

# Standards for Hiring, Promotion, and Tenure

Department of Computer Science  
Illinois Institute of Technology

Approved by the AUCOPT, October 1, 2003

Approved by Dean F. R. McMorris, October 7, 2003

Approved by Vice President Allan S. Myerson, October 8, 2003

Minor revisions with approvals, November 17, 2003 and September 28, 2005

The Department of Computer Science is committed to hiring, nurturing, and promoting to tenure individuals with superb scholarly attainment, who excel at teaching, who contribute to departmental administrative tasks, and who show exceptional promise of continued professional growth.

This document presents the standards and procedures that are used for the hiring and evaluation for promotion and tenure of Category II faculty members in the Department of Computer Science. It is meant to supplement Section III and Appendix C in the IIT Faculty Handbook ([www.iit.edu/staff/faculty\\_handbook](http://www.iit.edu/staff/faculty_handbook)). The last section of this document addresses the procedures and policies pertaining to the renewal of non-tenure track faculty members and acts as a supplement to Appendix Q of the *IIT Faculty Handbook*. In cases of apparent conflict, the *Faculty Handbook* supersedes this document.

## 1 Standards for Hiring

The Department of Computer Science uses the following guidelines in hiring Category I and Category II faculty:

**Senior Instructors** must have an M.S. in Computer Science<sup>1</sup> and have completed all requirements for a Ph.D. in Computer Science *except* their theses. Publications are desirable. Since teaching is the primary responsibility of instructors, they must show a dedication to teaching and their teaching evaluations must be consistently above average.

**Senior Lecturers** must have a Ph.D. in Computer Science and some publications. Continuing research is desirable. Since teaching is the primary responsibility of senior lecturers, they must show a dedication to teaching and their teaching evaluations must be consistently above average.

**Assistant Professors** must have a Ph.D. in Computer Science, some publications, plans for an externally funded research program, the promise of renown in their field, and basic teaching skills. After an initial contract of three years, an assistant professor is expected to have significant refereed publications, external research support, the beginnings of renown in his or her field, polished teaching skills, and to have made some administrative contributions to the department.

**Associate Professors** must have demonstrated excellence in research through significant refereed publications and significant external support for their research, must have a history of training graduate students,

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<sup>1</sup>Throughout this document, we intend degrees in Computer Science to include closely related disciplines.

must have well-polished teaching skills, must be beginning to assume a leadership role in the department, and must have achieved national renown with the promise of international renown in their field.

**Full Professors** must have demonstrated sustained excellence in research through significant refereed publications and significant external support for their research, must have a consistent history of training graduate students at the Ph.D. level, must have well-polished teaching skills, must assume leadership role in the department, and must have achieved international renown in their field.

## 2 Standards for Promotion and Tenure

The evaluation of tenure-track faculty is based on accomplishments in research/scholarly activity, performance in teaching/educational activity, and service to the department, the university and the profession.

The criteria that follow apply to all promotions and appointments to tenure. However, candidates must exhibit appropriately greater strengths at each progressively higher level. In particular, for a positive tenure decision and promotion to Associate Professor the candidate should have established a research program that is attracting national attention. For promotion or initial appointment to Professor, the candidate is expected to have attained a national and international reputation for scholarship.

**Research/Scholarly Activities** should include primarily contributions to computer science, but may also include applications to other fields, provided the contributions meet the highest standards in these other fields. The extent, quality, and impact of the scholarship are important. Examples of this category include

1. Research articles published or accepted for publication in refereed journals,
2. Research articles appearing in well-refereed conference proceedings,<sup>2</sup>
3. Scholarly books or monographs,
4. Manuscripts that have been submitted for publication,
5. Invited lectures at scientific meetings,
6. Contributed papers at scientific meetings,
7. Awards related to research, and
8. Support for research from external sources based on competitive peer review.

For joint work, it is assumed that the candidate contributed in such a way that the paper could not have been written without that candidate's contribution and that the order of authorship, if not alphabetical, is significant.

**Instructional Activities** include classroom instruction as well as other activities pertaining to educational initiatives and programs at IIT and nationally. This category includes

1. Student evaluations,
2. Evaluations by IIT colleagues,
3. Authorship of textbooks,

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<sup>2</sup>The quality of a conference is determined by its acceptance rate, as well as its general reputation, and the sponsoring organization.

4. Course and program development,
5. Supervision of thesis research,
6. Development and participation in IPROs, and
7. Support for educational activities from external sources

**Service** includes departmental and institutional activities as well as those performed in the context of the larger educational and professional community. Examples include

1. Service on departmental and university committees,
2. Offices in professional societies,
3. Editorships of professional journals,
4. Refereeing for professional journals and grant proposals,
5. Institutional or department administrative positions such as department chair, associate department chair, graduate program director, and so on,
6. Organizing professional meetings, workshops, or special sessions at meetings, and
7. Activities related to IIT development.

### **3 Pre-Tenure Reviews**

Each year late in the spring semester, the AUCOPT<sup>3</sup> will review each nontenured tenure-track faculty member. The reviews will be based on the faculty member's annual report to the department chair. The results of the review will be communicated orally to the faculty member by the department chair; it will address the progress that the candidate is making toward tenure and suggest, if appropriate, improvements that should be made.

Late in the spring semester of the third year of the initial four year appointment, the candidate will undergo a more formal review by the AUCOPT. The review will be based on a portfolio prepared by the faculty member consisting of a résumé, a summary of accomplishments and future plans for each of the three categories (teaching, research, service), evidence of teaching effectiveness, and other information as appropriate. The portfolio will be reviewed by the AUCOPT which will submit a written report with recommendation for renewal/non-renewal, with justification, to the department chair. This recommendation should address the progress that the candidate is making toward tenure and suggest, if appropriate, improvements that should be made. The recommendation of the AUCOPT will be communicated in writing to the faculty member.

### **4 Procedures for Promotion and Appointment to Tenure**

The following guidelines supplement the university procedures and calendar for promotion to tenure appearing in Section 2 of Appendix C in the *Faculty Handbook* ([www.iit.edu/staff/faculty\\_handbook](http://www.iit.edu/staff/faculty_handbook)).

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<sup>3</sup>Academic Unit Committee on Promotion and Tenure; known informally in the department as the "Promotions Committee"

As soon as the candidate has been notified that a review will be taking place (typically in late May), he or she should meet with the department chair to discuss the contents of the portfolio to be assembled for the AUCOPT. Key components of the portfolio, typically delivered to the AUCOPT chair in mid-June, will consist of a tenure/promotion letter, a résumé, a summary of accomplishments and future plans for each of the three categories (teaching, research, service), evidence of teaching effectiveness (including student evaluations and peer reviews of classroom teaching), and other information as summarized above.

The candidate must also provide by mid-June a list of names and addresses of at least 5 professional references outside IIT. The AUCOPT will select at least 3 of those 5 references, together with at least 3 others chosen by the AUCOPT, to be asked for letters of recommendation (there may overlap between the candidate's list and the AUCOPT's list, but a total of at least 6 references will be solicited); because of the difficulty in getting referees who respond carefully and in a timely fashion, the AUCOPT will contact possible referees first by email to determine whether they are able and willing to write—such contact will be neutral in tone (a sample email message is attached). Outside references who agree to write letters of recommendation will be sent (typically in mid-July) departmental criteria, the candidate's résumé, research summary, and copies of selected publications; the letter used to solicit the letters of recommendation must be strictly neutral in tone—a sample copy is attached. The identities of the references chosen and their letters of recommendation will remain confidential: only the committees and administrative officers directly responsible for the decision of concern here will have access to the letters and the identities of the letter writers.

When the external letters of evaluation arrive, but no earlier than September 1 and no later than October 1, the AUCOPT will evaluate the portfolio and conduct a vote—a sample ballot is attached. Voting will be by secret ballot and must be in person at the meeting by those who have reviewed the materials and been involved in the discussions. External letters or other material that arrive after the AUCOPT vote will not be considered nor placed in the portfolio. The results of the vote will be conveyed to the candidate as soon as possible by the department chair. The chair of the AUCOPT, with the help of the AUCOPT, will prepare a report with a record of the vote, and justification of its recommendation. This report will be forwarded by the chair of the AUCOPT to the CAMCOPT<sup>4</sup>.

If a “presenter” for the promotion case is requested by the CAMPCOPT, the chair of the AUCOPT will serve in that capacity—candidates will *not* be allowed their choice of presenter.

## **5 Policy on Non-Tenure Track Ranks**

The following guidelines supplement the university procedures relating to non-tenure track ranks that appear in Appendix Q in the *Faculty Handbook* ([www.iit.edu/staff/faculty\\_handbook](http://www.iit.edu/staff/faculty_handbook)).

Non-tenure track full time faculty who have no explicit research or administrative/service commitment will be expected to teach (on average) 12 credit hours per semester, depending on class size.

Category III appointments have one year contracts and are renewed at the discretion of the department chair.

Category II appointments with multi-year contracts will be reviewed by the AUCAR<sup>5</sup>) which consists of the AUCOPT augmented, if appropriate, by other tenure-track faculty. The review will occur during the spring semester of the penultimate year of the contract, and will result in a report to the chair. The chair will then make a recommendation to the dean.

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<sup>4</sup>Campus Committee on Promotion and Tenure

<sup>5</sup>Academic Unit Committee on Appointments and Retention.

The review portfolio will consist of a résumé, a summary of accomplishments and future plans for each of the categories (teaching and service), evidence of teaching effectiveness (including student evaluations and at least two peer reviews of classroom teaching), and other information in these categories as described earlier in this document. If the candidate also has a research component, a description of scholarly activities should be included.

From: Ed Reingold <reingold@emr.cs.iit.edu>  
Date: Mon, 23 Jun 2003 15:08:12 -0500  
To: anobel@cs.sweden.sw  
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Dear Professor Nobel:

Our department is going to be considering Assistant Professor John Smith for promotion to associate professor with tenure. Your evaluation of his credentials would be of great help to us; are you willing to review his vitae and papers and provide us with your comments?

I know that this is a very time-consuming task, and one that provides no personal reward. But it is crucial for Smith, for our department, and for the general community that such evaluations be done with care by experts such as you. Your efforts will be much appreciated!

May I send you his dossier for review? If so, please provide me with an exact mailing address. In order to be most useful, we would need your comments by the beginning of September. Thanks very much!

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Professor Edward M. Reingold  
Chairman, Department of Computer Science  
Illinois Institute of Technology  
Stuart Building  
10 West 31st Street, Suite 236  
Chicago, IL 60616-3729 U.S.A.

Email: reingold@iit.edu  
Voice: (312) 567-3309  
Assistant: (312) 567-5152  
Fax: (312) 567-5067



**Department of  
Computer Science**

**10 West 31st Street  
Chicago, IL 60616-3729  
USA**

**(312) 567-3309  
(312) 567-5067 fax  
reingold@iit.edu**

July 4, 2003

Professor Alfred Nobel  
Department of Computer Science  
University of Sweden  
Stockholm, SWEDEN

Dear Professor Nobel:

We are considering John Smith for possible promotion to the rank of Associate Professor with tenure (he is currently an untenured assistant professor in the Department of Computer Science). Letters of evaluation from at least five scholars or professional specialists outside the university are required for each nominee. Therefore, we would like to have your independent evaluation of:

- His current research activities and the significance of his accomplishments to date.
- The extent to which he has demonstrated attainment of international stature in this field.
- His contribution to teaching and public service activities.
- His standing in relation to others at a comparable or higher career level whom you regard as potential leaders in this field.
- Factors that you think may be of importance to us in evaluating his capabilities, accomplishments, and potential reputation.

It be most helpful if you can provide some brief biographical information about yourself. Finally, I would like to ask if you can suggest other authorities that could be consulted about Smith's accomplishments.

The policy of the Illinois Institute of Technology is to hold in confidence all letters of evaluation from persons outside the institution. Only the committees and administrative officers directly responsible for the decision of concern here will have access to your letter. It will not be provided to the person on whom you comment unless we are required specifically and legally to do so.

Because your evaluation will provide essential input in our review and because the entire review process is a lengthy one, I would appreciate receiving your comments at your earliest convenience; we need them for our review by September 1, 2003. You may email your letter to [mcbroom@iit.edu](mailto:mcbroom@iit.edu) and follow up with a hard copy. If you will be unable to do this evaluation, please let me know immediately.

I know that you get many such requests and that answering them is time-consuming, tedious, and unre-

*Professor Alfred Nobel*

*July 4, 2003*

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warding; I am therefore immensely appreciative for your help in this matter.

Sincerely,

Edward M. Reingold  
Professor of Computer Science

encl: John Smith's résumé (including his list of publications) and selected publications

Promotion of  
John Smith  
to Associate Professor with Tenure

Department of Computer Science  
Illinois Institute of Technology  
Chicago, IL 60616

October 1, 2003

RECOMMENDED

NOT RECOMMENDED