National Louis University
Faculty Policy

Awarding of Promotion and Tenure
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I. Introduction to This Policy

National Louis University’s ability to accomplish its mission depends on the quality of the teaching it delivers to students and on the research and other contributions it makes to the disciplines, professions, and communities with which it engages. This quality of performance depends in turn on the quality of the University’s faculty. This Policy is intended to support the recruitment and development of a University full-time faculty that will accomplish the institution’s goals and will distinguish National Louis University in the 21st century.

The policy defines the criteria and procedures for initial assignment of rank, for promotion in rank, and for the awarding of tenure. Every member of the University’s full-time faculty receives both rank and appointment to either a Tenure Track or Professional Practice (i.e. non-tenure) track position. All full-time, Tenure Track and Professional Practice Track faculty members are eligible for promotion in rank as according to the criteria and processes described in this policy. In addition to being eligible for promotion in rank, Tenure Track faculty may be awarded tenure (continuing full time employment with the University, subject to the University’s terms and conditions) and Professional Practice Track faculty may be eligible for multi-year appointments, according to criteria described below and processes outlined in the guidelines to this policy.

University Expectations Concerning Academic Freedom and Tenure

National Louis University understands academic freedom to be a fundamental value of the institution. Moreover, it is useful to consider the Board of Trustees Policy Statement Concerning Tenure and Academic Freedom (most recently approved with revisions on June 19, 2002):
National Louis University supports the pursuit of academic excellence without arbitrary and unnecessary restrictions. The related concepts of academic freedom, tenure and due process are of particular importance.

National Louis University understands academic freedom to mean that a faculty member, tenured or non-tenured, may inquire freely into academic matters and responsibly communicate considered findings in appropriate University classes related to the subject or, as an individual, in publications of the faculty member's choice.

The faculty member, tenured or non-tenured, may freely and responsibly address the academic governance of the University and institutional affairs directly affecting its academic programs. As a citizen, the faculty member may freely pursue individual interests so long as they do not intrude upon University duties or negatively impact the reputation of the University.

This Board of Trustees Policy Statement also defines the University’s technical understanding of the value of tenure:

National Louis University understands tenure to mean only that a faculty member has a continuing full-time appointment within the University subject to the conditions prescribed herein.

As a matter of policy, the University awards tenure selectively. Such awards reflect recognition by the trustees, the administration, and faculty colleagues of a high level of academic achievement and quality of service to the University. In practice such awards are to be considered only after due observance of such procedural standards as may be established by the University through its governance process from time to time.

The previous revision (2011) of National Louis University Faculty Policy 104 expanded the University’s expectations regarding tenure, recognizing that the long-term institutional commitment that is inherent in the awarding of tenure reflects a mutual expectation between the University and its faculty. Tenure implies not only that a faculty member grounds his or her work in teaching expertise, but that he or she is committed to a formal agenda of research, scholarship, and inquiry as evidenced by on-going scholarly productivity. National Louis University embraces an expanded definition of scholarship that appropriately reflects the University’s active engagement with the broader society. The University expects that this work will be expansive in scale, will continue over the length of an academic career, and will bring recognition to the faculty member and the institution. In addition, consistent with the values and mission of NLU, each faculty member is required to exemplify a commitment to professional engagement beyond NLU, which may involve collaboration with professional colleagues and/or professional work within non-academic
communities.

II. Definition of Faculty Tracks

The University’s full-time faculty consists of two tracks: Tenure Track and Professional Practice Track. In addition, the Distinguished Professor of Practice represents a non-ranked, non-tenure specialty appointment.

**Tenure Track.** There is one Tenure Track at National Louis University. It is differentiated from the Professional Practice Track by an expectation of individual research and scholarly productivity that contributes to a broader professional knowledge base and enhances the distinction of the university. Once tenured, faculty in this track are granted continuous employment subject to meeting performance expectations and other conditions described within National Louis University faculty and employee policies. For the purposes of promotion and tenure, faculty in this track are required to demonstrate a consistent and clear record of accomplishment in each of the following domains and to demonstrate a commitment to remain current in their field to ensure the relevance of all areas of their work:

1. Teaching excellence
2. Service
3. Research, scholarship, and inquiry that advances the body of knowledge in their discipline and for which both they and National Louis University are recognized.

**Professional Practice Track** Where the Tenure Track is differentiated by the scholarly contributions of its faculty, the non-tenure bearing Professional Practice Track is differentiated by its faculty contributions to institutional excellence in Professional Practice, including deep expertise and leadership in human development and learning, curriculum design, emerging instructional technologies, and in the maintenance of powerful and relevant connections to professional practice. As a teaching institution, this track reflects the institution’s commitment to leadership in the development of highly relevant, professionally-focused, engaging, and experiential learning environments for our students. Professional Practice Track faculty are expected to:

- Demonstrate a working knowledge of current research on teaching and learning, professional practice, instructional design, human development or other areas impacting higher education teaching and learning
- Demonstrate leadership in teaching and curriculum design and/or demonstrate a significant record of accomplishment as practitioners within their profession, bringing recent and relevant field experience to the institution
- Provide leadership in the development and/or maintenance of high quality field partnerships.

This track does not award tenure. However, once faculty demonstrate on-going and consistent contributions in all areas of performance, faculty in this track may not only be promoted in rank but also may be awarded multi-year appointments, progressing from two to three year appointments.

For the purposes of promotion, faculty members who demonstrate a significant record of accomplishment as practitioners and/or who demonstrate expertise in teaching and learning are required to regularly meet standards of performance in each of the following areas. Faculty in this track are also expected to demonstrate a commitment to remain current in their field and in the scholarship on teaching and learning in post-secondary settings that informs all areas of work:

1. Teaching excellence
2. Service
3. Professional Practice (i.e. Expertise and leadership in teaching and learning that advances the institution’s reputation for high quality, innovative, and engaging student learning environments that lead to excellent student outcomes)

**Distinguished Professor of Practice.** This non-ranked specialty appointment is intended to provide a distinguished role for individuals with many years of experience in their professional field, a particularly strong record of professional accomplishment, are revered in their professional communities, and bring to National Louis University a level of distinction by virtue of these accomplishments. Appointments to this track are made mutually by the Chief Academic Officer and the President, and ratified by the Board of Trustees (see Section VI, below). The purpose of these appointments is to enhance the reputation of the institution, and responsibilities are designed and evaluations provided accordingly. Individuals in this track hold one year appointments that may be renewed from year to year, based upon faculty performance and the University’s needs.

**III. Faculty Assignments and Expectations for Promotion and Tenure**

The University’s assignment of faculty workload, and accompanying expectations for promotion and tenure, may vary proportionately over time, according to faculty track and according to the demands on any specific faculty position. However, criteria for promotion and, where applicable, tenure should align to the requirements outlined above for each track.

Faculty members with non-teaching primary assignments, such as Library faculty, will
demonstrate excellence in their area of academic or professional practice and an appropriate balance of the criteria relevant to the demands of their faculty positions and assigned faculty loads.

In decisions on promotion and tenure, the individual faculty member’s professional workload and achievements will be considered in light of evidence of accomplishment in the domains appropriate to their track. Each candidate is responsible for making his or her own case for tenure and/or the promotion applied for, and must use multiple and appropriate forms of evidence in each category to do so.

All aspects of faculty workload fall under some combination of the four categories listed below, as further defined by rank and track (note that on-going professional development and engagement is an expectation within each of the first three categories to ensure currency of expertise):

1. Teaching Excellence
2. Service
3. Professional Practice (Required of Professional Practice Track only)
4. Research, Scholarship, and Inquiry (Required of Tenure Track only)

1. Teaching Excellence
Teaching excellence consists of knowledge of the field and effectiveness of teaching and other related instructional activities. Knowledge of the field will primarily be determined by holding an appropriate earned degree, or equivalent, as defined in the requirements for each rank, and ongoing professional development. In some cases, candidates for appointment or promotion who do not meet the designated degree requirement for a particular rank may still be considered for that rank when no advanced degree exists for that field (e.g., a Professional Certification might replace a Ph.D.). The College Promotion and Tenure Committee will have primary jurisdiction over whether a candidate holds the appropriate degree. If the CPTC is unable to determine whether a candidate’s degree(s) and credentials meet the standard required, they may, in collaboration with the Chief Academic Officer and the Dean, arrange to engage the services of a properly qualified consultant to make this determination.

Teaching excellence may be demonstrated and documented through a combination of the following required and optional ways sufficient to make a case for teaching excellence.

Demonstration of excellence in teaching and learning strategies:

Required:
  - Representative syllabi
- Representative assignments
- Representative student work

Suggested:
- Description of advisory roles in research (theses and dissertations) and copies of dissertation abstracts
- Descriptions of other assigned instructional activities
- Innovative, creative instructional materials

Demonstration of excellence in instructional delivery:

Required:
- Student course evaluations. (In the absence of five years of course evaluations, evidence of excellence in teaching will be judged in light of existing course evaluations and other evidence of a commitment to quality instruction, such as instructor-created course evaluations, departmental course evaluations, or attestations from students.) All course evaluation data gathered from students must be anonymous.
- Reports of teaching observations by colleagues or administrators; candidates for tenure are expected to present a teaching observation report from an administrator or colleague for each year they are on the Tenure Track.
- Administrative reviews. Copies of annual reviews are required for candidates for tenure; all others should submit all administrative reviews since the previous promotion).
- Candidates’ professional development plans related to instructional growth.
- Candidates will discuss student evaluations, classroom teaching observation reviews, successful and unsuccessful instructional strategies, and research as they contribute to professional development plans.

Suggested:
- Reflective teaching journals
- Self-reflection and analysis of teaching and learning, and professional development plans related to instructional growth. Candidates will discuss student evaluations,
classroom teaching observation reviews, successful and unsuccessful instructional strategies, and research as they affect personal teaching and learning philosophy in the context of the scholarship of teaching.

- Awards, honors, or distinctions from recognized professional organizations or associations for teaching excellence.

2. Service
Service involves taking on roles and responsibilities vital to the operation and advancement of the institution. The quality of a candidate’s service to the institution should not only represent the work of the individual, but also contribute to the progress of National Louis University. Evidence of service to the institution must include documentation of active service during each of the years at NLU leading up to the application for promotion and/or tenure. Evidence must support the impact a candidate has had on the University and his/her College or the Library through participation and contributions made. These may be demonstrated through many forms of service. Documentation can include (but is not limited to) the following service-related initiatives:

- Evidence of contributions to College and/or University governance through committee work or through the work of other governance bodies such as the Senate Executive Committee.
- Evidence of contributions to committees, councils, and task forces established by university leadership but falling outside of formal faculty governance structures
- Evidence of non-teaching contributions to student retention and success
- Evidence of mentoring of adjunct faculty or junior full-time faculty
- Evidence of contributions made through administrative assignments
- Grant writing for collaborative projects that advance the university’s work and go beyond supporting one’s own scholarship (grant writing for one’s own scholarship falls within the research/scholarship domain)

3. Professional Practice
Expertise and leadership in teaching and learning arises from a deep knowledge of research on human development and effective post-secondary teaching and learning practices, leadership in the implementation of those practices, and/or leadership in professional practice. Evidence provided by faculty in the Professional Practice Track show that they continuously deepen their knowledge and seek out new teaching/learning challenges to extend their knowledge and skill in teaching especially with regard to implementing current research on teaching and learning, assessment of student learning,
the use of new instructional technologies, and the design of learning environments in higher education. They exhibit leadership by mentoring others, leading in curriculum development, and/or building powerful connections between the University and professional field sites. Expertise may be demonstrated through various kinds of evidence. These may include but are not limited to:

- Examples of redesigned course and program sequences based on cycles of planning, implementation of teaching plans, and evaluation of student outcomes
- Documented professional development based upon current research on teaching and the learning sciences
- Innovative course materials developed individually or collaboratively with colleagues
- Evidence of appropriate use of new instructional technologies to promote student learning
- Documented contributions to mentoring and/or evaluation of colleagues to improve instructional practice
- Evidence of advocacy and expert consultation in best practices for teaching and learning either within the university or more broadly in professional communities of practice (e.g. leading workshops, publication of teaching manuals, etc.)
- Evidence of recent engagement with professional practice, such as providing workshops for professionals in the field
- Evidence of contributions to building strong field partnerships for internships and/or practica
- Evidence of contributions to innovations in practice-based or experiential learning

4. **Research, Scholarship, and Inquiry**
Excellence in research, scholarship, and inquiry involves the creation and dissemination of new knowledge or the application of new knowledge or theory. National Louis University embraces an expanded definition of scholarship that appropriately reflects the University’s active engagement with the broader society. Therefore, work that is directly impactful such as evaluation research or scholarship that results from implementation grants is welcome and encouraged. The quality of the candidate’s contributions will be established in her/his dossier and any other tenure or promotion related documents through external recognition. The quality of a candidate’s research, scholarship, and inquiry will not only represent the work of the individual, but also enhance the reputation of National Louis
Evidence must support a candidate’s impact on the profession by disseminating his / her work through a variety of quality professional presentations and publications that include:

- Conference presentations and invited speeches and performances
- Publication of books, articles, studies, published reviews, policy papers, and / or other materials, usually through peer-reviewed processes
- Other scholarly or academic works in print or other media that reflect the building of new knowledge through research/scholarship/inquiry or interpreting and applying knowledge (e.g., literature reviews, textbooks)

In addition to the above, candidates for promotion and/or tenure may include:

- Documents articulating excellence in the supervision of graduate student research
- Letters of recommendation from qualified experts in the candidate’s scholarly field
- Awards, honors, or distinctions from recognized professional organizations or associations for outstanding scholarship
- Evidence of the candidate’s success in obtaining external funding and/or grants to support work that advances the candidate’s scholarly field

Note: Professional development and engagement: Regardless of an individual faculty member’s track, tenure status, or rank, National Louis University expects its faculty to remain actively engaged in the work and advancement of their fields, disciplines, and / or professional areas of practice to inform their teaching, expand the expertise of Professional Practice Track faculty, or inform the research and scholarship of Tenure Track faculty. Therefore, evidence of professional development should be evaluated in the contexts of those three domains as applicable to the track of any individual faculty member. The University’s criteria for evaluating performance and awarding promotion and/or tenure are intended to reflect the arc of the faculty member’s career, and he or she will be asked to make the clear case for her or his own progression and cumulative accomplishments as she or he moves through the stages of promotion and/or tenure. Examples of professional development activity could include but are not limited to:

- Academic courses taken beyond required credentials
- In-service training
- Attendance at meetings of relevant professional associations and/or academic, professional, or community organizations, and consortia
- Membership in professional organizations
- Attendance at workshops, seminars, webinars, and symposia
- Engagement in organized communities of practice that support individual and group professional development within or beyond the university

Service in the professional field and evidence of leadership in the faculty member’s discipline also take place through professional engagement, which may involve collaboration with professional colleagues and/or professional work within non-academic communities. Professional engagement activities are related to a faculty member's recognized area of disciplinary or professional expertise for purposes such as:

- Providing professionally-related service to individuals or organizations in the public or private sectors
- Developing, maintaining, or enhancing specific content expertise, skills, or professional standing
- Engagement with professional or community organizations and institutions

IV. Assignment of Rank and Promotion in Rank: Eligibility and Criteria

With the exception of Distinguished Professors of Practice, every full-time faculty member will hold appointment to one of four ranks, as follows. Faculty may progress via promotion through these ranks in the order listed here.

To be considered for promotion, an applicant must have served at least three years at a particular rank, although appointment for five or six years at a particular rank would normally be expected in order to build the candidate’s credentials and the case for promotion to the subsequent rank. If promotion is not granted, the candidate may reapply for promotion in any subsequent year, according to that year’s timetable.

The candidate for tenure or early tenure will have achieved the rank of Associate Professor prior to or concurrent with the awarding of tenure.

It is the candidate's responsibility to make the case for his or her being awarded a promotion in rank.

Instructor

a. Quality of Teaching Excellence
   i. Knowledge of the Field: The faculty member will have earned at least a master's degree or equivalent combination of degree, professional certifications, and years of industry experience. *
   
   ii. Quality of Instruction: The faculty member will demonstrate effective teaching skills.
iii. Evidence of professional development and engagement such that the instructor remains current in her/his field of teaching.

*Note: In some circumstances, tested experience may be substituted for the earned degree or portions thereof dependent upon the relevance of the individual faculty member’s experience both to the degree level and to the specific content of the courses she or he is assigned to teach. Criteria for substituting tested experience for a portion or all of an earned degree is determined by the credentialing guidelines established by faculty in each program. This is done as part of the normal process of credentialing faculty for approval to teach courses. The search committee will verify that the appropriate credentialing has taken place when considering a candidate for a full-time faculty appointment.

b. Quality of Service

The faculty member will demonstrate professional relations with his/her students, colleagues and administrative officers.

**Assistant Professor**

The faculty member will have met the requirements for Assistant Professor for either initial appointment or promotion. The requirements for the rank of Assistant Professor are:

a. Quality of Teaching Excellence

i. Knowledge of the Field: The faculty member will have demonstrated sustained development of breadth and depth of professional knowledge, and have the following credentials as documented by official transcripts.

   **Undergraduate appointments:**
   Faculty teaching at the undergraduate level will have completed a master’s degree or higher in the program of study in the discipline or subfield in which they teach*. If the master’s degree or higher was completed in a discipline other than that in which they are teaching, a minimum of 18 graduate credit hours must be earned in the specific discipline being taught.

   **For Professional Practice Track and Tenure Track graduate faculty appointments:**
   Faculty teaching at the graduate level, regardless of whether they are Tenure Track or in a Professional Practice Track will have completed a terminal degree appropriate to their teaching discipline* and have a record of research, scholarship, or professional achievement appropriate to a graduate appointment.
Faculty teaching at the doctoral level should also have a record of scholarship and preparation to teach at the doctoral level.

*Note: In some circumstances, tested experience may be substituted for the earned degree or portions thereof dependent upon the relevance of the individual faculty member’s experience both to the degree level and to the specific content of the courses she or he is assigned to teach. Criteria for substituting tested experience for a portion or all of an earned degree is determined by the credentialing guidelines established by faculty in each program. This is done as part of the normal process of credentialing faculty for approval to teach courses. The search committee will verify that the appropriate credentialing has taken place when considering a candidate for a full-time faculty appointment.

ii. Quality of Instruction: The faculty member will have demonstrated effectiveness in teaching and/or other instructional activities to qualify for appointment as an assistant professor.

b. Quality of Service
The faculty member will demonstrate professional relations with his/her students, colleagues and administrative officers and will:

- Perform all duties according to the standards of the University as published in the Faculty Guidebook
- Participate in customary and appropriate University functions (e.g. Commencement ceremonies, college and university meetings, Faculty Association meetings)
- Participate in program and/or curriculum development
- Participate in program, college, or university initiatives and improvement efforts
- Actively participate in shared governance

c. Leadership in Professional Practice (Required of Professional Practice Track only)
National Louis University values leadership in teaching and learning to ensure powerful learning environments for NLU students. To be appointed as assistant professor the Professional Practice Track, faculty members should demonstrate a commitment to continually increase their knowledge and expertise in human development and learning and in evolving best practices in teaching and instructional design and/or bring a record of recent, high quality professional practice in appropriate field settings to help ensure NLU curricula are field relevant
and that students are well prepared to excel in real-world professional practice.

Individuals hired into an assistant professor position at this rank are expected to provide evidence of their commitment to developing as leaders in teaching and learning. Evidence might include, but are not limited to:

- Completed professional development activities in teaching, student assessment, instructional design, instructional technology adoption, or other areas appropriate to developing expertise in teaching and learning
- Evidence of participation in data-driven course and program improvement cycles
- Participation in collaborative investigations of new instructional technologies or methods
- Evidence of mentoring and development of other faculty, such as authoring of materials and/or facilitation of workshops to support improved teaching strategies among colleagues
- Evidence of recent professional experience
- Demonstrated capacity for integrating theory and on-site professional practice

d. Quality of Research, Scholarship, and Inquiry (Required of Tenure Track only)

National Louis University embraces an expanded definition of scholarship that appropriately reflects the University’s active engagement with the broader society. To be appointed to a Tenure Track Assistant Professor rank, the faculty member must at a minimum have an identified area(s) of research interest and evidence of commitment to the implementation of an appropriate research agenda. Evidence of commitment to a research agenda might include:

- Completed conference presentations consistent with the research agenda
- Research designs or proposals
- Draft articles, chapters, or manuscripts derived from a completed thesis or dissertation
- Publications that are in press or under review
- Previous publications in the area(s) of interest
- Studies, policy papers, and/or other materials that result from collaborative scholarly work;
- Grants awarded and/or pending grant applications
- Evidence of continuous professional development in the scholarship and methodology of the candidate’s disciplinary field.

As faculty gain experience during their years as an assistant professor, they should demonstrate the successful implementation of their research agenda, with evidence of a steadily developing pattern of research productivity in anticipation of an application for promotion to associate professor.

**Associate Professor**

The faculty member appointed or promoted to the rank of Associate Professor will have achieved and maintained the requirements listed above for Assistant Professor. Additionally, she or he will meet the requirements listed below:

a. Quality of Teaching Excellence
   
   i. Knowledge of the Field: Candidates will have received at least a master’s degree or recognized advanced credential in a field appropriate to their teaching assignment.
   
   ii. Quality of Instruction and/or Other Instructional Activities: The faculty member will have demonstrated that she/he has a record of sustained quality in assigned teaching and/or other instructional activities.

b. Quality of Service

The faculty member will have demonstrated professional relations with his/her students, colleagues and administrative officers; AND, in addition to the requirements for Assistant Professor will have done at least ONE of the following:

- The faculty member will have served on multiple program, department, College, and/or University councils and/or committees, and will have demonstrated competency in as least one leadership role.
The faculty member will have managed projects that are significant for their college or the institution, or

The faculty member will have assumed other leadership responsibilities that may be viewed as equivalent to chairing a governance committee.

c. Leadership in Professional Practice (Required of Professional Practice Track only)

National Louis University values leadership in teaching and learning to ensure the development and maintenance of powerful learning environments for NLU students. To be appointed or promoted to the associate professor on the Professional Practice Track, faculty members must demonstrate a commitment to developing and sharing specific expertise in teaching and learning in higher education at both the course and program levels.

Building on adaptive expertise and continuing collaborations at the assistant professor level, individuals being hired or promoted to the associate professor level demonstrate accomplishments in two or more of the following:

- Investigations to improve student learning environments within their own teaching

- Leadership in the systematic investigations of student learning environments with colleagues

- Professional development for colleagues through workshops, consultation, and other venues

- Mentorship of colleagues in teaching and learning practices

- Dissemination of findings regarding teaching and learning practices in the professional community

- Professional development resulting in specific certificates or degrees related to teaching and learning (e.g. instructional design, the learning sciences, assessment of learning, educational technologies)

- Experience in the development and maintenance of exemplary field partnerships
 Evidence of expertise in the development of field-relevant curricula and experiential learning

d. Quality of Research, Scholarship, and Inquiry (Tenure Track only)

The faculty member will have demonstrated a sustained record of high quality scholarship.

Evidence may include:

- Conference presentations at state, national, or international conferences and professional meetings
- Invited presentations, plenary speeches, and featured presentations at state, national, or international conferences or professional meetings
- Publication of books or articles; studies, policy papers, usually through peer-reviewed processes
- Other scholarly products appropriate to the faculty member’s field such as musical compositions, software, textbooks, or other works in print or other media that reflect the building of new knowledge through research/scholarship/inquiry or interpreting and applying knowledge Support of graduate student research, scholarship, and inquiry

e. Financial Impact: Promotion to Associate Professor will include a salary increase of an amount not less than $2,500.00 (Two Thousand and Five Hundred Dollars). Salary increases associated with promotion shall be consistent across all individuals promoted in an annual promotion and tenure cycle.

Professor

Beyond the achievement and maintenance of the requirements for Associate Professor, promotion to full professor requires that a faculty member demonstrate an established a record of leadership leading to sustained and recognized contributions to their college, to the University, and to professional communities beyond NLU. Additional requirements for promotion to Professor are:
a. Quality of Teaching Excellence
   i. Knowledge of the Field: The faculty member will have earned a terminal degree in their teaching field. The faculty member will demonstrate a track record of on-going professional development and engagement that continually increases the depth and breadth of her or his knowledge (e.g., work experience, professional workshops, certification, licensure, and/or recognition at the regional, state, national, or international level) in his or her discipline or field.

   ii. Quality of Instruction and/or Other Instructional Activities: The faculty member will have demonstrated sustained excellence in assigned teaching and/or other instructional activities.

b. Quality of Service
   In addition to meeting the requirements and expectations of the Associate Professor rank, candidates for the rank of Professor will demonstrate:

   - A record of sustained leadership and contributions in faculty governance and other service roles within the institution (e.g. committee officer, administrative assignments, program coordination, program development or revision, department chair, institutional research, program evaluation and program assessment)

   - A record of sustained leadership in community engagement, grant writing, or other significant projects that have contributed to the advancement of the institution, its mission, and its reputation

c. Leadership in Professional Practice (Required of Professional Practice Track only)
   To be appointed or promoted to professor on the Professional Practice Track, faculty members demonstrate a commitment to investigating teaching and learning in higher education at both the course and program levels.

   Building on expertise developed at the assistant and associate levels, faculty members hired or promoted to the professor level demonstrate accomplishments in two or more of the following:

   - Demonstration of findings from research cycles that document the development of increasingly effective student learning environments

   - Demonstration of leadership in the design, implementation, and evaluation of NLU faculty professional development in curriculum design, instructional technology adoption, and pedagogies
 Dissemination of findings on the improvement in teaching and learning practices to professional communities beyond NLU.

 Leadership in the development and maintenance of exemplary field partnerships

 Evidence of sustained excellence in the development of field-relevant curricula and experiential learning

d. Quality of Research, Scholarship, and Inquiry (tenured only)
The faculty member will provide evidence of sustained excellence in scholarship through some combination of the following:

 Demonstrating scholarly leadership through a sustained record of published scholarly work in peer reviewed journals and/or through respected publishers that reflects the building of new knowledge through research or interpreting knowledge, advances the reputation of the University, and makes a significant contribution to the field.

 Demonstrating a track record of obtaining external funding for scholarly and/or research implementation projects either through governmental funding agencies or foundations.

 Supervising and mentoring doctoral students and junior faculty on funded projects that enhance the reputation of NLU and have positive impact on individuals and communities.

e. Financial Impact: Promotion to Professor will include a salary increase of not less than $5,000. The amount of this increase will be standard across all awardees.

V. Awarding of Tenure: Eligibility and Criteria

In addition to meeting all the requirements for each rank outlined in Section IV of this Policy, candidates for tenure must meet the following specific criteria.

As noted in the Introduction to this Policy (Section I), National Louis University’s policy
and practices recognize that the long-term institutional commitment that is inherent in the awarding of tenure reflects a mutual expectation between the University and its faculty. Tenure implies not only that a faculty member grounds his or her work in teaching expertise, but that he or she is committed to a formal agenda of research, scholarship, and inquiry. National Louis University embraces an expanded definition of scholarship that appropriately reflects the University’s active engagement with the broader society. The University expects that this work will be expansive in scale, will continue over the length of an academic career, and will bring recognition to the faculty member and the institution. In addition, consistent with the values and mission of NLU, each faculty member is required to exemplify a commitment to professional engagement, which may include community-based work in the discipline or professional area in which he or she practices. This includes evidence of remaining current in one’s profession and activities that reflect community engagement or practice in the profession.

**Tenure Track Appointment:** Normally, tenure will be granted only to a faculty member occupying a full-time, Tenure Track appointment within the University. A Tenure Track appointment is an academic position occupied pursuant to regular appointment to the University faculty by the Chief Academic Officer. It is designated as Tenure Track in the faculty member’s annual Letter of Appointment (LOA), and in which the faculty member carries a full load or its designated equivalent. The awarding of tenure under special circumstances is treated in Section VI of this Policy.

**Rank:** The candidate for tenure or early tenure will have achieved the rank of Associate Professor prior to or concurrent with the awarding of tenure.

**f. Financial Impact:** The award of Tenure will include a salary increase of an amount not less than $2,500.00 (Two Thousand and Five Hundred Dollars).

**Continuous Service:** The University will normally expect a faculty member to serve in a Tenure Track position for a continuous period of six full academic years before applying for tenure, though application for early tenure is possible (see section on “early tenure”). The applicant must therefore submit his/her dossier and go through the review process no later than the sixth year of appointment. Time spent on leave of absence granted by the University in excess of one quarter will not normally count as service applicable toward tenure eligibility, but such leave will not cause the loss of previously earned applicable service. In certain circumstances (e.g., deployment of military personnel), the Chief Academic Officer may grant an appropriate extenuation of the period of service required for tenure. Additionally, candidates may apply for a 1 year “family friendly” extension to the six-year
maximum for reasons such as pregnancy, birth or adoption of a child, elder care for a family member, major illness of the candidate or immediate family member, etc., with or without taking an official leave of absence from the University. Each such request must be approved by the candidate’s Dean and the Chief Academic Officer.

**Midway Review:** The candidate for tenure or early tenure must complete a Midway Review (see Section VI and the guidelines for this policy) prior to applying for tenure.

**Criteria:** Tenure is earned through demonstration of consistent effectiveness in each of three areas of professional endeavor: teaching excellence; research, scholarship, and inquiry; and service to the institution. The faculty member must consistently demonstrate a high level of performance in each of these areas during the probationary period, and must continue to do so after having received tenure. Specific criteria for Tenure Track and tenured faculty are included as separate sections in the detailed requirements for each rank that are spelled out in Section IV of this Policy.

It is the candidate's responsibility to make the case for his or her being awarded tenure.

**Timetable:** Candidates for tenure must apply for tenure no later than the beginning of sixth year on the Tenure Track (unless an exception is granted – see above re Continuous Service). If tenure is granted, the tenured faculty member shall thereafter have a continuous full-time appointment with the University, subject to the conditions prescribed in this and other applicable University policies. If the candidate applies for tenure on the normal tenure clock (not early) and tenure is denied, the candidate will receive a one-year terminal Letter of Appointment, at the end of which period his/her National Louis University employment will end.

**Early Tenure:** Tenure Track faculty interested in applying for early tenure must propose an early tenure application to their Dean and receive written approval to proceed. Tenure Track faculty may propose to apply for early tenure at the beginning of their fourth or fifth year on the Tenure Track. Procedures for early tenure are identical to those governing normal application for tenure (see Section VI of this Policy). Candidates for early tenure must demonstrate that they have produced teaching, scholarship, and service outcomes equivalent in scope and substance to those normally produced across the full six years of the pre-tenure cycle. This circumstance most typically exists when a faculty member served for more than one academic year as a Tenure Track faculty member at another college or university or served in a leadership role in an institute or other research organization before being hired by NLU. If early tenure is granted, the tenured faculty member will thereafter have a continuous full-time appointment with the University, subject to the conditions prescribed in this and other
applicable University policies. If early tenure is denied, the candidate’s employment with the University will continue, with the understanding that he / she must apply for tenure on schedule under the normal tenure timeline. A second denial of tenure under those circumstances will result in the faculty member’s receiving a one-year terminal Letter of Appointment, at the end of which period his/her National Louis University employment will end.

VI. Procedures for Awarding Promotion in Rank and/or Tenure or Early Tenure

This Policy assigns to faculty colleagues the primary responsibility for peer review and evaluation of each candidate’s effectiveness as an academic and/or practicing professional. It assigns to the Dean the primary responsibility for providing a thoughtful and reflective recommendation on the candidate’s effectiveness as an academic and/or practicing professional and within the specific expectations of the College. It assigns to the Chief Academic Officer the primary responsibility for administering the process fairly, equitably, efficiently, and in accordance with this and other applicable University policies. The Chief Academic Officer also has the overall responsibility, to consider each candidacy on the bases of both academic merit and strategic contribution, and to make a recommendation regarding each candidacy to the President. The President will render a decision and, with the Chief Academic Officer, will seek final approval for all decisions on promotion and tenure from the Board of Trustees.

The Board of Trustees has the responsibility and authority to award or withhold promotion and/or tenure. The Board’s decision in each case is final and binding upon the individual and the institution, except as stipulated in Faculty Policy 112 on Promotion and Tenure Appeals.

The brief outline below describes the general timeline and procedures to be followed by candidates, College and institutional committees, and administration with regard to applications for promotion, early tenure, and tenure. The process is described fully in the guidelines of this policy, “Implementation Guidelines for Awarding Promotion in Rank and /or Tenure or Early Tenure.”

Dates in these procedures may be varied slightly by the Chief Academic Officer to allow for weekends, holidays, inclement weather, declared or undeclared emergencies, University special events, or other events beyond the control of the institution. It is the responsibility of the Chief Academic Officer to notify candidates of changes to any due dates.
VII. Awarding of Multi-Year Appointments: Eligibility and Criteria

General Criteria for Multi-Year Appointments
Based on the Academic Dean's discretion and with the approval of the Provost, two-year appointments may be offered to full-time faculty on the Professional Practice track who have completed at least two consecutive years of full time teaching at the University and who also meet the following criteria:

- Faculty member has consistently received positive faculty performance evaluations in all domains as assessed by the annual performance appraisal.
- Faculty member has no known performance issues and does not have a performance improvement plan (PIP) in place.
- Faculty member is eligible for a renewable appointment (i.e. is not serving in a one-year, terminal appointment).
- Program and college enrollments and margins justify the addition of a multi-year salary commitment (in the case of Library faculty, the overall financial sustainability of adding a multi-year appointment to the Library budget will be considered).
- Faculty member is recommended to the Provost for a multi-year appointment by her/his/their dean in consultation with the program or department chair.

This multi-year commitment is contingent upon the continuing viability of the particular college department, program or course and the decision of the University, in its sole discretion, to continue funding this department at the current levels.

Three Year Appointments
Faculty in the Professional Practice track who achieve the rank of Associate Professor may be recommended by the Academic Dean for a three-year appointment. The same criteria related to high evaluations of teaching and overall performance as well as the financial viability of the program and college to support a multi-year appointment will apply.

Nomination Process
Each spring, the Provost’s Office will provide deans with lists of faculty who may be eligible for multi-year appointments or who need to be reviewed for renewal of a multi-year appointment. The deans will recommend faculty for multi-year appointments to the Provost based upon the criteria outlined above. Except in the case of the Library, where there are no academic program leads, the dean will consult with the faculty member’s program or department chair/director.
and consider faculty performance evaluations before making a judgment about recommending a faculty member for a multi-year appointment.

Renewal of Multi-Year Appointments

Multi-year appointments are not subject to automatic renewal. Based upon the faculty member’s annual evaluations of teaching and overall performance and dean’s evaluation of the continued financial viability of the faculty member’s program, the dean will determine whether a faculty member’s multi-year appointment will be extended. For a two-year appointment, a decision will be made by the end of the first year of the appointment, either to extend the appointment for a year (maintaining the two-year appointment cycle) or to not extend beyond the existing appointment.

For a three-year appointment, generally, the renewal decision will be made at the end of the second year of the appointment, either to extend by another two years or to not extend beyond the original date range of the appointment. If an extension is not granted at the end of the second year, the dean will consider at the end of the following year (the last year of the original three-year appointment) whether to terminate the appointment, offer a new one-year appointment, or to offer another multi-year appointment.

The criteria deans will consider in rendering a decision about extension of a multi-year appointment will be the same as the criteria those used for an initial multi-year appointment.

If the appointment is not extended due to performance issues, the faculty member must correct the performance issues during the remaining period of their existing appointment. If performance issues are corrected, they may then re-apply to their dean to be considered for a future multi-year appointment.
Guidelines

Outline of the process for awarding promotion and / or tenure.

The following timeline description establishes ongoing responsibilities of the Chief Academic Officer, Deans, and faculty engaged in the promotion and tenure annual cycle. The Policy establishes recurring annual deadlines for key promotion and tenure events. The Chief Academic Officer also maintains and publishes on the website separate Implementation Guidelines for Awarding Promotion in Rank and/or Tenure or Early Tenure.

Ongoing: The Chief Academic Officer maintains the official timetable for candidacy, which is reflected in the annual Letter of Appointment (LOA). The Office of the Provost will ensure that training and information are provided to faculty about the processes related to faculty evaluation and promotion and tenure. The Office of the Provost also maintains official records of all Dean and Committee letters of recommendation and other official documents related to the tenure process, and controls access to dossiers until the process is completed for each candidate.

Ongoing: During each academic year, the faculty member, department chair, and Dean or Dean’s designee work together to ensure appropriate workload assignment, review, and mentoring. Deans have responsibility for ensuring that faculty are oriented to the promotion and tenure processes and also that they are mentored appropriately. The faculty evaluation process should be aligned to the promotion and tenure processes to encourage on-going documentation and evidence building for promotion and/or tenure.

Ongoing: During each academic year, a Midway Review is conducted for each faculty member in the third year on the Tenure Track.

April – May: The Chief Academic Officer notifies all candidates in the various stages of the promotion and tenure process of their status and eligibility, and works with IPTC to offer informational workshops for candidates (their attendance is voluntary).

By June 1: All candidates who will apply in September for promotion, early tenure, and / or tenure submit a formal letter of intent to the Chief Academic Officer.

By June 15: The Chief Academic Officer advises the full faculty of the names of all candidates and invites submission of written comments, which must be received by the same deadline as that for receipt of dossiers.
By July 1: Each candidate will solicit external letters of reference, which must be received by the same deadline as that for receipt of dossiers.

By September 1: Candidates compile and submit dossiers to the Chief Academic Officer. (See the guidelines for notes on dossiers.)

By October 1: Deans submit initial letters of recommendation to the Chief Academic Officer, who makes the Dean’s letter and all internal and external letters available to the College and Institutional Promotion Committee members for review.

By November 1: College committees complete their review of all candidate dossiers and submit formal written recommendations to the Chief Academic Officer, who makes them available to IPTRC.

By January 15: IPTRC completes its review of all candidate dossiers and college committee recommendations and submits its formal written recommendations to the Chief Academic Officer.

By February 15: Each Dean reviews CPTC / Library and IPTRC recommendations and submits a final written recommendation to the Chief Academic Officer. The Chief Academic Officer reviews files and may consult committees for clarification, etc.

By March 1: The Chief Academic Officer submits his/her recommendation and brief rationale on each candidate to the President. The President reviews and, with the CAO, prepares their written recommendation for each candidate for the Board of Trustees.

By June 30: The Board of Trustees acts on the recommendations submitted.

Within 10 days of the June Board meeting, the Chief Academic Officer notifies each candidate via formal letter of the Board’s action and of action to be taken the following year, pursuant to the granting or denial of promotion and / or tenure. The Chief Academic Officer then announces the names of successful candidates to the Faculty Senate and the University community.

Within 45 working days after Board of Trustees action: Any candidate wishing to appeal a
Board decision must file such appeal, pursuant to Faculty Policy 112 on Promotion and Tenure Appeals.

Special Circumstances

Distinguished Professor of Practice

Individuals in this non-ranked appointment, which itself represents a high level of distinction, are not eligible for tenure or for further promotion.

Dean’s, Chief Academic Officer’s, or President’s Prerogative

The Dean, Chief Academic Officer, and / or President may jointly approve the awarding of tenure and/or the rank of Associate Professor or Professor, in conjunction with appointing a well-established professional to a key academic position on the faculty at the time of his or her appointment. The individual will be fully credentialed in the area in which he/she teaches. The Dean, Chief Academic Officer, and/or President will confer with the Faculty Senate Chair or the chair of the Institutional Promotion, Tenure, and Recognition Committee prior to award. Such awards will be ratified by the Board of Trustees.

Credit for Prior Employment

Upon recommendation of the department chair and the appropriate Dean, faculty members joining National Louis University from other educational institutions may be credited by the Chief Academic Officer with up to two years of service as equivalent to that served in a tenure-track position with the University, provided that such faculty members shall not be eligible to apply for tenure until completing the remaining normal span of years expected of the University faculty before application for tenure. In such cases, the Chief Academic Officer will document the credit arrangement in each such faculty member’s initial and subsequent Letters of Appointment and/or other hiring documentation. If the IPTRC is unable to meet in a timely manner to consider this request, the Chief Academic Office may ask the Chair of the Faculty Senate to appoint a Special Committee, as described above re Prerogative appointments, to consider this request.

Partial-Year Credit

Upon the request of the candidate and the recommendation of the department chair and the appropriate Dean, the Chief Academic Officer may approve the crediting of a full year of service toward promotion and / or tenure for that academic year for a new full-time faculty member commencing employment with the University no later than the first working day of the second week of the
Winter Quarter. Such credit will be noted in the candidate’s first-year and subsequent Letters of Appointment and and/or other hiring documentation.

Confidentiality
To maintain a fair and equitable promotion and tenure system, all candidate materials along with letters submitted by internal and external constituents included in the dossier are considered confidential by everyone involved at any stage of the process. College and institutional committee members participate with the understanding that all deliberations remain confidential and not shared during the review process or after the institutional promotion and tenure decisions are made. Additionally, promotion and tenure candidates will not contact committee members during the year of review or after the promotion and tenure decisions are made as this is considered inappropriate. After the promotion and tenure decisions have been communicated, candidates may submit a written request to the Provost Office to obtain the college committee, institutional committee, and dean’s initial letters of recommendation. Confidentiality of the promotion and tenure process is expected to be observed indefinitely by everyone involved, subject to any legal obligation to turn over any and all said records.

Implementation, Review, and Revision of this Policy

Publication
This Policy will be published in the Faculty Guidebook and / or other appropriate documents, which will be made available to all faculty on the University’s website.

Implementation, Review and Revision of This Policy
This Policy will be promulgated on the implementation date mutually agreed upon and documented in the Policy by the Faculty Senate, Chief Academic Officer, and President. The Chief Academic Officer shall maintain and publish Implementation Guidelines for Awarding Promotion in Rank and /or Tenure or Early Tenure.

This Policy may be reviewed periodically at the request the President, the Chief Academic Officer, the Faculty Association, or the Faculty Senate, and shall be reviewed no less frequently than every 7 years. For each review, the Chief Academic Officer and the Faculty Senate will mutually agree upon a review process. This Policy may be modified or supplemented by mutual agreement between the President of the University and the Faculty Senate, as ratified by the Board of
Trustees.

Transition to the 2019 Policy
A new rubric for the Professional Practice Track will be implemented. Faculty will be required to move to that rubric in academic year 20-21, but may choose to use it prior.