

## **(1) PROPOSED NEW TEXT**

### 2.2.3.1 Faculty Appointments Involving More Than One Academic Unit

This section applies specifically to faculty members who either (1) hold formal joint appointments or have formal responsibilities in a unit outside the home department for at least 40% effort, hereafter referred to as “Type 1” appointments, or (2) have the majority of their effort allocated to their home department but have formal responsibilities in a unit outside of their home department for less than 40% effort, hereafter referred to as “Type 2” appointments.

The requirement for a Memorandum of Understanding (MOU) (Section 2.2.3.1.2) shall apply to all faculty in Type 1 and Type 2 appointments above. The remaining requirements in this section apply to faculty members who are hired after September 2015; faculty hired before September 2015 are encouraged to use this section. If they wish to be evaluated using the R&P language in place at the time of their hire, their MOUs must be revised in order to make note of their preferences. This will ensure that those evaluating them are properly informed.

#### 2.2.3.1.1 Initial Appointment of Faculty Involving More Than One Academic Unit

All new faculty, regardless of how their appointment is configured, will be assigned a home department. Some positions will be such that the home department is specified at the start of the search. In cases in which the home department is not known at the start of the search, departments that seem most appropriate will be identified and will be listed in the advertisement as possible home departments. Prior to the posting of the advertisement, the relevant department chairs will be notified, and any department that is unwilling to serve as home department for the eventual appointee will have the opportunity to withdraw from the list.

The dean(s) responsible for the participating units (“participating units” are the departments, programs, and/or centers participating in the appointment) will assemble representatives of these units to develop a detailed position description that will specify the scholarly expertise required for the position, and state the general expectations for teaching and service. (See 2.2.3.1.2 below.) The home department chair, program director, and the other unit representatives will determine the appropriate balance between departmental and extra-departmental expectations. Such matters as the kinds of journals and conferences that are approved or acceptable may be discussed at this time and may be included in the detailed position description. Budget and space allocations will be specified in the position description. The position description will then be sent to the dean(s) of the participating units and to the provost for approval. If the position description is approved, the dean(s) will select an appropriate search committee, with the advice of the representatives of the likely participating units.

The search committee, in consultation with the participating units, will identify candidates for on-campus interviews, and will present its list of finalists to the relevant dean(s). If relevant, finalists will be asked to specify their preferred home department. Chairs of these home departments, or their designees, will participate in the on-campus interviews of finalists who, if hired, would become members of their department. Should a department be opposed to any such finalist, either an alternative suitable home department where the candidate is welcome will be identified or that candidate’s candidacy will be terminated.

Candidates must be informed if they will not be members of their preferred departments and asked whether the proposed alternative is acceptable.

Once all on-campus interviews are completed and the search committee identifies its top candidate, the two participating units will jointly recommend a candidate to the appropriate dean(s). As with all appointments to the faculty, the dean(s) will make their recommendation to the provost for approval.

#### 2.2.3.1.2 Memorandum of Understanding (MOU)

All faculty members whose appointments involve formal responsibilities in more than one unit will have an MOU. The purpose of an MOU is to specify (1) the faculty member's field(s) of research and scholarship, (2) expectations regarding teaching and service contributions in the units with which the individual is affiliated, and (3) voting rights and responsibilities in those units.

In the case of new hires, the detailed position description will be shared with candidates when they are brought to campus for the initial interview.

Once the new faculty member is hired, the dean(s) responsible for the participating units will assemble representatives of the participating units and the faculty member to draft the MOU to match the particular circumstances of the faculty member. The dean of the home department's college must approve the MOU. The chair of the home department will be responsible for mentoring the faculty member in accordance with the approved MOU. If there are any disagreements about the expectations for the faculty member that cannot be resolved informally, the respective chair(s) or director(s) will meet jointly with the dean(s) to whom they report to resolve any disagreements. A report of this meeting will be given to the faculty member.

MOUs should be revisited periodically and modified to reflect changes in expectations. Any of the relevant parties may initiate such a review and the dean must agree to the proposed changes.

Current MOUs will be included in faculty members' portfolios for reappointment, tenure, and promotion reviews. If the MOU has changed substantially during the period under review, the faculty member, in consultation with the chair of the home department and the special committee will determine whether previous MOU(S) shall be included.

#### 2.2.3.1.3 Special Committee for Faculty Involving More Than One Academic Unit

By the beginning of the new faculty member's second semester at Lehigh—for full professors hired without tenure, associate professors, and assistant professors—the dean of the home department, in consultation with chairs/directors of the participating units and the new faculty member, will appoint a special committee of typically three to five tenured faculty members outside the home department who are best able to evaluate the faculty member's contributions in teaching, research and scholarship, and service to the unit outside the home department. In specific situations such as a joint hire between two departments or a hire where the program has obtained permission from the dean in the initial MOU, the faculty members of appropriate rank in the second department or the program may constitute the special committee. The committee will be charged with evaluating the faculty member's performance, in accordance with the MOU. In cases where the faculty member's responsibilities outside of the home department are significantly less than 40% and limited to specific teaching assignments, the MOU may indicate that no special committee is required and the MOU will clearly note that the program director is responsible for evaluation of teaching outside of the home department.

The membership of the special committee will remain as constant as possible throughout the faculty member's reviews for reappointment, tenure, and promotion. The special committee for a tenured associate professor will be composed of full professors.

#### 2.2.3.1.4 Annual Evaluation for Merit for Faculty Involving More Than One Academic Unit

The chair of the faculty member's home department will be responsible for the annual merit evaluation of the faculty member, in accordance with the faculty member's MOU. The chair will use the annual report of the faculty member and solicit a written evaluation of the faculty member's performance from the chairs/directors of the other participating unit(s) that will be included as part of the annual evaluation. The chair of the home department will recommend the merit increase to the appropriate dean(s). The dean(s) will review the recommended increase to ensure that it fairly reflects the evaluations submitted. The chair of the home department will provide written feedback to the faculty member.

#### 2.2.3.1.5 Annual Review of Pre-Tenure Faculty Involving More Than One Academic Unit

Procedures described in 2.2.4.1 will be followed, with the following exceptions. Evaluations will be made in accordance with the faculty member's MOU. The special committee will meet with the tenured faculty of the home department to discuss the candidate's portfolio. The chair of the home department will then write a letter summarizing the collective views of the department and the special committee. The members of each group will review and comment on the chair's summary letter, and necessary revisions will be made. Significant differences of opinion between the special committee and department will be included in the summary letter. The home department chair and chair of the special committee will meet with the faculty member to discuss the summary letter.

#### 2.2.3.1.6 Reappointment of Faculty Involving More Than One Academic Unit

The home department and the special committee will conduct the reappointment review of the faculty member in accordance with the MOU, applying the standard criteria of excellence in teaching, research and scholarship, and service. The special committee will participate in all meetings of the home department in which the candidate's reappointment is discussed. The specific procedures to be followed for reappointment reviews will depend upon the type of appointment.

For faculty who hold Type 1 appointments, these procedures will be followed:

- The tenured faculty of the home department will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to the department chair.
- The members of the special committee will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to their committee chair.
- The chairs of the home department and special committee will write their own individual letters.
- Individual letters from the home department will not be shared with special committee members and vice versa.

The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair's summary letter. After making any needed revisions, the special committee chair will send their summary letter and the individual letters from the special committee members to the home department chair. The individual votes of the tenured department faculty and special committee members will be tallied and separately recorded on the reappointment recommendation form.

Proceeding according to 2.2.7.2, the home department chair will provide a copy to the candidate of the final written department summary letter and special committee summary letter. The department chair will inform the candidate that they may write a response that will become part of the reappointment review file. All individual letters and both summary letters will be forwarded to the dean of the home department

as part of the reappointment review file. See R&P sections 2.2.7.3 through 2.2.7.5.5 for the remaining steps in the reappointment process.

For faculty who hold Type 2 appointments, these procedures will be followed:

- The members of the special committee will write individual letters that address the faculty member's performance in all three areas—teaching, research and scholarship, and service—with particular attention to contributions outside the home department, and that include recommendations for or against reappointment, and will submit their letters to the home department chair for inclusion in the portfolio. In cases where the MOU indicates no special committee, the program director responsible for oversight of activities outside of the home department will provide a letter to the home department chair for inclusion in the portfolio.
- The tenured faculty of the home department will then write individual letters that take into consideration the letters written by the special committee members or program director and their recommendations, and that include a vote for or against reappointment as described in 2.2.7.1, and will submit their letters to the department chair.
- After all department members have voted, the chair of the home department will write a letter summarizing the views of the department members and the members of the special committee or the program director. The chair will record the recommendations of the special committee members or program director and the departmental vote in their summary letter as well as on any official form on which the departmental vote is recorded. The members of the home department and the members of the special committee or program director will review and comment on the chair's summary letter, and necessary revisions will be made. Special committee members or program directors, like department members, will have the opportunity to submit in writing objections to the department chair's summary letter. These objections will be included in the candidate's file.

For the remaining steps in the reappointment process, see R&P sections 2.2.7.2 through 2.2.7.5.5. The relevant dean will be the dean of the faculty member's home department.

#### 2.2.3.1.7 Tenure and Promotion of Faculty Involving More Than One Academic Unit

The tenure/promotion review process as outlined in R&P sections 2.2.6 (for tenure) and 2.2.9 (for promotion to full professor) will be followed. The specific procedures to be followed for tenure and promotion reviews for faculty with appointments in multiple units will depend upon the type of appointment.

For faculty who hold Type 1 appointments, these procedures will be followed:

- The home department and the special committee will conduct the tenure/ promotion review of the faculty member using the standard criteria of teaching, research and scholarship, and service. The special committee will meet with the participating faculty of the home department to assist in preparing the list of external evaluators. After the candidate's tenure/promotion review file is prepared and external review letters are received, the special committee will meet with the participating faculty of the home department to discuss the candidate's tenure/promotion file and external letters.
- The participating faculty of the home department will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to the department chair. The members of the special committee will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to their committee chair. The chairs of the home department and special

committee will write their own individual letters. Individual letters from the home department are not shared with special committee members and vice versa.

- The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair's summary letter. After making any needed revisions, the special committee chair will send their summary letter and the individual letters from the members of the special committee to the home department chair. The individual votes of the participating department faculty and special committee members will be tallied and separately recorded on the tenure/promotion recommendation form. In the event that the department recommendation (the majority vote of the department members) does not agree with the special committee recommendation (the majority vote of the special committee) the two votes will go forward in the tenure/promotion review file, together with the College Tenure Committee's (Section 2.2.6.9) recommendation or the College Promotion Committee (Section 2.2.9.9), absent the designation of a "faculty recommendation".
- Proceeding according to 2.2.6.6 or 2.2.9.6, the home department chair will provide a copy to the candidate of the final written department summary letter and final written special committee summary letter. The department chair will inform the candidate that they may write a response that will become part of the tenure/promotion review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the tenure/ promotion review file.
- The dean and the tenure/promotion committee of the college in which the home department is located will consider and make recommendations on the faculty member's tenure/promotion. See R&P 2.2.6.7- 2.2.6.14 (for tenure) or 2.2.9.7-2.2.9.14 (for promotion to full professor) for the remaining steps in the review process.

For faculty who hold Type 2 appointments, these procedures will be followed:

- The procedure for including the special committee in the process will be the same as in the case of reappointment (see 2.2.3.1.6), with the following addition: the special committee, if one exists, will be involved in the selection of external evaluators.
- For the remaining steps in the tenure and promotion process, see R&P sections 2.2.6.7-2.2.6.14 (for tenure) or 2.2.9.7-2.2.9.14 (for promotion to full professor). The relevant dean will be the dean of the faculty member's home department. The relevant tenure and promotion committee will be that of the faculty member's home department.

#### 2.2.3.1.8 Triennial Review of Associate Professors Involving More Than One Academic Unit

The triennial review process as outlined in R&P section 2.2.4.2 will be followed, but the special committee members will be included in the review process, which will be conducted in accordance with the MOU, in the following manner: The special committee will meet with the tenured full professors who are voting members of the home department to discuss the candidate's portfolio. The chair of the home department will write the summary letter reflecting the views of all participating faculty members, who will then review and comment on the chair's summary letter. A faculty member can object to this document, and if not satisfied, submit in writing their objections; these objections are included in the candidate's triennial file.

#### 2.2.3.1.9 Change in Status for Faculty Involving More Than One Academic Unit

Should a faculty member wish to convert into or out of a multiple-unit appointment, or to alter the nature of formal responsibilities to multiple units, they will propose the change in status to the relevant unit heads. If the relevant unit heads agree in principle to the change, an MOU will be drafted, or, if one already exists, will be modified, to reflect the faculty member's change in status and to delineate their

new rights and responsibilities. The dean of the home department's college must approve the revised MOU.

## (2) PROPOSED NEW TEXT WITH MARKUP

### 2.2.3.1 Faculty Appointments Involving More Than One Academic Unit

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The requirement for a Memorandum of Understanding (MOU) (Section 2.2.3.1.2) shall apply to all faculty in Type 1 and Type 2 appointments above. The remaining requirements in this section apply to faculty members who are hired after September 2015; ~~faculty hired before September 2015 are encouraged to use this section. If they wish to be evaluated using the R&P language in place at the time of their hire, their MOUs must be revised in order to make note of their preferences. This will ensure that those evaluating them are properly informed.~~

#### 2.2.3.1.1 Initial Appointment of Faculty Involving More Than One Academic Unit

All new faculty, regardless of how their appointment is configured, will be assigned a home department. Some positions will be such that the home department is specified at the start of the search. In cases in which the home department is not known at the start of the search, departments that seem most appropriate will be identified and will be listed in the advertisement as possible home departments. Prior to the posting of the advertisement, the relevant department chairs will be notified, and any department that is unwilling to serve as home department for the eventual appointee will have the opportunity to withdraw from the list.

The dean(s) responsible for the participating units ("participating units" are the departments, programs, and/or centers participating in the appointment) will assemble representatives of these units to develop a detailed position description that will specify the scholarly expertise required for the position, and state the general expectations for teaching and service. (See 2.2.3.1.2 below.) The home department chair, program director, and the other unit representatives will determine the appropriate balance between departmental and extra-departmental expectations. Such matters as the kinds of journals and conferences that are approved or acceptable may be discussed at this time and may be included in the detailed position description. Budget and space allocations will be specified in the position description. The position description will then be sent to the dean(s) of the participating units and to the provost for approval. If the position description is approved, the dean(s) will select an appropriate search committee, with the advice of the representatives of the likely participating units.

The search committee, in consultation with the participating units, will identify candidates for on-campus interviews, and will present its list of finalists to the relevant dean(s). If relevant, finalists will be asked to specify their preferred home department. Chairs of these home departments, or their designees, will participate in the on-campus interviews of finalists who, if hired, would become members of their department. Should a department be opposed to any such finalist, either an alternative suitable home department where the candidate is welcome will be identified or that candidate's candidacy will be terminated.

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Candidates must be informed if they will not be members of their preferred departments and asked whether the proposed alternative is acceptable.

Once all on-campus interviews are completed and the search committee identifies its top candidate, the two participating units will jointly recommend a candidate to the appropriate dean(s). As with all appointments to the faculty, the dean(s) will make their recommendation to the provost for approval.

#### 2.2.3.1.2 Memorandum of Understanding (MOU)

All faculty members whose appointments involve formal responsibilities in more than one unit will have an MOU. The purpose of an MOU is to specify (1) the faculty member's field(s) of research and scholarship, (2) expectations regarding teaching and service contributions in the units with which the individual is affiliated, and (3) voting rights and responsibilities in those units.

In the case of new hires, the detailed position description will be shared with candidates when they are brought to campus for the initial interview.

Once the new faculty member is hired, the dean(s) responsible for the participating units will assemble representatives of the participating units and the faculty member to draft the MOU to match the particular circumstances of the faculty member. The dean of the home department's college must approve the MOU. The chair of the home department will be responsible for mentoring the faculty member in accordance with the approved MOU. If there are any disagreements about the expectations for the faculty member that cannot be resolved informally, the respective chair(s) or director(s) will meet jointly with the dean(s) to whom they report to resolve any disagreements. A report of this meeting will be given to the faculty member.

MOUs should be revisited periodically and modified to reflect changes in expectations. Any of the relevant parties may initiate such a review and the dean must agree to the proposed changes.

Current MOUs will be included in faculty members' portfolios for reappointment, tenure, and promotion reviews. If the MOU has changed substantially during the period under review, the faculty member, in consultation with the chair of the home department and the special committee will determine whether previous MOU(S) shall be included.

#### 2.2.3.1.3 Special Committee [for Faculty Involving More Than One Academic Unit](#)

By the beginning of the new faculty member's second semester at Lehigh—for full professors hired without tenure, associate professors, and assistant professors—the dean of the home department, in consultation with chairs/directors of the participating units and the new faculty member, will appoint a special committee of typically three to five tenured faculty members outside the home department who are best able to evaluate the faculty member's contributions in teaching, research and scholarship, and service to the unit outside the home department. In specific situations such as a joint hire between two departments or a hire where the program has obtained permission from the dean in the initial MOU, the faculty members of appropriate rank in the second department or the program may constitute the special committee. The committee will be charged with evaluating the faculty member's performance, in accordance with the MOU. In cases where the faculty member's responsibilities outside of the home department are significantly less than 40% and limited to specific teaching assignments, the MOU may indicate that no special committee is required and the MOU will clearly note that the program director is responsible for evaluation of teaching outside of the home department.

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The membership of the special committee will remain as constant as possible throughout the faculty member's reviews for reappointment, tenure, and promotion. The special committee for a tenured associate professor will be composed of full professors.

#### 2.2.3.1.4 Annual Evaluation for Merit for Faculty Involving More Than One Academic Unit

The chair of the faculty member's home department will be responsible for the annual merit evaluation of the faculty member, in accordance with the faculty member's MOU. The chair will use the annual report of the faculty member and solicit a written evaluation of the faculty member's performance from the chairs/directors of the other participating unit(s) that will be included as part of the annual evaluation. The chair of the home department will recommend the merit increase to the appropriate dean(s). The dean(s) will review the recommended increase to ensure that it fairly reflects the evaluations submitted. The chair of the home department will provide written feedback to the faculty member.

#### 2.2.3.1.5 Annual Review of Pre-Tenure Faculty Involving More Than One Academic Unit

Procedures described in 2.2.4.1 will be followed, with the following exceptions. Evaluations will be made in accordance with the faculty member's MOU. The special committee will meet with the tenured faculty of the home department to discuss the candidate's portfolio. The chair of the home department will then write a letter summarizing the collective views of the department and the special committee. The members of each group will review and comment on the chair's summary letter, and necessary revisions will be made. Significant differences of opinion between the special committee and department will be included in the summary letter. The home department chair and chair of the special committee will meet with the faculty member to discuss the summary letter.

#### 2.2.3.1.6 Reappointment of Faculty Involving More Than One Academic Unit

The home department and the special committee will conduct the reappointment review of the faculty member in accordance with the MOU, applying the standard criteria of excellence in teaching, research and scholarship, and service. The special committee will participate in all meetings of the home department in which the candidate's reappointment is discussed. The specific procedures to be followed for reappointment reviews will depend upon the type of appointment.

For faculty who hold Type 1 appointments, these procedures will be followed:

- The tenured faculty of the home department will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to the department chair.
- The members of the special committee will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to their committee chair.
- The chairs of the home department and special committee will write their own individual letters.
- Individual letters from the home department will not be shared with special committee members and vice versa.

The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair's summary letter. After making any needed revisions, the special committee chair will send their summary letter and the individual letters from the special committee members to the home department chair. The individual votes of the tenured department faculty and special committee members will be tallied and separately recorded on the reappointment recommendation form.

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Proceeding according to 2.2.7.2, the home department chair will provide a copy to the candidate of the final written department summary letter and special committee summary letter. The department chair will inform the candidate that they may write a response that will become part of the reappointment review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the reappointment review file. See R&P sections 2.2.7.3 through 2.2.7.5.5 for the remaining steps in the reappointment process.

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For faculty who hold Type 2 appointments, these procedures will be followed:

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- The members of the special committee will write individual letters that address the faculty member's performance in all three areas—teaching, research and scholarship, and service— with particular attention to contributions outside the home department, and that include recommendations for or against reappointment, and will submit their letters to the home department chair for inclusion in the portfolio. In cases where the MOU indicates no special committee, the program director responsible for oversight of activities outside of the home department will provide a letter to the home department chair for inclusion in the portfolio.
- The tenured faculty of the home department will then write individual letters that take into consideration the letters written by the special committee members or program director and their recommendations, and that include a vote for or against reappointment as described in 2.2.7.1, and will submit their letters to the department chair.
- After all department members have voted, the chair of the home department will write a letter summarizing the views of the department members and the members of the special committee or the program director. The chair will record the recommendations of the special committee members or program director and the departmental vote in their summary letter as well as on any official form on which the departmental vote is recorded. The members of the home department and the members of the special committee or program director will review and comment on the chair's summary letter, and necessary revisions will be made. Special committee members or program directors, like department members, will have the opportunity to submit in writing objections to the department chair's summary letter. These objections will be included in the candidate's file.

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For the remaining steps in the reappointment process, see R&P sections 2.2.7.2 through 2.2.7.5.5. The relevant dean will be the dean of the faculty member's home department.

#### 2.2.3.1.7 Tenure and Promotion of Faculty Involving More Than One Academic Unit

The tenure/promotion review process as outlined in R&P sections 2.2.6 (for tenure) and 2.2.9 (for promotion to full professor) will be followed. The specific procedures to be followed for tenure and promotion reviews for faculty with appointments in multiple units will depend upon the type of appointment.

For faculty who hold Type 1 appointments, these procedures will be followed:

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- The home department and the special committee will conduct the tenure/ promotion review of the faculty member using the standard criteria of teaching, research and scholarship, and service. The special committee will meet with the participating faculty of the home department to assist in preparing the list of external evaluators. After the candidate's tenure/promotion review file is prepared and external review letters are received, the special committee will meet with the participating faculty of the home department to discuss the candidate's tenure/promotion file and external letters.
- The participating faculty of the home department will write individual letters that include

recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to the department chair. The members of the special committee will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to their committee chair. The chairs of the home department and special committee will write their own individual letters. Individual letters from the home department are not shared with special committee members and vice versa.

- The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair's summary letter. After making any needed revisions, the special committee chair will send their summary letter and the individual letters from the members of the special committee to the home department chair. The individual votes of the participating department faculty and special committee members will be tallied and separately recorded on the tenure/promotion recommendation form. In the event that the department recommendation (the majority vote of the department members) does not agree with the special committee recommendation (the majority vote of the special committee) the two votes will go forward in the tenure/promotion review file, together with the College Tenure Committee's (Section 2.2.6.9) recommendation or the College Promotion Committee (Section 2.2.9.9), absent the designation of a "faculty recommendation".
- Proceeding according to 2.2.6.6 or 2.2.9.6, the home department chair will provide a copy to the candidate of the final written department summary letter and final written special committee summary letter. The department chair will inform the candidate that they may write a response that will become part of the tenure/promotion review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the tenure/ promotion review file.
- The dean and the tenure/promotion committee of the college in which the home department is located will consider and make recommendations on the faculty member's tenure/promotion. See R&P 2.2.6.7- 2.2.6.14 (for tenure), or 2.2.9.7-2.2.9.14 (for promotion to full professor), for the remaining steps in the review process.

For faculty who hold Type 2 appointments, these procedures will be followed:

- The procedure for including the special committee in the process will be the same as in the case of reappointment (see 2.2.3.1.6), with the following addition: the special committee, if one exists, will be involved in the selection of external evaluators.
- For the remaining steps in the tenure and promotion process, see R&P sections 2.2.6.7-2.2.6.14 (for tenure) or 2.2.9.7-2.2.9.14 (for promotion to full professor). The relevant dean will be the dean of the faculty member's home department. The relevant tenure and promotion committee will be that of the faculty member's home department.

#### 2.2.3.1.8 Triennial Review of Associate Professors Involving More Than One Academic Unit

The triennial review process as outlined in R&P section 2.2.4.2 will be followed, but the special committee members will be included in the review process, which will be conducted in accordance with the MOU, in the following manner: The special committee will meet with the tenured full professors who are voting members of the home department to discuss the candidate's portfolio. The chair of the home department will write the summary letter reflecting the views of all participating faculty members, who will then review and comment on the chair's summary letter. A faculty member can object to this document, and if not satisfied, submit in writing their objections; these objections are included in the candidate's triennial file.

#### 2.2.3.1.9 Change in Status for Faculty Involving More Than One Academic Unit

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Should a faculty member wish to convert into or out of a multiple-unit appointment, or to alter the nature of formal responsibilities to multiple units, ~~they~~ will propose the change in status to the relevant unit heads. If the relevant unit heads agree in principle to the change, an MOU will be drafted, or, if one already exists, will be modified, to reflect the faculty member's change in status and to delineate ~~their~~ new rights and responsibilities. The dean of the home department's college must approve the revised MOU.

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### (3) ORIGINAL TEXT

#### 2.2.3.1 Faculty Appointments Involving More Than One Academic Unit

This section applies specifically to faculty members who either (1) hold formal joint appointments or have formal responsibilities in a unit outside the home department for at least 40% effort or (2) have the majority of their effort allocated to their home department but have formal responsibilities in a unit outside of their home department for less than 40% effort.

The requirement for a Memorandum of Understanding (MOU) (Section 2.2.3.1.2) shall apply to all faculty in type (1) and type (2) appointments above. The remaining requirements in this section apply to faculty members who are hired after September 2015. Faculty hired before September 2015 are encouraged to use the following section. If they wish to be evaluated using the R&P language in place at the time of their hire, their MOUs must be revised in order to make note of their preferences. This will ensure that those evaluating them are properly informed.

##### 2.2.3.1.1 Initial Appointment

All new faculty, regardless of how their appointment is configured, will be assigned a home department. Some positions will be such that the home department is specified at the start of the search. In cases in which the home department is not known at the start of the search, departments that seem most appropriate will be identified and will be listed in the advertisement as possible home departments. Prior to the posting of the advertisement, the relevant department chairs will be notified, and any department that is unwilling to serve as home department for the eventual appointee will have the opportunity to withdraw from the list.

The dean(s) responsible for the participating units ("participating units" are the departments, programs, and/or centers participating in the appointment) will assemble representatives of these units to develop a detailed position description that will specify the scholarly expertise required for the position, and state the general expectations for teaching and service. (See 2.2.3.1.2 below.) The home department chair, program director, and the other unit representatives will determine the appropriate balance between departmental and extra-departmental expectations. Such matters as the kinds of journals and conferences that are approved or acceptable may be discussed at this time and may be included in the detailed position description. Budget and space allocations will be specified in the position description. The position description will then be sent to the dean(s) of the participating units and to the provost for approval. If the position description is approved, the dean(s) will select an appropriate search committee, with the advice of the representatives of the likely participating units.

The search committee, in consultation with the participating units, will identify candidates for on-campus interviews, and will present its list of finalists to the relevant dean(s). If relevant, finalists will be asked to specify their preferred home department. Chairs of these home departments, or their designees, will participate in the on-campus interviews of finalists who, if hired, would become members of their department. Should a department be opposed to any such finalist, either an alternative suitable home

department where the candidate is welcome will be identified or that candidate's candidacy will be terminated.

Candidates must be informed if they will not be members of their preferred departments and asked whether the proposed alternative is acceptable.

Once all on-campus interviews are completed and the search committee identifies its top candidate, the two participating units will jointly recommend a candidate to the appropriate dean(s). As with all appointments to the faculty, the dean(s) will make their recommendation to the provost for approval.

#### 2.2.3.1.2 Memorandum of Understanding (MOU)

All faculty members whose appointments involve formal responsibilities in more than one unit will have an MOU. The purpose of an MOU is to specify (1) the faculty member's field(s) of research and scholarship, (2) expectations regarding teaching and service contributions in the units with which the individual is affiliated, and (3) voting rights and responsibilities in those units.

In the case of new hires, the detailed position description will be shared with candidates when they are brought to campus for the initial interview.

Once the new faculty member is hired, the dean(s) responsible for the participating units will assemble representatives of the participating units and the faculty member to draft the MOU to match the particular circumstances of the faculty member. The dean of the home department's college must approve the MOU. The chair of the home department will be responsible for mentoring the faculty member in accordance with the approved MOU. If there are any disagreements about the expectations for the faculty member that cannot be resolved informally, the respective chair(s) or director(s) will meet jointly with the dean(s) to whom they report to resolve any disagreements. A report of this meeting will be given to the faculty member.

MOUs should be revisited periodically and modified to reflect changes in expectations. Any of the relevant parties may initiate such a review and the dean must agree to the proposed changes.

Current MOUs will be included in faculty members' portfolios for reappointment, tenure, and promotion reviews. If the MOU has changed substantially during the period under review, the faculty member, in consultation with the chair of the home department and the special committee will determine whether previous MOU(S) shall be included.

#### 2.2.3.1.3 Special Committee

By the beginning of the new faculty member's second semester at Lehigh—for full professors hired without tenure, associate professors, and assistant professors—the dean of the home department, in consultation with chairs/directors of the participating units and the new faculty member, will appoint a special committee of typically three to five tenured faculty members outside the home department who are best able to evaluate the faculty member's contributions in teaching, research and scholarship, and service to the unit outside the home department. In specific situations such as a joint hire between two departments or a hire where the program has obtained permission from the Dean in the initial MOU, the faculty members of appropriate rank in the second department or the program may constitute the special committee. The committee will be charged with evaluating the faculty member's performance, in accordance with the MOU. In cases where the faculty member's responsibilities outside of the home department are significantly less than 40% and limited to specific teaching assignments, the MOU may

indicate that no special committee is required and the MOU will clearly note that the Program Director is responsible for evaluation of teaching outside of the home department.

The membership of the special committee will remain as constant as possible throughout the faculty member's reviews for reappointment, tenure, and promotion. The special committee for a tenured associate professor will be composed of full professors.

#### 2.2.3.1.4 Annual Evaluation for Merit

The chair of the faculty member's home department will be responsible for the annual merit evaluation of the faculty member, in accordance with the faculty member's MOU. The chair will use the annual report of the faculty member and solicit a written evaluation of the faculty member's performance from the chairs/directors of the other participating unit(s) that will be included as part of the annual evaluation. The chair of the home department will recommend the merit increase to the appropriate dean(s). The dean(s) will review the recommended increase to ensure that it fairly reflects the evaluations submitted. The chair of the home department will provide written feedback to the faculty member.

#### 2.2.3.1.5 Annual Review of Pre-Tenure Faculty

Procedures described in 2.2.4.1 will be followed, with the following exceptions. Evaluations will be made in accordance with the faculty member's MOU. The special committee will meet with the tenured faculty of the home department to discuss the candidate's portfolio. The chair of the home department will then write a letter summarizing the collective views of the department and the special committee. The members of each group will review and comment on the chair's summary letter, and necessary revisions will be made. Significant differences of opinion between the special committee and department will be included in the summary letter. The home department chair and chair of the special committee will meet with the faculty member to discuss the summary letter.

#### 2.2.3.1.6 Reappointment

The home department and the special committee will conduct the reappointment review of the faculty member in accordance with the MOU, applying the standard criteria of excellence in teaching, research and scholarship, and service. The special committee will participate in all meetings of the home department in which the candidate's reappointment is discussed. The specific procedures to be followed for reappointment reviews will depend upon the type of appointment.

For faculty who hold type (1) appointments, these procedures will be followed:

- The tenured faculty of the home department will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to the department chair.
- The members of the special committee will write individual letters that include recommendations for or against reappointment as described in 2.2.7.1 and submit them to their committee chair.
- The chairs of the home department and special committee will write their own individual letters.
- Individual letters from the home department will not be shared with special committee members and vice versa.

The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair's summary letter. After making any needed revisions, the special committee chair will send his/her summary letter and the individual letters from the special committee members to the home department chair. The individual votes of the tenured department faculty

and special committee members will be tallied and separately recorded on the reappointment recommendation form.

Proceeding according to 2.2.7.2, the home department chair will provide a copy to the candidate of the final written department summary letter and special committee summary letter. The department chair will inform the candidate that he/she may write a response that will become part of the reappointment review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the reappointment review file. See R&P sections 2.2.7.3 through 2.2.7.5.5 for the remaining steps in the reappointment process.

For faculty who hold type (2) appointments, these procedures will be followed:

- The members of the special committee will write individual letters that address the faculty member's performance in all three areas—teaching, research and scholarship, and service—with particular attention to contributions outside the home department, and that include recommendations for or against reappointment, and will submit their letters to the home department chair for inclusion in the portfolio. In cases where the MOU indicates no special committee, the Program Director responsible for oversight of activities outside of the home department will provide a letter to the home department chair for inclusion in the portfolio.
- The tenured faculty of the home department will then write individual letters that take into consideration the letters written by the special committee members or Program Director and their recommendations, and that include a vote for or against reappointment as described in 2.2.7.1, and will submit their letters to the department chair.
- After all department members have voted, the chair of the home department will write a letter summarizing the views of the department members and the members of the special committee or the Program Director. The chair will record the recommendations of the special committee members or Program Director and the departmental vote in his/her summary letter as well as on any official form on which the departmental vote is recorded. The members of the home department and the members of the special committee or Program Director will review and comment on the chair's summary letter, and necessary revisions will be made. Special committee members or Program Directors, like department members, will have the opportunity to submit in writing objections to the department chair's summary letter. These objections will be included in the candidate's file.

For the remaining steps in the reappointment process, see R&P sections 2.2.7.2 through 2.2.7.5.5. The relevant dean will be the dean of the faculty member's home department.

2.2.3.1.7 Tenure and Promotion

The tenure/promotion review process as outlined in R&P sections 2.2.6 (for tenure) and 2.2.9 (for promotion to full professor) will be followed. The specific procedures to be followed for tenure and promotion reviews for faculty with appointments in multiple units will depend upon the type of appointment.

For faculty who hold type (1) appointments, these procedures will be followed:

- The home department and the special committee will conduct the tenure/ promotion review of the faculty member using the standard criteria of teaching, research and scholarship, and service. The special committee will meet with the participating faculty of the home department to assist in preparing the list of external evaluators. After the candidate's tenure/promotion review file is prepared and external review letters are received, the special committee will meet with the participating faculty of the home department to discuss the candidate's tenure/promotion file and

external letters.

- The participating faculty of the home department will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to the department chair. The members of the special committee will write individual letters that include recommendations for or against tenure or promotion as described in 2.2.6.4 or 2.2.9.4 and submit them to their committee chair. The chairs of the home department and special committee will write their own individual letters. Individual letters from the home department are not shared with special committee members and vice versa.
- The chairs will then each write a letter summarizing the views of their respective groups. The members of each group will review and comment on their chair's summary letter. After making any needed revisions, the special committee chair will send his/her summary letter and the individual letters from the members of the special committee to the home department chair. The individual votes of the participating department faculty and special committee members will be tallied and separately recorded on the tenure/promotion recommendation form. In the event that the department recommendation (the majority vote of the department members) does not agree with the special committee recommendation (the majority vote of the special committee) the two votes will go forward in the tenure/promotion review file, together with the College Tenure Committee's (Section 2.2.6.9) recommendation or the College Promotion Committee (Section 2.2.9.9), absent the designation of a "faculty recommendation".
- Proceeding according to 2.2.6.6 or 2.2.9.6, the home department chairperson will provide a copy to the candidate of the final written department summary letter and final written special committee summary letter. The department chair will inform the candidate that he/she may write a response that will become part of the tenure/promotion review file. All individual letters and both summary letters will be forwarded to the dean of the home department as part of the tenure/promotion review file.
- The dean and the tenure/promotion committee of the college in which the home department is located will consider and make recommendations on the faculty member's tenure/promotion. See R&P 2.2.6.7-2.2.6.13 or 2.2.9.7-2.2.9.13 for the remaining steps in the review process.

For faculty who hold type (2) appointments, these procedures will be followed:

- The procedure for including the special committee in the process will be the same as in the case of reappointment (see 2.2.3.1.6), with the following addition: the special committee, if one exists, will be involved in the selection of external evaluators.
- For the remaining steps in the tenure and promotion process, see R&P sections 2.2.6.7-2.2.6.14 (for tenure) or 2.2.9.7-2.2.9.14 (for promotion to full professor). The relevant dean will be the dean of the faculty member's home department. The relevant tenure and promotion committee will be that of the faculty member's home department.

#### 2.2.3.1.8 Triennial Review of Associate Professors

The triennial review process as outlined in R&P section 2.2.4.2 will be followed, but the special committee members will be included in the review process, which will be conducted in accordance with the MOU, in the following manner: The special committee will meet with the tenured full professors who are voting members of the home department to discuss the candidate's portfolio. The chair of the home department will write the summary letter reflecting the views of all participating faculty members, who will then review and comment on the chair's summary letter. A faculty member can object to this document, and if not satisfied, submit in writing his/her objections; these objections are included in the candidate's triennial file.

#### 2.2.3.1.9 Change in Status

Should a faculty member wish to convert into or out of a multiple-unit appointment, or to alter the nature of formal responsibilities to multiple units, he/she will propose the change in status to the relevant unit heads. If the relevant unit heads agree in principle to the change, an MOU will be drafted, or, if one already exists, will be modified, to reflect the faculty member's change in status and to delineate his/her new rights and responsibilities. The dean of the home department's college must approve the revised MOU.

#### **(4) EXPLANATION FOR NEEDED CHANGE**

These changes are needed to offer clarity on what these sections of R&P address: not Triennial Review of *all* Associate Professors, for example, but Triennial Review of Associate Professors involving more than one academic unit. Other changes are grammatical; correct references within the text; or align with current nomenclature (Type 1 v. type (1)).

#### **(5) EXPLANATION FOR WHY CHANGE ADDRESSES ISSUE**

Minor emendation to section headings to clarify what they reference.

#### **(6) PROPOSAL ORIGIN AND HISTORY**

- Jenna Lay, Faculty Senate Vice Chair, removal from parliamentary edits 11/25/2024
- Doug Mahoney, Faculty Senate Parliamentarian, review to determine best pathway 10/4/2024
- Jenna Lay, Faculty Senate Vice Chair, submission to parliamentarian for advice on best mechanism for emendation 9/2/2024
- Larry Snyder, Deputy Provost for Faculty Affairs, email to Faculty Affairs Subcommittee 4/25/24

#### **(7) PROPOSED IMPLEMENTATION DATE**

February 2025, to meet deadlines for a final vote at the March 2025 BOT meeting

#### **(8) IMPACTS ON OTHER PARTS OF R&P**

There should be no impacts on R&P numbering or cross referencing