



**Date:** May 6, 2016

**Memo to:** David W. McLaughlin, Provost

**From:** Allen Mincer  
Chairperson, T-Faculty Senators Council  
A/Y 2015-2016

**Subject:** Recommendations of the T-FSC and C-FSC regarding Gallatin School of Individualized Study Clinical Faculty: Policy and Practice for Full-Time Continuing Contract Faculty

At the May 5, 2016 meeting of the T-Faculty Senators Council, the attached recommendations were approved.

**cc:** Katherine Fleming, Deputy Provost and Vice Chancellor  
Carol Morrow, Senior Associate Provost/Chief of Staff to the Provost  
Susanne Wofford, Dean, Gallatin School of Individualized Study  
Ulrich Baer, Vice Provost for Faculty, Arts, Humanities and Diversity  
Peter Gonzalez, Assistant Provost for Academic Appointments

Awam Amkpa, T-FSC Vice Chairperson  
Arvind Rajagopal, T-FSC Secretary  
Mitchell Kane, T-FSC Immediate Past Secretary  
Warren Jelinek, T-FSC Personnel Policies & Tenure Modifications Committee Co-Chair  
Nancy Van Devanter, T-FSC Personnel Policies & Tenure Modifications Committee Co-Chair

**Recommendations Of  
The Continuing Contract Faculty Senators Council and  
The Tenured/Tenure Track Faculty Senators Council  
In Regard To:**

**Gallatin School of Individualized Study  
DRAFT Clinical Faculty: Policy and Practice  
for Full-Time Continuing/Contract Faculty**

These recommendations were developed jointly by the Tenured/Tenure Track Faculty Senators Council Personnel Policies and Tenure Modifications (PPTM) Committee and the Continuing Contract Faculty Senators Council Personnel Policies and Contract Issues (PPCI) Committee. At its meeting of May 5, 2016 the Tenured/Tenure Track Faculty Senators Council voted to approve these joint recommendations with the exception that recommendations 2, 11, 35, and 37 are not approved, and a phrase has been deleted from recommendation 26. Recommendations 2, 11, 35, and 37 have been deleted from this document. The original numbers have been retained for the remaining recommendations to facilitate comparison of these recommendations approved by the Tenure/Tenure Track Faculty Senators Council with those recommendations approved by the Continuing Contract Faculty Council.

**Background**

From a letter dated October 23, 2015, sent by Provost David McLaughlin: “The Office of the Dean of the Gallatin School of Individualized Study has completed a process within the school to create its policy document on *Gallatin School Clinical Faculty: Policy and Practice*. My office, together with the Office of the 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.”

The following document consists of recommendations made jointly by the C- FSC Personnel Policies & Contract Issues Committee and the T-FSC Personnel Policies & Tenure Modifications Committee in an effort to improve the *Gallatin School Clinical Faculty: Policy and Practice* document and to ensure its compliance with the University Guidelines For Full-Time Non-Tenure Track/Contract Faculty Appointments.

**I. SUBSTANTIVE MAJOR RECOMMENDATIONS:**

**Preamble**

Comment: The Preamble notes: “As with all NYU and Gallatin policies, this Policy Document is subject to change, and the policies in effect at the time of an action will apply to that action.” This sentence fails to specify the procedures to be followed in the event of any amendment to the policy.

1. Recommendation: Pursuant to University Guidelines Sec. II, para. 2, clarify specifically and explicitly the process of amendments to this policy. Any proposed changes should be presented, discussed and voted on by Gallatin’s faculty government. Mechanisms for timely distribution to the faculty, faculty discussion, as well as the ability for faculty to present amendments, make recommendations to and vote on the Policy in a regularly scheduled Gallatin faculty meeting following procedures of its faculty governance, should be included and stated explicitly in the policy, such as:

“Any amendment to this Policy must be in writing, submitted at least two weeks in advance to the Gallatin faculty for discussion, for the possibility for amendments, and for a vote at a regularly scheduled Gallatin faculty meeting, pursuant to its faculty charter.”

### **I. Definition of the Clinical Faculty in the Gallatin School**

Paragraph 1:

Comment: The paragraph can further clarify the distinctions between tenure-track and contract faculty, especially given the fact that there are research/creative production expectations of contract faculty at least for purposes of promotions.

3. Recommendation: Include this language:

“Clinical faculty are ineligible for tenure. Clinical appointments often include some administrative supervisory responsibilities. Clinical faculty lines are typically multiyear and differ from tenure lines at Gallatin in the following ways: **[identify those differences].**”

Paragraph 6:

“When administrative appointments form a significant part of a clinical faculty member’s appointment, their contracts may incorporate different teaching and advising responsibilities.”

- a. It is reasonable to expect that “different” equates to “reduced”.
- b. Are there occasions when administrative appoints would form a significant part of a clinical faculty member’s appointment but their contracts would not incorporate different (reduced) teaching and advising responsibilities?

4. Recommendation:

- a. Rephrase to more clearly define “different”
- b. Change “may” to “shall” or “will”

“When administrative appointments form a significant part of a clinical faculty member’s appointment, their contracts {shall, will} incorporate reduced teaching and/or advising responsibilities.”

Paragraph 7:

“Clinical faculty, like all Gallatin full-time faculty, are expected to take on a full advising responsibility, normally 20-25 advisees per faculty member.”

Does this full advising responsibility of normally 20-25 advisees constitute the advising that can be performed in place of one course, as indicated in: I. Definition of the Clinical Faculty in the Gallatin School; Paragraph 6; Sentence 5:

“Clinical faculty may perform an administrative, advising, or co-curricular role for the School in the place of one course.”

If so, then it appears that all faculty qualify for release from teaching one course because they are expected to take on a full advising responsibility.

5. Recommendation: Clarify whether the full advising responsibility of 20-25 advisees qualifies for release from teaching one course. If a full advising responsibility of 20-25 advisees does not qualify for release from teaching one course, rephrase:

“Clinical faculty may perform an administrative, advising, or co-curricular role for the School in the place of one course.”

as

“Clinical faculty may perform an administrative role, an advising role in excess of the expected responsibility of advising 20-25 advisees, or a co-curricular role for the School in the place of one course per semester.”

## **II. Search and Hiring Procedures**

Paragraph 1:

How does the faculty decide on the finalist candidates for presentation to the Dean?

6. Recommendation: For clarity, add or refer to a description of the procedure by which the faculty winnows the list of those candidates invited to campus for job talks and meetings with the faculty to those candidates that the faculty presents to the Dean.

Comment: The last sentence reads: "The faculty present finalist candidates to the Dean, and the Dean selects the candidate from among the finalists." This practice gives the Dean the power to select the candidate that should belong to the search committee.

7. Recommendation: The sentence should read: "The faculty presents the names of its preferred candidates in order of preference to the Dean for the Dean's approval. If the Dean prefers a different candidate, the Dean must provide his or her justification for overriding the preferences of the search committee."

### **III. Terms of Appointment**

Paragraph 1:

“It is important that the qualifications and performance of the clinical faculty member be evaluated regularly as part of the appointment and reappointment process. Clinical faculty members, like all Gallatin full-time faculty, are required to present an annual report of activities and accomplishments to the Dean.”

8. Recommendation: Consider stipulating that faculty members shall receive written feedback regarding the conclusions of the annual evaluation, in particular, the identification of areas, if there are such, that require improvement for continued reappointment and/or promotion.

Paragraph 2:

Comment: The University Guidelines specify the grounds for and process of stopping the contract clock: “Each school process for review of full-time multi-year contracts of three years or more, including promotion reviews, must include:…the grounds for stopping the contract clock for reasonable cause (e.g., medical, personal, as primary caregiver for child, spouse, parent, same-sex domestic partner, or by contractual stipulation or negotiation).…”

9. Recommendation: Insert such language after paragraph 2.

### **Leaves and Resources**

Paragraph 1:

Comment: The last sentence states “Faculty on sabbatical leave are released from teaching but are not released from all advising duties.” This suggests that faculty would need to be present on campus, precluding research activities that would require either time away from campus or travel or residence elsewhere.

10. Recommendation: Add the word “usually” to the sentence: “...but are not usually released from all advising duties.” Add the following “For faculty members whose sabbatical leave requires that they be absent from campus, advising duties may be fulfilled remotely or waived on an individual basis.”

### **IV. Policy and Practices for Reappointment and Promotion**

Paragraph 1:

Comment: Statements of reappointment criteria appear in the Definitions section instead of under this section concerning reappointment and promotion policies.

12. Recommendation: Insert the following from the Definitions section on page 2 here (from paras. 2-5 on p. 2):

“To recognize the range of qualifications and experiences that lead to the appointment as a member of the clinical faculty, this document makes a distinction between the criteria used for appointment or reappointment at the rank of Clinical Assistant Professor, and the criteria for promotion or initial appointment at the rank of Clinical Associate Professor or above.”

“The requirements for reappointment of Clinical Assistant Professors as described below depend on evidence of excellence in teaching, advising, service and citizenship. While scholarship or practice in the arts or professional fields is highly valued, it is not required for reappointment. While it is important to recognize that such achievement is not required, many members of the clinical faculty achieve distinction and recognition for their work as scholars, artists or practitioners, and this achievement is highly valued by the School.”

“For promotion to Clinical Associate Professor, excellence in scholarship or research in an academic field and/or continuing accomplishment in a field of the arts or a profession, in addition to excellence in teaching, advising, and service, is required.”

13. Recommendation: Add the stipulation that if the reason not to reappoint is due to a curricular or structural change in the academic program that fundamentally alters the nature of an existing full-time teaching assignment, that reason will be clearly stated in the report not to reappoint, which will be available to the not-reappointed clinical faculty member, so as to eliminate any possibility that the decision not to reappoint could be interpreted as due to the failure of the faculty member’s teaching performance.

### **1. Reappointment without promotion, Clinical Assistant Professor**

Paragraph 2:

Comment: The reappointment is contingent on the faculty member meeting a “standard of excellence” laid out in the School’s Promotion and Tenure Guidelines.

14. Recommendation: Specify how “performance” will be assessed. For example, the following factors might be considered: course materials (e.g., syllabi, lecture notes, assignments), course development and innovation, instructor development, collegial observations, self-presentation, samples of student writing, evidence of continuing influence upon students, examples of learning beyond the classroom, student evaluations, etc.

Otherwise, a link to the Promotion and Tenure Guidelines should be provided.

Paragraph 4:

Comment: The section does not provide enough detail on the Review Committee.

15. Recommendation: The Committee should choose its own chair, who then coordinates the creation of the committee’s report and recommendation for reappointment, which is then

submitted to the Dean. The duties of the chair should be included in this paragraph, as well as the process of evaluating the review material. The process of the creation of the committee's report should be explicitly stated with language similar to the following (from the FAS Website, "Recruitment of New Faculty, Section 1.7, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professors, Overview," <http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html>):

"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)."

16. Recommendation: Specify that a majority vote of the Reappointment Committee shall be required for a successful review for a recommendation for reappointment or promotion, and that all votes of both Committees shall be by secret ballot. Re-voting shall not be undertaken for the sole purpose of achieving near consensus or unanimity or to avoid reporting a split vote. In the case of a split opinion, the minority opinion should also be included in the report as an appendix.

17. Recommendation: Add language detailing the process governing the creation of the review committee's report, similar to that found on the FAS website, "Procedures for Reappointment and/or Promotion" for clinical faculty (<http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html>), adapted as follows:

"The review may be written by one or more member of the Review and Reappointment Committee, but all members of the committee should read the review before it is submitted to the Dean. 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 minority opinion should be appended to the majority review."

Paragraph 5:

Of four possible outcomes, only two are indicated on the assumption that the Reappointment, Promotion and Tenure Committee recommends promotion.

18. Recommendation: Rephrase to include all possible outcomes:

- a. "If the Reappointment, Promotion and Tenure Committee recommends renewal of the contract and the Dean accepts the recommendation, he or she will then notify the clinical faculty member that the contract will be renewed.
- b. If the Reappointment, Promotion and Tenure Committee recommends renewal of the contract and the Dean does not accept the recommendation, the Dean will notify the clinical faculty member that the contract will not be renewed and the faculty member will be given a written rationale for the non-renewal.
- c. If the Reappointment, Promotion and Tenure Committee recommends against renewal of the contract and the Dean accepts the recommendation, he or she will then notify the

clinical faculty member that the contract will not be renewed and the faculty member will be given a written rationale for the non-renewal..

- d. If the Reappointment, Promotion and Tenure Committee recommends against renewal of the contract and the Dean decides to renew the contract, he or she will then notify the clinical faculty member that the contract will be renewed. ”

Comment: The paragraph does not specify a procedure to follow in the event that the Dean does not accept the Reappointment Committee’s recommendation.

19. Recommendation: 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.recuitment.html>):

“If the school Dean's decision is contrary on appointment, title, or length of contract to that of the Review and Reappointment Committee or the Promotion Committee or the divisional dean, the Dean will provide the committee with the 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.”

## **2. Promotion to Clinical Associate Professor**

Recommendation: For purposes of consistency with part 4 (“Appointment and Promotion to Clinical Professor”), change the section title to “**Appointment and Promotion to Clinical Associate Professor**.”

Paragraph 1:

Comment: The paragraph provides that after 6 years, a Clinical Assistant Professor may request at the time for reappointment to be considered for promotion to Clinical Associate Professor. It is not clear whether the 6 years must have been accrued at NYU or whether the 6 years can include prior service at another university.

20. Recommendation: Change language to “but normally after 6 years at NYU or elsewhere...”

Paragraph 5; Sentence 1:

“The report of the Reappointment, Promotion and Tenure Committee will be forwarded to the Dean who will then bring it before the entire Senior Faculty for a vote.”

21. Recommendation: Consider adding: “Voting by the entire Senior Faculty on its recommendation for promotion shall be by closed ballot. Re-voting shall not be undertaken for the sole purpose of achieving near consensus or unanimity or to avoid reporting a split vote.”

Sentence 2:

“The Promotion and Tenure Committee report and the faculty vote are advisory to the Dean, who will make the final decision about whether to approve a promotion or not.”

22. Recommendation:

To be consistent, specify the full name of the Committee: “Reappointment, Promotion and Tenure Committee”

“The Reappointment, Promotion and Tenure Committee report and the faculty vote are advisory to the Dean, who will make the final decision about whether to approve a promotion or not.”

Sentence 3:

“The Dean will then either accept the recommendation for promotion or will notify the clinical faculty member that the promotion has not been approved”

This sentence is not inclusive of all potential recommendations for promotion and the Dean’s acceptance of the recommendation. For example, the Dean may not accept the recommendation not to promote (the recommendation and the vote of the Senior Faculty are advisory to the Dean, not directive), in which case, it may be inappropriate for the Dean to “notify the clinical faculty member that the promotion has not been approved.”

23. Recommendation:

Re-write this sentence (or sentences) to comprise all potential recommendations and votes of the Senior Faculty and all the Dean’s potential acceptances or non-acceptances of the recommendation and vote of the Senior Faculty (see #18).

Comment: The paragraph does not specify a procedure to follow in the event that the Dean does not accept the Promotion Committee’s recommendation.

24. Recommendation: 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.recuitment.html>):

“If the school Dean's decision is contrary on appointment, title, or length of contract to that of the Review and Reappointment Committee or the Promotion Committee or the divisional dean, the Dean will provide the committee with the 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.”

25. Recommendation: Consider adding at the end of this section that if the Dean notifies the clinical faculty member that the promotion has not been approved, the faculty members shall receive written feedback regarding the reasons that the promotion was not approved and indication of areas, if there are such, that require improvement for successful future promotion.

**3. Reappointment to the rank of Clinical Associate Professor**

Paragraph 2:

Comment: The paragraph refers to a decanal committee consisting of the Dean, the Associate Dean for Faculty and one full professor appointed by the Dean.

26. Recommendation: The majority of the committee should be made up of elected, not appointed, members.

27. Recommendation: The Committee should choose its own chair, who then coordinates the creation of the committee's report and recommendation for reappointment, which is then submitted to the Dean. The duties of the chair should be included in this paragraph, as well as the process of evaluating the review material. The process of the creation of the committee's report should be explicitly stated with language similar to the following (from the FAS Website, "Recruitment of New Faculty, Section 1.7, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professors, Overview," <http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html>):

"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)."

28. Recommendation: Specify that a majority vote of the Reappointment Committee shall be required for a successful review for a recommendation for reappointment or promotion, and that all votes of both Committees shall be by secret ballot. Re-voting shall not be undertaken for the sole purpose of achieving near consensus or unanimity or to avoid reporting a split vote. In the case of a split opinion, the minority opinion should also be included in the report as an appendix.

29. Recommendation: Add language detailing the process governing the creation of the review committee's report, similar to that found on the FAS website, "Procedures for Reappointment and/or Promotion" for clinical faculty (<http://as.nyu.edu/object/aboutas.pp.assocdean.recruitment.html>), adapted as follows:

"The review may be written by one or more member of the Review and Reappointment Committee, but all members of the committee should read the review before it is submitted to the Dean. 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 minority opinion should be appended to the majority review."

Paragraph 3:

Comment: The paragraph does not specify a procedure to follow in the event that the Dean does not accept the Promotion Committee's recommendation.

30. Recommendation: 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 school Dean's decision is contrary on appointment, title, or length of contract to that of

the Review and Reappointment Committee or the Promotion Committee or the divisional dean, the Dean will provide the committee with the 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.”

31. Recommendation: Consider stipulating that if the Dean notifies the clinical faculty member that he or she will be reappointed, the faculty member shall receive written feedback regarding recommendations, if there are such, for continued reappointment.

#### **4. Appointment and Promotion to Clinical Professor**

Paragraph 1:

Comment: The paragraph states “Appointments made at the rank of Clinical Professor normally require a minimum of twelve years of teaching and related professional experience at NYU or elsewhere.”

32. Recommendation: Change language to “a minimum of twelve years”at NYU or elsewhere”

Paragraph 4:

33. Recommendation: Consider adding: “Voting by the Senior Promotion and Tenure Committee and the Full Professors (including Tenured and Clinical) on their respective recommendations for promotion to Clinical Professor shall be by closed ballot. Re-voting shall not be undertaken for the sole purpose of achieving near consensus or unanimity or to avoid reporting a split vote.”

Comment: The paragraph does not specify a procedure to follow in the event that the Dean does not accept the Senior Promotion and Tenure Committee’s recommendation.

34. Recommendation: 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.recuitment.html>):

“If the school Dean's decision is contrary on appointment, title, or length of contract to that of the Senior Promotion and Tenure Committee, the Dean will provide the committee with the 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.”

#### **5. Grievance and Appeals Related to Reappointment and Promotion**

Comment: The Guidelines also provide in sec. V numerous requirements and procedures for the school grievance process, including specifying who may grieve, the grounds of 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.

36. Recommendation: The development of the grievance process should be undertaken with full participation by the Clinical Faculty and submitted to the faculty for discussion and a vote by the faculty to ensure that the grievance policy conforms to the Guidelines. 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.

Comment: The composition of the grievance committee in the case of a grievance by a Clinical Assistant Professor is unclear.

38. Recommendation: Change the sentence to read:  
 “In the case of a grievance by a Clinical Assistant Professor, at least one of the members shall be an elected Clinical Associate Professor or Clinical Professor.”

Comment: The paragraph does not include a provision for grievances by Clinical Professors.

39. Recommendation: Include a sentence specifying the composition of a grievance committee for grievances of Clinical Professors. “In the case of a grievance by a Clinical Professor, the Grievance Committee shall consist of three elected senior faculty members at least one of which shall be a Clinical Professor.”

## **II. SUBSTANTIVE MINOR RECOMMENDATIONS:**

### **Preamble**

none

### **General Definitions**

Comment: This paragraph refers to “Gallatin’s Tenure and Promotion Guidelines” as a source for definitions and descriptions.

40. Recommendation: A hyperlink to the Guidelines should be provided.

### **I. Definition of the Clinical Faculty in the Gallatin School**

Paragraph 3:

Comment: The paragraph refers to “the review preceding the review for promotion to Clinical Associate Professor should draw the candidate's attention to any areas that need to be addressed for a successful promotion”. To so inform a Clinical Assistant Professor would require the reappointment committee to anticipate and predict when the faculty member would be applying for promotion in the future.

41. Recommendation: Add the following for clarification:

“In particular, a reappointment review should anticipate that a Clinical Assistant Professor may in the future apply for promotion and the reappointment review should draw attention to any areas that need to be addressed for a successful promotion.”

Paragraph 6:

Comment: The fifth sentence refers to course release of “one course” for those faculty with administrative, advising, or co-curricular roles.

42. Recommendation: Clarify whether the course release of one course is per year or per semester.

## **II. Search and Hiring Procedures**

none

## **III. Terms of Appointment**

Paragraph 2:

43. Recommendation:

- a. To comply with the stipulation that reappointment procedures begin in the penultimate year of the contract, rephrase to include “in the fourth year following the initial appointment and in the fifth year following each reappointment for Clinical Associate Professors,”
- b. For consistency, add “and in the fifth year for Clinical Full Professors” if Clinical Full Professors are reappointed after six years and require the reappointment procedures to begin in the penultimate year of the contract:

“Reappointment procedures begin in the penultimate year of the contract (thus in the second year for Clinical Assistant Professors, in the fourth year following the initial appointment for Clinical Associate Professors and in the fifth year following each reappointment for Clinical Associate Professors, and in the fifth year for Clinical Full Professors)”.

## **Leaves and Resources**

Paragraph 2:

Comment: The policy indicates that clinical faculty share the same access resources to support research as all full-time tenure-track faculty. The policy is silent on whether Clinical Faculty can serve as Principal Investigators on research grants.

44. Recommendation: Clarify whether clinical faculty are eligible to serve as Principal Investigators. If they are not eligible, explain why not, or change eligibility.

#### **IV. Policy and Practices for Reappointment and Promotion**

Inserted Paragraph 3:

Comment: Refers to the requirements for reappointment as requiring “evidence of excellence in teaching, advising, service and citizenship.” It also refers separately to “scholarship or practice in the arts or professional fields.” In this context, “citizenship” is undefined and vague.

45. Recommendation: Delete “citizenship” unless it is defined specifically and in distinction to the other assessment criteria.

Inserted paragraph 4:

Comment: The paragraph includes this sentence: “We make an important distinction between what is a formal requirement for reappointment of contract as a Clinical Assistant Professor, and the quality of the artistic, professional or scholarly achievement of the clinical faculty member.”

46. Recommendation: Delete this sentence from the paragraph 4 transferred from page 2 because it does not make sense.

#### **1. Reappointment without promotion, Clinical Assistant Professor**

Paragraph 4:

Comment: The paragraph provides that the Reappointment Committee’s report “should be brief and succinct.”

47. Recommendation: As the report should be thorough and complete, delete the word “brief.”

#### **2. Promotion to Clinical Associate Professor**

Paragraph 3:

Comment: The paragraph needs to specify the criteria for promotion.

48. Recommendation: Provide a link to the Promotion and Tenure Guidelines.

Paragraph 5; Sentence 2:

“The Promotion and Tenure Committee report and the faculty vote are advisory to the Dean, who will make the final decision about whether to approve a promotion or not.”

49. Recommendation:

To be consistent, specify the full name of the Committee: “Reappointment, Promotion and Tenure Committee”

“The Reappointment, Promotion and Tenure Committee report and the faculty vote are advisory to the Dean, who will make the final decision about whether to approve a promotion or not.”

### **3. Reappointment to the rank of Clinical Associate Professor**

none

### **4. Appointment and Promotion to Clinical Professor**

Paragraph 3:

Comment: The paragraph duplicates the criteria of excellence that were specified in the prior paragraph.

50. Recommendation: Delete this paragraph.

### **5. Grievance and Appeals Related to Reappointment and Promotion**

Comment: The last sentence concerning grievances by a Clinical Associate Professor is unclear.

51. Recommendation: Change the sentence to read: “In the case of a grievance by a Clinical Associate Professor, the Grievance Committee shall consist of three elected senior faculty members at least one of whom shall be a Clinical Associate Professor or Clinical Professor.”

## **III. MINOR EDITORIAL RECOMMENDATIONS:**

### **Preamble**

none

### **General Definitions**

Paragraph 1: The Gallatin Reappointment, Promotion and Tenure Committee

Comment: The description of this Committee concludes with “Clinical Associate Professors on the committee vote on cases involving reappointment of Clinical Assistant Professors and on cases of promotion to Clinical Associate Professor.”

52. Recommendation: Delete this sentence because the voting conditions for Clinical faculty in the Committee are stated below.

Paragraph 2: The Senior Promotion and Tenure Committee

Comment: The definition refers to “all faculty at the rank of full professor.” This reference is unclear.

53. Recommendation: change the language to: “all faculty at the rank of Full Professor and/or Clinical Full Professor.”

Paragraph 7: Footnote 1

Comment: Refers twice to “that document.” The second usage is confusing.

54. Recommendation: Change the second reference to “that document” to “Promotion and Tenure Document” and include hyperlink.

## **I. Definition of the Clinical Faculty in the Gallatin School**

Paragraphs 2-5:

Comment: These paragraphs refer to the criteria for reappointment and promotion rather than to the definition of clinical faculty in the Gallatin School.

55. Recommendation: These paragraphs should be moved to Part IV Policy and Practices for Reappointment and Promotion.

Paragraph 8:

Comment: The paragraph refers the reader to another section on promotion to Clinical Full Professor. The section makes no other similar references.

56. Recommendation: For the sake of consistency, delete this reference.

## **II. Search and Hiring Procedures**

none

## **III. Terms of Appointment**

Paragraph 1:

“Clinical faculty members are appointed for multiple-year contracts, and these contracts, following successful reviews, can be renewed without limit.”

This sentence reads as though the contracts require successful reviews, but what is actually meant is that faculty members must be successfully reviewed for their contracts to be renewed without limit.

57. Recommendation: Rephrase to clarify the meaning as:

“A clinical faculty member is appointed on a multiple-year contract, which, following a successful review of the faculty member at the time of contract renewal, can be renewed without limit.”

### **Leaves and Resources**

Paragraph 1; Sentence 3:

“Clinical Associate Professors and full Professors are eligible for subsequent sabbatical leaves according to the normal sabbatical schedule upon application and with evidence of continued artistic, professional or scholarly productivity.”

58. Recommendation: Capitalize “full” and add “Clinical” before “full Professors”

“Clinical Associate Professors and Clinical Full Professors are eligible for subsequent sabbatical leaves according to the normal sabbatical schedule upon application and with evidence of continued artistic, professional or scholarly productivity.”

### **IV. Policy and Practices for Reappointment and Promotion**

none

#### **1. Reappointment without promotion, Clinical Assistant Professor**

none

#### **2. Promotion to Clinical Associate Professor**

Paragraph 3:

“The complete portfolio will be submitted to the Promotion and Tenure Committee, and subjected to a similar but more extensive review and report as was undertaken for the Clinical Assistant Professor reappointments.”

59. Recommendation: To avoid confusion specify the full name of the Committee, “Reappointment, Promotion and Tenure Committee” (the assumption for this recommendation is that the relevant committee is the “Reappointment, Promotion and Tenure Committee”, as it is listed in the fifth paragraph, first sentence)

“The complete portfolio will be submitted to the Reappointment, Promotion and Tenure Committee, and subjected to a similar but more extensive review and report as was undertaken for the Clinical Assistant Professor reappointments.”

Paragraph 5; Sentence 2:

“The Promotion and Tenure Committee report and the faculty vote are advisory to the Dean, who will make

the final decision about whether to approve a promotion or not.”

60. Recommendation: Add “Reappointment,” before “Promotion”

### **3. Reappointment to the rank of Clinical Associate Professor**

Paragraph 2;

Sentence 3:

“The candidate will not be renewed if the standards of excellence required at Gallatin in teaching, advising and service are not met, but in addition the faculty member’s performance in his or her field of scholarly, creative or practical work will need to meet the high standards required at the time of promotion or appointment.”

This sentence is awkward and does not describe correctly what is not to be renewed if standards of excellence are not met; it is the candidate’s contract, not the candidate him- or herself.

61. Recommendation: Re-write the sentence as:

“The candidate’s contract will not be renewed if he or she has not met the standards of excellence required at Gallatin with respect to teaching, advising and service, nor will the candidate’s contract be renewed if his or her performance in his or her field of scholarly, creative or practical work has not been maintained at the high standards required at the time of promotion or appointment.”

### **4. Appointment and Promotion to Clinical Professor**

none

### **5. Grievance and Appeals Related to Reappointment and Promotion**

none