

I. MEDIA SCHOOL FACULTY

1. Definitions

1.1 Voting core faculty consists of faculty members with at least 0.5 FTE in the Media School.

1.2 Partial FTE faculty consists of faculty members with less than 0.5 FTE in the Media School.

1.3 Affiliated faculty consists of faculty members with formalized affiliation but no FTE in the Media School.

2. Founding Faculty Members

Until the Media School units are constituted, the Media School's faculty will be limited to faculty from Journalism, Telecommunications, and Communication & Culture who have indicated they wish to join. These faculty members may join the Media School with partial FTE. All faculty appointments will need final approval from the Executive Dean of the College.

3. Transfer of FTE to Media School

The process for FTE transfer will be as per University and College procedure. Prior to constitution of the Media School on July 1, 2015, the Faculty Advisory Board will represent the Media School faculty with regards to the requests for FTE transfer into the school from faculty who do not originate from Journalism, Telecommunications, and Communication & Culture. All FTE transfers will require approval from the Executive Dean and the Dean of the Media School. Faculty whose transfers are approved will have the opportunity to participate in school and unit organization during the 2014-2015 academic year.

The process for FTE transfer will follow College procedures (<http://college.indiana.edu/faculty/policy/collegepolicies/fte.shtml>). A member of the university faculty may seek reassignment to another department or unit with a full or partial transfer of budgeted FTE to the new department or unit. The procedures are as follows:

3.1 To initiate the process, the faculty member must submit to the Dean of the Media School a letter of intent to transfer that outlines: (a.) the reasons for the transfer; (b.) the percentage of FTE the faculty member aims to transfer and the effect that the transfer would have on the tenure or promotion home of the faculty member; (c.) a statement outlining how the faculty member's work aligns with the Media School's research, teaching (including a specific list of courses the faculty member is prepared to teach), and service mission; and (d.) the home unit and tie unit (choosing a tie unit is optional) with which the faculty member aims to affiliate.

3.2 Pending initial approval by the Dean, the home unit, as identified by the faculty member, will vote on whether it is in favor of proceeding and pass that recommendation on to the Dean.

3.3 Pending approval by the Dean, the faculty member will give a research talk open to the entire Media School faculty. The talks will be recorded on video and be available to Media School faculty who were unable to attend the live talk.

3.4 The faculty member's transfer will then be discussed in a forum led by the unit chair of the intended home unit and voted on by the entire media school faculty. A two-thirds majority vote constitutes a recommendation by the school faculty. After the vote, the chair of the home unit will

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write a letter to the Dean of the Media School with a recommendation for acceptance or rejection of the proposed transfer.

3.5 The Media School Dean will accept or reject the proposed transfer in consultation with the Executive Dean.

Addendum 1: College Policy on FTE Transfer:

A member of the College faculty may seek reassignment to another department or unit (i.e. Program, Center, or Institute with affiliated faculty) with a full or partial transfer of budgeted FTE to the new department or unit. The approval process requires written statements from the chairs or directors of all departments or units whose budgets are affected by the proposed transfer. The statements should address any changes in the tenure or promotion home of the faculty member. All requests and supporting statements should be submitted to the Dean by no later than the first week of the fall or spring semester prior to the effective date of the transfer. The Dean will consult with the College Policy Committee prior to making a decision. The Dean will then communicate his or her decision in writing to all parties identified above.

4. Units of Voting Core Faculty

4.1 Home Unit: Each voting core faculty member will have a designated home unit (tentatively named Cinema and Media Studies, Communication Science, Journalism, and Media Arts & Production).

4.2 Tie Unit: A tie unit is defined as a second unit (different from the home unit) in which voting core faculty have voting rights and service responsibilities. Each voting core faculty member may designate one tie unit. Faculty members who designate a tie unit also designate whether their merit evaluations will occur in the home unit or by both units. A core faculty member may choose to engage in the activities of more units, within the parameters of the policies of the units, but his/her voting privileges will be limited to his/her home unit and tie unit (if s/he has one). Each unit will develop policies for admission to and continuation of tie member status.

4.3: When eligibility on a School-wide vote or committee is determined by unit, faculty must vote and run as a member of their home unit.

4.4 During the transition period, the faculty members from Journalism, Telecommunications, and Communication & Culture who have chosen to join the Media School will select their home unit. In addition, those who wish to have a tie unit may provisionally select their tie unit. Tie unit membership will become final after the units have developed and put into practice a policy of admission of tie members.

5. Partial FTE Faculty (<.5)

Faculty members with < .5 FTE are designated as non-voting faculty for School-wide votes. They will have a designated home unit. The policies of the home unit will determine the rights, privileges, and responsibilities of the partial FTE faculty member within that unit.

6. Relationship of Affiliated Faculty

Ordinarily, an IU faculty member may seek affiliation with the Media School by petitioning the Faculty Advisory Board after making evident his/her commitment to the Media School by investing in at least two of the following activities (or their equivalents): (i) teaching joint-listed courses, (ii) serving on graduate student committees, (iii) serving on media-related Individualized Major Program (IMP) committees, (iv) serving on advisory boards of Media School centers and institutes, (v) publishing in Media School-related areas, (vi) serving on editorial boards of media journals, and (vii) collaborating on grants with Media School faculty (core and/or affiliated). The School may consider other kinds of extraordinary activities not listed here when considering affiliation requests.

6.1 Affiliated faculty members will be affiliated at the level of the Media School, but will not have a home unit.

7. Eligibility for Media School Grants, Fellowships, and Awards

The awardee or designated leader of a project shall be a voting core faculty member.

II. Media School Administration

1. Dean

The Media School Dean will be the chief administrative officer of the Media School. The Dean will:

- Have a 100 percent administrative appointment;
- Be a tenured member of the faculty of a unit of the School with a full-time FTE in the School with preference going to full professors;
- Engage in fundraising;
- Maintain and enhance relationships with alumni, donors, foundations, corporations, government funding agencies, and other School constituencies outside of the University;
- Work with the College Executive Dean, School Associate Dean, Faculty Advisory Board, and unit chairs to develop long-range plans for academic programs;
- Work with the School Associate Dean, unit chairs and faculty search committees to recruit faculty;
- Hire faculty recommended by the faculty search committees, in consultation with the School Associate Dean;
- Make salary recommendations, in consultation with the Associate Dean, to the Executive Dean;
- Work with the School Associate Dean and unit chairs to develop interdisciplinary graduate and undergraduate programs within the School and with other units outside of the School;
- Shape and manage overall School structure and systems in consultation with the School Associate Dean, Faculty Advisory Board, and unit chairs;
- Meet regularly with School directors and chairs;
- Represent the Media School when necessary;
- Meet at least once per semester with the School Faculty Advisory Board;
- Perform such other duties as assigned by the College Executive Dean;
- Report to the College Executive Dean.

2. Associate Dean

The Media School Associate Dean will be in charge of day-to-day operations of the Media School. The Associate Dean will:

- Be appointed by and directly report to the Media School Dean;
- Be a tenured member of the faculty of a unit of the School with a full-time FTE in the School with preference going to full professors;
- Have a 100 percent administrative appointment;
- Represent the School at Campus and College Associate Deans meetings;
- Work with the College Executive Dean, School Dean, Faculty Advisory Board, and unit chairs to develop long-range plans for academic programs;

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- Work with the School Dean and unit chairs to develop interdisciplinary graduate and undergraduate programs within the School and with other units outside of the School;
- Work with the School Dean, Faculty Advisory Board and unit chairs to develop priorities for faculty and staff hiring within the school;
- Work with the School Dean, unit chairs and faculty search committees to recruit faculty;
- Shape and manage overall School structure and systems in consultation with the School Dean, Faculty Advisory Board and unit chairs.

In consultation with the Media School Dean:

- Develop the School budget and prepare budget documents;
- Hire faculty recommended by faculty search committees;
- Recruit and hire staff for the School and approve staff hires for the units;

And:

- Meet regularly with directors and unit chairs;
- Serve as an ex-officio, non-voting member of the Faculty Advisory Board;
- Perform duties of the Dean in the School Dean's absence;
- Support the School Dean in development efforts, particularly alumni relations;
- Work with tenure and promotion committees on thorough and timely processing of all personnel matters, including the selection of outside reviewers;
- Perform such other duties as assigned by the School Dean.

3. Director of Graduate Studies

The Director will:

- Be appointed by the School Dean in consultation with the School Associate Dean;
- Serve a three-year term;
- Be a tenured member of the faculty of a unit within the School;
- Receive a compensation package set by the School Dean;
- Chair the school-wide graduate committee to coordinate enrollment for the school;
- Lead the graduate course-development process;
- Work with Units to develop graduate curricula;
- In consultation with the School's Graduate Committee and the School's Director of Undergraduate Studies, oversee the recruitment, training, and assignment of Associate Instructors/Graduate Assistants for teaching or research;

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- Work with the Director of Career and Internship Services¹ on professional opportunities for graduate students;
- Ensure that the School is complying with Campus and School policies regarding the compensation for Associate Instructors/Graduate Assistants and their working conditions;
- Lead and manage the grievance procedure for graduate students;
- Work with unit chairs and faculty committees in the School and graduate associate deans and directors in other Campus units to develop interdisciplinary curricular programs for M.A. and Ph.D. students;
- Work with Director of Undergraduate Studies, unit chairs and individual faculty to assign faculty to graduate courses;
- Report to the School Associate Dean.

4. Director of Undergraduate Studies

The Director of Undergraduate Studies will:

- Be appointed by the School Dean in consultation with the School Associate Dean;
- Serve a three-year term;
- Be a tenured member of the faculty of a School unit;
- Receive a compensation package set by the School Dean;
- Lead and manage the grievance procedure for undergraduate students;
- Lead the undergraduate course-development process;
- Recruit, hire, and mentor adjunct instructors and visiting instructors in consultation with the Associate Dean;
- Monitor enrollments and propose plans for improving them;
- Chair the School Undergraduate Curriculum Committee;
- Represent the School when necessary;
- Oversee the academic misconduct process;
- Oversee and manage the School's student organizations;
- Supervise the Honors Director in the School;
- Work with the Director of Graduate Studies, unit chairs and individual faculty to assign and schedule faculty to undergraduate courses;
- Work with the Director of Career and Internship Services on internship and employment opportunities for undergraduate students;
- Report to the School Associate Dean.

¹ Job title(s) need to be coordinated with the report of the Staffing Task Force.

5. Director of Research and Creative Activity

The Director of Research and Creative Activity will:

- Be appointed by the School Dean in consultation with the School Associate Dean;
- Be a tenured member of the faculty of a unit in the School;
- Serve a three-year term;
- Receive a compensation package set by the School Dean;
- Aid faculty in finding appropriate sources of University and external funding for research and lead the School's efforts to increase levels of sponsored programs;
- Chair the School Research Committee, which oversees allocation of the School's research budget;
- Supervise School compliance officers, grant writers and other School staff aiding in faculty research efforts;
- Develop plans and programs to encourage collaboration between researchers in different School units and with other University academic units;
- Work with faculty committees and research center directors to develop policies regarding the use of shared research space in the School;
- Work with research center directors to help them develop plans for sustainability of the centers in regard to funding and programs of research;
- Help research centers and faculty develop partnerships for research with centers, faculty, and other appropriate co-investigators on Campus, in the University, and outside of the University;
- Report to the School Associate Dean.

6. Honors Director

The Honors Director will:

- Be appointed by the School Associate Dean;
- Be a tenured member of the faculty;
- Serve a three-year term;
- Report to the Director of Undergraduate Studies;
- Receive a compensation package set by the School Dean;
- Work with standing or ad hoc committees in the School to expand and enhance existing honors programs to include students in all units;
- Serve as a liaison with the Hutton Honors College on shared or cooperative programs;
- Supervise the selection process for students entering honors programs;
- Engage in outreach with parents, students and other constituencies to recruit students;
- Keep track of honors student academic performance to ensure that students maintain at least minimum requirements for the honors program;

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- Work with partners in the United States and abroad in planning special programs for honors students.

7. Unit Chairs²

The Unit Chair will:

- Be appointed by the School Dean in consultation with the School Associate Dean, after having received a recommendation from the voting faculty of the unit;
- Serve a three-year term, with the possibility of renewal at the discretion of the School Dean and consistent with unit by-law limits;
- Be a tenured and home member of the faculty of the unit or hold the rank of senior or full lecturer or professor of practice in units with no or few tenured or tenure-track faculty;
- Receive a compensation package set by the School Dean;
- Oversee the process of developing, maintaining and altering unit governance policies and procedures;
- Mentor tenure-track and non-tenure track faculty within the unit to ensure they are progressing toward tenure, promotion to full professor or promotion to senior NTT status;
- Oversee tenure and/or promotion process for unit faculty, including writing the chair's letter;
- Nominate and write letters of support for unit faculty applications for fellowships and other honors and monetary awards when required;
- Work with faculty to develop appropriate Unit committees and populate those committees;
- Meet regularly with other unit chairs in the School and with the School Dean, School Associate Dean and directors to develop shared programs of study and research and to ensure that the units are not duplicating efforts;
- Oversee unit merit review process and make recommendations to the dean for salary raises;
- Handle unit-specific inquiries from upper administration;
- Report to the School Dean.

² Unit chairs elected this academic year (2014-2015) will serve through June 30, 2015. Normal terms will begin July 1, 2015.

III. Media School-Level Committees

General Policies

- Committee members will serve staggered three-year terms (one-third of a committee will be replaced each year);
- No committee member may serve in the same capacity on the same committee for more than two consecutive terms;
- Units will determine their own policies concerning the appointment or election of their faculty representatives on the school-wide committees;
- This document can be amended by a two-thirds affirmative vote of the Faculty Advisory Board, subsequently submitted for ratification, by a simple yes/no vote, to those persons who are eligible to vote in the election of members to the Faculty Advisory Board. A majority of votes will determine the outcome. Should a tie occur, the amendment will fail, and the present document will remain unchanged. If the amendment is approved, the change will be posted promptly on the Committee's website.

1. Faculty Advisory Board

Effective Spring 2015, the Media School will constitute a permanent Faculty Advisory Board (FAB), replacing the interim FAB board. The FAB will meet twice each semester with the Dean and on other occasions as needed.

In consultation with the School Dean, the FAB shall:

- Formulate and approve strategic direction and goals of the School;
- Periodically review degree programs and approve modifications to curricula in the School (by subcommittee);
- Advise the School Dean on major budgetary allocations in the School (by subcommittee);
- Communicate to the School and College Deans faculty concerns in the School;
- Apprise the School Dean of collaborative initiatives between units in the School;
- Serve as liaison with the External Board of the School (representative selected among elected members of FAB);
- Serve as the School's policy committee;
- Provide advice on Media School Dean searches;
- Review and vote on a unit's recommendation for reappointment or promotion in cases where a unit consists of fewer than 60% tenured or tenure track faculty. The FAB's recommendation will then be submitted to the Media School Dean.

1.1 Membership

In addition to the Associate Dean who will serve as the chair and ex-officio non-voting member, the Board will be comprised of nine members, all elected. Membership will be for three years. Committee members must have a minimum .75 FTE in the School. To ensure continuity, beginning in the third

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year, one third will rotate off and be replaced by newly-elected members, who will serve beginning the following fall.

1.1.1 Election of members

Core faculty will be elected from among core faculty with at least .75 FTE in the School.

- 8—two from each core unit, each elected at the unit level
- 1 at-large from the Media School Faculty

2. Standing School-level Committees

The following standing School-level committees shall be established.

2.1 Graduate Affairs Committee

- Members of this committee shall include: Director of Graduate Studies; two members from each unit, one appointed by the unit chair and one elected by the unit faculty; and one non-voting graduate student representative elected by graduate students.
- The charge of this committee is to coordinate and administer graduate degree programs. This includes: graduate student admissions; resource allocation for graduate student assistantships and fellowships; graduate degrees and curriculum modifications; graduate program promotion; and graduate student orientation. This committee will recommend graduate program policies and procedures to the deans and will work in consultation with the School's Curriculum Committee.

2.2 Undergraduate Curriculum Committee

- Members of this committee shall include: Director of Undergraduate Studies; the Director of Graduate Studies; leaders from each undergraduate curriculum area (each appointed by the Media School's Director of Undergraduate Studies in consultation with unit chairs); the undergraduate curriculum coordinator; and a representative from academic advising appointed by the Associate Dean.³
- The charge of this committee is to: work with curriculum committees of each track to coordinate track/specialization requirements; recommend to the deans policies and procedures regarding undergraduate programs and online initiatives; review and propose for consideration modules, specializations, and tracks; and consult with the School's Graduate Committee when appropriate.

2.3 Research and Creative Activity Committee

- Members of this committee shall include: Director of Research and Creative Activity and one faculty member from each unit. Each unit will determine if their representative is elected or appointed.

³ For the 2014-15 academic year only, the School Associate Dean will appoint members representing the undergraduate curriculum areas.

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- The charge of this committee is to: support faculty and student research and creative activities; identify and facilitate funding opportunities; evaluate faculty proposals for Media School funding; promote lectures, workshops and colloquia; identify potential partners for collaboration outside the School and the University.

2.4 Student Advisory Committee

- Members of this committee shall include: one dean-appointed faculty liaison; one representative from each student media outlet; one member from each student organization; two elected at-large undergraduate representatives.
- The charge of this committee is to: serve in an advisory capacity to the School and Associate Deans and the School's committees; represent interests and concerns of Media School students.

3. Unit-level Committees

3.1 Graduate Affairs Committee

- Members of this committee shall include: the unit chair; [at least] two faculty members.
- The charge of this committee is to: evaluate graduate applications and admissions; report to the School's Graduate Affairs Committee.

3.2 Advisory Committee

- Members of this committee shall include: [at least] two faculty members.
- The charge of this committee is to: represent unit faculty; advise the unit chair; develop and interpret unit policies.

3.3 Merit Review Committee

- Members of this committee shall include at least three faculty members.
- The charge of this committee is to evaluate faculty and recommend annual merit salary increases to the unit chair. The chair shall send recommendations to the School Dean.
- Members of this committee shall be selected by the unit.

4. Tenure and Promotion Review Committee

- All members serve two-year terms.
- The charge of this committee is to: evaluate faculty and make recommendations on tenure and promotion cases to the Media School Dean.
- The Committee consists of a Tenure Review Committee, which handles tenure cases, and a Promotion Review Committee, which consists of only members of the Tenure and Promotion Committee who are full professors and which handles promotion cases.

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4.1 Tenure Review Committee

- Members of this committee shall include: ten appointed members of the Tenure and Promotion Review Committee. All must be tenured.
- Eight shall be appointed by the Media School Dean to represent the four units, with equal representation from each unit.
- Two members from outside the Media School shall be appointed by the Executive Dean to represent the College.
- Two alternate members, who must be full professors, shall be appointed by the Dean to serve in cases where, due to recusals or other circumstances, a quorum of six is not available.
- The Media School Dean will chair this committee.

4.2 Promotion Review Committee

- The Promotion Review Committee will be constituted following the exact procedures as for the Tenure Review Committee described above, except that all members must have attained the rank of full professor.
- The Media School Associate Dean shall chair this committee, provided he or she holds the rank of Professor. In the case that the Associate Dean does not hold the rank of professor, the Dean shall appoint a committee chair for these deliberations.

IV. Tenure and Promotion Expectations and Procedures

Faculty with a tenure home in the Media School will undergo a process of review for tenure and promotion in accordance with established university and College of Arts and Sciences criteria.⁴

1.1 General Procedure

- Tenure and Promotion review will begin in the home unit. The home unit will carry out the initial review and vote on the recommendation for tenure or promotion.
- Following the home unit vote, the unit chair will write a recommendation that will be sent, with the case, to the School Tenure and Promotion Review Committee.
- The School Tenure and Promotion Review Committee will consider the case and vote on a recommendation, which will be forwarded to the Media School Dean.
- ~~The Media School Dean will write the School report and send the case forward to the Executive Dean of the College for review. The Executive Dean will forward the case along with his or her recommendation to the Campus Tenure or Promotion Committee as appropriate.~~

⁴ During the transition period some candidates may be governed by slightly different procedures in accordance with existing Memoranda of Understanding (MOU). It is understood that the School hopes to minimize the use of MOUs in favor of school-wide procedures. MOU's are not to be used to negotiate issues such as teaching expectations, salary, or any other issues outside the purview of the tenure and promotion process.

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- ADOPTED 10/11/16 –After the Media School Tenure and Promotion Committee records its evaluation and recommendation, the Media School Dean prepares a letter evaluating the research/creative activity, teaching, and service, together with a recommendation (vote) on tenure and/or promotion. Before submitting the letter and recommendation, the Media School Dean will make the dossier available to the Executive Dean of the College and will consult with the Executive Dean. Following consultation, the Media School Dean will submit the letter and recommendation to the Vice Provost for Faculty and Academic Affairs by mid-December.

1.2 Criteria and Expectations

- The School shall develop expectations for tenure and promotion in its various domains of scholarly and creative activity.
- To that end, each unit with tenure lines in the Media School shall develop tenure and promotion expectations and criteria concerning teaching and service, as well as expectations and criteria that reflect the disciplinary and interdisciplinary foci of the research/creative activity of that unit.
- The FAB will develop teaching and service expectations for promotion and tenure in the School.
- The School in consultation with the FAB will review and publish these expectations, combining and integrating the expectations and criteria developed by each unit.

1.3 Annual Review Procedures

- Each tenure-track faculty member will be reviewed annually by the Chair of the Unit. These annual reviews provide an opportunity to evaluate whether the faculty member is progressing favorably and offer units an opportunity to bring potential problems to the candidate's attention in a timely fashion. A written summary of the annual review must be provided to the candidate.

1.4 Midterm review for tenure-track candidates

- No later than the third year of the probationary period for a tenure-track faculty member, the member will receive a midterm reappointment review. The midterm review is a thorough review that involves a unit review, a vote of eligible unit faculty, a review by the Chair of the Unit, which is then sent to the School Dean. This is an opportunity for senior colleagues to learn more about each junior colleague's work, provide mentorship, and evaluate the progress towards meeting the criteria towards tenure. In the case of a decision not to reappoint, candidates may appeal the decision. In the case where reappointment is made, it is important to emphasize that this decision does not guarantee tenure.

1.5 Review Procedures for Tenure

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- Each unit shall establish the specific procedures for faculty participation in the review and vote for tenure and promotion, in accordance with University and College policy, with the following guidelines and conditions:
 - An ad hoc committee of three people will be formed from faculty in the unit with expertise in the candidate's research.
 - This committee will conduct, draft, and present the tenure review to the unit faculty, which will vote on the case in accordance with university and College policies. The unit review will become part of the tenure/promotion dossier.
- The unit chair will write a letter summarizing the case and the unit's vote on the candidate. This will become part of the tenure or promotion dossier that will be forwarded to the Media School Tenure and Promotion Review Committee for consideration.
- The Media School Tenure and Promotion Review Committee will consider each case, vote on the recommendation, and write a report.
- The Media School Dean will write a report summarizing the case and send it case forward to the Executive Dean of the College. The Executive Dean will forward the case along with his or her recommendation to the Campus Tenure or Promotion Committee as appropriate.

V. Policies Relating to Responsibilities and Review of NTT Faculty (e.g., Professors of Practice, Lecturers and Senior Lecturers) in the Media School

It is recognized that lecturers and senior lecturers in the units come into the Media School with a wide variation in the tasks that they have been contracted to perform, the number of courses they are expected to teach and the extent to which they are expected to perform other activities, including those related to professional development and service. Further, merit and promotion evaluations have been made using different criteria in each of the original units. Within the limits imposed by these variations, the following criteria shall be met.

1. Service Responsibilities

An NTT faculty member's duties are normally heavily weighted toward teaching. NTT Faculty are also encouraged to perform service work at both the unit- and school-levels. The individual units will determine on which unit-level committees NTT Faculty are eligible to serve. Normally, this committee work would focus on the pedagogical and curricular activity of the unit or School. The Faculty Advisory Board will determine the school-level committees on which NTT Faculty are eligible to serve, in consultation with the Deans and in accordance with university policies.

2. Contractual Teaching Responsibilities

The default teaching responsibility of NTT Faculty in the Media School is six courses—or the equivalent in instructional support work—as approved by the Media School Dean. Within that framework, the Media School will consider teaching reductions for lecturers and senior lecturers to enable professional development, and creative activity, as relevant to the needs of the units and the School. Procedures will be developed by the Dean and Associate Dean of the Media School through which faculty can apply for these reductions.

3. Merit and Progress Evaluation Procedures

The preponderance of evaluation for NTT faculty members is focused on teaching. However, as noted above, the School recognizes very valuable service contributions that are being made by individual NTT faculty. Each unit within the Media School will develop procedures for evaluating the merit of NTT faculty in their unit. These may include separate assessments of teaching and service as specified by the unit. Procedures for evaluating each of these areas shall be established by each unit. The School shall consider the expectations developed by each unit, and develop a broader set of expectations to guide future hiring and promotion.

4. Promotion Procedures

NTT faculty are eligible for promotion from the rank of Lecturer to the rank of Senior Lecturer, following the College Policy on Non-Tenure Track Faculty. Evaluation of cases will take place in the Tenure and Promotion Review Committee.

VI. Merit Review Policies and Procedures

1. Elements common across units:

- 1.1 Merit Review committees will consist of at least three members of the unit, with at least one member from among untenured or NTT faculty in that unit.
- 1.2 Committee members are elected for two year terms. The unit chair appoints one member to the committee. That member serves a two year term as well.
- 1.3 The committee elects its own chair – although the unit chair attends its meetings.
- 1.4 Materials for annual merit reviews include each faculty member’s FAR, resume, student evaluations, grade distribution report – and whatever supplemental materials, including, course syllabi, that each faculty member wishes to include.
- 1.5 Merit allocations will be based on the following breakdowns:
 - Assistant professors: 50-40-10 (research, teaching, service)
 - Associate and full professors: 40-40-20 (research, teaching, and service)
 - Lecturers: 90-10 (teaching, service)
 - Senior lecturers: 80-20 (teaching, service)
 - POPs expected to continue doing creative work: 80-20 (teaching, service including creative work)
 - POPs expected to focus internally: 90-10 (teaching, service)

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1.6 Committee members will use the following five point scale for evaluating research, teaching and service contributions: 5 = outstanding, 4 = very good; 3 = adequate, 2 = needs some improvement, and 1 = inadequate.

1.7 Merit allocations will be based on rolling three year averages.

1.8 Merit raises will be based on performance using the following formula:

- Merit raise = $(M/T)*P$ where M is the faculty member's merit score, T is the total of all merit scores for faculty in the unit, and P is the total pool of merit money allocated to the unit.

1.9 Committee merit allocations are recommendations and are advisory to the chair.
Chair merit allocations are advisory to the deans.

2. Elements not common across units:

2.1 Evaluation criteria, a function of unit and field expectations.

2.2 The role of the unit chair in preparing reports for each member of their unit's faculty.

VII. Other ranks

Nothing in this document is intended to preclude the establishment of other ranks in the School, such as clinical or research titles.