



Date: February 2, 2023

Memorandum to: Georgina Dopico, Interim Provost

From: David K Irving
Chairperson, T-Faculty Senators Council
A/Y 2022-2023

Subject: T-Faculty Senators Council Recommendations: Revisions to the Steinhardt Full-Time Continuing Contract Faculty Appointments, Reappointments, and Promotion Policies and Procedures

The T-Faculty Senators Council submits the attached recommendations regarding the revisions to the Steinhardt Full-Time Continuing Contract Faculty Appointments, Reappointments, and Promotion Policies and Procedures. These recommendations were approved by the Council at the February 2, 2023 meeting.

cc: Jack Knott, Dean, Steinhardt School of Culture, Education, and Human Development
LaRue Allen, Vice Dean for Faculty Affairs
Kristen Day, Vice Provost
Peter Gonzalez, Associate Provost for Academic Appointments

Noelle Molé Liston, C-FSC Chairperson

Marilyn Nonken, T-FSC Vice Chairperson
Christopher Park, T-FSC Secretary
Nicola Partridge, T-FSC Personnel Policies & Tenure Modifications Co-Chair
Judith Zelikoff, T-FSC Personnel Policies & Tenure Modifications Co-Chair
Karyn Ridder, Manager of Faculty Governance

From: NYU T-FSC Senate, Personnel Policies and Tenure Modifications Committee (PPTM), Judith T. Zelikoff, PhD and Nicola C. Partridge, PhD, Co-Chairs, Janet H. Van Cleave, PhD, RN, FAAN, Brett Gary, PhD, Victoria Dickson, PhD, RN, FAHA, FHFS, FAAN, Siddharth Garg, PhD, presented by Dr. Garg

Date: 01/30/23

Re: Proposed Full-Time Continuing Contract Faculty Policy For Steinhardt

The PPTM Committee, Co-Chaired by Drs. Judith Zelikoff and Nicola Partridge, have thoroughly reviewed the submitted Steinhardt School of Culture, Education, and Human Development (“Steinhardt”) Full-Time Continuing Contract Faculty Policy dated June 27, 2022 and approved by the faculty of Steinhardt. The PPTM Committee met by Zoom to review and discuss (at length) the revised Policy document. As a Committee, we recognized the considerable thought and deliberation that the Steinhardt Faculty have invested in this document. We reviewed the document and unanimously agreed on the edits and comments.

The PPTM presents these seven major considerations for the Steinhardt Full-Time Continuing Contract Faculty Policy. The statements and comments below are not meant to capture all of the PPTM comments found (in detail) in the Steinhardt Full-Time Continuing Contract Faculty Policy document included in the packet.

1. Appointment and Promotion guidelines as independent, free-standing documents that provide a guideline for Continuing Contract faculty as they pursue reappointment and promotion.

The PPTM suggested the following to help with the clarity of the document:

- *Define the individuals and committees involved (i.e., “Dean’s Faculty Affairs Delegate”) and committees (i.e., RPT, and Dean’s Tenure and Promotion Advisory Committee) at the beginning of the Policy document for clarity and readability of the document;*
- *Provide a figure of the timeline of the reappointment and promotion process.*

2. Composition of the Department RPT. As noted in the document, “the Department RPT must include at least three (3) members, all at or above the action rank. The ratio among TTF and CCF should be determined according to each department’s TTF/CCF ratio.” Elsewhere the document states “The composition of the Department RPT should be an equal number of CCF and TTF faculty.” These statements appear to be contradictory.

The PPTM suggests that the composition of the Department RPT be clarified at the beginning of the policy document. Additionally, if the intent is to use the “ratio” rule, it should be further clarified how a ratio, for instance 1:1, will be translated into, for instance, a 3-member Department RPT. If the “equal number” rule is used, it should be clarified what happens if the Department RPT has an odd number of committee members.

3. Consistency of requirements for reappointment and promotion of continuing contract faculty. The separately lays out the requirements for reappointment of continuing contract faculty and subsequently for promotion of continuing contract faculty. However, there are significant differences in the descriptions of these requirements, both in language and in substance.

Since reappointment and promotion decisions rely, largely, on similar requirements and criteria, the PPTM recommends that the description and language in these sections mirror each other to the extent possible. In particular, the committee appreciated that the requirements for

promotion are well articulated, and recommends that similar language be used in the text describing requirements for reappointment.

4. Contract clock stoppage. The document states " CCF may stop their contract clock for reasonable causes, including but not limited to personal medical leave; leave due to primary caregiver responsibilities for a child, spouse, parent, or same-sex partner; or by contractual stipulation or negotiation."

The PPTM notes that the Faculty Handbook also allows for clock stoppage for caregiver responsibilities for siblings, and we recommend that the text be modified to reflect the handbook. Additionally we recommend replacing "same-sex partner" with "domestic partner."

5. Clarifying external review process. The document notes that "The Department Chair and the RPT need to work with external reviewers to assure that this information is clearly provided." The use of the phrase "need to work with" and "assure that" suggests a deliberative back-and-forth between the Department Chair/RPT and the external reviewer instead of an arms-length independent evaluation. Additionally, the document does not lay down a suggested timeline for the external review process.

The PPTM suggests the following changes to the external review process as described in the document:

- 1. Replace the sentence on working with external reviewers with: "The Department Chair and RPT should communicate to external reviewers that this information be clearly provided in their letters."*
- 2. Mention the minimum number of external reviews needed and a suggested timeline for the external review process.*

6. Dean's review. The description of the dean's review process does not mention a subsequent provostial review process.

The PPTM suggests that the process for the communication of the dean's decision to the provost (if required) be clarified in the document.

7. Grievance. A list of bullet points are included in this section (K.) without preamble.

The PPTM suggests a lead-in statement to these bullet points to make it clearer as to what is being described.

Other recommendations include:

In Materials considered (section H.) for reappointment and/or promotion, the PPTM suggests that the CV be in the format recommended on the NYU website and this be noted here.

We also suggest that they include a requirement for three external letters of evaluation which is policy in many other schools.

STEINHARDT FULL-TIME CONTINUING CONTRACT FACULTY:

APPOINTMENTS, REAPPOINTMENTS, AND PROMOTION POLICIES AND PROCEDURES

Full-time Continuing Contract Faculty (CCF) are a vital part of the New York University (NYU) Steinhardt School of Culture, Education, and Human Development (“Steinhardt”) academic community. Their teaching based on research, professional and creative works, leadership, and service contributes to Steinhardt and NYU’s excellence. The following policies and supplements govern the appointment, reappointment, promotion, and grievance procedures for Steinhardt’s CCF and are consistent with and conform to the core principles and procedures set forth in the [NYU Faculty Handbook](#). If any part of this document is inconsistent with NYU policies, the NYU policies then in effect will control. As with all NYU and Steinhardt policies, this document is subject to change, and the policies in effect at the time of an action will apply to that action.

SCOPE

The policies, procedures, and guidelines herein apply to CCF as they are defined in the [University Bylaws, Section 87\(a\)](#). CCF are faculty who are not eligible for tenure and who:

- have full-time appointments at the University;
- serve on renewable contracts with titles or appointments that do not prohibit indefinite contract renewals (although promotion within the appointment category, such as from assistant to associate, may be required for renewal); and
- are not visiting faculty (including persons who have tenure or are on the tenure-track at another institution, and persons who are on leave from another institution or company).

Formulation and Review of Policies

The CCF participate in formulating and amending Steinhardt policies, procedures, and guidelines, in keeping with the governance policies of the School and University. Policies for CCF developed or amended by the School are subject to review by the Provost to ensure the formulation process and the manner of adoption provide for adequate deliberation and representation of the School’s faculty taken as a whole. Further, the Provost’s office will review to ensure that the substance of the policy is consistent with general University policy; compatible with the University’s commitment to excellence in teaching, research, scholarship, artistic achievement, and service within a community of respectful and esteemed academic professionals; and has no adverse implications for the University. Upon approval by the

Provost, the policy document will be sent to the C-FSC and T-FSC Personnel Policies and Contract Issues Committees for review.

APPOINTMENT AND TERMS OF EMPLOYMENT

Hiring Plan and Appointment Process

The appointment process for CCF reflects Steinhardt's overriding commitment to enhance academic excellence and to provide students with the best available educational experience. Each CCF appointment is evaluated in light of the contributions made to the distinct excellence of the School that exemplifies Steinhardt and NYU's commitment to appoint the best faculty in all disciplines.

CCF are hired within the context of Steinhardt's annual academic strategic plan approved by the Provost. This is true for faculty hired on multi-year as well as those hired on one-year contracts. The hiring process is the same for CCF and Tenured/Tenure-Track Faculty (TTF) and includes the same safeguards to ensure fairness and transparency.

Terms

CCF in Steinhardt can be appointed for a period of one-year, three-years, or five-years. Steinhardt discourages the use of multiple one-year contracts, reserving these for special circumstances (e.g., a program is newly developed, course enrollment is not stable, or the faculty needs additional time to develop as a CCF). Three- and five-year terms are preferred since they support program consistency and provide continuity for our students, faculty, and departments. Reappointment terms are at least as long as the previous term, with rare exceptions (e.g., faculty is not meeting expectations). Clinical assistant professors will typically be appointed to two three-year terms (assuming the first contract is renewed) then will be eligible for appointment to five-year contracts beyond that point. Those who are appointed at the associate or full clinical professor levels will be appointed to five-year contracts, unless program, department, and School needs lead to an initial three-year contract.

Written Contracts

Each CCF appointment is to be secured and finalized by a written contract specifying a fixed term and signed by relevant parties to be filed with the Dean's Office of Faculty Affairs and the University Office of Academic Appointments prior to commencement of employment.

Such contracts shall include the following terms, negotiated between the faculty member and the appropriate administrator with the authority to do so, and approved by the Dean:

- start and end dates of the appointment;

- eligibility to be considered for reappointment upon conclusion of the current contract;
- academic responsibilities, compensation, and obligations of the appointment;
- other responsibilities and benefits;
- agreement to be bound by applicable University policies; and
- for new appointments, agreement to submit to verification of educational credentials, and to complete the University's sexual harassment and anti-racism training module.

CCF appointments are typically 9 months in duration (September 1 to May 31) with pay distributed across the 12-month academic year. In specific circumstances where summer work is required of the position and/or where teaching terms do not align with the typical NYU academic year (e.g., in technology-enhanced hybrid programs), a 12-month appointment, paid across 12-months, may be offered.

In accordance with [University Bylaws, Section 87\(b\), Contracts and Titles](#), CCF appointments terminate automatically on the contract end date as stipulated in the contract, unless there is an official notice of renewal. By signing the contract, appointees acknowledge that they have received adequate notice of their termination date. Thus, reappointment can be achieved only by the School taking affirmative action to do so.

Transfer between Continuing Contract and Tenured/Tenure-Track Appointments

Continuing contract appointments are not convertible to tenure-track appointments. CCF are in no way prohibited from applying for, without prejudice, and being considered for any tenure-track opening that may arise within their department, at Steinhardt, or elsewhere in the University.

TITLES, QUALIFICATIONS, AND RESPONSIBILITIES OF CONTINUING CONTRACT FACULTY

CCF serve diverse roles in Steinhardt as experienced teachers, student advisors, practitioners, artists, researchers, and performers in their areas of specialization. Specific qualifications (degrees, credentials, certifications, etc.) for CCF are based on departmental needs and disciplinary, professional, or field-specific standards, as well as best practices.

Titles and Qualifications

CCF are appointed using academic titles set forth in the [University Bylaws](#). The titles in Steinhardt for CCF and their qualifications are:

Clinical Assistant Professor

Teaching experience, a graduate degree in the field of expertise, or other appropriate advanced degree is the norm for all departments and fields. Exceptions are made for faculty in the

Department of Art and the Art Professions and the Department of Music and the Performing Arts Professions, as well as in special cases. In these fields, pure research and applied research are closely tied and often take the form of creative work recognized by industry intermediaries (critics, curators, programmers). This work forms scholarship in the creative professions and is recognized as such.

Clinical Associate Professor

At least six years of relevant teaching and professional experience at NYU or elsewhere; evidence of supervisory experience (where relevant); superior contributions to a teaching program; and evidence of recognition for excellence in the professional field and innovation in the area of instruction. A graduate degree in the field of expertise or other appropriate advanced degree is the norm for all departments and fields. Exceptions are made for faculty in the Department of Art and the Art Professions and the Department of Music and the Performing Arts Professions as well as in special cases. In these fields, pure research and applied research are closely tied and often take the form of creative work recognized by industry intermediaries (critics, curators, programmers). This work forms scholarship in the creative professions and is recognized as such.

Clinical Professor

A minimum of 12-years of teaching and related professional experience at NYU or elsewhere, evidence of extraordinary contribution to the NYU or other teaching program, and evidence of recognition for leadership and innovation in the professional field (e.g. leadership in a relevant national organization or recognition for excellence and innovation in teaching). A graduate degree in the field of expertise or other appropriate advanced degree is the norm for all departments and fields. Exceptions are made for faculty in the Department of Art and the Art Professions and the Department of Music and the Performing Arts Professions as well as in special cases. In these fields, pure research and applied research are closely tied and often take the form of creative work recognized by industry intermediaries (critics, curators, programmers). This work forms scholarship in the creative professions and is recognized as such.

Music Assistant Professor

Teaching experience, minimum of a bachelor's degree in the field of expertise, or other appropriate advanced degree. Experience in a field that makes music.

Music Associate Professor

At least six years of relevant teaching and professional experience at NYU or elsewhere; evidence of supervisory experience (where relevant); evidence of superior contributions to a teaching program; as well as recognition for excellence in the professional field and innovation

in the area of instruction. Minimum of a bachelor's degree in the field of expertise or other appropriate advanced degree. Experience in a field that makes music.

Music Professor

A minimum of 12 years of teaching and related professional experience at NYU or elsewhere, evidence of supervisory experience (where relevant); evidence of extraordinary contribution to the NYU teaching program, and evidence of recognition for leadership and innovation in the professional field (e.g. leadership in a relevant national organization or recognition for excellence and innovation in teaching). Minimum of bachelor's degree in the field of expertise or other appropriate advanced degree. Experience in a field that makes music.

Responsibilities

The responsibilities outlined herein form the basis for performance expectations and criteria for appointment, reappointment, and promotion for CCF in all Clinical and Music titles.

Department-specific expectations and criteria may augment Steinhardt's expectations and criteria but may not replace them.

Responsibilities include some, but not necessarily all of the following, and need not be restricted to them:

Teaching

The normal course load for CCF is three courses per term. This load may be reduced depending on other assigned duties or responsibilities, such as significant time allocation for departmental degree program implementation. In departments where there is no distinction between CCF and TTF responsibility for teaching, research, and service, "normal course load" may be reduced. Further, Clinical professors of any rank may also petition through an annual process for course release to pursue applied and pure research that supports their teaching and scholarly position within the School. With the approval of the department Chair and relevant School Deans, administrative and professional duties and other professional activities that serve Steinhardt may, if comparable in time demands to one or more courses, substitute for courses.

Service

Participation on departmental, Steinhardt, and/or University-wide committees is expected. Individual departments and programs will determine the appropriate opportunities for service and articulate clear time-allocation expectations for service in the context of other roles and responsibilities (e.g., leadership positions). CCF are also expected to be available for leadership positions (e.g., directors of programs) or provide guidance to the department chair or director of undergraduate or graduate studies regarding curriculum, teaching assignments, and any other matters related to their area of expertise.

Administration

In some cases, CCF will have program-related administrative duties, including but not limited to: program, curriculum, and course development; selection of textbooks and instructional methodologies; implementation of technologies; class schedules; student advisement; supervision of clinics; supervision and training of CCF and adjuncts; and program management.

Professional Work, Creative Production, and/or Research

CCF may participate in professional/creative work and research, faculty development and evaluation activities, or other outside professional activities that contribute to teaching both directly in pedagogy and indirectly in expertise, practice, and scholarly position. CCF are eligible to be principal investigators (PI) on curriculum grants, training and teaching grants, and other non-research grants in accordance with University policy. NYU's internal approval to serve as principal investigator on research-related grants will be considered on a case-by-case basis in accordance with University policy.

Participation in School Governance

[Steinhardt Bylaws](#) and longstanding practice grant CCF full participation in faculty governance. Steinhardt faculty (CCF and TTF) attend the Faculty Council, Senate, and Steinhardt-wide faculty meetings. However, CCF are not eligible to serve on committees or subcommittees that involve tenure decisions or that deliberate on issues falling within the exclusive areas of responsibility of TTF. CCF serve on the Dean's Tenure and Promotion Advisory Committee (TPC) to participate in the review of CCF promotions; they are not eligible to participate in the reviews of TTF actions.

DEPARTMENT REVIEW PROCESS FRAMEWORK FOR REAPPOINTMENT AND PROMOTION

Departments establish one overlapping RPT Committee that is tasked with assessing and proposing recommendations relating to CCF reappointment and promotion review as well as TTF actions. Each Steinhardt department is responsible for establishing guidelines and procedures for the Department RPT, including how the Committee is to be constituted (e.g., appointed by the Department Chair or elected by department faculty), term lengths for members, etc. This information should be readily available to all CCF. Departments are required to submit RPT guidelines and membership to the Office of Faculty Affairs for review and approval.

For all CCF reviews, the Department RPT must include at least three (3) members, all at or above the action rank. The ratio among TTF and CCF should be determined according to each department's TTF/CCF ratio, and include at least one (1) or more CCF members. If a department does not have at least one (1) CCF member of the appropriate rank, an ad hoc CCF committee member, of appropriate rank from another Department or School, will be appointed by the Dean or Dean's delegate in consultation with the Department Chair. Department Chairs do not

serve as members of the Department RPT. Departments are required to submit RPT membership to the Office of Faculty Affairs for review and approval.

The reappointment and promotion process is managed by the Department RPT and the Dean's Office of Faculty Affairs. The Department RPT is advisory to the Department Chair and Dean. It is essential that all faculty who participate in the reappointment and promotion review process uphold the highest standards of responsibility and ethical behavior. Responsibility includes the obligation to pay careful attention to the materials of action and to share the results of that deliberation with eligible department colleagues. Ethical behavior includes a clear obligation to maintain the confidentiality of the proceedings as confidentiality makes honest and open discussion possible. The Department RPT should consult with the Office of Faculty Affairs if additional information is deemed necessary for a review or if the committee cannot reach a consensus on a given case.

REAPPOINTMENT OF CONTINUING CONTRACT FACULTY

CCF with multi-year contracts and the Department Chair will be notified by the Office of Faculty Affairs at the beginning of the penultimate year of the contract review no later than October 15th. CCF will be provided with deadlines for the reappointment review process, as well as a list and description of necessary materials for their review. The faculty materials (i.e., Departmental RPT report and recommendation) are reviewed by the Department Chair and a recommendation is forwarded to the Office of Faculty Affairs for review by the Dean via Interfolio. The Dean makes the final decision regarding reappointment.

Criteria for Reappointment

The criteria listed below apply to all CCF seeking reappointment. Criteria in effect at the time of a review will be readily available to CCF on the Faculty Affairs website. CCF will continue to build on their portfolio submitted for reappointment as a pathway to promotion (discussed in detail below).

Teaching Effectiveness

Demonstrated effectiveness as a teacher can be measured by a variety of metrics. Evidence of teaching effectiveness might include use of technology-enhanced education; commitment to pedagogical development through successful completion or certification in pedagogical training, workshop, seminar, or other activities relevant to enhancing the ability to teach; development of and teaching awards. Student evaluations may be considered along with other measures from this list, in the context of peer evaluations, teaching philosophy statements, and review of course syllabi.

Service to Program, Department, Steinhardt, NYU, and/or Field

Commitment to service is one of the operating principles of NYU and Steinhardt. Faculty participate in School and University functions, attend faculty meetings, and serve on committees and task forces in service to their programs, departments, School, University, and field. Faculty also serve on the boards of scholarly, professional, and community organizations.

Administration

CCF will demonstrate effectiveness in program-related administrative duties, including but not limited to: program, curriculum, and course development; selection of textbooks and instructional methodologies; implementation of technologies; class schedules; student advisement (see note below); supervision of clinics; supervision and training of CCF and adjuncts; and program management.

- Fostering the academic and professional development of students is a core mission of Steinhardt. Regular and active student advisement on a range of issues, both academic and professional, are essential obligations of every faculty member at Steinhardt. In acknowledgment of the difficulty to demonstrate empirically the effectiveness of a faculty member's advisement efforts, evidence may include, but is not limited to, the cumulative number of theses and independent studies advised; organization of internship or career roundtables; and number of supervised practicums or internships.

Other Criteria to Consider:

Professional Practice, Creation, and Research

Contribution of scholarship, creative works, and/or professional practice and research should also be considered in evaluating teaching effectiveness in relevant programs and departments.

A checklist and calendar for contract review is available [here](#).

CCF may stop their contract clock for reasonable causes, including but not limited to personal medical leave; leave due to primary caregiver responsibilities for a child, spouse, parent, or same-sex partner, or siblings; or by contractual stipulation or negotiation.

Reappointment for Continuous Service on One-Year Contracts

Although no reappointment can proceed without a performance assessment, numerous factors render the review for multi-year appointments inappropriate in the case of faculty on one-year contracts being considered for reappointment. CCF are reviewed by the Department Chair, and at her/his discretion may include a department committee review. The Department Chair sends a recommendation for reappointment/non-reappointment to the Office of Faculty Affairs. The Dean makes a final decision regarding reappointment. Appropriate assessment criteria for faculty on one-year contracts include but are not limited to evaluation of classroom

performance, student evaluations, review of curricular materials, course enrollment and curricular need, and department-specific criteria.

Where the CCF performs well and there is a continuing academic and curricular need, subsequent reappointments should, in most cases, be for three (3) or five (5) years. As is the case in multi-year contracts, eligibility to be considered for reappointment does not guarantee reappointment. In the third year of continuous one-year appointments, the faculty member shall be subject to formal review comparable to those to which faculty members on longer multi-year contracts are subject.

CCF will be limited to no more than three consecutive one-year contracts. After three such contracts, they will either be provided with a multi-year contract or not reappointed at all. Per University and Steinhardt practice, faculty with one-year contracts are notified of the intention not to be reappointed no later than March 1st if the appointment is to be terminated on August 31st. A CCF whose period of appointment is due to terminate on a date other than August 31st is notified of the intention not to be reappointed no later than 180 days prior to the termination date.

PROMOTION OF FULL-TIME CONTINUING CONTRACT FACULTY

Eligibility for Promotion

CCF who are hired at the rank of assistant may apply for promotion to associate, and CCF at the rank of associate may apply for promotion to full professor. Promotion is based on the successful evaluation of the faculty's record in the areas of teaching, service and/or administration, and professional activity. CCF typically spend at least six years at the rank of clinical assistant professor to be eligible for promotion to clinical associate professor, and similarly spend at least six years at rank before promotion from clinical associate to clinical full professor. Promotion to the rank of clinical associate or full professor recognizes appropriate dissemination and impact in teaching, service, and administration, professional work/activity.

Criteria for Promotion

The criteria listed below are relative to Steinhardt. Not all apply to every CCF seeking promotion. Department guidelines provide field-specific criteria and expectations that augment, but may not replace, Steinhardt criteria. CCF should build upon their most recent reappointment portfolio to address applicable promotion criteria.

Teaching Effectiveness

The candidate must demonstrate with substantive evidence that she/he is an effective teacher in the physical and/or virtual classroom. Teaching effectiveness is assessed through a review and evaluation of the candidate's:

- Teaching Philosophy – Candidate’s understanding of how students learn, the principles that guide his/her teaching.
- Reflective Analysis of Teaching Effectiveness – How has the candidate’s teaching been informed by her/his student evaluations, class observations, and learning outcomes as well as the candidate’s own observations and experiences in the classroom, including if applicable, the results of innovations and impact of technology-enhanced education, pedagogic development, and/or other relevant activities.
- Student Course Evaluations and comments
- Formal class observations (if available)
- Syllabi and Assignments

Student Advisement

Student advisement plays a crucial role in a student’s academic and professional progress and success. Academic and professional advisement may be formal or informal and may take a variety of forms, from in-person meetings, emails, or phone calls to discussing a student’s academic progress and/or career goals to assisting students with their applications for other academic programs, internships and/or jobs to facilitating interviews, writing letters of recommendation or serving as professional or academic references of theses or independent study projects. Demonstrating the effectiveness of a faculty member’s advisement efforts can be challenging, and the candidate’s personal statement and docket might include, but is not limited to:

- Summary analysis explaining the contours and effectiveness of the candidate’s student advisement, referencing information such as the number of students advised, kinds of advisement provided, approximate number of recommendations written for graduate school, internships, or job placement.
- Testimony by administrators, faculty colleagues, and students (*no more than three; please redact students’ personal information*)
- Cumulative number of theses and independent studies advised
- Evidence of the organization of internship or career roundtables

Service to Program, Department, Steinhardt, NYU, and/or Field

Dedication to service is a core value at NYU and Steinhardt. In addition to participating in functions and taking part in faculty meetings, evidence of service may include:

- Role(s) in program, department, school, university-wide, professional society and/or ad hoc committees
- Participation in program, department, school, university, and/or professional society special initiatives

- Participation in and/or leadership of student clubs and student governance organizations
- Attendance at and/or participation in school events such as admissions, orientation, and recruitment events, informational sessions, open houses and alumni meetings and/or events

Additional Criteria – Professional Work

In addition to teaching effectiveness, student advisement, and service, candidates may include information on one or more of the following criteria:

Program, Curriculum, and/or Course Design and Development

An integral component of the school's teaching mission is the continual revision and updating of programs, curricula, and courses, as well as the development of new courses, concentrations, and programs within each academic program. These changes reflect and incorporate developments in the field, new knowledge, new lines of inquiry, new collaborations with other NYU sites or other universities, changes in the job market, as well as pedagogical and/or technological innovations that facilitate creative and effective instruction and learning. Active contribution to the program, curriculum, and/or course design includes, but is not limited to:

- Development of new courses, including technology-enhanced courses
- Active participation in substantial revision of program curricula
- Development of new concentrations, specializations, degree programs
- Collaboration on Global Network University initiatives including study abroad and/or global field intensives
- Development of exchange programs or collaborative seminars with national and/or international colleges and universities
- Development and hosting of lecture series, round tables, and events relating to the program's and/or the department's academic and professional mission
- Awards for program, curricular, and/or course innovation

Faculty Development, Evaluation, and Recruitment

Contributing to the professional development of other faculty members at Steinhardt and/or across the university is highly valued. Evidence of educational development activities may include, but are not limited to:

- Identifying, recruiting, mentoring and/or supervising faculty
- Collaboration with colleagues to enhance teaching
- Evaluating the teaching of colleagues through class observations
- Participation in the creation and implementation of professional development activities

Outside Professional Activities, Professional Standing, Development and/or Recognition

The teaching mission of Steinhardt is enhanced and strengthened by faculty whose contribution to student learning outcomes includes experiences they bring to the classroom derived from their outside professional activities. Evidence of this includes, but is not limited to, regional or national participation such as:

- Membership affiliation and activity in professional societies and guilds
- Service on committees and in leadership positions in professional associations
- Presentations at professional seminars
- Organizing, chairing, or facilitating professional events
- Completion of significant professional initiatives
- Preparation of professional materials within the candidate's field
- Awards and recognition bestowed upon the candidate by recognized professional organizations
- Securing internal and/or external funding for academic purposes

Scholarly Work, Creative Production, Knowledge Synthesis

Candidates for promotion may offer proof of scholarly work, creative production, and/or knowledge synthesis that denotes original work of a sound scholarly, creative, professional, or critical nature in one or more of the categories listed below. The quality and/or impact of the work depends on the norms and practices established in the candidate's field. The candidate should discuss explicitly the role of this work in informing their teaching, given the fact that teaching is the primary emphasis of a continuing contract appointment.

- *Scholarly Work* - Scholarly work includes theoretical as well as applied research published in a peer-reviewed publication and/or as a working paper or presentation in a recognized professional forum. Evidence of a candidate's scholarly work includes, but is not limited to, articles, books, book chapters, conference proceedings, conference presentations, monographs, and poster presentations.
- *Creative Production* - Creative production includes, but is not limited to, publication and/or presentation in the creative, visual, dramatic and/or digital arts; film, video, or graphic art creation; inclusion in an anthology; magazine or newspaper articles; presentation or performance in the field or discipline; creation and/or innovation of software, hardware, code or mechanical or technical device; professionally recognized blogs/vlogs; and professionally recognized websites.
- *Knowledge Synthesis* – Knowledge synthesis includes, but is not limited to, textbooks, handbooks, chapters, commentaries, and reviews.

Criteria for Promotion to Professor

In addition to the Steinhardt and department criteria required at the CCF associate level, promotion to a CCF full professor requires engagement with the profession at the national and/or international level. The candidate must also demonstrate excellence in teaching, service, and professional work that is over and above that achieved for promotion to CCF associate professor.

Promotion Process

In matters of promotion within the Steinhardt School, consideration of a candidate may be initiated by the Department RPT, Department Chair, candidate, Dean's delegate, or the Dean. The candidate must approve any promotion action for the case to go forward. The Department Chair and candidate should consult with the Dean or Dean's Faculty Affairs delegate prior to the preparation of a promotion case. The Dean and Dean's Faculty Affairs delegate will review the requests, discuss recommended timing for promotion, and offer feedback on the strength of the case. Promotion candidates are encouraged to make an appointment with the Dean or Dean's Faculty Affairs delegate in the years prior to requesting promotion to discuss expectations for productivity and to receive feedback  on progress.

CCF promotion review is handled by the Steinhardt Office of Faculty Affairs. The Dean makes the final decision regarding promotion for CCF. The candidate is notified by the Dean of the final outcome of the promotion review.

A checklist and calendar for promotion is available [here](#).

External Review



After consulting with the Department RPT, as well as with field experts at Steinhardt, NYU, and beyond, the Department Chair submits a list of potential external reviewers to the Dean's delegate in the Office of Faculty Affairs for approval. This list must reflect an equal if not majority number of CCF to TTF. Candidates may not suggest external reviewers, either to include or exclude, to the Department Chair or to the Department RPT. Once approved, the Department Chair sends a request to potential external reviewers to serve in this capacity, and if they agree, provides the candidate's docket materials and essential information to be included in the review via Interfolio. Department Chairs should ask external reviewers to assess and comment on the criteria below and have a clear understanding on what to focus on for their assessment for promotion based on the candidate's unique portfolio:

- The relationship with the candidate
- Excellence in teaching
- Contributions to course and program development

- Nature, significance, and impact of candidate's professional contributions to the field or area
- Impact of the candidate's professional work on the field/area
- Candidate's likelihood for promotion at the external reviewer's institution (if the reviewer is from an academic institution)
- Recommendation for promotion

The Department Chair and the RPT need to work with external reviewers to assure that this information is clearly provided in all external review letters. [Number of letters and timeline?]

Department RPT Review

The Department RPT review and recommendation is part of the decision-making process in every action pertaining to CCF promotion. It is the responsibility of the Department RPT to review the relevant materials in detail and to prepare a written report for the Chair, including context and discussion of achievement within the field, to help the Dean's TPC and Dean better understand the candidate's merit for promotion. The composition of the Department RPT should be an equal number of CCF and TTF faculty. If a department does not have internal CCF at the associate or professor level, it would be beneficial to seek outside membership from other similar departments to serve on the RPT for the purpose of CCF reviews. The evaluation by the Department RPT should address the items listed below:

- Criteria for evaluation
- Evidence considered
- Synopsis statement regarding the candidate's area of expertise (short paragraph of 3-5 sentences)
- Discussion of candidate's teaching excellence
- Discussion of service to department, school, NYU, and the candidate's field
- Discussion of professional academic work
- Discussion of external reviewer comments, addressing any positive or negative remarks
- A fair assessment of the strengths and weaknesses of the candidate's case
- Minimal use of quotes from the external review letters
- Recommendation for or against promotion, including rationale addressing Steinhardt and department criteria
- Department RPT vote, and if the vote is not unanimous, the report should comment on the reasons and discussion

The evaluation by the department committee must not be an advocacy document; it must strive to provide a fair assessment of the strengths and weaknesses of the candidate. The Department RPT prepares and signs a report with recommendations for the Department Chair.

If the Department Chair is the candidate for promotion, the Dean will appoint an ad hoc committee that includes the Department RPT membership and professors from other departments mirroring the Department RPT in terms of number of CCF and/or TTF, with equal members from inside and outside the department. The report of the Department RPT should be submitted by the Chair of that committee directly to the Office of Faculty Affairs via Interfolio.

Department Vote

A department vote is not required. The Department RPT may send their recommendation directly to the Chair without further department participation. If a department vote is taken, eligible faculty include CCF at or above the promotion rank and all TTF. If a department vote is taken, the deliberations of the eligible department faculty conclude with a closed ballot vote on the recommendation, and the vote, as well as discussion if not unanimous, is included in the Department RPT report.

Department Chair Review

The Department Chair undertakes a complete review of the candidate's promotion materials, taking the Department RPT report and recommendation into consideration, and then completes an independent report and recommendation for the Dean, addressing the following items:

- Department RPT membership and method for selecting members
- Department policy on a department vote on CCF promotion actions
- Discussion of candidate's teaching
- Discussion of candidate's service to and impact on the department, school, NYU, and outside NYU at the city, state, national, and/or international level
- Discussion of professional work
- Candidate's strengths and weaknesses
- If an external reviewer's institution is clearly not of the same caliber as NYU, an explanation/ justification for why that external reviewer and/or institution was chosen
- Discussion of the external reviewer's comments, both positive and negative
- Recommendation and rationale for or against promotion

The Chair's review should use minimal, if any, quotes from the external review letters, and should not be an advocacy document.

Dean's Tenure and Promotion Advisory Committee

The Dean's TPC carefully and thoroughly considers each CCF candidate for promotion and prepares a recommendation for the Dean addressing the areas of teaching, service, and professional work.

The Dean's TPC is a permanent committee of the School and consists of 9 members, plus up to two alternates. The Committee is composed of seven TTF full professors, two CCF full professors, and up to two TTF or CCF full professors who serve as alternates. The tenured professors on the Committee represent the three major areas within the School (culture, education, and human development). CCF professors participate on the Dean's TPC only for CCF promotion actions.

The Dean's TPC reviews the candidate's teaching, service, and professional work based on Steinhardt, department, and field-specific criteria. The Committee provides a written, signed report and recommendation for the Dean regarding promotion, including the items listed below:

- Review and comment on the quality of success on Steinhardt criteria, including the caliber of teaching and the candidate's impact on the program, Department, and/or field
- Service to department, School, NYU, and the candidate's profession
- Professional and creative works for relevant departments
- Assessment of strengths and weaknesses of the case

Recommendation for promotion with a committee vote (including the numerical count of the vote)

Dean's Review

The Dean is responsible for evaluating the candidate's complete docket and determining whether promotion should be approved. The Steinhardt Office of Faculty Affairs oversees all CCF promotion reviews. The candidate is notified by the Dean of the final outcome of the promotion review. [Provostial review]

GRIEVANCE PROCEDURES

The Steinhardt School for Culture, Education, and Human Development follows the grievance guidelines established by NYU in the [NYU Faculty Handbook](#) and [Steinhardt Bylaws](#), which establish who is permitted to grieve, what can be grieved, the grounds upon which grievances are to be judged, and the procedures for doing so.

Faculty Grievances are classified into two main types:

- those connected with reappointment or promotion

- those concerned with other matters, such as duties, salaries, perquisites, and working conditions
- As per university guidelines, with respect to grievances related to reappointment and promotion, outcomes of the review process or decisions reached through the review process can be grieved only to the extent that they involve violation of University-protected rights of faculty members. Thus, all grievances must allege either:
 - The procedures used to reach the decision were improper or the case received inadequate consideration
 - The decision violated the academic freedom of the faculty member in question, in which case the burden of proof falls to the grievant.

The decision not to undertake the reappointment process where a position is to be eliminated at the end of the contract term, and where no similar position is open, is not a basis for a grievance. A CCF whose contract is non-renewable or who is not eligible for reappointment cannot grieve a decision not to reappoint.

Individuals on multi-year contracts of three (3) years or more who are subject to a review process to determine whether they are to be reappointed or promoted do have a right to grieve the process in the event it leads to a negative decision, if the CCF alleges the procedures used to reach the decision were improper, the case received inadequate consideration, or the decision violated the academic freedom of the faculty member. Faculty on continuous one (1) year contracts are similarly entitled to grieve the process in the event the third-year review process leads to a negative decision.

Attempts should be made to settle the grievance informally at a level below the Dean, or by the Dean. If unsuccessful, the faculty member may appeal to the Dean to convoke the Steinhardt Grievance Committee, which hears grievances in order to advise the Dean. The Dean shall convoke the Grievance Committee within 15 working days of receiving the faculty member's appeal.

Per the [Steinhardt Bylaws](#), the Steinhardt Faculty Grievance Committee is composed of three members chosen from the Steinhardt Faculty Grievance Advisory Panel, whose members are elected by the faculty at large, include TTF and CCF, and overall represent each of the three areas of NYU Steinhardt (Education & Applied Psychology; Health; Arts & Communications).

The Steinhardt Faculty Grievance Committee shall include two TTF and one CCF members for CCF cases.

Appeal

Following the review of the Steinhardt Grievance Committee, in the event the decision of the Dean is not to reappoint or promote, an appeal can be made to the Provost. Appeals from a

Dean's decision follow the procedures enumerated in the [Faculty Handbook](#) and can be made only on the following grounds:

- that the procedures used to reach the decision were improper, or that the case received inadequate consideration; or
- that the decisions violated the academic freedom of the person in question, in which case the burden of proof is on the faculty member.

A faculty member intending to make such an appeal shall indicate such intention in writing to the Provost, specifying all grounds for and materials in support of the appeal within 15 days after receiving written notification of the Dean's decision. An exception to this may be made only with the consent of the grievant, the Dean, and the Provost.

GENERAL DISCIPLINARY REGULATIONS

All faculty members have an obligation to comply with the rules and regulations of the University and its schools, colleges, and departments. These rules protect the rights and freedoms of all members of the academic community. In particular, the faculty member is obligated to comply with the standards of academic freedom as outlined in the [Faculty Handbook](#).

Disciplinary action may follow when the faculty member engages in other conduct unbecoming a member of the faculty, such as violation of the NYU Rules for the Maintenance of Public Order, any action which interferes with the regular operations of the University or the rights of others, any serious violation of the law, or any other conduct prejudicial to the teaching, research, or welfare of the University as set forth in the [Faculty Handbook](#).

CONCLUSION

Any and all inquiries, questions, clarifications, and deliberation regarding interpretations of these policies should be directed to the Office of Faculty Affairs at steinhardt.facultyaffairs@nyu.edu.