



Best Practices in Annual, Reappointment, Tenure, Promotion, and Triennial Review for Department/Program Faculty Evaluators

The following guidelines are based upon national guides such as Good Practice in Tenure Evaluation: Advice for Tenured Faculty, Department Chairs, and Academic Administrators (American Council on Education, American Association of University Professors, and United Educators: 2000); Lehigh's [Rules and Procedures](#) applicable legal requirements; recommendations from the Faculty Personnel Committee; and discussions with college promotion and tenure (P&T) committees. The following six "C"s should govern faculty evaluation at every level:

• **Clarity** • **Consultation** • **Consistency** • **Confidentiality** • **Candor** • **Caring**

- In all deliberations and recommendations, evaluators at every level (department/program faculty, P&T committee, dean, and provost) must use and adhere to all applicable University policies and procedures, including R&P and the college guidelines on criteria for tenure and promotion. If the college guidelines contradict R&P in any way, the university-wide R&P prevails.
- When a question or a "gray area" arises regarding the criteria or procedures (and interpretation questions are not unusual in such matters), the department chair should consult with the deputy provost for faculty affairs. The deputy provost will consult with others as needed. In the College of Arts and Sciences, the department chair should first contact the associate dean for faculty and staff.
- Confidentiality must be maintained throughout the process and after the process is completed. This includes all confidential materials in the candidate's file, meetings of the department/ program faculty to discuss the case, and any meetings related to the case with the P&T committee, dean, and provost.
- The department chair and other department faculty must check to make sure that the candidate's portfolio is complete before the department/program faculty meet to conduct the evaluation. The department chair must ensure that the reappointment, tenure, or promotion portfolio is complete before sending it to the dean's office. See the guidelines and checklist for portfolios on the provost's web site at <http://www.lehigh.edu/~inprv/faculty/promotion.html>
- The department/program faculty may consider new information that becomes available during the reappointment, tenure, or promotion review, such as publication of a book or article. The candidate is responsible for making the information known to the department chair, who forwards the information for addition to the candidate's portfolio.
- Department/program faculty must ensure that their evaluations of candidates and their recommendations (i.e., votes) are consistent. Specifically, what they write in their letters should support what they are recommending. Letters should provide ample evidence regarding each of the domains of research and scholarship, teaching, and service to support the recommendation.
- All department/program evaluators must make a clear, unambiguous recommendation.
- Personal issues such as family, health, or other personal situations must not be considered or discussed in annual, reappointment, tenure, promotion, or triennial reviews. Faculty must not request access to such information, even when the probationary period has been extended.
- The standards for tenure will remain the same for candidates who receive tenure clock extensions as for those who do not receive extensions. If the candidate reveals the reason for an FMLA leave or tenure extension, the faculty evaluators will nevertheless use the same standards for tenure as for candidates who do not receive extensions or take FMLA leaves.



- Personal characteristics such as race, ethnicity, gender, disability, etc. must not be considered or discussed in annual, reappointment, tenure, promotion, or triennial reviews. Discrimination is unacceptable and illegal. Faculty should familiarize themselves with and adhere to the University's Policy on Harassment and Non-Discrimination available that can be found on Human Resource's webpage.
- Lack of a response from an external evaluator in a promotion/tenure case must not be judged as a negative evaluation. If an external evaluator reveals in his/her letter an inappropriately close relationship with the candidate, the letter must be disregarded.
- The department chair is the contact person for requests from the P&T committee or dean's office for additional information. The department chair will coordinate the response of the department/program faculty when the P&T committee is considering a recommendation contrary to that of the department/program faculty.

9.17.19