

Promotion Procedures for Contract Faculty and Researchers

Step 1: Each Spring, convene faculty and researchers by Division to discuss promotion procedures and criteria.

- Toward the end of each Spring semester the Associate Dean, Academic Personnel (ADAP) convenes the Professors, Lecturers, Scientists, and Fellows of all ranks by Division to discuss promotion procedures and criteria. This is to alert leaders of Centers, Institutes and Degree Programs, as well as individual researchers and faculty, that proposals for promotions will be considered at the beginning of the next academic year in September. As explained in the Memo Shell to convene the meeting, this is not a meeting to discuss individual cases but rather to open up and clarify the process and to raise and answer questions.
- Leaders as well as individuals considering promotion should reference the appropriate position criteria listed below.
- After Step 1 the procedures herein are for contract faculty and researchers. The procedures for tenure-track faculty are similar for most steps but different enough to merit a separate document (xxxx)

Documentation associated with this step includes:

Documents can be found on: <https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Memo shell for Spring Divisions Meetings.docx

Faculty Handbook (promotion criteria and procedures for tenure-track positions)

Contract faculty guidelines.pdf

Narrative Descriptions of Research Positions.pdf

Narrative Descriptions of Program Staff and Fellow Positions.pdf.

Heller policy for appointment of Scientists and Fellows.doc

Position Rights Obligations and Guidelines for Hiring and Promotion.doc

Scholarship and Public Engagement.docx

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Step 2: Preliminary review of proposed promotions

- Supervisors and Center/Institute/Program Directors who would like to propose an individual for promotion have a preliminary conversation with the ADAP before the start of the Fall semester to review whether the individual meets promotion criteria for their title. The documents in Step 1 are the basic guides but there may be precedent and other issues to consider. The ADAP may also consult with the Dean about how best to proceed.
- An individual desiring promotion may have a preliminary discussion with the ADAP directly. It is preferable that individuals discuss it first with their supervisor or Director to get their support but this is not a requirement.
- The preliminary discussion may yield a decision not to proceed, in which case, the interested individual will be told where he/she falls short vis-à-vis the guidelines so that he/she can work on those areas.
- Prior to the start of the Fall term, the ADAP reviews the list of promotion candidates with the Dean (including those recommended not to go forward). This may result in a need for further discussions and information gathering before the final list is created.

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Step 3: Request information from promotion candidates

The ADAP sends a memo (see Promotion Memo Shell.doc) to each faculty member or researcher who has been proposed for promotion requesting the following information as appropriate to his/her job and title description:

- a. Updated CV
- b. List of courses taught since appointment to their current position (if applicable)
- c. Most recent syllabi for courses taught during the last three years (if applicable)
- d. Personal statement covering the topics below as applicable (3-6 pages). The statement should cover
 - i. Teaching and advising
 - ii. Research, including grants/contracts
 - iii. Scholarship - summary of reports, publications, presentations, etc. with reference to CV
 - iv. Program administration
 - v. Other service to School and/or University
 - vi. Other relevant professional activity, e.g., outside roles and public engagement
 - vii. Professional goals in new position
- e. Copies of publications since appointment to current title. Electronic versions if available.
- f. A list of seven potential outside referees, including contact information and a brief statement about your relationship to each.

If applicable, the ADAP obtains copies of course evaluations for the last four years. The ADAP also requests a written recommendation covering the relevant points above from the Director(s) of the Program(s) in which the individual teaches (if applicable) and/or the Center/Institute Director in which the individual is based (if applicable).

Documentation associated with this step includes:

Documents can be found on: <https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Promotion Memo Shell.doc

Position descriptions and other guidelines in Step 1

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Step 4: Establish Review Committee(s)

The Heller Dean and ADAP establish committee(s) of three members (composed of faculty members from the Professor ranks and/or researchers from the Scientist and/or Fellow ranks) to review peers proposed for promotion. To choose members of committees, as a rule, researchers cannot review faculty, and lecturers cannot review researchers. Professors can review both lecturers and researchers, but only Professors can review other Professors. Committee members will be at equivalent or more senior ranks than the individual(s) being reviewed. Rank equivalents are as follows:

- Assistant Professor, Lecturer, Scientist, Fellow
- Associate Professor, Senior Scientist, Senior Fellow, Senior Lecturer
- Professor, Distinguished Scientist, Distinguished Fellow

Committee members will be drawn from the candidate's Division if suitable peers are available. Generally a committee will review no more than three peers. For each individual being reviewed, the ADAP appoints a chair for the review.

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Step 5: Share Materials with Review Committee and appoint Chair

As the materials from the candidate are received, the ADAP shares materials with the committee members for review. This may be done with the assistance of administrative support staff and the creation of secure shared files. The ADAP explains their charge, i.e. to review materials and to be ready to comment on whether and how the candidate meets the criteria for the proposed promotion as relevant (see Step 3). The ADAP will share course evaluations (if applicable) and the recommendation(s) from Director(s) when they become available. The ADAP asks one member of the committee to serve as chair.

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Step 6: Convene Review Committee, develop list of outside referees, and solicit references.

Once members have received the materials the ADAP convenes the committee to review the process and to discuss materials and candidate(s). The primary task at this point is to discuss whether the recommended outside referees are sufficient and appropriate. The committee chooses the most appropriate five or six names and adds two to four names to reach a list of eight. For promotions to the Assistant Professor ranks, six is sufficient. The committee members may ask colleagues inside and outside Heller for suggestions of additional names if needed (in confidence). Before sending reference requests to individuals suggested by the committee, the names will be shared by the ADAP with the candidate for comment and exclusion if there are grounds.

Once the list of outside references is agreed, the Dean sends a letter attached to an email to each, asking for a reference. (See Contract faculty and researcher outside recommendations letter shell.docx). The responses to the requests are tracked in a spreadsheet (See Response tracking matrix.xls). At least three letters are required but six is the preferred number. Three is sufficient for appointment at the Assistant level.

Documentation associated with this step includes:

Documents can be found on: <https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Contract faculty and researcher outside recommendations letter shell.docx

Response tracking matrix.xls

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Step 7: Draft and Discuss Division Report

Once enough reference letters are in hand the ADAP asks the chair for each individual to draft the Division Report, citing position criteria, University/School need, and the candidate's fit with same. The Report is organized by the review categories and includes a recommendation at the end regarding promotion.

According to the Handbook, for faculty promotions the report:

"must contain a clear recommendation for or against appointment and/or promotion. The report must include an appraisal of all significant evidence, favorable and unfavorable. It should be specific and analytical, and must include an evaluation of the candidate's qualifications with respect to scholarship and/or creative work, teaching, professional activities and service to the department, university, and the profession."

For research positions, the Report should take a similar approach but may or may not include teaching and advising, as appropriate to the individual's appointment.

Once the Chair has a draft of the Division Report, the Chair shares the draft with the committee, and the ADAP convenes a meeting of the committee to discuss the materials and the draft Report. Suggestions for changes in the Report are discussed and agreed. The final Division Report is shared with committee members, who agree to sign or not. Members may submit supplementary statements, particularly if they dissent from the Report.

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Step 8: Share materials with Division, convene Division for a vote, and draft the Division Summary

The ADAP shares the recommendation and materials with Division faculty and researchers as appropriate (see Step 4) at and above the rank of the recommended position and convenes the Division faculty for a discussion, vote, and signatures on the Report (see Agenda for Division promotion meeting.doc). If the recommendation is not unanimous, the division of the Division and the reasons therefor must be communicated either in the body of the report or in separate concurring or dissenting statements by individual members, submitted as part of the Division report, over the appropriate signatures, and with the full cognizance of all members of the Division participating in the process.

Based on the Division Report, the Division meeting, and additional positions shared in writing by Division faculty, the committee writes the Division Summary, a 1 to 2 page statement written so as to reflect accurately the substance of the Division evaluation and recommendation while preserving the anonymity of outside evaluators and the positions of individual participants in the process.

Documentation associated with this step includes:

Documents can be found on: <https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Agenda for Division promotion meeting.doc

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Step 9: Pass materials to the Dean

The committee passes on the Report, Division Summary, other materials, and vote to the Dean. The Dean reviews the Division deliberations to ensure they conform to these procedures. The Dean reviews the materials and may ask for revisions to reflect more completely the documentation and Division deliberations or to clarify the Division recommendation.

The Dean provides a copy of the Division Summary to the candidate, who may submit a written response within 10 days, which will be appended to the materials.

For promotions to Senior Lecturer, Senior and Distinguished Scientist, and Senior and Distinguished Fellow, the review process stops here. If the Dean agrees with the recommendation of the Division (taking into account statements by the candidate, if any), the promotion proceeds. The Dean informs the Provost, the Division committee Chair, the ADAP, and the candidate, and an appointment letter is developed (Step 13). If the promotion is not agreed to, the Dean informs the Division committee Chair, the ADAP, and the candidate in writing with an explanation.

For promotions in the Professor lines, proceed to Step 10.

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Step 10: Form and convene Ad Hoc committee

The Dean convenes an ad hoc committee of at least three Brandeis faculty members at or above the rank being considered who are not in the Division of the proposed appointment. The Dean appoints a Chair of the ad hoc.

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Step 11: The Ad Hoc deliberates and votes

Under direction of the Chair, the ad hoc considers the materials, votes, and makes a recommendation to the Dean.

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Step 12: The Dean decides and informs

The Dean reviews the materials and recommendations, decides whether or not to approve, and informs the Provost, the Division and ad hoc Chairs, the ADAP, and the candidate.

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Step 13: Write appointment letter

After discussion with the Dean regarding terms (salary, length, assignments, and other conditions) the ADAP drafts the contract renewal letter and elicits feedback on draft letter from the Heller Chief Administrative Officer and the Director(s) of relevant Degree Program(s) and/or Institute(s)/Center(s) in which the candidate works. The ADAP makes changes in the letter as recommended if appropriate and conveys the letter to the Dean for signature. The Dean signs and transmits the final contract letter to the faculty member/researcher, with copies to Center/Institute Director, Educational Program Director(s), Heller Chief Administrative Officer, and the Provost.

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Step 14: Candidate Signs and Returns Contract Renewal Letter

Contract letters have a signature section asking the candidate to sign and return the letter to the Dean. The Dean's office tracks the return of the signed letters and adds them to the file. The candidate may ask for explanations or changes to the appointment letter. If this is the case the Dean, ADAP, and appropriate Center/Institute/Program Director(s) try to work with the candidate to find mutually agreeable terms.