

COLLEGE RULES

Taubman College of Architecture + Urban Planning

The University of Michigan

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Article One: College

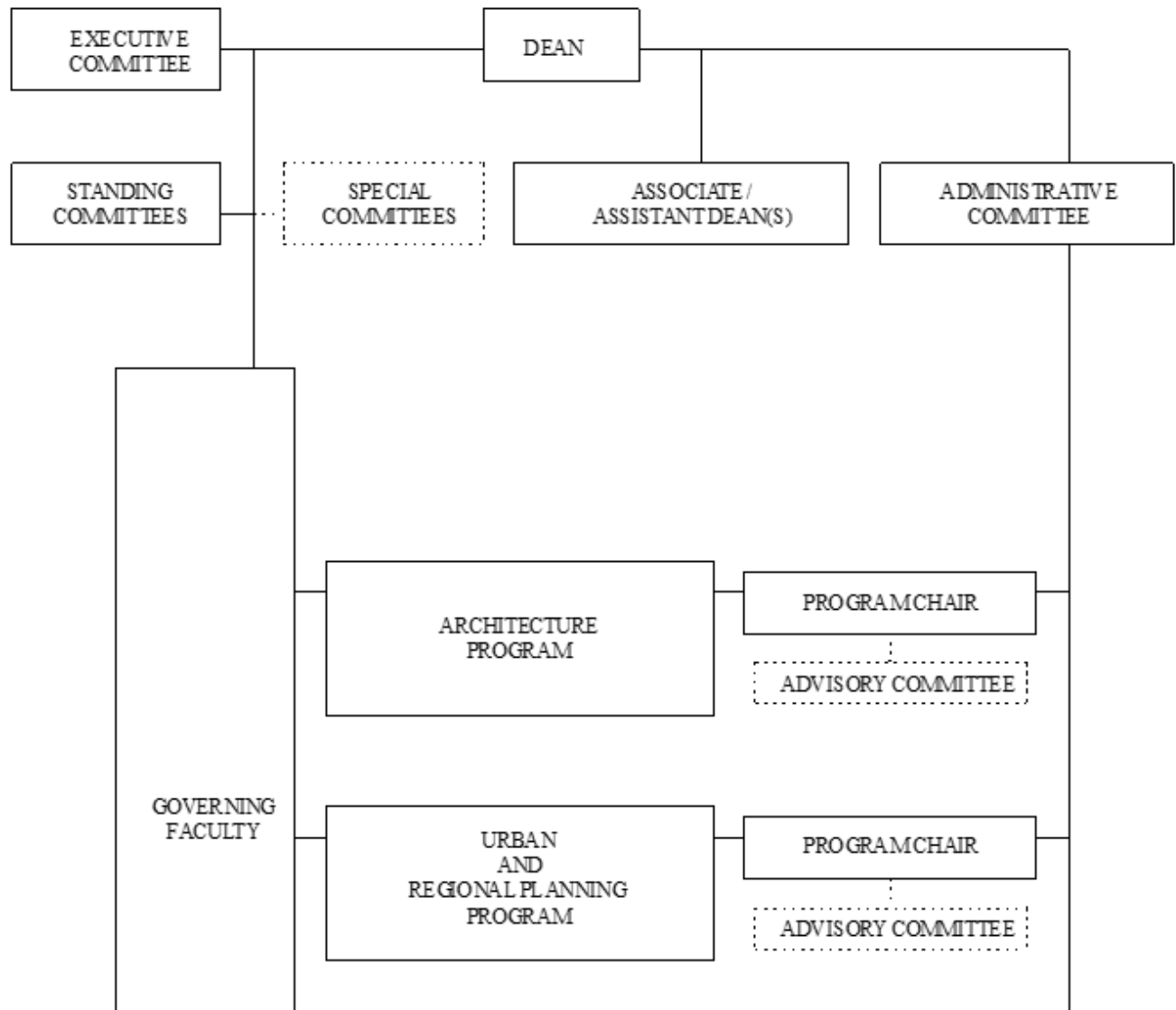
- 1.1 The College of Architecture and Urban Planning is established for the purpose of conducting educational, research and service activities in the professional fields of architecture and urban planning.

Article Two: Definitions

- 2.1 **Dean.** The Dean of the College is appointed by the Board of Regents to act as executive officer of the College.
- 2.2 **Executive Committee.** The Executive Committee is the group appointed by the Board of Regents to assist the Dean and represent the College faculty in budgeting, educational and instructional policy matters, promotions and appointments.
- 2.3 **Administrative Committee.** The Administrative Committee is the group holding administrative appointments which assists the Dean with administrative matters.
- 2.4 **Programs.** A program is a subdivision of the College normally under an administrative chair maintained for the purpose of operating a specified teaching, research or service activity.
- 2.5 **Governing Faculty.** The Governing Faculty is the legislative and policy-making body of the College. The Governing Faculty includes all persons who hold appointments in the College, and who are:
 - 1) Professors, Associate Professors, and Assistant Professors who hold appointments of one-half time or more;
 - 2) Professors of Practice, Associate Professors of Practice, Assistant Professors of Practice, Instructors of Practice, Instructors and Lecturers who hold appointments of one-half time or more, and who have held appointments during the preceding two regular terms, subject to Governing Faculty approval each year. (Regents' Bylaws, Section 5.01).
- 2.6 **Faculty.** The faculty includes the Governing Faculty, those Professors of Practice, Associate Professors of Practice, Assistant Professors of Practice, Instructors of Practice, Instructors and Lecturers who do not qualify as Governing Faculty, adjunct appointees and primary research scientists.
- 2.7 **Instructional Staff.** Instructional staff includes the Faculty, graduate student instructors and visiting instructional appointments.
- 2.8 **Primary Research Scientists.** Primary research scientists include research investigators, assistant research scientists, associate research scientists, and research scientists.
- 2.9 **Standing Committees.** Standing committees are small representative bodies appointed on an annual basis to perform preliminary work and prepare materials for consideration and action by the Governing Faculty.

- 2.10 **Task Forces.** A task force is a small representative group appointed ad hoc for a limited time to consider a special purpose.

Article Three: Organization of the College



Article Four: Dean

- 4.1 The Dean is the chief executive officer of the College. In matters of policy, budget, promotions and appointments, the Dean shall be assisted by the Executive Committee. In matters of administration, the Dean shall be assisted by the Administrative Committee. The Dean shall chair meetings of the Executive Committee, the Administrative Committee, and the faculty.
- 4.2 In carrying out the administrative work of the College, the Dean may be assisted by the Assistant/Associate Dean(s), as authorized by the Regents.

Article Five: The Executive Committee

- 5.1 **Composition and Terms of Office.** The Executive Committee consists of the Dean and four members of the Governing Faculty to be appointed by the Board of Regents on recommendation by the President. The appointed members shall hold office for two years and shall not be eligible for reappointment for a period of at least one year following completion of a term. The terms shall be adjusted so that two shall expire each year. The Dean shall chair the committee. (Regents' Bylaws, Section 11.01).

To ensure representation of the two professional fields in the College, one member shall be elected from each of the professional fields in even numbered years. In odd numbered years, two members shall be elected at large.

- 5.2 **Eligibility for Membership.** All Professors and Associate Professors who hold tenure shall be eligible for membership on the Executive Committee unless they hold a position as chair of a program or Assistant/Associate Dean of the College.

- 5.3 **Faculty Nomination Procedure**

- 5.31 **Preliminary Ballot.** The preliminary ballot shall be approved by the Executive Committee and shared at the regular faculty meeting of the winter term. The Governing Faculty shall vote electronically as a whole on all eligible candidates willing to serve. Each member of the Governing Faculty may vote for a number of candidates not exceeding twice the number of vacancies to be filled.

The final ballot, equal to three times the number of vacancies to be filled, shall contain the names of those candidates receiving the highest number of votes. In the event of a last place tie, the names of those tied shall also be included.

In even numbered years when designated members are nominated from each of the Architecture and Urban Planning programs, two panels of names shall be prepared. Each member of the Governing Faculty may vote for not more than two candidates from each panel.

- 5.32 **Final Ballot.** Within three days the Dean's Office shall send the final ballot to the members of the Governing Faculty. Each member of the Governing Faculty may vote for a number of candidates not exceeding the number of vacancies to be filled, without

indicating preference.

In even numbered years, when designated members are nominated from each of the Architecture and Urban Planning programs, two panels of names shall be submitted. Each member of the Governing Faculty may vote for not more than one candidate from each panel. In the event of a last place tie, the names of those tied shall be included in the final result..

The final result, equal to twice the number of vacancies to be filled and containing the names of those candidates receiving the highest number of votes, is forwarded to the Dean's Office. The Dean forwards the results of the vote, including the number of votes received by each member of the panel, to the Provost. In forwarding the results, the Dean may choose to comment on the panel. The Provost's recommendations are forwarded to the Regents, who make the appointments.

The results of the final ballot in rank order of votes received by the candidates will be promptly distributed to the Faculty by email.

Should a vacancy of the Executive Committee occur for any reason other than expiration of the term, members of the final ballot remaining from the election at which the departing member was selected shall be considered nominated for the unexpired term. These names, with the number of votes received, shall be sent to the provost. Vacancies in excess of the number which can be filled in this manner shall be filled by regular election procedures.

- 5.4 **Meetings.** A quorum for Executive Committee meetings shall consist of the Dean and three additional faculty members of the Committee or, in the absence of the Dean, four faculty members of the Committee. Program Chairs shall attend Executive Committee meetings to represent their programs, when so requested by the Committee. The Assistant/Associate Dean(s) shall attend Executive Committee meetings, except when requested not to by the Committee. Notice of a meeting shall be given to all members at least 48 hours in advance of the meeting. The Dean shall chair the Committee.

The Executive Committee shall record the minutes of all the meetings. The minutes, upon approval by the Committee, shall be posted and promptly distributed to all faculty. The minutes shall contain a record of all Committee action. An opportunity shall be provided on the agenda of each regular faculty meeting for discussion of these minutes.

- 5.5 **Student Participation.** The Governing Faculty may invite student representatives to participate in meetings of the Executive Committee on a regular basis in an advisory capacity. Student representatives must be full-time students in good academic standing and should include at least one member from each of the teaching programs. The number of students shall not exceed the number of faculty members on the Executive Committee.

Article Six: The Administrative Committee

- 6.1 The Administrative Committee aids the Dean in the administration of the College. It is composed of the Dean, the Assistant/Associate Dean(s), and the chairs of all programs. The Dean shall chair the Committee. The Committee shall meet as frequently as required to assure good coordination of effort in the administration and operation of the College.

Article Seven: College Committees

- 7.1 **Appointments.** Faculty members and the chair of each standing committee shall be appointed by the Executive Committee. Near the end of each academic year, appointments shall be made for the following year. Committee members and the committee chair may be reappointed. In making appointments, the Executive Committee shall consider the abilities and interests of faculty members, equity in the distribution of workload and fair representation of the various programs and constituencies. The Executive Committee may solicit faculty interest in standing committee appointments prior to making appointments.

When appropriate, students in good academic standing may be requested to serve on College committees. Appointment of student members to standing committees shall be for one academic year, and shall be made as soon as possible after the start of the academic year. Appointments shall be made from recommendations submitted by the various programs and student organizations.

- 7.2 **Library Committee.** The duties of this Committee shall include:

- 1) Acting as a liaison between the faculty and students of the College and Library.
- 2) Studying matters affecting current needs and operations of the library, and recommending action thereon.
- 3) Studying matters affecting future needs and development of the library, and recommending action thereon.
- 4) Collaborating with the Architecture and Art Librarian in advocating and pursuing matters of interest to faculty, staff and students in the College.
- 5) Working jointly with representatives of the School of Art & Design on matters of concern to both academic units affecting the operation and development of the library.

- 7.3. **Lecture/Exhibition Committee.** The duties of this Committee shall include:

- 1) Proposing, coordinating, and scheduling faculty and external lectures and exhibitions appropriate to the educational programs of the College.
- 2) Working closely with the College administration regarding external lectures and exhibitions, particularly with regard to budget.
- 3) Working closely with the faculty to facilitate a continuous displaying of student work.
- 4) Acting as a liaison between the College and the School of Art & Design in matters related to the College's use of the Slusser Gallery and adjoining display spaces.
- 5) Facilitating the scheduling of major speakers who are highly desired by one or more of the Programs.

7.4 **Research Policy Committee.** The duties of this Committee shall include:

- 1) Formulating and monitoring research and attendant publication policies for the College.
- 2) Providing a forum for discussion of College research policy and the relationship of such policy to research policies of the University.
- 3) Reviewing research activities for consistency with the mission of the College and with approved research policies.
- 4) Reviewing space and equipment needs of faculty, staff, and students engaged in research activities; and preparing recommendations for the allocation and management of such space.

7.5 **External Relations Committee.** The duties of the Committee shall include:

- 1) Recommending and developing strategies to maintain and improve relationships between the College and its alumni and friends.
- 2) Recommending and developing strategies to maintain and improve fund raising for the College.
- 3) Monitoring the allocation of College and outside funds used to promote the external relationships of the College, and recommending budgets to carry on these activities.

7.6 **Space and Planning Committee.** The duties of this Committee shall include:

- 1) Studying the use of existing College space and equipment and making recommendations for their improvement.
- 2) Studying future space and equipment needs of the College, and making recommendations for the acquisition of additional space and equipment.
- 3) Representing the faculty in matters concerned with the acquisition of additional space and equipment.
- 4) Studying matters affecting the safe and secure operation of College facilities and making recommendations thereon.

7.7 **Computer Policy Committee.** The duties of this committee shall include:

- 1) Reviewing proposals and making recommendations for the acquisition of hardware and software.
- 2) Making recommendations for the maintenance of hardware and software.
- 3) Making recommendations for the integration of computing technology into the curriculum of Architecture and Urban Planning.
- 4) Formulating proposals for the maintenance of a state-of-the-art computing research environment.
- 5) Providing liaison with the School of Art & Design, the Media Union and the Information Technology Division (computing services) concerning policies regarding the maintenance and use of the Art and Architecture computing facility.

7.8 **Promotion and Tenure Committee(s).** The duties of this committee (or multiple committees) shall include:

- 1) Conduct and manage the review process for all interim, tenure, and promotion reviews.

- 2) Collect all information, including teaching assessments and external review letters.
- 3) Evaluate and analyze a candidate's review materials.
- 4) Make a recommendation for renewal, tenure, or promotion as the case may require and forward that recommendation to the Executive Committee.
- 5) Formulate proposals for improving the review process and review policies.

7.9 **Diversity, Equity and Inclusion Committee.** The committee will be chaired by the college's senior diversity leader. The duties of this committee shall include:

- 1) Providing advice to the dean and the Executive Committee on all issues pertaining to the development and implementation of policies and initiatives related to diversity, equity and inclusion (DEI).
- 2) Providing advice to the dean and the Executive Committee on DEI-related research and best practices that are applicable to the college.
- 3) Reviewing internal college data, analyses and evaluations of the college's DEI-related activities and providing advice to the dean and the Executive Committee on any existing or newly recommended research.
- 4) Reviewing processes for faculty, fellowship, lecturer and staff searches to ensure the college's best efforts in diversifying its faculty and staff by:
 - I. Providing counsel to the dean, Executive Committee and/or program chairs as appropriate on how best to:
 - a. Ensure that search committee membership is broadly diverse;
 - b. Ensure that position announcements reference the college's values on DEI-related issues, that the college's DEI-related policies are adhered to throughout the search process, and that all candidates are informed about the college's DEI-related policies and activities;
 - c. Ensure that the evaluation of candidates includes candidates' commitment to DEI-related issues as defined by the college.
 - II. Recommending measures to the dean, Executive Committee and/or program chairs to enhance the diversity of the applicant pool at the beginning of a search and prior to inviting finalists to campus interviews.

Article Eight: College Faculty

8.1 **Meetings.** The College faculty shall meet at least once during each regular term. Meetings shall be chaired by the Dean and shall operate under Robert's Rules of Order. A quorum shall consist of one-third of the Governing Faculty. All members of the Faculty may vote on all matters considered at a faculty meeting, except that all persons holding "practice" appointments may not vote on issues of tenure, and except as delegated to Governing Faculty by these Rules or by Regents' Bylaws (Sections 5.01 and 5.03). Attendance at meetings is both a right and a responsibility of members of the faculty.

All members of the Instructional Staff and all invited student representatives may attend

meetings of the faculty to participate in discussions of issues of importance to them, and to introduce issues of general concern to faculty and students which are appropriate in such a forum. Any faculty member or student may reserve a place on the agenda of a faculty meeting by presenting a written request to the Dean before the day of the meeting.

Regular meetings shall be announced and an agenda distributed at least one week prior to the meeting date.

Special meetings of the Faculty or the Governing Faculty may be called by the Dean, three members of the Executive Committee, or by six members of the Governing Faculty.

Voting by the Governing Faculty shall take place asynchronously, via electronic communication or other means indicated by the Dean, in which case the voting period shall be five business days following the adjournment of the meeting at which the motion being voted on was presented or once the ballot has been shared. In the absence of specific provisions to the contrary, all actions of the Governing Faculty require approval of a majority of the members of the Governing Faculty. Following the close of the voting period, the results of the vote shall be announced to the Governing Faculty and shall be recorded in the minutes of the meeting at which the motion being voted on was presented.

Article Nine: College Programs

- 9.1 A program is a subdivision of the College, normally under an administrative chair, maintained for the purpose of conducting a specified teaching, research or service activity. Subject to University rules governing modifications to degree granting programs and Section 601.2 of the Standard Practice Guide for academic program discontinuance, programs may be created or eliminated by action of the Governing Faculty.

Current programs in the College are:

Architecture Program
Urban and Regional Planning Program

- 9.2 **Initiating and Terminating Programs.** Creation or continuation of a program requires a clear demonstration of commitment by the College Governing Faculty. Although the program structure is designed to permit the refocusing of energy on emerging and evolving problem areas, thorough deliberation and a high level of support are required to initiate or terminate programs.

- 9.21 **Initiating New Programs.** Additional teaching, research or service programs may be created by the Governing Faculty if there is evidence of a sufficiently high level of interest and commitment in a specified area. The Dean, Executive Committee or any member of the Governing Faculty may initiate a proposal to establish a new program. The request must be documented and submitted to the Dean and Executive Committee for review and comment. The Executive Committee must obtain any required University review. The recommendation of the Executive Committee shall be distributed to the Governing Faculty and reviewed at one or more faculty meetings before final action is

taken. A new program can be established only by a two-thirds majority vote of those members of the Governing Faculty responding to a mail ballot.

- 9.22 **Terminating Programs.** A program may be terminated, subject to Section 601.2 of the Standard Practice Guide, Discontinuance of Academic Programs, when the reasons for continuing the program no longer exist. The Dean or Executive Committee shall originate such action, document the pertinent facts and request action by the Governing Faculty. An existing program can be terminated only by a two-thirds majority vote of those members of the Governing Faculty responding to a mail ballot.

- 9.3 **Program Support.** Each program shall receive support from the College in the form of commitment to faculty appointment levels; provision of staff support for program business; dedication of student and faculty space for program needs; allocation of funds in support of travel, field trips or visiting lecturers; minor supplies and purchases, reproduction accounts, computer access, et cetera.

9.4 **Program Faculty**

- 9.41 **Composition.** A person shall be a member of the faculty of a program if they currently holds an appointment in the College and

- 1) has at least a 25 percent appointment in that program; or
- 2) in the case of Doctoral Programs is either advising a doctoral student or is granted membership by a program as described below:

Any College faculty member who is advising a doctoral student or is a member of that student's dissertation committee is eligible to be a member of a Doctoral Program faculty. In addition, any College faculty member may petition a Doctoral Program to become a member of the Doctoral Program faculty. Membership in a program faculty will require the advising of students, serving on examining and dissertation committees, serving on program committees, participating in program faculty meetings, and participating in the teaching of core courses, as required.

- 9.42 **Meetings.** Program faculty shall meet at least twice during each regular term with meetings conducted by the Program Chair or his/her designate. Program faculty meetings and asynchronous voting shall be governed by the same rules and procedures which govern College faculty meetings and asynchronous voting (Section 8.1). Minutes of program meetings shall be kept by a Program Secretary and copies made available to the program faculty, the Dean, and the Executive Committee.
- 9.43 **Students.** Programs may invite student representatives to participate in meetings of the program faculty on a regular basis in an advisory capacity. Student representatives must be students in good academic standing in the program.
- 9.44 **Responsibilities.** Program Governing Faculty are responsible for making policies and regulations on such matters as budget, appointments, admissions, courses and

education not in contravention of the Regents' Bylaws. Final resolution on such matters requires action by the Executive Committee and others, in accordance with Article 10.

9.5 **Program Chairs**

- 9.51 Program Governing Faculty may delegate executive duties to a Program Chair, appointed to a three-year term by the Dean and Executive Committee after consultation with the program Governing Faculty as described in 9.53. A Program Chair shall not be nominated to serve more than two consecutive terms without a favorable recommendation by two-thirds of the members of the program Governing Faculty.
- 9.52 A Program Chair typically is assigned reduced teaching loads, commensurate with the administrative responsibilities of the position. A Program Chair shall also receive additional compensation for administrative duties. Upon completion of an appointment as Program Chair, the appointment shall be reduced to a normal nine month appointment and normal duties of a faculty member shall be resumed.
- 9.53 The Governing Faculty of each program shall be responsible for establishing policies for the recommendation of appointment of a Program Chair. Program faculty elections or other statements of preference or preferences for a program chair may be forwarded to the College Executive Committee as a recommendation. The Executive Committee formulates its recommendation, after due consideration of faculty preferences. Both recommendations are forwarded to the Dean, who after due consideration of these and other relevant recommendations and issues, appoints the Program Chair.

9.6 **Program Committees**

The Program Chair may appoint an advisory committee, and may appoint such other committees to conduct program business as is considered necessary.

Article Ten: Rules Governing Major College Procedures

- 10.1 **Allocation of College Resources.** The Dean, in consultation with the Executive Committee, Administrative Committee and staff, is responsible for the preparation and management of the College budget. In exercising final authority for budgetary decisions, the Dean will seek the advice and consent of the Executive Committee and will endeavor to achieve agreement with respect to resource allocation issues. At the appropriate time in the fiscal year, the Dean will present a preliminary budget including sources of funds and their uses by program and expenditure category to the Executive Committee and Governing Faculty for discussion and review. The Dean will keep the Executive Committee, Chairs and the Governing Faculty apprised of important budgetary issues and matters.

As part of this process, funds will be allocated by the Dean to the program Chairs for operations, student financial aid, and other discretionary expenditures after discussion with them. There allocations may be adjusted as necessary during the year to reflect programmatic needs and opportunities, as well as financial or academic exigencies. The Dean will keep the Administrative and Executive Committees apprised of such adjustments.

- 10.2 **Admissions.** The Governing Faculty of each teaching program shall be responsible for establishing policies regulating admissions to the program. These policies shall be periodically reviewed by the Dean and Executive Committee. Within the limits of these policies, the Governing Faculty of each program shall determine its own procedure for selecting individuals for admission into the program.
- 10.3 **Advising.** Academic advising shall be provided by each teaching program in a manner appropriate to its mission. Advising procedures shall be published in the College Bulletin.
- 10.4 **Rules Related to Students.** All College rules and procedures concerning matters directly related to students — such as course selection, credits, grades, discipline, et cetera — should be set forth in the College Bulletin. The Office of the Dean and program student service staff shall be responsible for reviewing changes to the College Bulletin which reflect such rules and procedures.
- 10.5 **Educational Policies and Course Structure.** Responsibility for approving new courses, discontinuing old courses, and changing course structure, credit hours, and requirements lies with the program Governing Faculty. Each program shall monitor its performance and periodically reevaluate its goals, strategies, and policies. All changes shall be proposed, documented and submitted to the Executive Committee for review and comment, and re-submitted to the program Governing Faculty for approval.
- 10.6 **Teaching Assignments.** Each program shall be allocated a given number of full time equivalent Instructional Staff appropriate to its course structure and student load. On the basis of instructional needs and the teaching interests and abilities of teaching staff, each Program Chair shall prepare a tentative schedule of teaching assignments. Conflicts and inequities shall be resolved by the Administrative Committee. Significant changes in the nature of an instructor's teaching assignment shall be made only after consultation with that instructor. Final teaching assignments shall be distributed to the Instructional Staff by the Program Chairs.
- 10.7 **Appointments**
- 10.71 **Appointment of New Faculty.** Requests for the appointment of new faculty or the creation of new faculty positions shall originate from the Programs or may be generated by the Dean and Executive Committee. The Program Chair and program Governing Faculty have primary responsibility for identifying needs, requesting authorization of a new appointment, and if approved, conducting the necessary search and recommending appointments to the Dean and Executive Committee.

Except for authorizing the position and the search, the Executive Committee shall not usually become involved in the selection process, especially when the appointment is for a non-tenured position. It is the responsibility of the Executive Committee, however, to make certain that appropriate search procedures are used in order to ensure equity in the consideration of candidates and to meet the diversity, equity, and inclusion goals of the College. Final authority for recommending appointments to the President and the Board of Regents rests with the Dean in consultation with the Executive Committee.

- 10.72 **Appointment of Primary Research Scientists.** The Program Chairs and program Governing Faculty have primary responsibility for identifying needs, requesting authorization for a new appointment and, if approved, conducting the necessary search and recommending appointments to the Dean and Executive Committee.

In addition to authorizing the position and the search, the Executive Committee shall make certain that appropriate search procedures are used in order to ensure equity in the consideration of candidates and to meet the diversity, equity, and inclusion goals of the College. Final authority for recommending appointments to the Vice-President for Research rests with the Dean and the Executive Committee.

10.73 **Appointment of Practice Track Faculty**

Overview

Practice track appointments (instructor through professor) recognize the need for instructional faculty at Taubman College whose contributions come primarily from professional expertise rather than scholarly activity. These categories permit the college to appoint faculty with exceptional professional skills to appointments of varying lengths (by semester, annually, or multi-year commitments), allowing the college to recruit and retain practitioners at levels commensurate with the program's teaching needs and the individual's professional experience. In all aspects, the rigors applied to practice appointments are expected to be consistent with those of conventional academic appointments at an equivalent rank. However, in recognition of different balances and expectations as well as the continuation of outside work associated with their professional experience, practice track faculty appointments will generally not be at 100% effort but rather at a lesser effort percentage, with proportional service to the college, to allow for continued emphasis on their professional activities.

The university's clinical track titles are used in university recordkeeping (clinical instructor, clinical assistant professor, clinical associate professor, clinical professor). For the college's purposes, the following working titles are employed: practice instructor, assistant professor of practice, associate professor of practice, and professor of practice. Tenure is not awarded at any rank, and there is no presumption of renewal.

Workload

Practice track faculty will generally not have 100% appointments (currently defined as teaching four classes yearly, two each in the fall and winter semesters, with service expectations in addition to maintaining ongoing engagement with professional work). Possible appointments include 75% effort (equivalent to three classes a year), 50% (equivalent to two classes a year), or 25% (equivalent to one class a year). For 25-75% appointments, service expectations will align proportionally to effort percentages.

Explanatory note: Practice track faculty at the college as of the 2024-2025 academic year who normally have 100% appointments will be able to maintain that effort percentage.

Initial Appointment Procedures

For appointments of less than 50%:

Per [SPG 201.34-1](#), for appointments of practitioners with professional practices to effort fractions below 50% (i.e. 25% which is equivalent to one class a year), the following titles will be used: adjunct practice instructor, adjunct assistant professor of practice, adjunct associate professor of practice, or adjunct professor of practice.

Due to the non-binding nature of these appointments and the small effort percentage, program chairs, in consultation with the dean and chief of staff, can identify individuals, determine rank, make initial appointments, and renew appointments. Additionally, the chair can recommend to the dean that an individual receive promotion to a higher adjunct rank.

For appointment at an adjunct rank, an individual must demonstrate competence in professional practice and potential for teaching ability. Appointments as adjunct practice faculty are for one semester, are without tenure, and have no presumption of renewal.

Adjunct practice track faculty will be expected to teach as contracted; participate in service to the program, college, and/or university (i.e. serving on committees or task forces, participating in admissions processes, participating in reviews of student work, and similar activities) in proportion to their effort; and maintain an ongoing engagement with professional work in keeping with the expectations for this appointment. Although professional practice is diverse, it is almost always conducted for pay by a client or employer, and is shared with a broader community of practice through practice outputs or broader dissemination which shares aspects of the practice work.

Increasing an adjunct faculty member's appointment effort to 50% or more necessitates the following process, unless the individual previously held an appointment greater than 50%. In that case, a discussion between the program chair and dean will determine if the effort can be increased based on programmatic needs.

For appointments of 50% or more:

Per [SPG 201.34-1](#), for appointments of professional practitioners to effort fractions at or above 50%, the following working titles will be used: practice instructor, assistant professor of practice, associate professor of practice, or professor of practice, depending on the individual's level of professional experience. Appointments as practice faculty are for a fixed term, are of variable length as noted below, are without tenure, and have no presumption of renewal.

Practice Instructor

Practice instructor appointments are made for one year, are without tenure, and have no presumption of renewal.

For appointment as a practice instructor, an individual must demonstrate competence in professional practice and potential for teaching ability. Generally, these individuals are either early career professionals with limited years of work experience or professionals with limited or no academic teaching experience.

Practice instructor faculty will be expected to teach as contracted, participate in service to the program and college in proportion to their effort, and maintain an ongoing engagement with professional work in keeping with the expectations for this appointment. Although professional practice is diverse, it is almost always conducted for pay by a client or employer, and is shared with a broader community of practice through practice outputs or broader dissemination which shares aspects of the practice work.

Given that these appointments are made annually, program chairs, in consultation with the dean and chief of staff, can identify individuals, make initial appointments, and renew them. Movement to a higher rank will require adherence to the appointment processes described below.

For the remaining titles below, appointment procedures typically include a faculty search committee, an interview process involving a job talk and meetings with key stakeholders, Executive Committee review and recommendation, dean approval, and provost and Regents review and approval for associate and professor of practice ranks.

Practice faculty hires may be made at different ranks, with the general expectation that the level of professional distinction and experience would be used to determine rank.

Assistant Professor of Practice

Initial assistant professor of practice appointments are normally made for one to three years without tenure or presumption of renewal. Subsequent appointments at this rank might extend for up to five years.

For appointment as assistant professor of practice, an individual must have a documented record of excellence in professional practice and demonstrate ability or potential of teaching ability. Appointments at this level require the dean's approval in consultation with the Executive Committee.

Assistant professors of practice will be expected to teach as contracted; participate in service to the program, college, and/or university (i.e. serving on committees or task forces, participating in admissions processes, participating in reviews of student work, and similar activities); and maintain an ongoing engagement with professional work in keeping with the expectations for this appointment. Although professional practice is diverse, it is almost always conducted for pay by a client or employer, and is shared with a broader community of practice through practice outputs or broader dissemination which shares aspects of the practice work. Excellence in professional practice is documented through recognized impact such as the implementation, adoption, or realization of creative ideas (whether plans, designs, policies, etc.), awards and recognition by professional peers and the broader public.

Associate Professor of Practice

Initial associate professor of practice appointments are normally made for one to five years without tenure or presumption of renewal. Subsequent appointments at this rank might extend for up to seven years.

Appointment as associate professor of practice follows expectations of equivalent tenure track rank, with some additional qualifications. Excellence and recognition in professional practice, as demonstrated by publication (articles written by the individual or about the individual's practice), awards, public exhibitions, or other forms of recognition. Individuals at this rank are expected to be role models of excellence, with service to the community or professional organizations expected.

Associate professors of practice will be expected to teach as contracted; participate in service to the program, college, and/or university (i.e. serving on committees or task forces, participating in admissions processes, participating in reviews of student work, and similar activities); and maintain an ongoing engagement with professional work in keeping with the expectations for this appointment. Although professional practice is diverse, it is almost always conducted for pay by a client or employer, and is shared with a broader community of practice through practice outputs or broader dissemination which shares aspects of the practice work. Excellence in professional practice is documented through recognized impact such as the implementation, adoption, or realization of creative ideas (whether plans, designs, policies, etc), awards and recognition by professional peers and the broader public.

Professor of Practice

Initial professor of practice appointments are normally made for one to five years without tenure or a presumption of renewal. Subsequent appointments at this rank might extend for up to seven years.

Appointment as professor of practice follows expectations of equivalent tenure track rank, with some additional qualifications. National or international recognition for professional practice and all the attributes of an associate professor of practice. These include publications (written by the individual or about the individual's practice), awards and professional recognition (e.g., in both architecture and planning you can be named a "Fellow" of the professional accrediting body, e.g., FAICP, Fellow of AIA), public exhibitions, or other such evidence of exemplary work demonstrating excellence and reputation in professional practice. Individuals in this rank are expected to represent the most distinguished levels of achievement. Service to community or professional organizations is expected.

Professors of practice will be expected to teach as contracted; participate in service to the program, college, and/or university (i.e. serving on committees or task forces, participating in admissions processes, participating in reviews of student work, and similar activities); and maintain an ongoing engagement with professional work in keeping with the expectations for this appointment. Although professional practice is diverse, it is almost always conducted for pay by a client or employer, and is shared with a broader community of practice through practice outputs or broader dissemination which shares aspects of the practice work. Excellence in professional practice is documented through

recognized impact such as the implementation, adoption, or realization of creative ideas (whether plans, designs, policies, etc), awards and recognition by professional peers and the broader public.

10.8 **Promotion of Faculty**

- 10.81 **Promotion and Tenure Committee Size and Composition.** Based on anticipated caseload, the Executive Committee shall appoint one or more Promotion and Tenure Committees. Each Promotion and Tenure Committee shall consist of a minimum of three tenured members of the college faculty, appointed by the Executive Committee for terms that last up to two years in length, and efforts will be made to stagger members' terms.

For the review of assistant professors undergoing promotion to associate professor, at least one of these members must be a full professor. For the review of associate professors undergoing promotion to full professor, all members must be full professors, two of whom must be in the program of the candidate under review. The committee will be chaired by one of the appointed members in the same program as the candidate. For interim reviews, full professors may serve but are not required.

Every candidate for promotion and/or tenure shall be considered by a committee that has at least one member from any college program in which the candidate has an appointment of 50% or higher.

For each promotion and/or tenure review, a faculty member at or above the rank to which the candidate seeks promotion and from within the university but not the college, will be selected by the Promotion and Tenure Committee chair, in consultation with the committee members, to join the committee for the purpose of evaluating that candidate only. The committee chair shall invite the candidate to nominate faculty for this role.

No member of the Executive Committee, associate deans, or program chairs may serve concurrently on the Promotion and Tenure Committee.

- 10.82 **Guidelines and Procedures.** A tenure-track faculty member shall be considered for promotion with tenure no later than during their seventh year in a tenure track appointment. Tenured Associate Professors are normally considered for promotion not earlier than their sixth year in academic rank. Earlier promotions are considered by the Executive Committee on an individual basis. The Executive Committee shall review the status of all faculty members annually to determine their eligibility for promotion and/or tenure consideration.

The promotion and tenure review process is described in detail in **Criteria and Guidelines for Promotion and Tenure Review**, Appendix C of the College Rules. All activities and decisions relating to promotion and tenure review within the College shall be in accordance with these guidelines. (See College Policies and Procedures for appointments, and promotion and tenure reviews schedules.)

- 10.83 **Executive Committee Action.** Upon reviewing the information and documentation

provided, the Executive Committee shall make its decision in favor of promotion and/or tenure or in opposition. It shall delegate one of its members to consult with the candidate immediately, to inform him/her of its decision, and to provide constructive counseling on the major findings and opinions obtained during the review. The purpose is to ensure that candidates receive direct and personal counseling on the positive and negative aspects of their performance. The Dean shall convey recommendations of the Executive Committee to the University Administration and the Board of Regents.

10.9 **Promotion of Primary Research Scientists**

- 10.91 **Nomination.** Normally, a primary research scientist shall be considered for promotion only after an appointment period of at least three years at the same rank. Exceptions to this general policy may occur and each shall be considered by the Executive Committee on the merits of the individual case. The Executive Committee shall annually review the qualifications of all primary research scientists who are eligible for promotion consideration and invite nominations.

Nominations for promotion may originate from the Executive Committee or College program, following a direct request for consideration from the primary research scientist.

- 10.92 **Review Process.** The Executive Committee shall appoint a committee to review the qualifications of each primary research scientist nominated for promotion. This committee shall consist of two tenured faculty members from within the College and one primary research scientist, senior in rank to the candidate, from outside the College. The candidate may submit a list of three nominees for membership on the review committee, from which the Executive Committee shall select at least one.

The review committee shall consider the candidate's ability to conceive, develop and manage research; the record of experience and publication; professional recognition; and the candidate's past contributions and potential for the future. The opinions of faculty and primary research scientists shall be solicited. The review committee shall submit its recommendation and supporting documentation to the Executive Committee.

- 10.93 **Executive Committee Action.** Upon reviewing the information and documentation provided, the Executive Committee shall make its decision for or against promotion. It shall delegate one of its members to consult with the candidate immediately, to inform her/him of its decision, and to provide constructive counseling on the major findings and opinions obtained during the review.

10.10 **Appointment Renewal and Promotion of Practice Track Faculty**

Renewal of Appointment Procedures

For appointments of less than 50% (adjunct practice instructor, adjunct assistant professor of practice, adjunct associate professor of practice, or adjunct professor of practice) and for non-adjunct practice instructors with 50% or more effort:

The program chair will conduct an annual assessment of curriculum needs and the individual's teaching record, consult with the dean, and offer new appointments, if warranted, to individuals who have maintained an active practice, participated in service to the program or college in proportion to their effort, and demonstrated successful teaching as evaluated by the annual Faculty Activity Review process.

For assistant, associate or full professor of practice appointments of 50% or more:

Considering renewals of appointment, the program chair will first assess curriculum needs and the individual's teaching record and determine in consultation with the dean and Executive Committee if there is a continuing need for the appointment. At that point, those interested in continuing appointments as practice faculty need to submit documentation as described in the Faculty Handbook.

Promotion Procedures

Promotion within the practice track depends on professional accomplishment (not necessarily scholarly research, although in some cases, it may be desirable) with high levels of achievement and demonstrated recognition for exemplary or award-winning work as the basis of consideration. Promotion procedures follow those for promoting academic faculty and include an external review component, with the Promotion and Tenure Committee undertaking the review. Promotion recommendations are forwarded to the provost and regents for final approval.

Movement from Practice Instructor to Assistant Professor of Practice

Movement from a practice instructor to assistant professor of practice position is not considered a promotion on the practice track, but instead involves appointment procedures that typically include a review committee, an interview process involving a job talk and meetings with key stakeholders, Executive Committee review and recommendation, and dean approval.

Promotion to Associate Professor of Practice

Promotion from assistant to associate professor of practice requires demonstrated excellence in teaching as well as excellence and recognition in professional practice demonstrated by publication in periodicals and books (articles either written by the individual or about the individual's practice), critical acclaim, awards, public exhibitions, or other forms of recognition. Individuals at this rank are expected to be role models of excellence, with service to the community or professional organizations expected. Although years in rank alone neither compel nor preclude advancement to associate professor of practice, promotion after fewer than five years in rank as an assistant professor of practice is based on extraordinary accomplishment. The associate professor of practice level indicates passage into academia's senior ranks and requires Provost/Regent review and approval after successfully completing the college-level review and approval process.

Promotion to Professor of Practice

Promotion from associate professor to professor of practice demands

demonstrated excellence in teaching and national or international recognition for professional practice. Publication in periodicals and books (articles written by the individual or about the individual's practice), critical acclaim, awards, public exhibitions, or other such evidence of exemplary work must demonstrate excellence and reputation in professional practice. Individuals in this rank are expected to represent the most distinguished levels of achievement. Service to community or professional organizations is expected. Years in rank alone neither compel nor preclude advancement to full professor of practice; promotion after fewer than five years in rank as an associate professor of practice is based on extraordinary accomplishment. The rank is the highest non-tenure rank on the clinical track and requires Provost/Regent review and approval after successfully completing the college-level review and approval process.

- 10.11 **Termination of Appointments.** A recommendation for the termination of an appointment may originate with a Program Chair or with the Dean and the Executive Committee. In any case the procedures for termination and notice of termination shall follow those outlined in "The University of Michigan Faculty Handbook for Instructional & Primary Staff" and, when applicable, the procedures described in Regents' Bylaw 5.09.

- 10.12 **Grievance Procedures.** Any member of the instructional staff of the College may appeal any matter relating to his/her appointment. All appeals shall be conducted under procedures established by the College entitled "Instructional Staff Grievance Procedures" (Appendix B).

Any member of the primary research scientist of the college may appeal any matter relating to his/her appointment. All appeals shall be conducted under procedures established by the College entitled "Primary Research Scientist Grievance Procedures" (Appendix B).

- 10.13 **Revision of Rules.** Requests for Rules changes may be initiated by any member of the Governing Faculty. The Executive Committee shall determine the appropriate mechanism for studying the issue and preparing the specific wording. Final action of a proposal revision to the rules shall require that notice of the proposed revision be given at a faculty meeting or in writing 30 days prior to the date of final action.

Substantive changes in the Rules shall require approval by a two-thirds majority of the Governing Faculty who vote, provided a one-third quorum is reached. Non-substantive changes, such as format, sequence, or minor editorial changes, are delegated to the Executive Committee. In the case of the latter, such changes shall be entered in the minutes of the next meeting of the College faculty and become effective when the minutes are approved, or, when necessary, are approved by the Board of Regents.

- 10.14 **Interpretation of Rules.** Any question of interpretation regarding these Rules shall be brought to the attention of the Governing Faculty for resolution.

- 10.15 **Reference Documents Used as a Basis for These Rules**

- 1) *The University of Michigan Standard Practice Guide (SPG)*
<http://www.umich.edu/~spgonlin/>
- 2) *Bylaws of the Board of Regents*
<http://www.umich.edu/~regents/regents3.html>

- 3) *The University of Michigan Faculty Handbook for Instructional*
<http://www.umich.edu/~provost/hand-book>
- 4) *Principles of Faculty Involvement in Institutional & Academic Unit Governance at The University of Michigan*, Unanimously endorsed by the Senate Assembly on April 21, 1997

- 10.16 **Remote Meetings.** Any meeting (whether regular or special) of the Governing Faculty, Program faculty, Executive Committee, Administrative Committee, College Committees and any other governing body within the College may be held by telephone conference, electronic video screen communication or other electronic communication and in-person meetings of such governing bodies may also be joined through means of telephone conference, electronic video screen communication or other electronic communication; provided, in each case, all members participating in the meeting are able to concurrently communicate with the other members. Each such governing body may adopt policies and procedures for the conduct of remote or hybrid remote and in-person meetings, which should address among other things accessibility requirements.
- 10.17 **Faculty Handbook.** The college shall develop and maintain a Faculty Handbook that describes college procedures. The handbook may be changed by a majority vote of the Executive Committee. For substantive handbook revisions, the Executive Committee will consult with the college faculty prior to enacting the revision. In case of any conflict between provisions in the handbook and College Rules, the College Rules will govern.

Appendix B: Instructional Staff Grievance Procedures

Informal Procedures

Role of Faculty Ombuds

A member or members of the tenured faculty will be elected by the academic unit faculty to serve a two-year term as Faculty Ombuds. The academic unit Faculty Ombuds exists to assist in the resolution of disputes. On request the Ombuds will provide information about grievance procedures. The Dean may, in addition, direct the department or the college Executive Committee to reconsider a dispute if the Dean thinks a mistake in evaluative judgment may have occurred. No action by the Ombuds or the Dean, however, will deny a grievant continuing access to the prescribed appeal procedures.

Role of Consultation and Conciliation Services (Mediation Services)

The Consultation and Conciliation Services (Mediation Services) provides a neutral, informal, and private avenue for University faculty to discuss work-related conflicts, explore non-adversarial problem-solving, and resolve disputes. Continuation with this Service is voluntary on behalf of all parties to a dispute. No action by The Consultation and Conciliation Services (Mediation Services) will deny a grievant continuing access to the prescribed appeal procedures.

Model Faculty Grievance Procedure for Schools, Colleges, and Academic Units

(adopted September 2010 by the University, April 2012 by Taubman College)

Preamble. The University establishes the following peer-based procedure to ensure the prompt, effective, and fair resolution of faculty members' grievances.

Coverage

- 1.01 This grievance procedure provides for redress when a decision or action concerning a faculty member's conditions of employment at the Ann Arbor campus violates University policy or is otherwise manifestly unfair.
- 1.02 The procedure applies only to those instructional faculty who are tenured, tenure-track, or clinical faculty; research faculty, including those in the research scientists track and those in the research professors track; librarians; curators; and archivists. The procedure does not apply to supplemental faculty such as adjunct faculty or visiting faculty. Faculty members otherwise entitled to use this procedure may file a timely grievance to contest the action that removed their title or brought their appointment to an end.
- 1.03 The procedure applies only to decisions made by academic units (schools, colleges, centers, institutes, and programs) acting through Deans, Directors, department chairs, and other authorized persons. The Provost has discretion to allow use of this procedure for resolving grievances about decisions made by administrative units regarding faculty covered by Section 1.02. The procedure does not apply to issues between faculty members or groups of faculty members.¹

¹ The SACUA Faculty Hearing Committee was created by the Senate Assembly in 1987 to address issues between

- 1.04 The procedure applies only to a decision or action concerning a specific individual or specific individuals, including those adversely affected by application of a policy or standard operating procedure, written or unwritten. Challenges to general unit or University policy are to be handled through normal governance or administrative processes.
- 1.05 The procedure does not apply to decisions regarding employment, including tenure or promotion decisions, merit pay determinations, and decisions regarding clinical competence/patient safety, that are based solely and exclusively on judgments about professional performance. But this grievance process does apply to claims that the procedure followed in making such decisions failed to follow University policies and procedures or was otherwise manifestly unfair, or that the decisions violated standards of nondiscrimination contained in Regental Bylaw 14.06 (revised September 2007). A faculty member's salary history and similar data may be considered in determining the value placed on previous performance and whether the contested decision was based solely and exclusively on judgments about professional performance.
- 1.06 The procedure does not serve as an additional step in a dispute that has been addressed in another formal hearing procedure of the University or a University unit. But a faculty member may use this grievance process to review new sanctions imposed by an academic unit acting on the basis of findings made in a different hearing procedure.

Filing Grievances; Parties and Responsibilities

- 2.01 A faculty member shall file a grievance within ninety (90) calendar days of the date the grievant first knew or could reasonably have been expected to know, on the basis of documentation or otherwise if there is no documentation, of the decision or action that gave rise to the grievance. Grievances shall be filed on a Faculty Grievance Form (FGF) and submitted to the Director of Academic Human Resources (DAHR) and the SACUA Faculty Grievance Monitor (FGM). The DAHR shall transmit a copy of the FGF to the named respondent(s), with copies to the Dean or Director. In extraordinary circumstances, a Grievance Hearing Board (GHB) may extend the deadline for filing a grievance. The grievant must assert such circumstances in the FGF and provide supporting evidence.
- 2.02 The parties to a grievance are the faculty member who initiates the grievance and the decision-maker(s) responsible for the contested decision or action. In larger units the respondent(s) would normally be the decision-maker(s) at the departmental level. Higher authorities such as Deans in those units are to be named as respondents only if they were actively involved in the contested decision or action. When the grievance involves a decision made, or an action taken, by a group of persons, or a decision or action reviewed through multiple organizational levels, the presumption is that the individual with the current ultimate authority to make the decision or take the action (for example, the person whose signature authorizes the decision or action) will be named as the sole respondent.
- 2.03 Both the grievant and the respondent shall abide by all the procedures set forth here, shall participate in good faith, and shall respect the confidentiality of the process. Communication

or among faculty members.

concerning the proceedings shall be limited to parties, advisers, mediators, and any others for whom information is strictly necessary for the legitimate effectuation of the process.

2.04

- a) Before filing a formal grievance, a grievant shall seek to resolve the dispute by discussing it informally with the person(s) who made the disputed decision or took the disputed action, or actively participated in it, or who has the authority within the relevant unit or units to provide redress.
- b) Before, during, and after the processing of any grievance, the parties are strongly encouraged to seek an informal resolution by personal discussions between or among themselves, by invoking the unit or University ombuds or mediation structure, or through the intervention of unit or University officials with the authority to provide redress. At any step before rendering a final decision, the Grievance Hearing Board (GHB) may remand the case to the parties with directions to seek an informal resolution. When remanding a case, the GHB shall set a timeframe for successful resolution. If it fails, the case will return to the GHB for further processing. Informal resolution, however, shall remain entirely voluntary.

- 2.05 Prior to the first meeting of the GHB, the GHB, the grievant, or the respondent may initiate in writing a one-time clarification of the issues to be considered. If the GHB requests the clarification, it shall be transmitted simultaneously to the grievant and the respondent, who will have 10 working days to provide a written response. If one of the parties submits a clarification, a copy shall be provided to the DAHR, the FGM, and the other party. The other party will have 10 working days to provide to the DAHR, the FGM, and the party who submitted the clarification any additional comments or information in response to the clarification. The DAHR will then forward both the clarification and the response to the GHB.

Grievance Hearing Board (GHB)

- 3.01 A Grievance Hearing Board (GHB) shall be established as provided in Sec. 5.03 to handle each grievance filed by a faculty member. Closely related grievances may be consolidated before a single GHB.
- 3.02 The GHB shall meet within 15 working days after it is established. The Board shall first determine in executive session whether the complaint is within the authority or jurisdiction of the grievance process under Sections 1.01 through 1.06. In addition, the Board may dismiss the grievance without a hearing if it concludes, on the basis of the FGF and all other material before the GHB, and with all questions of fact assumed in the grievant's favor, that there are no grounds for deciding the case in the grievant's favor. The GHB may also dismiss the grievance without a hearing if the grievance is filed after the expiration of the time period set forth in Section 2.01.
- 3.03 Within 10 working days of its first meeting, the GHB shall advise the grievant, the respondent, the DAHR, the FGM, and the Dean or Director in writing whether it will proceed with a hearing. If the Board decides the complaint is not grievable because it is not within the coverage of Sections 1.01 through 1.06, or the grievance is to be dismissed under Section 3.02, it shall state its reasons in writing. If the Board decides to proceed, it shall specify in a written notice to the

parties, the DAHR, the FGM, and the Dean or Director when and where the hearing will be held and what issues are to be addressed by the parties. The hearing shall be scheduled within 30 working days or as soon thereafter as is practicable.

- 3.04 If the GHB decides the complaint is not grievable, the grievant shall have 15 working days to appeal this decision to SACUA or a faculty body designated by SACUA. The appellate body shall have 20 working days to resolve the issue. Its decision shall be final. Appeals from a GHB decision to dismiss the grievance shall be handled as provided for final Board decisions in Sections 4.01 through 4.03.
- 3.05 The GHB shall ensure fair procedures for the parties in any hearing.² Specifically, the grievant and the respondent shall have the following rights:
- a) To be accompanied before the GHB by advisers, who may be attorneys. The advisers may advise their clients but may not participate directly in the hearing.
 - b) To appear and present their cases, and to cross-examine the witnesses and challenge the evidence presented by the other party; and
 - c) To have access to all relevant evidence, testimonial and documentary, except confidential evaluations and evidence that would infringe upon the privacy interests of third persons. Upon a party's request, the chair of the GHB shall be allowed to examine relevant confidential files of an academic unit or department and to provide the Board with a summary of their contents as they relate to the grievance, giving due consideration to protecting the confidential aspects of the material.
- 3.06
- a) The GHB may call its own witnesses and obtain relevant documents, subject to the parties' right of access and the confidentiality restrictions of Sec. 3.05(c).
 - b) Testimony before the GHB is voluntary. If any witness declines to testify about any issue, however, the GHB may draw appropriate inferences about what the testimony would have been based on the refusal to testify. Any such inference should be carefully supported and explained by the GHB.
- 3.07 Hearings before the GHB shall be private and confidential, attended only by the principal parties and their advisers, if any; the Director of Academic Human Resources or designee; and the Faculty Grievance Monitor or designee. Unless otherwise directed by the GHB for good reason, witnesses shall attend only while testifying. The GHB chair may invite appropriate observers or others having a substantial interest in the outcome of the case, if both the grievant and the respondent agree.
- 3.08 Portions of the hearing at which testimony is taken and evidence presented shall be recorded

² The grievance procedure must comply with the demands of due process, most critically, fair notice and an opportunity to be heard. It is not intended to be a substitute for either a civil or a criminal trial and is not subject to all the requirements applicable in those settings.

verbatim, but the recording may be by voice recorder. Both the grievant and the respondent may also record the hearing.

- 3.09 The GHB shall deliver only to the grievant and the respondent a written provisional decision within 20 working days after the completion of testimony and argument. The content of the provisional decision shall remain confidential and may not be shared at any time with any other persons except those entitled without special agreement to participate in the hearing or advise the parties under Sec. 3.07.
- 3.10 The grievant and the respondent shall have 10 working days after receipt of the provisional decision to submit a written response to the GHB.
- 3.11 The GHB shall consider any responses to the provisional decision and shall deliver its final decision within 10 working days after receipt of those responses.
Both the provisional decision and the final decision shall include a summary of the testimony, factual findings, conclusions with reasons the grieved decision or action was or was not violative of University policy or otherwise manifestly unfair, and, if appropriate, a proposed remedy. Decisions of the GHB shall be by majority vote. The reasons for any dissent must be stated in a written minority opinion. The GHB shall present the final decision only to the grievant, the respondent, the Dean or Director, the DAHR, the FGM, and, if appropriate, the department chair.
- 3.12 Although the GHB does not have executive authority, the parties are expected to respect and accept the findings, conclusions, recommendations, and any proposed remedy of the GHB as the considered judgment of a competent and disinterested peer group. The GHB may recommend actions that do not fall within the respondent's authority, but recommendations addressed to those who are not parties should not give rise to the same expectations.

Appeals

- 4.01 The grievant or the respondent or both may submit a written appeal of a final decision by a GHB within 20 working days of the receipt of the decision. If the Dean or Director is not a respondent, the appeal shall be submitted to the Dean or Director. If the Dean or Director is a respondent, the appeal shall be submitted to the Provost. Either party may submit an appeal contingent upon the other party's appealing. If both parties submit contingent appeals, the appeals shall be treated as withdrawn.
- 4.02 An appeal shall be decided on the record made before the GHB. When necessary in the judgment of the person deciding the appeal, the proceedings may be remanded to the GHB to receive new information. A remand for new information shall be granted on the request of the grievant or the respondent only on a showing that the information could not, in the exercise of reasonable diligence, have been presented when the record was made. A remand shall set the times for further GHB proceedings, including any revised final GHB decision.
- 4.03 The findings, conclusions, recommendations, and proposed remedy, if any, of the GHB shall be presumed valid on appeal, and shall be rejected or modified only because of substantial errors of fact or interpretation of University regulations, because of serious procedural irregularities, or because the appeal authority's considered judgment is that the GHB erred in deciding whether the initially grieved decision or action was or was not violative of University policy or otherwise

manifestly unfair, or because any proposed remedy is clearly unreasonable or inappropriate.

- 4.04 The Dean, Director, or Provost shall respond in writing within 30 working days of receiving the appeal, stating the action to be taken and the reasons for it. The response shall be transmitted to the grievant, the respondent, the members of the GHB, the DAHR, and the FGM.

Structure; Organization; Miscellaneous

- 5.01 This grievance procedure applies to all University faculty defined in Section 1.02 but the Provost may approve amendments by an individual unit to adapt the procedure to its specific conditions or circumstances.
- 5.02 A Faculty Grievance Hearing Panel (FGHP) is established from whose members each Grievance Hearing Board will have two selected randomly, subject to the exceptions contained in Sec. 5.03. The FGHP will consist of tenured faculty members, elected by each school or college in accordance with written rules formulated by that unit. Membership on the FGHP will be allotted as follows: the College of Literature, Science, and the Arts and the Medical School, four members each; the Ross School of Business, the College of Engineering, the School of Public Health and the School of Music, Theatre, and Dance, two each; and all other schools and colleges, one each. FGHP members will serve single staggered terms of three years, except that initially nine members will be chosen by lot to serve one year, nine by lot to serve two years, and the rest will serve three years. FGHP members may not serve consecutive terms. Vacancies will be filled in the same manner except that if the unexpired term is one year or less, the replacement member shall serve an additional three-year term.
- 5.03
- a) Within 10 working days of receiving the notice of a pending grievance, the DAHR and the FGM shall meet or communicate and choose by lot two persons from the FGHP to serve on the GHB. Those two members shall come from different academic units and neither shall come from the academic unit(s) ³ of the grievant. The DAHR and the FGM may then agree on one of the two members as a chair for the GHB or leave the choice between those two to the Board itself.
 - b) The third member of the GHB shall come from the academic unit in which the grievance arises. Each academic unit shall formulate written rules for electing three to five tenured faculty as potential GHB members. Within 10 working days of receiving the notice of a pending grievance from the DAHR, the grievant and the respondent shall each nominate three members from this list of potential Board members. Both parties shall rank their preferences and transmit their choices to the DAHR and the FGM. Within 5 working days the DAHR and the FGM shall jointly determine the one nominee most favored by both

³ In these rules the term “academic unit” generally means a school, college, center, institute, or program. In schools or colleges that have more than 100 faculty members covered by this procedure and that have separate departments or equivalent subdivisions, “academic unit” shall mean, for the purpose of selecting the third “internal” GHB member only, a department or equivalent subdivision. If the size of particular departments or equivalent subdivisions makes it difficult to elect three to five potential internal GHB members, the school or college may combine closely related departments or subdivisions for this purpose.

parties. If there is a tie among the choices, the DAHR and the FGM will jointly resolve the tie by lot.

- c) At any time prior to the first meeting of the GHB established as provided in subsections (a) and (b) above, the grievant and the respondent have the option of agreeing upon any three tenured University faculty members from any academic unit, whether or not members of the FGHP, to serve as the GHB. In this instance, the remaining provisions regarding GHBs will apply.
- 5.04 A member of a GHB shall recuse herself or himself if she or he has significant personal or professional associations with either party, and any member shall be excused with the concurrence of both the DAHR and the FGM, if either the grievant or the respondent objects for sufficient cause to that person's serving. If the DAHR and the FGM disagree about excusing a GHB member, the issue shall be resolved by the Dean or Director, or, if the Dean or Director is a respondent, by the Provost. A recused or excused Board member shall be replaced by using the same procedure applicable to the selection of that member.
- 5.05 The Faculty Grievance Monitor (FGM) is a tenured faculty member who is appointed annually by SACUA to monitor all grievances. In addition to the functions assigned elsewhere, the FGM and the DAHR shall have the following responsibilities:
- a) Jointly to provide or arrange for the training of FGHP members, and especially those designated as GHB chairs, in the conduct of a hearing and the preparation of a formal written decision;
 - b) Jointly or separately to provide objective information to either the grievant or the respondent or both about the operation of the grievance procedure;
 - c) Separately to monitor the processing of all grievances and to report to the Dean or Director, or to the Provost if the Dean or Director is a respondent, any delay or other failure to comply with specified procedures or GHB directives or decisions on appeal under Section 3.04 or Section 4.03;
 - d) Separately to maintain confidential records of all grievance proceedings, including copies of all written documents that are submitted and of any written transcript of testimony that is prepared. If there is a single voice or electronic recording of the testimony, the DAHR shall maintain custody of it after the GHB renders a final decision, but shall allow access as needed by the parties, the FGM, and the University authority to whom any appeal is addressed; and
 - e) Jointly to provide redacted reports or summaries of cases, with party names and all identifying details deleted, to University administrators and faculty members, scholars, and others with a legitimate interest in knowing about the proceedings.
- 5.06 The Dean or Director, or the Provost if the Dean or Director is a respondent, shall take prompt action to remedy any undue delay in the processing of grievances or other failure by any party to comply with specified procedures or GHB directives or decisions on appeal under Section 3.04 or Section 4.03.

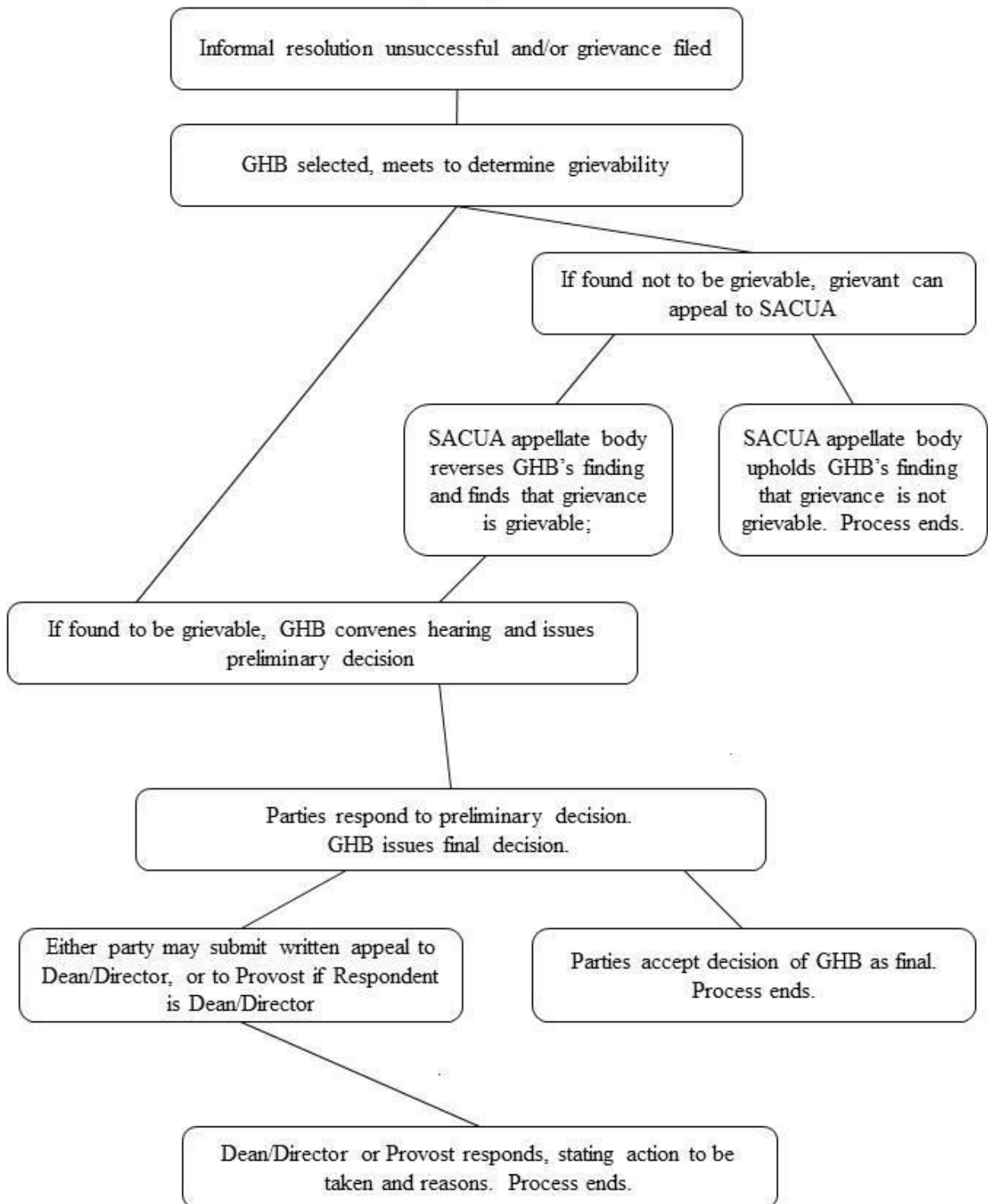
Flow Chart Narrative of Revised Faculty Grievance Procedure

1. Grievant must seek to resolve the dispute by discussing informally with Respondent.⁴
2. Grievant files grievance with the Director of Academic Human Resources (“DAHR”) and the SACUA Faculty Grievance Monitor (“FGM”) within 90 calendar days of the date Grievant first knew or could reasonably have been expected to know of the decision/action that gave rise to the grievance.
3. Within 10 working days of receiving notice of a pending grievance, DAHR and FGM shall select two persons from Faculty Grievance Hearing Panel. The DAHR and FGM may then select the chair from the two or leave the choice up to the Grievance Hearing Board (“GHB”).
4. Within 10 working days of receiving notice of pending grievance from DAHR, Grievant and Respondent shall each nominate three members from Unit’s list of potential GHB members, ranking their preferences.
5. Within 5 working days of receiving lists from Grievant and Respondent, the DAHR and FGM shall jointly determine most favored nominee from the two lists.
6. The GHB must meet within 15 working days after it is established to determine grievability and/or potential summary disposition.
7. Within 10 working days of its first meeting, the GHB must advise the parties, the Dean or Director, and the DAHR and FGM in writing whether the issues presented by the grievant are grievable and whether it will proceed to hearing.
8. If the GHB determines that the complaint is not grievable, the grievant has 15 working days to appeal the decision to SACUA, which must issue a response within 20 working days. SACUA’s decision on grievability is final.
9. If the complaint is determined to be grievable, the GHB convenes a hearing within 30 working days or “as soon thereafter as is practicable.” Both the grievant and the respondent may present evidence and witnesses, and may question all witnesses who participate in the hearing. Testimony at hearings is voluntary. The parties may also be accompanied by an adviser. The hearing is private and confidential, but a record will be made of testimony and presentation of evidence.
10. At the conclusion of the hearing, the GHB deliberates in private. Within 20 working days after the completion of testimony and argument, the GHB delivers to the grievant and the respondent a provisional decision that includes a written summary of the testimony, a statement of factual findings, and, if appropriate, a recommended remedy.

⁴ Grievant and Respondent can seek an informal resolution with the assistance of Mediation Services or an ombuds at any time during the process.

11. Within 10 working days of receipt of the provisional decision, the grievant and the respondent may submit a written response to the GHB.
12. Within 10 working days of receipt of the responses to the provisional decision, the GHB issues its final decision.
13. Appeals
 - a. The parties may appeal the decision of the GHB to the Dean or Director, or if the Dean or Director is a respondent, the Provost, within 20 working days of the receipt of the decision. Either party may file an appeal contingent upon the other party's appealing.
 - b. The Dean or Director or Provost shall transmit a response to the parties, the DAHR and the FGM within 30 working days of receiving the appeal, stating the actions to be taken and the reasons for it.

Revised Faculty Grievance Procedure (2010)



FORM TO WITHDRAW INITIATED FACULTY GRIEVANCE

Date:

Name (please print or type):

Rank:

Academic Unit:

Action(s) Disputed Regarding Aspects of Your Employment:

Date of Written Notification of Action(s) Disputed:

Respondent Designated In Disputed Action(s):

Resolution of Dispute(s) Requested:

Did You File The Dispute(s) In Another Forum (such as might occur with Sexual Assault or Sexual Harassment)?
If so, what agency(ies)?

This form should be filed with your Dean or Director and the other offices indicated below as soon as possible after you decide to withdraw this grievance you have initiated. Filing this form will have no effect on your employment status, neither prolonging nor shortening it. Be sure to read carefully and thoroughly any appended instructions and information, and please keep a copy of this Withdraw Form.

Signature of Grievant:

cc: Dean
 SACUA Faculty Grievance Monitor, 6048 Fleming Administration Building Campus Mail 1340
 Academic Human Resource Office, 4005 Wolverine Building 3003 S. State St. Campus Mail 1281

FACULTY GRIEVANCE APPLICATION FORM

Date:

Name(please print or type):

Rank:

Academic Unit:

Action(s) Disputed Regarding Aspects of Your Employment:

Date of Written Notification of Action(s) Disputed:

Respondent Designated In Disputed Action(s):

Did You File The Dispute(s) In Another Forum (such as might occur with Sexual Assault or Sexual Harassment)?

If so, what agency(ies)?

This form must be filed with your Dean or Director, with copies to the offices indicated below, within 180 days of the date written notification of the action(s) you dispute was received, or reasonably could be assumed to have been received, by you. The process is available to all regular and supplemental instructional and primary research staff qualifying as faculty members under Regents' Bylaw 5. Your signature below indicates that you have read the faculty grievance policy of your academic unit (available at the Dean or Director's or the SACUA office) and understand it, and that you will explore (or have explored) resolution of these disputed matters through your unit ombudsperson and through the University's Faculty Consultation and Conciliation Service, Academic Human Resources Office, even though requesting formal meetings with the Grievance Review Board (GRB) which now will be established. You need have no more written exposition of your circumstances in dispute to initiate your grievance than is possible on this brief form, but you will need as extensive documentation as you wish by the time your GRB first meets formally. Note that the first meeting of the GRB will be without either grievant or respondent present and will deal with grievability of the issues, technical matters of procedure, establishing meeting times, etc. Neither further communications not known in advance by you, nor counsel or representatives of you or the respondent, will be present at that initial meeting. Filing this form will have no effect on your employment status, neither prolonging nor shortening it. Be sure to read carefully and thoroughly all of the appended instructions and information, as well as your unit faculty grievance policy; and please keep a copy of this application.

Signature of Grievant:

With your concurrence, this procedure requires the transmittal of copies of the GRB final decision, the Dean or Director's response to the GRB decision, the procedural appeal decision, the Dean or Director's response to the procedural appeal decision, the substantive appeal decision, the Dean or Director's response to the substantive appeal decision, and the final decision to the Executive Assistant to SACUA for the confidential use by the Faculty Grievance Monitor (FGM). These items are used solely by the FGM for the purpose of creating an independent institutional memory of the process and assessing the adequacy and performance of the process across all units and over time.

I concur that the above documents shall be provided to the FGM.

Signature of Grievant:

cc: SACUA Faculty Grievance Monitor
6048 Fleming Administration Building 1340 Academic Human Resource
Office, 4005
Wolverine Building, 3003 S. State St. 1281

Appendix C: Criteria and Guidelines for Promotion and Tenure Review

A. Overview

The faculty of the Taubman College of Architecture and Urban Planning at the University of Michigan perform leading disciplinary, interdisciplinary, and transdisciplinary research, scholarship, and creative practice; teaching; and service that shape the built environment at scales ranging from local to global through tools including architectural and urban design, fabrication, investment, community engagement and mobilization, plan and policy formulation, and application of technology and data analytics to the problems of cities and regions. Faculty teach in programs that span from pre-professional through doctoral degrees within the context of a major, internationally recognized research institution. With a diversity of researchers and practitioners, Taubman College fosters a broad approach to architecture, urban and regional planning, urban design, and urban technology.

This document delineates criteria, procedures, and policies for tenure and promotion of tenure-line faculty. It is supplemental to university guidelines provided by the Office of the Provost, which are linked throughout this document.

Taubman College faculty pursue research, scholarship, and creative practice through multiple modalities of work. These include but are not limited to:

- Speculative and professional architectural, urban and regional planning, urban design, urban technology, and landscape design practice
- Historical, social science, and theoretical scholarship
- Building, material, and environmental science research
- Structural design and engineering
- Prototyping and digital fabrication
- Community engaged research and practice/participatory action research
- Policy research
- Urban informatics and technology

Promotion and tenure are granted in recognition of a faculty member's contributions to research, scholarship, and/or creative practice at a level of distinction acknowledged by their disciplinary peers and in keeping with the reputation of the University of Michigan. Taubman College faculty are expected to be high-quality, productive, and innovative researchers, teachers, and mentors and to offer service to the program, college, institution, professional organizations, and the public. Promotion and the awarding of tenure represent reciprocal responsibilities of the institution and the individual, practice including a long-term commitment on the part of the university and significant and sustained accomplishment on the part of the faculty.

Taubman College faculty work both individually and as members of professional, disciplinary, interdisciplinary, and transdisciplinary collaborations. In each instance, it is the responsibility of individual faculty to frame and explain their research and/or creative practice within the context of their field and identify their specific contribution to the work and its disciplinary and/or societal impact.

B. Promotion and Tenure Criteria

Research, Scholarship, and Creative Practice

For promotion and tenure, Taubman College faculty must meet the high standards of research, scholarship and creative practice that characterize the senior faculty of the University of Michigan. One way to demonstrate this achievement is through published scholarship based on traditionally defined research, typically articles in refereed journals or books, and chapters in books in university and other presses whose standards are respected in the field. Closely related to significant publication is the presentation of papers, lectures, and the securing of grants and fellowships. Taubman College supports interdisciplinary and transdisciplinary research and recognizes that research in this tradition is likely to occupy the areas between disciplines rather than being squarely in any one, and that building teams that incorporate multiple perspectives may impose heavy time demands on the researcher and hence delays in the research.

In addition, as the unit of the university engaged in preparing students for the professions of architecture, urban and regional planning, urban design, and urban technology, Taubman College specifically recognizes as research contributions for promotion and tenure consideration significant achievement in design research and in creative practice, e.g., design and planning work that challenges conventional practice and enlarges the aesthetic, technical, conceptual, and/or social boundaries of architecture or planning. Design research and creative practice may or may not result in the kind of refereed publications listed above, but must show solid evidence of achievement, innovation, and public dissemination, notably competitive fellowships, competitive design awards, exhibitions at important national or international venues, and/or visibility in major publications.

In common with other units of the university, the college recognizes engaged research as a possible component of a successful tenure or promotion case, in combination with one of the other forms. Engaged research refers to innovative inquiry and action that is based on the candidate's professional expertise and that leads to direct and demonstrable effects in practice. Indicators of these effects may include adoption of innovations, changes in professional practice, commercialization, on-the-ground implementation, broad adoption of datasets developed, enactment of related legislation, and others. Similarly to the other forms of research, scholarship, and creative practice described above, grant support can provide additional evidence of productivity in engaged research. One especially important mode of engaged research is structured collaboratively with disenfranchised communities to further goals of social and environmental justice and sustainability. This work, referred to as community-based engaged research, tends to be time intensive because of its reliance on relationship building, and these time demands should be taken into account when evaluating the candidate for tenure or promotion; the engaged researcher may have fewer contributions in the other two forms of research than faculty who do not conduct engaged research. Engaged research may or may not result in refereed publication but requires significant dissemination through print and electronic media to inform relevant audiences across the state, nation, or globe.

In addition to the activities listed above, Taubman College recognizes, for purposes of promotion and tenure, the broad range of entrepreneurial, creative, and outreach activities described by the University of Michigan Office of the Provost.

Teaching

For promotion and tenure, Taubman College faculty must meet the high standards for teaching that characterize the senior faculty of the University of Michigan. Excellence in teaching includes the

quality of classroom instruction, effects on curriculum, and the teaching's long-term impact. Candidates should be evaluated for their contributions across these three areas, and it is understood that not all candidates will excel in all areas. In addition to being evaluated on the instruction of individual courses, candidates should be assessed on the value of activities such as supervising independent study projects; advising, arranging, and supervising student research; involving students in community engagement projects; creating service learning and action-based learning opportunities for students; and instructing non-Taubman students or community members in a variety of venues and formats.

In the area of classroom instruction, faculty should demonstrate a high degree of competence to teach in the area of curriculum for which they have responsibility. This should be demonstrated through syllabi, course material, and student evaluations and may also include peer evaluations, efforts towards inclusive teaching, or the incorporation of diversity, equity, inclusion, and justice principles into classroom instruction. Faculty should demonstrate impact on curriculum to reflect developments in education or the field. This impact might be demonstrated through syllabi and course material showing development of new courses or significant course revision, documentation of innovations in teaching or the adoption of new instructional methods, or publications or presentations on teaching and learning. Faculty should demonstrate the impact of their teaching on students and the broader educational community. Evidence in this area might include recognition of teaching and/or student work, advising and mentorship, or positive outcomes for students for whom the candidate has played a significant role in mentoring. Faculty may also demonstrate excellence in teaching in other ways. Other possible areas of teaching achievement teaching may include leadership in extracurricular activities or programs, short courses, workshops, guest instruction, outreach or service related to teaching, and advising student teams/clubs.

Program, College, University, and Public Service

Faculty play an important role in the administration of the university and college in the formulation of its policies, as well as in service to their professional and academic organizations, and to the broader communities which the university serves. Sharing in the tasks of university, college, and program (e.g. committees, admissions, and the development of extracurricular programming) administration, commensurate with rank, is expected of all faculty members. Beyond this minimum standard, recognition is given in promotion decisions to exemplary service. This would include able academic administration, effective participation in faculty governance, and the formulation of program, college and university policies. Similarly, contributions to student welfare through service on student-faculty committees and as advisers to student organizations are recognized. Service by members of the faculty to broader communities from the local to the global is recognized in promotion decisions when the service is given in their capacity as scholars or otherwise relates to their professional or academic expertise.

Promotion to Full Professor

Promotion to full professor in Taubman College is based on evidence of excellence in research and creative practice, teaching, and service that amounts to significant and broadly recognized distinction attained by the individual in their field. Contributions should have been continued and sustained since their previous promotion granting tenure. Excellence in research and creative practice at the full professor level is demonstrated by evidence of national and international impact and recognition of the substance of the faculty member's contribution. Equally important, candidates for promotion to professor must demonstrate continued commitment to and success in teaching at all levels. Teaching contributions are considered as described in the teaching section above. Promotion to full professor is

based in part on rank-appropriate leadership in teaching, including evidence of a strong motivation to engage students in the learning process, the rigor and scope of the courses taught, and leadership in programmatic and curricular development. Service contributions are considered relative to rank, as described in the program, college, university, and public service section. Outstanding service in central leadership roles, such as program chair, and the impact of those roles' time demands on research productivity, are taken into account in evaluating a candidate for promotion to full professor.

C. Promotion and Tenure Committee

Formation of the Promotion and Tenure Committee

See College Rule 10.81 for how the size and composition of the committee is determined. The outside committee member should be selected soon after the process is initiated.

Communications

During the review process, communications between the candidate and committee members on matters related to the review should be in writing from the committee chair or the candidate to the Dean's Office, who will contact the other party. These communications occur when:

1. The committee needs additional information and/or material from the candidate to facilitate the review.
2. The candidate wishes to provide the committee with additional evidence supporting their promotion/tenure that was not available when the process was initiated.
3. Either party has other requests for clarification.

Responsibilities of the Promotion and Tenure Committee

The following are key responsibilities for the Promotion and Tenure Committee:

1. Thoroughly review all the elements of the candidate's academic and professional productivity as documented in the promotion review dossier (as described in the Faculty Handbook).
2. Generate a list of external reviewers consisting of peers within other academic institutions who can objectively evaluate the significance of the candidate's contributions to their field.
3. Select six or more "arms-length" external reviewers from the list provided by the candidate and the list generated by the committee and contact each of them to determine their willingness to participate in the candidate's review. Following are guidelines for external reviewers:
 - a. Two letters should be from reviewers recommended by the candidate and a minimum of four letters should be from reviewers identified by the committee.
 - b. In selecting reviewers, the committee should consider the nature of the candidate's contribution in light of the families of research, scholarship, and creative practice recognized in Taubman College (Section B above) and should select reviewers appropriate to the evaluation of the specific case.
 - c. All external reviewers should be at or above the rank of the appointment being considered and should be drawn largely from schools of similar stature. Reviewers should be individuals in the relevant field who can critique a candidate's work and scholarly/creative contributions and be able to provide an unbiased assessment. Tenure track candidates may only have tenure track reviewers.
 - d. All external reviewers must be "arm's length." Teachers, advisors, mentors, and current faculty colleagues are not "arm's length." Persons who served on a candidate's thesis or dissertation committee are not "arm's length." Co-authors, major research collaborators, and former faculty colleagues are also not "arm's length" unless the most recent association occurred over 10 years prior to the promotion. Letters from persons who do

not know the candidate, but who may have a clear sense of the significance of the candidate's qualifications, are of greater value than those from reviewers who are personally acquainted with the candidate. See UM Office of the Provost guidelines for guidance regarding criteria for arm's length reviews. In case of any discrepancy, the provost's guidelines regarding arm's length reviews supersede those listed here.

4. Consider all the letters received from external reviewers, the program chair, and former students as well as teaching evaluation scores and comments.
5. Prepare a written report, using the Promotion and Tenure Report Template in the Faculty Handbook, for the dean and Executive Committee including a recommendation and the rationale for the recommendation. Since the entire report is included in the materials that are sent to the provost, it should be written for a generalist audience and should avoid jargon.

The Promotion and Tenure committee is encouraged to seek guidance from Dean's Office staff regarding proposed reviewers in light of Taubman College's history and experience with them. The Dean's Office also asks the program chairs to write letters, contacts former students for letters, arranges with the college registrar for course evaluations, and uploads those items into the candidate's promotion and tenure folder. Dean's Office staff will review draft reports to ensure reviewer confidentiality and guard against the inclusion of improper information. Except for general oversight to ensure adherence to procedure, the committee will work independently of the dean and Executive Committee, who will refrain from involvement in reviewer selection and report content.

D. Promotion and Tenure Review Process

The process for review of faculty for promotion and/or tenure involves the following major steps:

Initiating the Process

Prior to the beginning of the annual promotion and tenure review process, the dean and Executive Committee will review the status of all faculty to determine their eligibility for promotion and/or tenure consideration. In addition, they will accept nominations for promotion/tenure from each program and requests from individuals who seek consideration; in these instances, potential candidates should submit a current CV. Candidates seeking an early review for tenure should also submit a brief statement of up to one page documenting the achievements that would suggest eligibility. All such nominations and requests should be made in writing per the schedule in the Faculty Handbook. Following due consideration, the Dean's Office will notify each nominee and petitioner per the schedule in the Faculty Handbook whether or not a review will be conducted during the next academic year. In the case of consideration for tenure at the time outlined in the candidate's contract, this review will be a non-discretionary assessment based only on the candidate's years in service. Where a candidate seeks early review for tenure, the dean and Executive Committee will also base their decision on an assessment of the prospects for a grant of early tenure. For candidates seeking promotion to full professor, the Executive Committee may base its decision on the candidate's prospects for a successful review, or may postpone the review in the unusual event that there are not enough faculty to form Promotion and Tenure Committees.

Assistant Professors. Nearing completion of the time outlined in the candidate's contract, an assistant professor will be notified in writing per the schedule in the Faculty Handbook that a performance review will be conducted during the next academic year. An assistant professor may be nominated by a program for promotion at an earlier time or may request early consideration.

Associate Professors. In most cases, faculty holding the title of associate professor will have tenure. With continuing intellectual growth and achievements in teaching, research, and professional work, it can be expected that promotion to full professor would be recommended when the candidate appears to meet the qualifications for promotion to full professor delineated in Section B above. The candidate is encouraged to seek advice from senior colleagues as to the timing of a review for promotion to full professor.

Notification of Decision to Initiate Review

Once the dean and the Executive Committee agree that a review for a faculty member will take place, the Promotion and Tenure Committee will be informed by the dean in writing to begin its review activities concerning the candidate. The Promotion and Tenure Committee should initiate its activities per the schedule in the Faculty Handbook.

Following notification that a review will be conducted, the faculty member will submit a brief statement of up to one page summarizing the candidate's research or creative practice as well as a list of 2 or 3 suggested names for their outside committee member (if applicable) and 5 to 7 external reviewers per the schedule in the Faculty Handbook. The candidate may be called upon to supply more names of proposed external reviewers during the process. The candidate should proceed to assemble a promotion review dossier (see contents in the Faculty Handbook). The dossier should be submitted to the Dean's Office per the schedule in the Faculty Handbook.

Committee Review

The Promotion and Tenure Committee should review all material including the dossier and internal and external letters of evaluation. Afterwards, it should prepare a written report, following the Promotion and Tenure Committee Report Template in the Faculty Handbook, to the Dean and the Executive Committee making a recommendation and providing the justification for that recommendation. The report is submitted to the dean and Executive Committee per the schedule in the Faculty Handbook.

Report to the Candidate

The Dean's Office will provide the committee report with the recommendation redacted to the candidate for review. The candidate has one week after receiving the summary to submit a written response, which focuses largely on correcting any factual errors in the report and pointing out any significant omissions of achievements. The committee will consider modifying the report based on the candidate's response.

Report to the Executive Committee

The written report of the Promotion and Tenure Committee forms the basis for further review and judgment by the Executive Committee of the college and should follow the format prescribed by the Executive Committee. It should include an appraisal of all significant evidence, favorable and unfavorable. It should be specific, analytical, and should include the committee's evaluation of the candidate with respect to each of the qualifications specified above. It should be adequately documented by reference to the supporting material. Each faculty member should make his or her own thoughtful and independent judgment about the candidate. While a collective recommendation may result from these independent judgments, a unanimous recommendation is not required.

Executive Committee Action

Upon reviewing the information and documentation provided, the Executive Committee shall make its decision in favor of or in opposition to the promotion and/or tenure. The dean shall forward all promotion and tenure recommendations and favorable promotion recommendations of the Executive Committee and required supporting materials to the provost. In case of a decision not to recommend a candidate for promotion or tenure, the dean and the chair of the Promotion and Tenure Committee will meet with the candidate to verbally communicate the recommendation and the reasons for the decision, and to provide constructive counseling on the major findings and opinions obtained during the review. The purpose is to ensure that candidates receive direct and personal counseling on the positive and negative aspects of their performance.

University Action

The Executive Committee's recommendation is reviewed by the university administration, which forwards cases that it reviews positively for consideration by the Board of Regents. Formal notification of successful promotion comes directly to the candidate from the university.

E. Interim Review Process

All persons in the tenure-track rank of assistant professor or associate professor without tenure should have an informal review with the dean, the associate dean of research and creative practice, and their program chair at the end of each academic year, and a formal interim review during their fourth year in rank. The annual review is to provide guidance and feedback to the assistant professor and an opportunity for preparatory discussion of subsequent formal reviews. The formal fourth year review would both provide feedback for the person under review and be the basis of a Taubman College decision to terminate the appointment (with notice of two academic terms) or to extend it for up to four more years (i.e., to a total of eight years maximum).

The process for interim review of faculty involves the following major steps:

Initiating the Process

Nearing completion of three years, an assistant professor will be notified in writing per the schedule in the Faculty Handbook that a performance review will be conducted at the start of their fourth year.

Following notification that a review will be conducted, the faculty member will submit up to one page summarizing their research or creative practice together with a list of suggested names for external reviewers per the schedule in the Faculty Handbook. The candidate should prepare a list of 5 to 7 names and may be called upon to supply more. Candidates should proceed to assemble an interim review dossier following the guidance in the Faculty Handbook. The dossier should be submitted to the Dean's Office per the schedule in the Faculty Handbook.

Notification of Decision to Initiate Review

Once the dean and the Executive Committee agree that a review for a faculty member will take place, the Promotion and Tenure Committee will be informed by the dean in writing to begin its review activities concerning the candidate. The Promotion and Tenure Committee should initiate its activities per the schedule in the Faculty Handbook. The Promotion and Tenure Committee will arrange for at least three external review letters, including at least two from reviewers not suggested by the candidate.

Committee Review

The Promotion and Tenure Committee should review all material including the dossier and internal and external letters of evaluation. Afterwards, it should prepare a written report, prepared according to the Promotion and Tenure Committee Report Template in the Faculty Handbook, to the dean and the Executive Committee making a recommendation and providing the justification for that recommendation. The report is submitted to the dean and Executive Committee per the schedule in the Faculty Handbook. The interim review should be thorough and, in addition to providing feedback to the assistant professor, it should anticipate, as well as can be done at an early point in a person's career, the outcome of an eventual tenure review. Policies on committee operations, arm's-length reviewers, and report format and content are the same as in Section D above.

Report to the Candidate

The Dean's Office will provide a summary without the recommendation to the candidate for review. The candidate has one week after receiving the summary to submit a written response, which focuses largely on correcting any factual errors in the report or pointing out any significant omissions of achievements.

Report to the Executive Committee

The written report of the Promotion and Tenure Committee forms the basis for further review and judgment by the Executive Committee of the college and guidance to the faculty member and should follow the format prescribed by the Executive Committee. It should include an appraisal of all significant evidence, favorable and unfavorable. It should be specific and analytical and should include the committee's evaluation of the candidate with respect to each of the qualifications specified above. It should be adequately documented by reference to the supporting material. Each faculty member should make their own thoughtful and independent judgment about the candidate. While a collective recommendation may result from these independent judgments, a unanimous recommendation is not required.

Executive Committee Action

Upon reviewing the information and documentation provided, the Executive Committee shall make its decision concerning the appointment. The dean will then meet with the faculty member to verbally communicate the decision and the reasons for the decision and to provide constructive counseling on the major findings and opinions obtained during the review.