested (e.g. promotion to Professor).

**Waiver of Access:** Candidates must choose whether to sign a waiver of access for outside letters of evaluation. Execution of the waiver is voluntary; promotion and tenure decisions will be made without regard to whether the candidate has signed the waiver. The signed waiver of access or a statement that the candidate chose not to sign the waiver of access must be included. Section 16 further describes the waiver of access.

**Position Description:** All of the candidate's position descriptions during the review period must be included to ensure accurate evaluation. A table that summarizes FTE and the allocation of effort among assigned job duties during the review period must be included.

**Candidate's Statement:** The candidate will include a two- to four-page statement of their contributions to teaching, research, and service; equity, inclusion, and diversity; and extension, clinical practice, librarianship, and other assignments. Any of these categories of job duties that are not assigned may be omitted from the candidate's statement.

**Student Letter of Evaluation:** Students will be invited to participate in the review of faculty for promotion and tenure. Section 20 further describes the student letter of evaluation.

**Administrative Letters of Evaluation:** Administrative letters of evaluation will be completed, signed, and added to the dossier in the following order, as applicable:

- direct supervisor(s);
- academic unit Promotion and Tenure Review Committee;
- academic unit head;
- other administrators with supervisory responsibility of the candidate;
- college Promotion and Tenure Review Committee; and
- dean, director, vice president, or vice provost.

Sections 21–29 further describe administrative letters of evaluation.

The candidate may request that Faculty Senate appoint and authorize a committee to verify that the letters from the academic unit Promotion and Tenure Review Committee and the academic unit head have properly summarized the solicited letters of evaluation. If the candidate requests this review, the report from this committee will be placed after the academic unit head's letter. Section 24 further describes this Faculty Senate review.

1 The candidate may include in their dossier a rebuttal letter after each of the administrative letters  
2 of evaluation are added and before the dossier is passed on to the next level of review. Each  
3 rebuttal letter will be placed in the dossier immediately after the letter to which it applies.  
4 Sections 25 and 29 further describe rebuttal letters.

5  
6 **Promotion and Tenure Curriculum Vitae:** All of the candidate's assigned job duties must be  
7 documented in the curriculum vitae to ensure an accurate evaluation. The curriculum vitae for  
8 promotion or tenure review must be formatted according to current Faculty Senate policy.

9  
10 **Letters of Evaluation:** Letters of evaluation solicited from leaders in the field will be included:  
11 • six to eight letters of evaluation for candidates in the Tenure-Track classification and  
12 Fixed-Term Professorial categories, and  
13 • four letters of evaluation for candidates in Fixed-Term Instructional categories and Fixed-  
14 Term Research categories.

15 Sections 17–19 further describe letters of evaluation.

16  
17 **Other Letters and Materials (optional):** Other than the administrative letters of evaluation  
18 described above, the student letter of evaluation, and internal or external letters of evaluation,  
19 letters from other sources are not generally necessary. Signed letters of support or advocacy from  
20 colleagues, students, and clients should be included only if they are required for fairness and  
21 balance. If there is a compelling reason to include such letters, the academic unit head should  
22 write a statement identifying the significance of the letters, whether solicited or unsolicited, and  
23 the need to include them in the dossier. All letters should be letters of evaluation and should be  
24 open to the candidate. The academic unit head should include any other material that may be  
25 relevant to a full and fair review.

26  
27 **Certification of Completeness:** Section 12 describes the candidate's certification of  
28 completeness.

## 29 **WAIVER OF ACCESS**

30  
31 **Section 16.** A faculty member shall not be denied full access to their personnel records kept by  
32 the university or its colleges or academic units. All faculty members have a right to view any  
33 letter of evaluation submitted in connection with the faculty member's promotion or tenure  
34 review, although faculty members may waive the right to review letters of evaluation requested  
35 from internal and external evaluators.

36  
37 Faculty members are not required to waive their right to review letters of evaluation. All faculty  
38 members are entitled to and will receive full and fair evaluation of dossier materials submitted in  
39 support of promotion and tenure, including letters of evaluation, whether they have waived their  
40 right to view them or not.

41  
42 All faculty members retain their right of access to written evaluations prepared by their academic  
43 unit, their academic unit head, their college, their dean, and the Provost, although the  
44 confidentiality and identity of other evaluators referred to in these evaluations will be maintained  
45 if a waiver has been signed.

1 **SOLICITED LETTERS OF EVALUATION**

2 **Section 17.** For candidates in the Tenure-Track classification and Fixed-Term Professorial  
3 categories, six to eight external letters of evaluation will be obtained.

4  
5 Letters should generally be from people in the candidate's field, chosen for their ability to  
6 evaluate the parts of the dossier for which they have specific expertise. The evaluators should be  
7 chosen so that at least one evaluator has the expertise to evaluate each of the candidate's  
8 assigned job duties. Letters should generally be from people who hold a rank at or above the  
9 level for which the candidate is being considered, or an experience level equivalent to such a  
10 rank.

11  
12 Letters should not be solicited from people who have collaborated with the candidate in the last  
13 five years. Letters should not be solicited from former postdoctoral advisers or graduate mentors  
14 of the candidate, nor from students advised or mentored by the candidate. If letters from any of  
15 these generally excluded evaluators are critical to candidate assessment, a detailed explanation of  
16 why their participation is essential and how objectivity can be maintained must be provided by  
17 the academic unit head who requested the letter.

18  
19 The candidate must submit to the academic unit head a list of five to eight evaluators who meet  
20 the criteria in this Section. In the final dossier, at least three of the letters of evaluation will be  
21 from the candidate's list of evaluators, but no more than half of the letters of evaluation can be  
22 from the candidate's list of evaluators.

23  
24 If additional names are needed, these will be obtained from the candidate by the academic unit  
25 head. The other evaluators will be selected by the academic unit head or academic unit  
26 Promotion and Tenure Review Committee according to practices within the academic unit.

27  
28 If an evaluator was suggested by both the candidate and others, that evaluator will be considered  
29 among the candidate's pool of evaluators unless there is clear indication why they should be  
30 included in the pool of other evaluators.

31  
32 All letters must be requested by the academic unit head or the academic unit Promotion and  
33 Tenure Review Committee chair, not the candidate.

34  
35 **Section 18.** For candidates in the Fixed-Term Instructional categories and the Fixed-Term  
36 Research categories, four letters of evaluation will be obtained.

37  
38 Letters should generally be from individuals in the candidate's field, chosen for their ability to  
39 evaluate the parts of the dossier for which they have specific expertise. The evaluators should be  
40 chosen so that at least one evaluator has the expertise to evaluate each of the candidate's  
41 assigned job duties. Letters should generally be from people who hold a rank at or above the  
42 level for which the candidate is being considered or an experience level equivalent to such a  
43 rank. The ability to objectively evaluate the candidate is the primary criterion in selecting  
44 evaluators. Evaluators may be internal or external to OSU. Internal evaluators must be outside of  
45 the candidate's academic unit but may be people within or outside the candidate's college who  
46 have worked with the candidate but can objectively evaluate the candidate's dossier.

1  
2 The candidate must submit to the academic unit head a list of four evaluators who meet the  
3 criteria in this Section. In the final dossier, two of the letters of evaluation will be from the  
4 candidate's list of evaluators.

5  
6 If additional names are needed, these will be obtained from the candidate by the academic unit  
7 head. The other evaluators will be selected by the academic unit head or academic unit  
8 Promotion and Tenure Review Committee according to practices within the academic unit.

9  
10 If an evaluator was suggested by both the candidate and others, that evaluator will be considered  
11 among the candidate's pool of evaluators unless there is clear indication why they should be  
12 included in the pool of other evaluators.

13  
14 All letters must be requested by the academic unit head or the academic unit Promotion and  
15 Tenure Review Committee chair, not the candidate.

16  
17 **Section 19.** Each evaluator will be sent the candidate's position description(s), the table  
18 summarizing FTE and the allocation of effort among assigned job duties during the review  
19 period, the candidate's statement, and the candidate's current curriculum vitae.

20  
21 The letters of evaluation section of the dossier must include:

- 22 ● a description of the process used in the academic unit for the selection of the evaluators;
- 23 ● a copy of the instructions given to the evaluators; and
- 24 ● a short description of the group of evaluators who provided letters and whether the  
25 candidate or the academic unit nominated them to be evaluators.

26  
27 Letters from evaluators must be available prior to initiating the review of the dossier.

28  
29 **Section 20. Student Letter of Evaluation.** The purpose of the student letter of evaluation is to  
30 document the students' perspective of the candidate's effectiveness as a teacher, mentor, and  
31 adviser. In order to provide a consistent source of information for the process, the academic unit  
32 Promotion and Tenure Review Committee and the academic unit head will organize a student  
33 committee for faculty evaluation using the following process.

- 34 a. The academic unit head or designee will request a list of current and recent students,  
35 including advisees, from the candidate.
- 36 b. The academic unit Promotion and Tenure Review Committee and the academic unit head  
37 will jointly generate an additional list of students.
- 38 c. The academic unit head or designee will request letters of evaluation from the combined  
39 lists. An attempt should be made to request input from students whose collective  
40 experience represents the profile of the teaching duties of the candidate. For example, if  
41 the candidate teaches all undergraduate courses, it is appropriate for all letters to come  
42 from undergraduates. If the candidate teaches a combination of courses, the students  
43 should have a combination of experiences that provide sufficient information to evaluate  
44 the candidate's performance.
- 45 d. Whether the candidate can access student letters of evaluation is determined by whether  
46 the candidate has signed the waiver of access. Requests to students for letters of

1 evaluation of a faculty member must inform the students about whether the candidate will  
2 see their letters and about who else will see their letters. Students must also be informed  
3 that only signed letters will be used as part of the process.

- 4 e. There should be four to twelve total letters, depending on the variety of the candidate's  
5 assigned teaching duties. The number of letters from the list generated by the candidate  
6 should differ by at most one from the number of letters from the list generated by the  
7 academic unit.
- 8 f. The academic unit head or designee will form a student committee whose task is to write  
9 a letter summarizing the input from student evaluators. Members of this committee:
  - 10 i. should be current students,
  - 11 ii. should be half from the list provided by the candidate and half from the list  
12 generated by the academic unit,
  - 13 iii. may be students from whom letters were solicited, and
  - 14 iv. should not be current advisees of the candidate.
- 15 g. The student committee will be provided with the student letters of evaluation, the student-  
16 oriented teaching portion of the dossier (i.e. excluding solicited letters of evaluation),  
17 plus any additional information pertinent to their review.
- 18 h. The academic unit Promotion and Tenure Review Committee or academic unit head will  
19 select a student chair of the student committee. The only duty of this committee is to  
20 write a summary letter that includes information from the student letters of evaluation  
21 and the teaching portion of the dossier.
- 22 i. The student committee will be instructed to include in its summary the perspectives  
23 represented by all the student letters of evaluation (i.e. not to integrate opinions into an  
24 intermediate position).
- 25 j. All members of the committee should sign the summary letter and present it to the  
26 academic unit Promotion and Tenure Review Committee and academic unit head. The  
27 summary letter and the names of the people on the student committee will be open to the  
28 candidate even if the candidate has signed a waiver of access.
- 29 k. The student committee section of the dossier must include:
  - 30 i. a description of the process used in the academic unit for the selection of the  
31 student committee;
  - 32 ii. a copy of the instructions given to the students;
  - 33 iii. a short description of the group of students who provided letters, the nature of  
34 their relationship to the candidate, and whether the candidate or the academic unit  
35 nominated them to be evaluators; and
  - 36 iv. the summary letter from the student committee, signed by the members of the  
37 committee.

38  
39 **Section 21. Academic Unit Review and Recommendation.** The academic unit Promotion and  
40 Tenure Review Committee and the academic unit head will each independently evaluate the  
41 materials in the candidate's dossier. The academic unit Promotion and Tenure Review  
42 Committee and the academic unit head will each recommend either for or against the candidate's  
43 promotion or tenure, and will provide rationale for their decision in a formal letter of evaluation.  
44

45 **Section 22. Academic Unit Letters of Evaluation of the Candidate.** The letters from the  
46 academic unit Promotion and Tenure Review Committee and the academic unit head evaluate

1 the relative strengths and weaknesses of the candidate's performance. These letters should  
2 address all assigned job duties identified in the position description and comment on key points  
3 in the dossier. These letters should summarize and comment on key points in the solicited letters  
4 of evaluation. These letters will include a fair and balanced summary of the candidate's  
5 performance relative to tenure or promotion guidelines.  
6

7 In addition to the information available in the candidate's dossier, the academic unit head will  
8 also consult the candidate's personnel records maintained in the academic unit. The academic  
9 unit head may include comments on any information in the candidate's personnel records that are  
10 relevant to the evaluation of their assigned job duties.  
11

12 If the candidate reports to, or works closely with one or more supervisors or more than one  
13 academic unit, letters from each supervisor, academic unit head, and academic unit Promotion  
14 and Tenure Review Committee will be included. Letters from supervisors below the academic  
15 unit head will evaluate the performance of assigned job duties identified in the position  
16 description but need not provide a broader evaluation (e.g. summarize solicited letters).  
17

18 **Section 23. Report to the Candidate.** The academic unit head will confer with the candidate to  
19 share the outcomes of the academic unit reviews prior to the dossier being forwarded to the  
20 college for review. The candidate may have a colleague or United Academics representative  
21 accompany them to the meeting as an observer.  
22

23 The candidate will receive a copy of the complete dossier forwarded to the college, with the  
24 exception of material covered by the waiver of access, if a waiver was signed by the candidate.  
25

26 **Section 24. Faculty Senate Review.** Within ten days of receiving all academic unit level  
27 reviews, the candidate may request that a faculty committee appointed and authorized by the  
28 Faculty Senate examine the contents of the candidate's dossier to verify that all statements  
29 therein have properly summarized the solicited letters of evaluation. The Faculty Senate will  
30 provide a report on the summaries of the solicited letters of evaluation. This review is added to  
31 the dossier at that time. A copy of the report will be sent to the candidate.  
32

33 **Section 25. Candidate's Response to the Academic Unit Letters.** If the candidate does not  
34 request a Faculty Senate Review, the candidate has ten days after receiving all academic unit  
35 level reviews to add, if they desire, a written statement regarding these reviews that will be  
36 included in the dossier.  
37

38 If the candidate requests a Faculty Senate review, the candidate will have ten days after receiving  
39 the Faculty Senate's report to add, if they desire, a written statement regarding the academic unit  
40 level reviews and the Faculty Senate report that will be included in the dossier.  
41

42 **Section 26. Materials Forwarded to the College.** The candidate's dossier, including the letters  
43 of evaluation and recommendation from the academic unit head, the academic unit Promotion  
44 and Tenure Review Committee, and the student committee, together with the candidate's  
45 response to these evaluations, if added, is forwarded for review at the college level to both the  
46 college Promotion and Tenure Review Committee and the dean of the college.

1  
2 **Section 27. College Promotion and Tenure Review Committee.** The college Promotion and  
3 Tenure Review Committee review letter shall provide:

- 4 ● an independent evaluation of the merits of the candidate as presented in the dossier;
- 5 ● an opinion as to whether the academic unit level letters of evaluation fairly and uniformly  
6 assess the merits of the candidate’s performance as documented in the dossier; and
- 7 ● an assessment of whether college promotion and tenure standards were applied  
8 consistently to the candidate.

9 This letter will not simply be a restatement of evaluations at the academic unit level.

10  
11 This college review process does not preclude deans from forming an advisory group of college  
12 administrators whose role is limited to reviewing dossiers and providing input to the dean  
13 regarding promotion and tenure practices in the college. Such advisory groups do not vote on any  
14 case and will not add a letter to the dossier.

15  
16 The letter from the college Promotion and Tenure Review Committee is added to the dossier and  
17 forwarded to the dean.

18  
19 **Section 28. Dean’s Review.** The dean’s letter shall provide:

- 20 ● an independent evaluation of the merits of the candidate as presented in the dossier,
- 21 ● an opinion as to whether the academic unit level letters of evaluation fairly and uniformly  
22 assess the merits of the candidate’s performance as documented in the dossier, and
- 23 ● an assessment of whether college promotion and tenure standards were applied  
24 consistently to the candidate.

25 This letter will not simply be a restatement of evaluations at the academic unit level.

26  
27 The dean’s letter is added to the dossier.

28  
29 **Section 29. Response to the College Letters.** Both college level letters are provided to the  
30 candidate. The candidate has ten days after receiving all college level reviews to add, if they  
31 desire, a written statement regarding these reviews that will be included in the dossier.

32  
33 **Section 30. Provost Review and Recommendation.** Completed dossiers that have received  
34 uniformly positive recommendations at the academic unit and college levels of review will be  
35 forwarded to the Provost’s Office. In reaching a final decision, the Provost’s Office may confer  
36 with others as appropriate.

37  
38 All dossiers that have received not uniformly positive recommendations at the academic unit and  
39 college levels will be reviewed by the University Administrative Promotion and Tenure  
40 Committee, which is chaired by the Provost and consists of the Senior Vice Provost for Faculty  
41 Affairs, the Vice President for Research, the Vice Provost for Outreach and Engagement, and the  
42 Dean of the Graduate School.

43  
44 The purpose of the Provost review is to ensure that all faculty members are held to common  
45 standards and to resolve disagreements in previous recommendations. In cases in which the  
46 members of the University Administrative Promotion and Tenure Committee are divided over

1 the final recommendation, or in which their recommendation differs from those of the college or  
2 academic unit, the candidate's dean and academic unit head will both be invited for discussion.

3  
4 The Faculty Senate Promotion and Tenure Committee will have access to all dossiers under  
5 consideration, and representatives of the committee will observe the deliberations of the  
6 University Administrative Promotion and Tenure Committee on cases where clarification or  
7 discussion with deans or academic unit heads takes place, to ensure an equitable process for all  
8 faculty members.

9  
10 **Section 31. Withdrawal.** At any time during the review process before receiving the decision of  
11 the Provost, the candidate may withdraw their dossier.

12  
13 **Section 32. Decisions and Appeals.** When all necessary reviews and discussions have been  
14 completed, the Provost will make the final decision. Candidates will be informed of the decision  
15 in writing.

16  
17 In the case of a denial of tenure or promotion, the basis for the denial will be stated, along with  
18 information on the right to appeal.

19  
20 Candidates not approved for promotion or tenure by the Provost may appeal to the President  
21 within fourteen days of receipt of the letter announcing the decision. Extenuating circumstances,  
22 procedural irregularities that were not considered by the Provost, and factual errors in the  
23 evaluations are grounds for appeal. When appealing, the candidate should write a letter to the  
24 President stating which of the above criteria for appeal applies and stating the facts that support  
25 the appeal.

26  
27 **Section 33. Return of Dossiers.** After the university level review is finished, the complete  
28 dossier is retained temporarily in the Office of Faculty Affairs. The dossier is subsequently  
29 returned to the appropriate dean, typically at the start of the next academic year. The dean will  
30 then return it to the academic unit, where, after confidential letters have been removed if the  
31 candidate signed the waiver of access, the dossier is retained as part of the faculty member's  
32 personnel records.

### 33 34 **FORMATION OF REVIEW COMMITTEES**

35 **Section 34. Academic Unit Promotion and Tenure Review Committee.** The academic unit  
36 Promotion and Tenure Review Committee is intended to be an independent voice of evaluation.

37  
38 Promotion and Tenure Review Committee members should be from ranks at or above the rank  
39 sought by the candidate. All faculty members in the same category as the candidate with rank at  
40 or above the rank sought by the candidate are eligible to be Promotion and Tenure Review  
41 Committee members (e.g. faculty members with Senior Instructor I or Senior Instructor II can  
42 serve on Promotion and Tenure Review Committees for promotion to Senior Instructor I).

43  
44 Academic units will develop policies describing which ranks within categories different than the  
45 candidate's category may vote on tenure and promotion decisions (e.g. whether faculty members  
46 with Senior Instructor II rank can serve on Promotion and Tenure Review Committees for

1 promotion to Professor, whether faculty members with Professor rank can serve on Promotion  
2 and Tenure Review Committees for promotion to Senior Instructor II). Academic units may  
3 choose to allow faculty members in some ranks and categories to participate in the discussions of  
4 the Promotion and Tenure Review Committee as non-voting members.

5  
6 For tenure and promotion to Associate Professor or Senior Instructor I (Tenure Track), academic  
7 units may also choose to allow faculty members in some ranks and categories to participate in  
8 discussions or votes about promotion but not allow participation in discussions or votes about  
9 tenure.

10  
11 The committee shall be comprised of either all eligible faculty members in the academic unit or  
12 an elected subset of these eligible faculty members. The academic unit head is not eligible to be a  
13 member of the committee. The composition and size of the committee should provide fair and  
14 diverse faculty representation. The composition of the committee should also provide  
15 representation to effectively evaluate all of the assigned job duties in the candidate's position  
16 description and the candidate's area of expertise, programs of study, location, etc. The committee  
17 must include at least three voting members.

18  
19 If there are not enough faculty members of the appropriate rank or expertise within the academic  
20 unit, members from outside of the academic unit will be elected by a majority of the academic  
21 unit's faculty members to serve as voting members on the committee. In the case of candidates  
22 who work in locations remote from the majority of the academic unit's faculty members, outside  
23 committee members may be particularly necessary.

24  
25 Retired faculty members, even those on 1039 appointments, are not eligible to vote on promotion  
26 and tenure review at the academic unit level.

27  
28 **Section 35. College Promotion and Tenure Review Committee.** The college Promotion and  
29 Tenure Review Committee is intended to be an independent voice of evaluation that is identified  
30 within the college and whose membership is determined by a transparent election process  
31 approved by a majority of faculty members. For the purpose of the Promotion and Tenure  
32 articles (Articles XX–XX), the OSU Libraries is one of the colleges.

33  
34 Promotion and Tenure Review Committee members should be from ranks at or above the rank  
35 sought by the candidate. All faculty members in the same category as the candidate with rank at  
36 or above the rank sought by the candidate are eligible to be Promotion and Tenure Review  
37 Committee members (e.g. faculty members with Senior Instructor I or Senior Instructor II can  
38 serve on Promotion and Tenure Review Committees for promotion to Senior Instructor I).

39  
40 Colleges will develop policies describing which ranks within categories different than the  
41 candidate's category may vote on tenure and promotion decisions (e.g. whether faculty members  
42 with Senior Instructor II rank can serve on Promotion and Tenure Review Committees for  
43 promotion to Professor, whether faculty members with Professor rank can serve on Promotion  
44 and Tenure Review Committees for promotion to Senior Instructor II). Academic units may  
45 choose to allow faculty members in some ranks and categories to participate in the discussions of  
46 the Promotion and Tenure Review Committee as non-voting members.

1  
2 For tenure and promotion to Associate Professor or Senior Instructor I (Tenure Track), colleges  
3 may also choose to allow faculty members in some ranks and categories to participate in  
4 discussions or votes about promotion but not allow participation in discussions or votes about  
5 tenure.

6  
7 The college Promotion and Tenure Review Committee shall be elected from the group of eligible  
8 faculty members and may include academic unit heads.

9  
10 The college will determine term limits and frequency of elections. The size and composition of  
11 the committee shall be decided within the college to provide fair and equitable faculty  
12 representation based on the diversity within the college. The committee shall have representation  
13 from multiple academic units within the college and can include members elected at large from  
14 the college. The composition of the committee should also provide representation to effectively  
15 evaluate all of the assigned job duties in the candidate's position description and the candidate's  
16 area of expertise, programs of study, location, etc. The committee must include at least three  
17 voting members.

18  
19 If there are not enough faculty members of the appropriate rank or expertise within the college,  
20 members from outside of the college will be elected by a majority of the college's faculty  
21 members to serve as voting members on the committee.

22 In the case of candidates who work in locations remote from the majority of the college's faculty  
23 members, outside committee members may be particularly necessary.

24  
25 Retired faculty members, even those on 1039 appointments, are not eligible to vote on promotion  
26 and tenure review at the college level.

27  
28 If a college Promotion and Tenure Review Committee member is a signatory of an academic unit  
29 level letter of evaluation, they shall recuse themselves from voting on the candidate's case.

30  
31 **Section 36. Limited Purview of Academic Unit Head and College Deans.** In some cases, the  
32 head or dean of the candidate's academic unit or college will participate in the preliminary  
33 discussions of the academic unit or college Promotion and Tenure Review Committee to provide  
34 information on process prior to deliberations. The academic unit head or college dean, however,  
35 may participate only if invited by the Promotion and Tenure Review Committee and must not be  
36 present for the deliberations.

37  
38 **Section 37. Declaration and Management of Conflicts of Interest.** Academic unit Promotion  
39 and Tenure Review Committee members, academic unit heads, college Promotion and Tenure  
40 Review Committee members, and deans who have a relationship with a candidate should be  
41 forthcoming in making that relationship known and act to ensure that their participation in no  
42 way undermines the objectivity of the evaluation process. Promotion and Tenure Review  
43 Committee members and administrators involved in the promotion and tenure evaluation process  
44 must declare any conflicts of interest.

45

1 A conflict of interest occurs when the evaluating party could realize personal, financial,  
2 professional, or other gain or loss as a result of the outcome of the promotion and tenure process  
3 or when the objectivity of the evaluating party could be impaired by virtue of the relationship.  
4 The specific nature of the conflict of interest should be noted in a written statement to the  
5 academic unit or college Promotion and Tenure Review Committee chair. If the Promotion and  
6 Tenure Review Committee determines that the process would be compromised by the  
7 participation of the person with a conflict of interest, that committee member or administrator  
8 must recuse themselves from any discussion or voting on that particular case.

1 UNITED ACADEMICS PROPOSAL

2  
3 PROMOTION AND TENURE IN THE TENURE-TRACK CLASSIFICATION

4  
5 **Preamble.** Tenure ensures the academic freedom essential to an atmosphere conducive to the  
6 free search for knowledge and the attainment of excellence in the university. Tenure also reflects  
7 and recognizes a candidate's potential long-term value to the institution, as evidenced by  
8 professional performance and growth. Tenure sets universities apart from other institutions.  
9 Faculty members are not merely employed by the university, but are integral to the educational  
10 and research programs of the university. Tenure will be granted to faculty members whose  
11 achievements in serving the university's missions and potential for effective long-term  
12 performance warrant the institution's reciprocal long-term commitment. The granting of tenure is  
13 more significant than promotion in academic rank.

14  
15 **ELIGIBILITY FOR TENURE**

16 **Section 1. Eligibility for Tenure.** Only faculty members in the Tenure-Track classification are  
17 eligible for tenure.

18  
19 Faculty members must be considered for tenure during or before their sixth year in the Tenure-  
20 Track classification, except for some faculty members employed by the College of Earth, Ocean,  
21 and Atmospheric Sciences. Faculty members employed by the College of Earth, Ocean, and  
22 Atmospheric Sciences may instead, if so stated in their offer letter, be considered for tenure  
23 during or before their twelfth year in the Tenure-Track classification. Upon completion of the  
24 tenure review, the faculty member must be granted indefinite tenure or be given a year's timely  
25 notice that their appointment will not be continued. Promotion to Associate Professor or Senior  
26 Instructor I (Tenure Track) generally occurs at the same time.

27  
28 Faculty members on a twelve-year tenure clock will have a promotion review on or before their  
29 sixth year in rank: a successful review will result in promotion to Associate Professor without  
30 tenure, while an unsuccessful review will result in the faculty member being given a year's  
31 timely notice that their appointment will not be continued. A tenure review will take place during  
32 or before the faculty member's sixth year in the Associate Professor rank.

33  
34 **Section 2. Credit for Prior Service.** The number of years of credit towards promotion and  
35 tenure for prior service, if any, must be stated in the offer letter, along with the date by which  
36 tenure must be granted.

37  
38 **Section 3. Accelerated Review.** An accelerated promotion and tenure review may occur in  
39 particularly meritorious cases as determined by the Provost in consultation with the candidate  
40 and appropriate dean or academic unit head.

41  
42 **Section 4. Extension of the Tenure Clock.** Under extenuating circumstances, a faculty member  
43 can request of the Provost that the tenure clock be extended. Requests for extension of the tenure  
44 clock should come at the time of the extenuating circumstances, and will not be accepted after  
45 June 1 of the calendar year preceding the calendar year in which the tenure decision will be  
46 made.

1  
2 A one-year extension of the Midterm Review and tenure clocks will be granted for leave that  
3 extends for three months or more.

4  
5 If a faculty member receives approval for a tenure clock extension for any reason, all reviewers  
6 will evaluate the dossier without prejudice, as if the candidate had been on probationary status  
7 for the standard five years.

8  
9 **Section 5. Hiring with Tenure.** In exceptional cases, a faculty member may be hired with tenure  
10 or a rank of Associate Professor, Professor, Senior Instructor I (Tenure Track), or Senior  
11 Instructor II (Tenure Track).

### 12 **ELIGIBILITY FOR PROMOTION REVIEW**

13  
14 **Section 6.** Faculty members are eligible for promotion to Professor after six years in the  
15 Associate Professor rank. Except for faculty members on a twelve-year tenure clock, faculty  
16 members are not required to request promotion to Professor. Except for faculty members on a  
17 twelve-year tenure clock, an unsuccessful promotion review will not impact the candidate's  
18 continued employment.

19  
20 Faculty members are eligible for promotion to Senior Instructor II (Tenure Track) after six years  
21 in the Senior Instructor I (Tenure Track) rank. Faculty members are not required to request  
22 promotion to Senior Instructor II (Tenure Track). An unsuccessful promotion review will not  
23 impact the candidate's continued employment.

### 24 **INITIATION OF THE RECOMMENDATION FOR TENURE AND PROMOTION**

25  
26 **Section 7. Initiation of the Recommendation for Tenure and Promotion from Assistant**  
27 **Professor to Associate Professor or from Instructor (Tenure Track) to Senior Instructor I**  
28 **(Tenure Track).** Except for candidates on a twelve-year tenure clock, the academic unit head  
29 will initiate the candidate's review for tenure and promotion by requesting the candidate submit  
30 their dossier before the end of the Fall term of the academic year prior to the year in which the  
31 tenure decision is required. For most faculty members, this request will happen in the Fall term  
32 of their fifth year.

33  
34 **Section 8. Initiation of the Recommendation for Promotion from Associate Professor to**  
35 **Professor and from Senior Instructor I (Tenure Track) to Senior Instructor II (Tenure**  
36 **Track).** Except for faculty members on a twelve-year tenure clock, faculty members who wish to  
37 be considered for promotion will initiate the promotion review by notifying their academic unit  
38 head in the Fall term of the year preceding the review year.

39  
40 **Section 9. Initiation of the Recommendation for Promotion and Tenure for Faculty**  
41 **Members on a Twelve-year Tenure Clock.** For faculty members on a twelve-year tenure clock,  
42 the academic unit head will initiate the candidate's review for promotion from Assistant  
43 Professor to Associate Professor by requesting the candidate submit their dossier before the end  
44 of the Fall term of the academic year prior to the year in which the promotion decision is  
45 required. The academic unit head will initiate the candidate's review for tenure and promotion  
46 from Associate Professor to Professor by requesting the candidate submit their dossier before the

1 end of the Fall term of the academic year prior to the year in which the tenure decision is  
2 required.

3

4 **CRITERIA FOR PROMOTION AND TENURE REVIEW**

5 **Section 10.** Reviewers should base their recommendation for promotion and tenure on the  
6 assigned job duties in the candidate's position description(s); the general review criteria  
7 described in Article XX, General Guidelines for Promotion and Tenure; Faculty Senate policy;  
8 academic unit and college policies; and the expectations within the candidate's discipline  
9 provided to the candidate during the Midterm Review and Annual Reviews.

1 UNITED ACADEMICS PROPOSAL

2  
3 PROMOTION IN THE FIXED-TERM PROFESSORIAL CATEGORIES

4  
5 **Section 1.** Faculty members in the Professor (Clinical), Professor (Extension), Professor  
6 (Practice), and Professor (Senior Research) categories are not eligible for indefinite tenure, but  
7 are eligible for promotion within their category.

8  
9 Faculty members are not required to request promotion.

10  
11 An unsuccessful promotion review will not impact the candidate’s continued employment.

12  
13 **ELIGIBILITY FOR PROMOTION REVIEW**

14 **Section 2. Promotion to Associate Professor.**

- 15 a. Faculty members in the Professor (Clinical) category are eligible for promotion to  
16 Associate Professor (Clinical) after six years in the Assistant Professor (Clinical) rank.  
17 b. Faculty members in the Professor (Extension) category are eligible for promotion to  
18 Associate Professor (Extension) after six years in the Assistant Professor (Extension)  
19 rank.  
20 c. Faculty members in the Professor (Practice) category are eligible for promotion to  
21 Associate Professor (Practice) after six years in the Assistant Professor (Practice) rank.  
22 d. Faculty members in the Professor (Senior Research) category are eligible for promotion  
23 to Associate Professor (Senior Research) after six years in the Assistant Professor (Senior  
24 Research) rank.

25  
26 **Section 3. Credit for Prior Service.** The number of years of credit towards promotion for prior  
27 service, if any, must be stated in the offer letter.

28  
29 **Section 4. Hiring with Rank.** In exceptional cases, a faculty member may be hired with a rank  
30 of Associate Professor (Clinical), Professor (Clinical), Associate Professor (Extension),  
31 Professor (Extension), Associate Professor (Practice), Professor (Practice), Associate Professor  
32 (Senior Research), or Professor (Senior Research).

33  
34 **Section 5. Promotion to Professor.**

- 35 a. Faculty members in the Professor (Clinical) category are eligible for promotion to  
36 Professor (Clinical) after six years in the Associate Professor (Clinical) rank.  
37 b. Faculty members in the Professor (Extension) category are eligible for promotion to  
38 Professor (Extension) after six years in the Associate Professor (Extension) rank.  
39 c. Faculty members in the Professor (Practice) category are eligible for promotion to  
40 Professor (Practice) after six years in the Associate Professor (Practice) rank.  
41 d. Faculty members in the Professor (Senior Research) category are eligible for promotion  
42 to Professor (Senior Research) after six years in the Associate Professor (Senior  
43 Research) rank.

44  
45 **INITIATION OF THE RECOMMENDATION FOR PROMOTION**

1 **Section 6.** Faculty members who wish to be considered for promotion will initiate the promotion  
2 review by notifying their academic unit head in the Winter term in the year preceding the review  
3 year.  
4

5 Faculty members are eligible to initiate the promotion review in the Winter term of their fifth  
6 year in rank so that their promotion review occurs during their sixth year in rank and they may be  
7 promoted at the end of their sixth year in rank.  
8

#### 9 **CRITERIA FOR PROMOTION REVIEW**

10 **Section 7.** Reviewers should base their recommendation for promotion on the assigned job duties  
11 in the candidate's position description(s); the general review criteria described in Article XX,  
12 General Guidelines for Promotion and Tenure; Faculty Senate policy; academic unit and college  
13 policies; and the expectations within the candidate's discipline provided to the candidate during  
14 Annual Reviews.  
15

16 Faculty members in the Fixed-Term Professorial categories have a diverse range of assigned job  
17 duties, including clinical practice and extension, that are critical to advancing OSU's missions.  
18 Because of this, it is critical that these assigned job duties be evaluated following established  
19 criteria, particularly criteria for peer evaluation and patient, client, and student input.  
20

21 **Section 8. Criteria for Promotion Review for the Professor (Extension) and Professor**  
22 **(Senior Research) Categories.** Criteria for promotion review specific to the Professor  
23 (Extension) and Professor (Senior Research) categories are not currently described in Faculty  
24 Senate or other university policy. A Joint Labor Management Committee made up of at least  
25 three members from each Party will meet between July 1, 2020 and June 30, 2021 to craft  
26 appropriate evaluation criteria and procedures specific to these categories that encourage the  
27 promotion and retention of faculty members who demonstrate excellence in the performance of  
28 their assigned job duties. Faculty Senate representatives will be invited to participate.

1 UNITED ACADEMICS PROPOSAL

2  
3 PROMOTION IN THE FIXED-TERM INSTRUCTIONAL CATEGORIES AND FIXED-  
4 TERM RESEARCH CATEGORIES

5  
6 **Section 1.** Faculty members in the Instructor, Instructor (PAC), Faculty Research Assistant, and  
7 Research Associate categories are not eligible for indefinite tenure, but are eligible for promotion  
8 within their category.

9  
10 Faculty members are not required to request promotion.

11  
12 An unsuccessful promotion review will not impact the candidate’s continued employment.

13  
14 **ELIGIBILITY FOR PROMOTION REVIEW**

15 **Section 2. First Promotion.**

- 16 a. Faculty members in the Instructor category are eligible for promotion to Senior Instructor  
17 I after four years in the Instructor rank.  
18 b. Faculty members in the Instructor (PAC) category are eligible for promotion to Senior  
19 Instructor I (PAC) after four years in the Instructor (PAC) rank.  
20 c. Faculty members in the Faculty Research Assistant category are eligible for promotion to  
21 Senior Faculty Research Assistant I after four years in the Faculty Research Assistant  
22 rank.  
23 d. Faculty members in the Research Associate category are eligible for promotion to Senior  
24 Research Associate I after four years in the Research Associate rank.

25  
26 **Section 3. Credit for Prior Service.** For faculty members with appointments in the Fixed-Term  
27 Instructional categories and Fixed-Term Research categories, credit for prior service towards  
28 promotion is limited to a maximum of two years. The number of years of credit towards  
29 promotion for prior service, if any, must be stated in the offer letter. A prior appointment at OSU  
30 in the Postdoctoral categories may be particularly appropriate for granting credit towards  
31 promotion for prior service.

32  
33 **Section 4. Hiring with Rank.** Faculty members may only be hired into the Fixed-Term  
34 Instructional categories and Fixed-Term Research categories at the lowest rank (i.e. Instructor,  
35 Instructor (PAC), Faculty Research Assistant, Research Associate).

36  
37 **Section 5. Second Promotion.**

- 38 a. Faculty members in the Instructor category are eligible for promotion to the rank of  
39 Senior Instructor II after four years of service in the Senior Instructor I rank.  
40 b. Faculty members in the Instructor (PAC) category are eligible for promotion to the rank  
41 of Senior Instructor II (PAC) after four years of service in the Senior Instructor I (PAC)  
42 rank.  
43 c. Faculty members in the Faculty Research Assistant category are eligible for promotion to  
44 the rank of Senior Faculty Research Assistant II after four years of service in the Senior  
45 Faculty Research Assistant I rank.

- 1 d. Faculty members in the Research Associate category are eligible for promotion to the  
2 rank of Senior Research Associate II after four years of service in the Senior Research  
3 Associate I rank.  
4

#### 5 **INITIATION OF THE RECOMMENDATION FOR PROMOTION**

6 **Section 6.** Faculty members who wish to be considered for promotion will initiate the promotion  
7 review by notifying their academic unit head by the beginning of Spring term in the year  
8 preceding the review year.  
9

10 Faculty members are eligible to initiate the promotion review in the Spring term of their third  
11 year in rank so that their promotion review occurs during their fourth year in rank and they may  
12 be promoted at the end of their fourth year in rank.  
13

#### 14 **CRITERIA FOR PROMOTION REVIEW**

15 **Section 7.** Reviewers should base their recommendation for promotion on the assigned job duties  
16 in the candidate's position description(s); the general review criteria described in Article XX,  
17 General Guidelines for Promotion and Tenure; Faculty Senate policy; academic unit and college  
18 policies; and the expectations within the candidate's discipline provided to the candidate during  
19 Annual Reviews.

1 UNITED ACADEMICS PROPOSAL

2  
3 MIDTERM REVIEWS FOR TENURE-TRACK FACULTY

4  
5 **Section 1.** All academic units will conduct intensive midterm reviews for faculty members in the  
6 Tenure-Track classification. The primary intent is to review progress toward indefinite tenure so  
7 that timely guidance can be extended to the faculty member.  
8

9 **Section 2.** Midterm reviews are supplemental to the Annual Review and to the subsequent  
10 formal promotion and tenure evaluation. The midterm review provides opportunity for the  
11 academic unit faculty, academic unit head, dean, and other supervisors to observe and comment  
12 upon an individual faculty member's performance relative to academic unit, college, and  
13 university promotion and tenure guidelines. The midterm review is also an opportunity to offer  
14 appropriate advice and counsel on improving performance to meet promotion and tenure  
15 requirements.  
16

17 The midterm review provides a forum for the faculty member being reviewed to ask questions  
18 about the process and criteria for granting indefinite tenure and promotion.  
19

20 **Section 3.** The following guidelines are to be used in conducting midterm tenure reviews:

- 21 a. Midterm reviews will usually be conducted during the final quarter of the third year of  
22 the initial appointment. For faculty members whose probationary service has been either  
23 shortened for prior service or lengthened for extenuating circumstances, the review  
24 should be done during the year which best equates with the mid-point in the faculty  
25 member's probationary service.  
26 b. The midterm review replaces the Annual Review in the year it takes place.  
27 c. All materials used in the review must be open to review by the faculty member, including  
28 any external letters of evaluation that might be solicited, unless a waiver of access has  
29 been signed.  
30 d. The outcome of the midterm review must be shared with the faculty member by June 15  
31 for comment and signature and included in the faculty member's personnel record.  
32 e. Academic units and colleges may develop additional guidelines. All such academic unit-  
33 specific guidelines must be consistent with university guidelines and must be submitted  
34 to the Provost for review and approval prior to implementation. As with any set of  
35 guidelines, academic units are responsible for informing their faculty of any additional  
36 guidelines they have created. Academic units and colleges must apply the process  
37 uniformly to all members of the faculty on annual tenure-track appointments.  
38

39 **Section 4. Process.** The following process shall be used for midterm reviews.

- 40 a. The midterm review shall be discussed with each eligible faculty member by the  
41 academic unit head during the winter or spring of the academic year prior to a planned  
42 review.  
43 b. The faculty member shall prepare a dossier for review under specifications and timelines  
44 provided by the academic unit head. The format for the dossier shall be similar to the  
45 format used in the promotion and tenure process described in Article XX, Sections XX.

- 1 c. External letters of evaluation for a midterm dossier should only be sought in  
2 extraordinary cases, such as where there is insufficient expertise on campus to make an  
3 evaluative judgment of an important part of a candidate's performance. As with the  
4 promotion and tenure dossier, formal student or client input and peer review of teaching  
5 reports shall be included if the faculty member has been assigned teaching as a job duty  
6 in their position description.
- 7 d. When a faculty member is assigned to a location more than thirty miles from the  
8 Corvallis campus, the academic unit head may solicit letters of evaluation from faculty  
9 members outside of the academic unit who can make an evaluative judgment of an  
10 important part of a candidate's performance.
- 11 e. The dossier shall be reviewed by the academic unit head (and any other supervisors, if  
12 applicable) and the academic unit Promotion and Tenure Review Committee. Their  
13 written evaluations shall be added to the dossier and provided to the faculty member.  
14 Their letters shall include an evaluation of progress towards promotion and tenure, as  
15 well as recommended actions the faculty member and academic unit should take.
- 16 f. The academic unit head shall schedule a meeting with the faculty member to discuss the  
17 outcome of the review and initial recommendations. The chair of the unit Promotion and  
18 Tenure Review Committee and other supervisors (if applicable) shall also be invited to  
19 participate. All parties present should discuss the performance of the faculty member  
20 relative to unit, college, and university promotion and tenure guidelines. The academic  
21 unit head and the faculty member shall review promotion and tenure guidelines and  
22 procedures to ensure that the faculty member has been informed about the process and  
23 criteria for evaluating faculty members for granting of indefinite tenure.
- 24 g. Within ten days of this meeting, the faculty member may attach comments, explanations,  
25 or rebuttal materials to the review before signing to indicate that the document is  
26 complete.
- 27 h. The academic unit head shall forward the dossier and any attachments to the dean for  
28 review.
- 29 i. At the discretion of the dean, the review is either signed and returned, or the dean will  
30 schedule a meeting with the faculty member, the academic unit head, and/or other  
31 appropriate administrators.
- 32 j. In the event of a meeting at the college level, the dean will send written comments to the  
33 faculty member on the performance of the individual relative to promotion and tenure  
34 guidelines. The dean's letter, including any modifications in the recommendations for the  
35 faculty member, is sent through the academic unit head to the faculty member for  
36 signature and, if desired, a response.
- 37 k. The academic unit head, in consultation with other supervisors, reviews the final results  
38 of the midterm review with the faculty member and discusses issues or concerns raised  
39 during the review. A copy of the review and the recommendations, signed by the faculty  
40 member, the chair, and the dean, is placed in the faculty member's personnel record.