



Date: May 18, 2016

Memo to: David W. McLaughlin, Provost

From: Fred Carl
Chairperson, C-Faculty Senators Council
A/Y 2015-2016

Subject: Leonard N. Stern School of Business Appointment and Promotion Standards and
Procedures for Full-Time Non-Tenure Track/Contract Faculty

The attached recommendations were approved by the C-Faculty Senators Council.

cc: Katherine Fleming, Deputy Provost and Vice Chancellor
Carol Morrow, Senior Associate Provost/Chief of Staff to the Provost
Peter Henry, Dean, Stern School of Business
Elizabeth Morrison, Vice Dean of Faculty, Stern School of Business
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Patrick Ying

John Halpin, C-FSC Personnel Policies & Contract Issues Committee Chair

**Recommendations Of
The Continuing Contract Faculty Senators Council
In Regard To:**

**NYU STERN SCHOOL OF BUSINESS
POLICY ON FULL-TIME NON-TENURE TRACK CONTRACT FACULTY (FTNTT/CF)**

Background

From a letter dated July 30, 2015, sent by Provost David McLaughlin:

"The Office of the Dean of the Stern School of Business has completed a process within the school to create its Policy on Full-time Non-Tenure Track/Contract Faculty. My office together with the Office of General Counsel worked with the school to edit the document to ensure consistency with University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments."

Substantive Major Recommendations

1. General recommendation:

The New York University Guidelines for Full-Time Non-Tenure/Contract Faculty, issued June 12, 2014, page 1, Section II. Formulation of School Policies, paragraph 2, sentence 1 states: "In response to these guidelines and as appropriate thereafter, schools shall formulate and/or amend their policies in accordance with existing school governance processes and with the expectation that FTNTT/CF shall participate in formulating and/or amending the school policy to the extent and manner in which school governance policies permit." After the Provost has read the recommendations made by the C-FSC and the T-FSC and determined which recommendations for changes to the original school policy document are warranted, we strongly recommend that all school policy documents (along with the recommendations of the two senate faculty councils) be returned to the school in question for perusal, discussion and vote by the full faculty of that school, which policy must necessarily include the grievance/appeal process.

2. We recommend that the following be added:

"Any amendment to this Policy must be in writing, submitted in advance to the faculty for discussion, for the possibility for amendments, and for a vote."

3. Page 1, Section 2, Titles and Qualifications, paragraph 1:

Recommendation

Include a description of the difference between Continuing Faculty and Tenured Faculty, such as that found on the FAS website, "Clinical Faculty lines differ from tenure-track lines. Although clinical lines are without tenure, they are typically multiyear and research is not a part of their formal responsibilities."

4. Page 1, Section 2, Titles and Qualifications, paragraph 2:

"Clinical Assistant Professor: Initial appointment for clinical faculty members who have not previously taught at Stern or who have limited prior teaching experience."

The reference to "clinical faculty members who have not previously taught at Stern" implies that ALL new hires would be made at the Clinical Assistant Professor rank, in contradiction to the content of Page 2, Item 7, Initial Appointment, which states that "They may be appointed at the rank of assistant, associate, or professor."

Recommendation

Change "or" to "and".

"Clinical Assistant Professor: Initial appointment for clinical faculty members who have not previously taught at Stern and who have limited prior teaching experience."

5. 3. Responsibilities
Page 2

Recommendation

As teaching is the major responsibility of clinical faculty, and as nowhere in this document is there an indication of the number of courses per semester clinical faculty members are expected to teach, include a statement indicating such, or a statement indicating where it will be defined, e.g., that it will be defined in the contract.

6. Page 2, Section 4, Governance:

"In accordance with University Bylaw 82 (c), the clinical faculty at Stern may hold its own faculty meetings and may participate in joint meetings with Stern's tenured/tenure track faculty. At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual's candidacy for a degree, or matters affecting his or her status on the faculty at NYU."

Recommendation

Add an explicit reference to voting as a form of participation in governance.

Suggested wording:

"In accordance with University Bylaw 82 (c), the clinical faculty at Stern may hold its own faculty meetings and may participate in joint meetings with Stern's tenured/tenure track faculty. At the department level, clinical faculty participate as members of the department faculty, including voting on matters of department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual's candidacy for a degree, or matters affecting his or her status on the faculty at NYU."

7. 4. Governance
Second Sentence
Page 2

"At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion and tenure, and hiring of tenured and tenure track faculty, and matters directly or indirectly affecting the individual's candidacy for a degree, or matters affecting his or her status on the faculty at NYU."

The following clause in the above sentence is not clear:

"... and matters directly or indirectly affecting the individual's candidacy for a degree, or matters affecting his or her status on the faculty at NYU."

What individual?

As an academic, should not a FTNTT/CF member participate in degree granting?

Recommendation

"At the department level, clinical faculty participate as members of the department faculty in department governance, with the exclusion of matters related to promotion of tenured and tenure track faculty, granting of tenure, and hiring of tenured and tenure track faculty."

If the meaning of: "... and matters directly or indirectly affecting the individual's candidacy for a degree, or matters affecting his or her status on the faculty at NYU." is as indicated in the following sentence, include that sentence, otherwise rewrite this clause to clarify its meaning:

"A clinical faculty member does not participate in matters related to his or her candidacy for a degree or matters affecting his or her status on the faculty of NYU. "

8. Page 2, Section 5, Terms of Appointment, paragraph 1:

"The initial appointment term of clinical faculty of all ranks, including the Professor of Management Practice, is typically for one year, and will not normally exceed two

years. Following their initial term of appointment, clinical faculty may hold renewable contracts of varying lengths: "short contracts" of one or two years, or "long contracts" of three years or longer. Unless otherwise specified in the individual contract, clinical faculty appointments may be renewed indefinitely."

Recommendation

As per the NYU Guidelines, "...wherever possible, schools are encouraged to reduce reliance on one-year contracts." We recommend that initial appointments be for three years, with the first year probationary.

Should the category of "short contracts" be retained, we recommend that the circumstances under which they are necessary be described.

To satisfy the requirement, as stated in the "University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments," that "school policies shall include a rationale for a FTNTT/CF title(s) that carries a one-year appointment," add the following language

"If a one-year contract is adopted, the Dean must supply a written justification, based on programmatic and academic considerations, to the faculty."

9. To prevent the establishment of a permanent group of Stern faculty on one-year appointments, add language allowing for a transition to a three-year appointment for faculty on one-year appointments who successfully complete a formal third-year review such as:

"Faculty members on continuous one-year appointments who successfully complete their third-year formal review shall move to a three-year appointment."

10. Page 3, Section 8, Annual Merit Reviews, sentence 1:

"Clinical faculty members are expected to adhere to the highest levels of performance and commitment to the university and the school and the highest standards of excellence in their fields. Specifically, they should demonstrate teaching excellence, as reflected by a combination of academically rigorous course content, teaching in courses of high strategic value to the school, pedagogical innovation, and high student ratings and enrollments. Clinical faculty members are also expected to make meaningful service contributions in their department and/or the school, by such activities as serving on committees, advising students, and attending school events. Service outside the school that supports Stern's mission and brand is also encouraged. Conducting research is not required but is looked upon favorably."

Recommendation

The requirement that courses taught be of "high strategic value" to the school is ambiguous. Further, because teaching assignments are established by the departmental

administration, the faculty member will have little control over the specific courses that they teach. The later requirement that there be "high enrollments" is, again, not under the direct control of the faculty member. We recommend that these criteria of excellence be rethought.

This paragraph also calls for "high student ratings." It is well known that student ratings are unreliable and often reflect inversely the rigor of the course. In fact, assessment should recognize that the value of the course is often better measured after graduation, when a student is applying learning in his/her professional life. In addition, assessment of teaching performance should include other measures.

Suggested wording:

"... and student ratings and student success consistent with high quality teaching. Evidence of teaching performance may include course materials (e.g., syllabi, lecture notes, assignments), course development and innovation, instructor development, peer classroom observations, self-presentation, samples of student writing evidence of continuing influence upon students, examples of learning beyond the classroom, student evaluations, etc."

11. 8. Annual Merit Reviews

First Paragraph

Final Sentence

Page 3

"Conducting research is not required but is looked upon favorably."

Given the final statement in

11. Promotion

b. Promotion procedure:

"Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities."

It is reasonable to expect from this statement that clinical faculty, who have been appointed to teach, will be given an advantage if they also conduct research. Conducting research may not have been a consideration at the time of hire, but the favorable consideration of conducting research during the promotion process may impel teaching faculty to attempt to conduct research for the sake of gaining promotion.

Recommendation

End the sentence after "required"

"Conducting research is not required."

12. 8. Annual Merit Reviews

Second Paragraph

Second Sentence
Page 3

“During the rigorous Annual Merit Review process each spring, the department chair presents to the vice deans and deans the activity and achievements of each faculty member, using the completed FAR as one source of information, and discusses areas of improvement.”

Does “of improvement” mean areas requiring improvement or progress in areas previously identified as requiring improvement?

Recommendation

Consider replacing “of improvement” with either “requiring improvement” or “previously earmarked for improvement”, which ever applies.

“During the rigorous Annual Merit Review process each spring, the department chair presents to the vice deans and deans the activity and achievements of each faculty member, using the completed FAR as one source of information, and discusses areas {requiring improvement, previously identified for improvement}.”

13. 8. Annual Merit Reviews
Second Paragraph
Third Sentence
Page 3

“The department chair then provides feedback and recommendations to each faculty member.”

Recommendation

Add “written and “oral” before “feedback”.

The department chair then provides written and oral feedback and recommendations to each faculty member.”

14. Page 3, Section 9, Reappointment, paragraph 2, sentence 3:

“When a position is to be eliminated at the end of the contract term and there is no similar position open, reappointment does not occur. The faculty member may, however, request a performance review for career development.

Recommendation

We recommend adding, “In such event, the review would focus on whether the faculty member would be able to teach in the new revised curriculum or academic structure and, if so, in what capacity.”

15. Page 3, Section 9, Reappointment, Reappointment Process, item 1:

“Faculty member submits course faculty evaluations for all courses since the last evaluation, sample syllabi, a brief teaching and service statement, Faculty Activity Report and CV.”

Recommendation

- a. We recommend that "course materials" be included as an item submitted to the department for use in the reappointment review. In fact, we suggest simply copying here the list of items from the "Promotion procedure" section on page 5 of the document.
- b. Other items for consideration might include lecture notes, assignments, course development and innovation, instructor development, peer classroom observations, self---presentation, samples of student writing, evidence of continuing influence upon students, examples of learning beyond the classroom, student evaluations, etc.
- c. Further, since a faculty member might not be able to adequately describe their teaching and service in a "brief statement", we recommend that they be allowed "a thorough but concise teaching and service statement."

16. 9. Reappointment
Reappointment Process
Second First Level Bullet
Page 4

“The department’s Promotion and Tenure Committee (or in the case of departments without P&T committees, a 3-person ad-hoc advisory committee created by the department chair) reviews materials and makes recommendation.”

Recommendation

Specify the composition of the 3-person ad-hoc committee created by the department chair, e.g., rank and tenure/tenure track status of the committee members.

17. Page 4, Section 9, Reappointment, Reappointment Process, item 2:

“The department’s Promotion and Tenure Committee (or in the case of departments without P&T committees, a 3---person ad---hoc advisory committee created by the department chair) reviews materials and makes recommendation.”

Recommendation

- a. We recommend adding, ""In conducting its review, the Promotion and Tenure Committee shall consider evidence of accomplishments in the areas of teaching, service, and professional activity.
- b. For reappointment reviews of continuing faculty members, we recommend that

some of the members of the review committee be continuing faculty. The wording that appears in bullet item 3 of the Promotion Procedure on page 5 of this document is appropriate: "Department's full P&T committee meets to discuss and vote on the case. In departments without P&T committees, the Vice Dean of Faculty will appoint an ad hoc committee of at least 3 tenured faculty members from other departments in the school. In all cases, at least one clinical faculty member in a higher rank than the candidate must also serve on the committee reviewing clinical *reappointment*."

- c. Further, we recommend that all committee members be elected by their peers and that there be no more than two from each department or program.

18. Page 4, Section 9, Reappointment, Reappointment Process, item 4:

"If the Committee of Department Chairs agrees, recommendation is forwarded to the dean for final approval. If the dean does not approve, the candidate is notified in writing according to the deadlines set forth under Contract Terms below. "

Recommendation

Suggested wording:

"If the Committee of Department Chairs agrees, recommendation is forwarded to the dean for final approval. If the dean does not approve, the candidate is notified in writing, to include the rationale for the decision and a tally of the Promotion and Tenure Committee vote, according to the deadlines set forth under Contract Terms below."

19. Page 4, Section 9, Reappointment, Reappointment Process:

Recommendation

We suggest adding the following as bullet points (items a-f):

- a. The process of the creation of the committee's report should be explicitly stated with language similar to the following:

"The committee will prepare a written review for the dean evaluating and summarizing the evidence of accomplishment, noting areas that require improvement, and making a recommendation regarding reappointment, and promotion and contract length (when applicable)."

- b. Further, the committee should hold a secret ballot to determine the majority opinion.
- c. A majority vote of the Committee shall be required for a successful review, all votes of that Committee shall be by secret ballot and re-voting by that Committee shall occur only if new material becomes available.

- d. The review may be written by one or more members of the Committee, but all members of the committee should read the review before it is submitted to the dean.
- e. The review should represent a collective judgment of the committee or, in the case of a divided opinion, a majority of the committee. If there is a division of opinion, the dissenting opinion should be appended to the majority review.
- f. Add the following as a new paragraph (adapted from the FAS website, "PROCEDURES for Reappointment and/or Promotion" for clinical faculty: <http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html>):

"If the Dean's decision is contrary on reappointment or length of contract to that of the faculty, the Dean will provide the full faculty with his/her reasons. The committee members will then have ten days in which to provide further information or counter-argument before the Dean's decision is finalized."

20. Page 4, Section 10, Contract Terms:

"a. Contracts of Three Years or Longer ("Long Contracts")"

Recommendation

Add language describing how the length of the contract should be determined. For example, it could be by rank - three years for assistant, five years for associate, and longer than five years for full clinical professors.

As a five-year appointment is the norm for Clinical Associate Professor, provide an increase in term of appointment for Clinical (Full) Professor; this is the case at certain schools (e.g., The Gallatin School).

21. Page 4, Section 10, Contract Terms:

"b. One- or Two-Year Contracts ("Short Contracts")"

Recommendation

We recommend that the circumstances under which a contract of less than three years would be given be specified, or that some examples of such circumstances be listed. Further, if a one-year contract is adopted, the Dean must supply a written justification, based on programmatic and academic considerations, to the Stern faculty. To satisfy the requirement, as stated in the "University Guidelines for Full- Time Non-Tenure Track/Contract Faculty Appointments," that "school policies shall include a rationale for a FTNTT/CF title(s) that carries a one-year appointment," add the following language:

"If a one-year contract is adopted, the dean must supply a written justification, based on

programmatic and academic considerations, to the faculty.”

22. Page 5, Section 11, Promotion, Item b, Promotion procedure, last sentence:

“Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities.”

Recommendation

Because Item 8, Annual Merit Reviews, states that, "Conducting research is not required but is looked upon favorably," and because there might not be a member of the clinical faculty member's department qualified to assess that research, we recommend that external reviewers be an option.

23. 12. Transfer between FTNTT/CF and Tenured or Tenure Track Appointments
First Sentence
Page 5

It is understood from University Bylaw 86(b) that:

“A full-time Associate Professor or Assistant Associate Professor on the tenure track in the Leonard N. Stern School of Business, or any of its departments, who is not awarded tenure at the expiration of nine years will be ineligible for further full-time appointment in the University.”

The sentence:

“Clinical appointments will not be available to faculty members who have been employed in tenure-track appointments at New York University.”

also precludes faculty members on the tenure track from clinical faculty appointments before the deadline for being granted tenure (nine years).

Recommendation

Clarify whether a faculty member on the tenure track may hold a clinical appointment before the tenure-granting procedure has concluded.

For example, rewrite the sentence as:

“Under no conditions will clinical appointments be available to faculty members who have been employed in tenure-track appointments at New York University.”

or else specify for clarity the conditions under which faculty members on the tenure track may be eligible for clinical faculty appointments.

24. Page 6, Section 15, Grievance:

Recommendation

- a. We recommend further elaboration here on the grievance procedure.

For example, the New York University Guidelines for Full-Time Non-Tenure/Contract Faculty specify that, "Unless otherwise authorized in the school's policy and approved by the Provost, each school shall either establish a new standing

faculty committee for FTNTT/CF grievances, which will include senior FTNTT/CF and T/TTF elected by the voting members of the faculty; or shall expand its existing standing grievance committee for T/TTF to include (elected) senior FTNTT/CF who shall participate in hearing and evaluating only those grievances that are filed by FTNTT/CF."

- b. Additionally, The New York University Guidelines for Full-Time Non-Tenure/Contract Faculty note numerous requirements and procedures for the school grievance process, including specifying who may grieve, the grounds for grievances based on non-reappointment, as well as grievances related to other issues, the process of requesting the convening by the dean of the grievance committee, and the accessibility of that grievance policy to the faculty.

We recommend the development of this grievance process should be undertaken by the Stern faculty and submitted to the faculty for discussion and a vote by the faculty. The process of consideration must include the right to offer amendments, and the vote may occur during a regular faculty meeting or by electronic ballot, as the faculty governance body may determine.

Other items from the NYU Guidelines have been discussed in detail earlier in this document, and it is likely that upon careful consideration, some nuances not discussed in the NYU Guidelines will be appropriate within Stern. These should be identified and explicitly described in this document in a timely manner (e.g., this year).

Substantive Minor Recommendations

1. Page 1, Section 1, Background, paragraph 1:

"In February 1980, the Stern School Faculty established the position of Clinical Professor for non-tenure track full-time members of the faculty. Guidelines for clinical faculty were codified and clarified in 1991. In September 2000, a faculty committee re-examined the role of clinical faculty at the Stern School and made a series of recommendations. In academic year 2011-12, the Vice Dean of Faculty and the Committee of Department Chair updated the guidelines and finalized the policy, incorporating some of the recommendations from the 2000 committee and adding the title "Professor of Management Practice," after Provost approval. 1 Minor revisions were made to the 2012 policy in March 2014. In response to NYU's changes to its bylaws, the policy was updated again in July 2015. The policy is consistent with, and incorporates by reference, the University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments, revised and posted in March 2015, found [here](#)."

Recommendation

Delete the first five sentences, which are simply a recounting of past Stern policies on Continuing Faculty and have no direct impact upon the current policy.

Replace the last two sentences with a reference to the University Guidelines for Full-Time Non-Tenure Track/Contract Faculty Appointments (effective March 1, 2015), which state that "In response to these guidelines and as appropriate thereafter, schools shall formulate and/or amend their policies in accordance with existing school governance processes and with the expectation that FTNTT/CF shall participate in formulating and/or amending the school policy to the extent and manner in which school governance policies permit."

Correct the link to those Guidelines to refer to the latest edition (March 1, 2015).

<https://www.nyu.edu/content/dam/nyu/provost/documents/facultyHandbook/GuidelinesFinal020915.pdf>

2. Page 1, Section 2, Titles and Qualifications, paragraph 1:

"All faculty members who hold these positions are expected to be actively engaged in teaching, and to bring to the school and classroom important subject matter or industry expertise and contacts."

Recommendation

Because some continuing faculty may be assigned substantial administrative duties, either temporarily or permanently, the expectations should reflect that.

Suggested wording:

"All faculty members who hold these positions are expected to be actively engaged in teaching or equivalent administrative responsibilities, and to bring to the school and classroom important subject matter or industry expertise and contacts."

3. Page 3, Section 9, Reappointment, paragraph 1: "The review process and criteria for reappointment are such that only individuals who are continuing to make a significant contribution to the excellence of the school are reappointed. The specific criteria for evaluating performance are those set forth under Annual Merit Review guidelines, as explained above."

Recommendation

Include a link to the Annual Merit Review guidelines.

4. Page 4, Section 11, Promotion, Item a, Promotion Criteria:

"Promotion to Clinical Associate Professor: The candidate's record must indicate a strong record of achievement in the classroom. Service to the school is expected as well, which may be in the form of directing key academic programs or centers, initiating new programs, coordinating courses, serving on committees, advising students and engaging in other activities that support Stern's mission.

Promotion to Clinical Professor: The candidate's record must indicate extraordinary achievement in the classroom. In addition, substantial service to the school is expected, through

activities such as directing key academic programs or centers, initiating new programs, contributing to curriculum and 5 coordinating courses, serving on committees, advising students and engaging in other activities that support Stern's educational mission.”

Recommendation

Both references to "achievement in the classroom" should be replaced with "evidence of excellent/extraordinary teaching performance and overall contributions to the school".

Minor editorial issue

1. Page 2, Section 5, paragraph 1, sentence 2, and Section 7 paragraph 1, sentence 2, both refer to the "appointment letter".

Recommendation

Replace "appointment letter" with "contract".

2. 7. Initial Appointment
First paragraph
Second sentence
Page 2

“The activities that a clinical faculty member is expected to engage in will be included in the appointment letter.”

Recommendation

Consider, to make slightly more readable:

“The activities in which a clinical faculty member is expected to engage will be included in the appointment letter.”

3. 7. Initial Appointment
Second paragraph
Third sentence
Page 3

“They may be appointed at the rank of assistant, associate or professor.”

Recommendation

Add “clinical” before “assistant”, “associate” and “professor” for precision.

“They may be appointed at the rank of clinical assistant, clinical associate, or clinical professor.”

4. 7. Initial Appointment
Third paragraph
Third sentence
Page 3

“Since this title is used to designate professionals who have distinguished themselves as widely recognized senior leaders in key line or staff positions in major firms, it can be used only for new appointments and is made only at the full professor level; gaining academic experience does not lead to promotion to PMP.”

Recommendation

Substitute “as” for “since”, as “since” is an indication of time past

“As this title is used to designate professionals who have distinguished themselves as widely recognized senior leaders in key line or staff positions in major firms, it can be used only for new appointments and is made only at the full professor level; gaining academic experience does not lead to promotion to PMP.”

- 5. 9. Reappointment
First paragraph
Second sentence
Page 3

“The specific criteria for evaluating performance are those set forth under Annual Merit Review guidelines, as explained above.”

Recommendation

Consider replacing, for ease of reading, “set forth under Annual Merit Review guidelines, as explained above” with “set forth above under Annual Merit Review”.

“The specific criteria for evaluating performance are set forth above under Annual Merit Review”.

- 6. 9. Reappointment
Second paragraph
Third sentence
Page 3

“When a position is to be eliminated at the end of the contract term and there is no similar position open, reappointment does not occur.”

Recommendation

Consider replacing, for ease of reading, “and there is no similar position open” with “and no similar position is vacant”.

“When a position is to be eliminated at the end of the contract term and no similar position is vacant, reappointment does not occur.”

- 7. 9. Reappointment
Reappointment Process
Third bullet item

Second sentence
Page 4

“If reappointment is not recommended by the department committee, candidate is notified in writing according to the deadlines set forth under Contract Terms below.”

Recommendation

- a) Replace “department committee” with “department’s Promotion and Tenure Committee”
- b) Replace “set forth under Contract Terms below” with “set forth below under ”
Contract Terms”

“If reappointment is not recommended by the department’s Promotion and Tenure Committee, candidate is notified in writing according to the deadlines set forth set forth below under Contract Terms.”

- 8. 10. Contract Terms
 - a, Contracts of Three Years or Longer (Long Contracts”)First Sentence
Page 4

“Reappointment of a professor currently on a Long Contract requires a formal process that is conducted in the penultimate year of the contract and is completed by the end of that year.”

Recommendation

Replace “professor” with “clinical faculty member”

“Reappointment of a clinical faculty member currently on a Long Contract requires a formal process that is conducted in the penultimate year of the contract and is completed by the end of that year.”

- 9. 10. Contract Terms
 - a. Contracts of Three Years of Longer (“Long Contracts”)Second sentence
Page 4

“In the case of a decision to not reappoint, the faculty member shall be notified of the decision no later than August 31 of the penultimate year, and shall continue to be under contract for the final year.”

Recommendation

Simplify and rearrange so as not to split the infinitive

“When the decision is not to reappoint, the faculty member shall be notified of the decision no later than August 31 of the penultimate year, and shall remain under contract for the final year.”

10. Page 4, Section 10, Contract Terms:

"One- or Two-Year Contracts ("Short Contracts")"

Clinical faculty holding Short Contracts will be reviewed for reappointment by the March 1 prior to the end of their contract term. In case of a decision to not reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31.

Recommendation

It is not reasonable to assume that the clinical faculty member under review can be notified of a decision not to reappoint on the same day that the decision is reached by the Promotion and Tenure Committee. Therefore, we recommend that the review be completed no later than February 1, with the notification to be made by March 1.

11. 10. Contract Terms

b. One- or Two-Year Contracts ("Short Contracts")

First paragraph

First sentence

Page 4

"Clinical faculty holding Short Contracts will be reviewed for reappointment by the March 1 prior to the end of their contract term."

Recommendation

Consider a slight modification for slightly easier reading:

"Clinical faculty holding Short Contracts will be reviewed for reappointment by March 1 immediately preceding the end of their contract term."

12. 10. Contract Terms

b. One- or Two-Year Contracts ("Short Contracts")

First paragraph

Second sentence

Page 4

"In case of a decision to not reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31."

Recommendation

Simplify and rearrange so as not to split the infinitive

“When the decision is not to reappoint, the clinical faculty member shall be notified of the decision no later than March 1 of the final year, or at least 180 days prior to the termination date if the contract term ends on a date other than August 31.”

- 13. 10. Contract Terms
 - b. One- or Two-Year Contracts (“Short Contracts”)
Second Paragraph
Third Year Review
First sentence
Page 4

“Though reappointment cannot proceed without a performance assessment, numerous factors render the sort of formal review appropriate for multi-year appointments unnecessary in the case of faculty on Short Contracts.”

Recommendation

Simplify and add “clinical” before “faculty”

“Though reappointment cannot proceed without a performance assessment, numerous factors render the sort of formal review appropriate for multi-year appointments unnecessary for clinical faculty on Short Contracts.”

- 14. 10. Contract Terms
 - b. One or Two –Year Contracts (“Short Contracts”)
Third Year Review
Second Sentence
Page 4

“That said, in the first semester of the third year of continuous appointments, and in every subsequent third year, clinical faculty members with Short Contracts shall be subject to formal review comparable to the review of faculty on long contracts.”

Recommendation

Add “the first semester of” before “every”

“That said, in the first semester of the third year of continuous appointments, and in the first semester of every subsequent third year, clinical faculty members with Short Contracts shall be subject to formal review comparable to the review of faculty on long contracts.

- 15. 11. Promotion
 - a. Promotion Criteria
First Paragraph
Second sentence
Page 4

“Service to the school is expected as well, which may be in the form of directing key academic programs or centers, initiating new programs, coordinating courses, serving on committees, advising students and engaging in other activities that support Stern's mission.”

Recommendation

Consider slight modifications for slightly easier reading:

“Service to the school is also expected, and may consist of directing key academic programs or centers, initiating new programs, coordinating courses, serving on committees, advising students and engaging in other activities that support Stern's mission.”

16. 11. Promotion Criteria
b, Promotion procedure
First First-Level Bullet
Page 5

“Candidate submits CV, teaching materials and service statement”

Recommendation

Add “to the Chair” after “statement”

“Candidate submits CV, teaching materials and service statement to the Chair”

17. 11. Promotion
b. Promotion procedure
Second Third-level bullet item
Page 5

“Student evaluations (both an aggregated summary across courses and complete CFE reports for all course sections taught) ”

Recommendation

Use full word terminology, not abbreviation (CFE), as the naïve person is unaware of the meaning of “CFE”

“Student evaluations (both an aggregated summary across courses and complete Course Faculty Evaluation (CFE) reports for all course sections taught) “

18. 11. Promotion Criteria
b, Promotion procedure
Second First-Level Bullet
Page 5

“Department chair prepares a report, summarizing the candidate’s contributions and describing

how the candidate meets the qualifications for Clinical Associate Professor or Clinical Professor.”

Recommendation

Add “and submits it to the Promotions and Tenure Committee” at the end of the sentence.

“Department chair prepares a report, summarizing the candidate’s contributions and describing how the candidate meets the qualifications for Clinical Associate Professor or Clinical Professor and submits it to the Promotions and Tenure Committee.”

- 19. 11. Promotion
 - b. Promotion procedureThird First-level bullet item
First Sentence
Page 5

“Department’s full P&T committee meets to discuss and vote on the case. ”

Recommendation

Substitute “proposed promotion” for “case” for specificity

“Department’s full P&T committee meets to discuss and vote on the proposed promotion.”

- 20. 11. Promotion
 - b. Promotion procedureThird First-level bullet item
Third Sentence
Page 5

“In all cases, at least one clinical faculty member in a higher rank than the candidate must also serve on the committee reviewing clinical promotions. ”

Recommendation

Rearrange for clarity

“The committee reviewing promotions of clinical faculty must include at least one clinical faculty member of higher rank than the clinical faculty member being considered for promotion. ”

- 21. 11. Promotion
 - b. Promotion procedureFifth First-level bullet item
Page 5

“Committee of department chairs and vice deans meets to discuss and vote on the case, and then makes its recommendation to the dean.”

Recommendation

Substitute “proposed promotion” for “case” for specificity

“Committee of department chairs and vice deans meets to discuss and vote on the proposed promotion, and then makes its recommendation to the dean.”

22. 11. Promotion
b. Promotion procedure
Sixth First-level bullet item
Page 5

“Dean reviews the case and informs the department chair and candidate of his/her decision.”

Recommendation

Substitute “proposed promotion” for “case” for specificity

“Dean reviews the proposed promotion and informs the department chair and candidate of his/her decision.”

23. 11. Promotion
b. Promotion procedure
Final sentence

“Letters from external reviewers are not sought, since the job of a clinical faculty member is to teach and provide service, both of which are primarily internal activities.”

Recommendation

Substitute “as” for “since”, as “since” is an indication of time past and substitute “responsibilities” for “job”, and substitute “are” for “is”

“Letters from external reviewers are not sought, as the responsibilities of a clinical faculty member are to teach and provide service, both of which are primarily internal activities.”