PROMOTION AND TENURE POLICIES

1. Policy Guidelines for Promotion and Tenure Candidates 61

2. Promotion and Tenure Committee 62
   a. Membership 62
   b. Duties 62

3. Procedure for Decisions on Promotion and Tenure 63
   a. Procedure for Decisions on Promotion 64
      (1) Vice President for Academic Affairs 64
      (2) Promotion Candidate 64
      (3) Division Dean 65
      (4) Associate Dean or Departmental Chairperson 65
      (5) Promotion and Tenure Committee 65
      (6) Subsequent to Vote on Promotion 65
   b. Procedure for Decision on Tenure: (A) 65
      (1) Vice President for Academic Affairs (VPAA) 65
      (2) Candidate for Tenure 65
      (3) Division Dean 66
      (4) Associate Dean or Departmental Chairperson 66
      (5) Promotion and Tenure committee 67
   c. Procedure for Decision on Tenure: (B) 67
   d. Procedure for Decision on Tenure: (C) 67

4. Full-time Faculty Promotion Policies 68
   a. Promotion to the rank of Assistant Professor 69
      (1) Pre-Requisites 69
      (2) Qualifications 69
         (a) Teaching Effectiveness 69
         (b) Professional Commitment 70
         (c) Service 71
   b. Promotion to the rank of Associate Professor 72
      If hired prior to 2000, see pages 72-74 and 93; If hired between 2000 and Fall 2011 or hired as Instructor after Fall 2011; If hired Fall 2011 or later, see pages 72-74.
      (1) Pre-Requisites 72
      (2) Qualifications 72
         (a) Teaching Effectiveness 73
         (b) Professional Growth 74
         (c) Service 74
   c. Promotion to the rank of Associate Professor with Granting of Tenure 75
      Doctorally-qualified Faculty hired Fall 2011, see pages 75-78
      (1) Pre-Requisites 76
      (2) Qualifications 76
         (a) Teaching Effectiveness 76
         (b) Professional Commitment 77
         (c) Service 78
   d. Promotion to the rank of Professor 79
      If hired prior to 2000, see pages 79-81 and 93; If hired after 2000, see pages 79-81
5. Adjunct Faculty Promotion Policies

a. Promotion to the rank of Assistant Professor
   (1) Pre-Requisites
   (2) Qualifications
      (a) Teaching Effectiveness
      (b) Professional Commitment
      (c) Service
   b. Promotion to the rank of Associate Professor
      (1) Pre-Requisites
      (2) Qualifications
      (a) Teaching Effectiveness
      (b) Professional Commitment
      (c) Service
   c. Promotion to the rank of Professor
      (1) Pre-Requisites
      (2) Qualifications
      (a) Teaching Effectiveness
      (b) Professional Commitment
      (c) Service

6. Addendum for Faculty Hired Prior to Fall 2000

7. Tenure Policy

   If hired prior to Fall 2011 and faculty hired with the rank of Instructor after Fall 2011, will, when eligible for tenure, follow these directives:
   a. Pre-Requisites [A-E]
   b. Qualifications [A-C]
C. PROMOTION AND TENURE POLICIES

1. Policy guidelines for Promotion and Tenure Candidates

Candidates for promotion and tenure follow different policy guidelines dependent on earned doctorate status at time of hire. Please note that candidates hired at the start of a Spring semester serve an additional semester prior to any application for promotion and/or tenure.

a. Candidates hired without an earned doctorate
   (1) Candidates hired without a doctorate apply for the rank of Assistant Professor in the Fall of their 4th year of full-time teaching at the College. (Promotion to Assistant Professor pages ).

   (2) Candidates hired without a doctorate apply for tenure in the Fall of their 6th year of full-time teaching at the College. (Tenure Policy pages 98-101).

   (3) Effective Fall 2014 Candidates hired as Instructors without a doctorate who apply for the rank of assistant Professor in their 4th year of full-time teaching and are promoted to Assistant Professor in their 5th year and concurrently or subsequently earn their doctorate and apply for and receive tenure must serve 6 years in the rank of Assistant Professor (i.e. year 5-10 at the College) and may apply for Associate Professor in the Fall of their 10th year. (Promotion to Associate Professor page ). Four years full-time service as Associate Professor at Molloy is required for application to Professor.

b. Candidates hired as an Assistant Professor with an earned doctorate
   (1) Effective Fall 2011 (and subsequent years) Candidates hired as an Assistant Professor with a doctorate are required to apply for Associate Professor/Tenure concurrently. At time of hire these Candidates apply to the VPAA and if appropriate receive 1 to 3 years of credit for prior years of service toward application for Tenure/Associate Professor. These prior years of service are credited as years in the rank of Assistant Professor. (Promotion to Associate Professor with granting of Tenure pages ).

c. Candidates hired as an Associate Professor without tenure
   (1) Candidates apply for tenure in the Fall of their 6th year of full-time teaching at the College. (Tenure Policy pages 98-101).

   (2) Candidates hired as an Associate Professor must have 4 years of full-time service as Associate Professor at Molloy with a minimum of 10 years full-time college academic experience (Promotion to Professor pages ).

d. Candidate hired with earned tenure and the rank of Professor at a prior appropriately accredited institution will be granted tenure and the rank of Professor at Molloy at time of hire (VPAA discretion at time of hire, effective Fall 2014).
2. Promotion and Tenure Committee
   a. Membership

   (1) The Promotion and Tenure Committee will be composed of six (6) Division representatives elected by each of their Divisions; one (1) faculty representative elected at large from across all divisions; a Chairperson of the Promotion and Tenure Committee elected by a vote of eligible faculty; and the Faculty President.

   (2) The seven (7) faculty representatives will be tenured, doctorally prepared faculty members with the rank of Associate Professor or Professor elected by the faculty for membership on the committee for a 2-year term. The initial vote would be staggered among the 7 positions to allow for faculty to be elected each year (i.e., in spring 2015, four (4) faculty members would be elected for a 1-year term; three (3) faculty members would be elected for a 2-year term) as follows:

   - 1 faculty member from the Business Division
   - 1 faculty member from the Education Division
   - 1 faculty member from the Humanities Division
   - 1 faculty member from the Natural Sciences Division
   - 1 faculty member from the Nursing Division
   - 1 faculty member from the Social Sciences Division
   - 1 faculty member at large

   (3) The Chairperson of the committee will be a tenured, doctorally-prepared, full-time faculty member with the rank of Associate Professor or Professor with prior service for 1 term on either the Promotion or Tenure Committee, or the Promotion and Tenure Committee elected by vote of all full-time faculty for a 3-year term beginning in Spring 2015. In the event that the Chair must step down, the committee will elect an acting Chair from the committee members.

   (4) Faculty chosen for membership understand the difficulty of serving on a Promotion and Tenure Committee, especially the need for objectivity for candidate portfolio evaluation.

   (5) Faculty chosen for membership understand the expectation that they will recuse themselves from specific deliberations when they perceive a conflict of interest.

   (6) Members of the Promotion and Tenure Committee are not eligible to serve on a Grievance or Hearing Committee, nor are they to submit letters of recommendation or non-recommendation for any candidate, nor may they themselves be candidates for promotion.

b. Duties of the Promotion and Tenure Committee

   Committee work would commence on October 15th through the two spring deadline dates to be determined. Candidates hired without a doctorate who are applying for Assistant Professor or Tenure will be reviewed in the first cohort with Recommendation due to the VPAA around February 1st (specific date TBA). Effective fall 2011 (and subsequent years) Candidates hired with a doctorate are required to apply for Associate Professor/Tenure at the same time. The first cohort of faculty will apply in 2016. These Candidates will be reviewed in the first cohort with recommendations due to the VPAA around February 1st. Candidates hired with a doctorate prior to Fall 2011 who are applying for Associate Professor or Professor will be reviewed in the second cohort with recommendations due to the VPAA around March 1st (specific date TBA).
(1) The Promotion and Tenure Committee shall:

(a) have the right to adopt appropriate rules for the proper conduct of the Committee’s duties, including the giving of notice of a candidate’s eligibility to the College community;
(b) have the right to solicit information on campus to corroborate evidence submitted by candidates themselves or by other persons. All corroboration must be in writing.

(2) The Promotion and Tenure Committee shall:

(a) during the first week of the fall semester, send a letter to all faculty members referring them to the Faculty Handbook for promotion and tenure procedures and deadlines. This work shall be undertaken through the Faculty Council if the Promotion and Tenure Committee Chairperson has not been named prior to the first meeting of the committee;
(b) receive all submitted materials of faculty members applying for promotion on or before but not after October 15th of the year of application;
(c) by October 24 notify the Vice President for Academic Affairs of the names of the candidates requesting promotion: these names will be posted with the following notification: All members of the Molloy community are reminded that they are free to submit any information which will assist the committee in its deliberations. All such information must be submitted in writing on or before November 9th;
(d) Grace Period: the committee will review the portfolios of the candidates and check to see that all required documents are submitted. If any are missing the candidate must be informed and be allowed to submit the missing documents within 10 days of being informed.
(e) evaluate whether the candidate has met the criteria for promotion;
(f) ascertain whether compliance with the requirements for tenure have been fulfilled
(g) in those instances where a candidate applied without appropriate degree/credits/length of service, return the portfolio to the candidate immediately without any evaluation;
(h) prepare a written report on the candidate, specifically and only identifying how s/he did or did not meet the criteria for promotion to the rank sought as set out in the Handbook;
(i) make favorable or non-favorable recommendations with a ranking of each candidate to the President in accord with the promotion policy set forth in the Handbook;
(j) prepare a written report on the candidate, including a favorable or unfavorable recommendation as to tenure to the President
(k) make favorable or non-favorable recommendations with a ranking of each candidate to the President in accord with the Tenure policy set forth in the Handbook;
(l) ensure that all relevant materials are securely retained by the college for three (3) years from the date of notification of the granting or denial of tenure and, or, promotion to the candidates by the Administration. The college shall have access to the files for the purpose of future promotion of the candidate, provided the candidate gives consent for such access.
(m) The committee is required to adhere to the current system for weighting supportive evidence. A revised system for quantifying and weighting the evaluation of promotion evidence is currently under development (spring, 2015). It is anticipated that this system will be piloted by the Chair of the Promotion and Tenure Committee in the fall of 2015 and revised for future official implementation.
(n) keep its deliberations confidential. It is not to vote until all reasonable doubts have been resolved; its vote, once taken, is final. In those cases where a candidate requests results of the deliberations, said candidates will be referred to the Office of the President.

(3) The Promotion and Tenure Committee is also the body to review candidates’ nominations for the rank of Professor Emerita/us. The process may be indicated by
a faculty member, including the candidate or the VPAA or the President. The person initiating the process will notify the Chairperson of the faculty committee on Promotion. The responsibilities of the faculty committee on Promotion and Tenure with respect to candidates for the status of Professor Emerita/us are as follows:

(a) the Promotion Committee will seek information regarding the candidate’s service at Molloy. Possible sources include, but are not limited to, interviews with the candidate, colleagues, students, former students, administrators, etc., and references to annual reports, etc;
(b) the Promotion Committee will forward its recommendation to the President within three (3) months of the initiation of its inquiry.

3. Procedure for Decisions on Promotion and Tenure

a. Procedure for Decision on Promotion

(1) Vice President for Academic Affairs (VPAA)
   It shall be the VPAA’s responsibility to confirm in writing to the Faculty Committee on Promotion and Tenure and to the candidate’s Division Dean the eligibility of the candidate applying with respect to length of service, and observance of contractual obligation.

(2) Candidate for Promotion
   Pre-note: No candidate for promotion may serve on the Promotion and Tenure Committee during the year of his/her evaluation. It is presupposed that faculty applying for promotion in the Fall of a given year are not eligible for committee membership that year. A candidate for promotion already on the committee will be asked to resign at the end of the preceding year.

   Faculty who are applying for promotion to the rank of Associate Professor or Full Professor must submit a letter of intent to apply for promotion to the VPAA. The VPAA should be given sufficient time to verify eligibility for promotion and complete a teaching evaluation for the promotion candidate.

   It shall be the candidate’s responsibility to submit to the Chairperson of the Promotion and Tenure Committee (or the Faculty Council) on or before October 15th:
   (a) an updated Professional Data Sheet (See Appendix VIII);
   (b) a self-evaluative letter expressing the rationale for position sought (consult the sections describing the particular requirements for each rank);
   (c) evidence of fulfillment of the requirements for the rank sought;
   (d) Dean’s recommendation according to stated guidelines, appropriate required Teaching evaluations, course outlines, etc. (consult the sections describing the particular requirements for each rank).

(3) Division Dean
   The Dean of his/her Division contributes to the committee’s assessment of the candidate by means of a carefully prepared letter to be based on a close perusal of the candidate’s portfolio. The Dean will have access, monitored by the committee, to the proper candidates’ portfolios. The letter will be prepared by the Dean during the same time that the committee is reviewing the candidate’s application and must be submitted prior to the committee’s final vote on the candidate. This letter reports the Dean’s experience of the candidate’s fulfillment of the expectations set out in the promotion policy. This letter does not constitute a vote independent of the committee but is part of the evidence used by the members as they prepare their recommendation/non-recommendation of the candidates. It is not the candidate’s responsibility to solicit this letter; the responsibility of preparing it falls to the Dean as part of her/his office.
In the Humanities, Social Sciences and Natural Sciences Divisions, the Dean will consult with the candidate’s Chairperson prior to submission of the evaluation letter to the Promotion and Tenure Committee.

(4) **Department Chairperson**
The Chair of the candidate’s department contributes to the committee’s assessment of the candidate by means of a carefully prepared letter to be based on a close perusal of the candidate’s portfolio. The Chair will have access, monitored by the committee, to the proper candidates’ portfolios. The letter will be prepared by the Chair during the same time that the committee is reviewing the candidate’s application and must be submitted prior to the Committee’s final vote on the candidate. This letter reports the Chair’s experience of the candidate’s fulfillment of the expectations set out in the promotion policy. This letter does not constitute a vote independent of the committee but is part of the evidence used by the members as they prepare their recommendation/non-recommendation of the candidates. It is not the candidate’s responsibility to solicit this letter; the responsibility of preparing it falls to the Chair as part of her/his office.

The Chairperson will consult with the Division Dean to discuss the candidates in their Department who are applying for promotion.

(5) **Promotion and Tenure Committee**
The responsibilities of the faculty committee on Promotion and Tenure are set forth above in that section describing the committee’s composition and responsibilities.

(6) **Subsequent to Vote on Promotion**
A faculty candidate may appeal from an adverse promotion decision. See Part III, Section L, p.133, “Appeal from Adverse Promotion and Tenure Decisions.”

b. **Procedure for Decision on Tenure: (A)**

(1) **Vice President for Academic Affairs (VPAA)**
It shall be the VPAA's responsibility to notify in writing, during the first week of the fall semester, of the eligibility of those faculty ready for tenure evaluation:
   (a) the eligible faculty members;
   (b) the Chairs of their departments (if applicable);
   (c) the Dean of their Division
   (d) the Tenure Committee.

(2) **Candidate for Tenure**
It shall be the candidate's responsibility to submit to the chairperson of the Tenure Committee on or before October 15th of the year of application:
   (a) an updated Professional Data Sheet (Appendix VIII);
   (b) a letter of application including a self-evaluation, philosophy of teaching and rationale for tenure;
   (c) evidence of fulfillment of the requirements for consideration of tenure as set in the policy description in the Faculty Handbook.

In cases where a department Chair is a candidate for tenure, it shall be his/her responsibility to request that the Division Dean consult with members of the department and submit to the Promotion and Tenure Committee an evaluation of the Chairperson's contribution as a faculty member together with the vote of the tenured faculty of that department.
(3) Division Dean
The Dean of the candidate’s Division contributes to the Committee’s assessment of the candidate by means of a carefully prepared letter to be based on a close perusal of the candidate’s portfolio. The Dean will have access, monitored by the Committee, to the proper candidates’ portfolios. The letter will be prepared by the Dean during the same time that the Committee is reviewing the candidate’s application and must be submitted by November 15th prior to the Committee’s final vote on the candidate. This letter reports the Dean’s experience of the candidate’s fulfillment of the expectations set out in the Tenure Policy. This letter does not constitute a vote independent of the committee but is part of the evidence used by the members as they prepare their recommendation/non-recommendation of the candidates. It is not the candidate’s responsibility to solicit this letter; the responsibility of preparing it falls to the Dean as part of her/his office.

In cases where Chairpersons are candidates for tenure, the Division Dean shall consult with members of that Chairperson's department and submit to the Promotion and Tenure Committee an evaluation of the Chairpersons' contribution as a faculty member together with the vote of the tenured faculty of that department. These written evaluations must include a statement of recommendation or non-recommendation of the chairperson being evaluated for tenure.

(4) Departmental Chairperson
It shall be the Chairperson's responsibility to:
(a) consult with the Division Dean to discuss the candidate
(b) consult with members of the department regarding the candidate's suitability;
(c) send to the Promotion and Tenure Committee on or before October 15th the vote of the tenured members of the department.
(d) the Chair of the candidate’s department contributes to the Committee’s assessment the candidate by means of a carefully prepared letter to be based on a close perusal of the candidate’s portfolio. The Chair will have access, monitored by the Committee, to the proper candidates’ portfolios. The letter will be prepared by the Chair during the same time that the Committee is reviewing the candidate’s application and must be submitted by November 15th prior to the Committee’s final vote on the candidate. These letters report the Chair’s experience of the candidate’s fulfillment of the expectations set out in the Tenure Policy. This letter does not constitute a vote independent of the committee but is part of the evidence used by the members as they prepare their recommendation/non-recommendation of the candidates. It is not the candidate’s responsibility to solicit this letter; the responsibility of preparing them falls to the Chair as part of her/his office.

(5) Promotion and Tenure Committee
The duties of the committee are set forth above in the section describing that committee's composition and responsibilities.

c. Procedure for Decision on Tenure: (B)
The Promotion and Tenure Committee evaluates whether the candidate has met the criteria for tenure, and prepares a written report on the candidate. That report, identifying how the
candidate did or did not meet the criteria set out in the Handbook, is sent to the President along with the committee's favorable or non-favorable recommendation.

The final review rests with the Board of Trustees through the Academic Affairs Committee of the Board.

Candidates are notified in writing whether they have or have not been granted tenure. A decision not to grant tenure will result in the notification in writing of the faculty member, by the President or his/her designated representative, that the candidate's appointment to the faculty is terminable and s/he will be offered a terminal contract in the seventh year of teaching.

d. Procedure for Decision on Tenure: (C)
A faculty member denied tenure by the vote of the Board retains the right of appeal. See Part III, Section L, p. 133, "Appeal from Adverse Promotion and Tenure Decisions."
CRITERIA FOR PROMOTION FOR FULL-TIME FACULTY

The Vice President for Academic Affairs determines initial rank at the time of hiring. The following criteria for promotion are effective for faculty hired Fall 2000 and after. Faculty hired before Fall 2000 should see Addendum, page 83.

PROMOTION TO ASSISTANT PROFESSOR

I. Pre-Requisites

A. Professional Data Sheet (Appendix VIII) including Workload Data Sheet.

B. Time of Service: without terminal degree, 4 years of full-time service to Molloy as Instructor; with terminal degree, 2 years.

An instructor without a doctorate spends four (4) academic years of full-time teaching in that rank. During the fourth year, after the completion of three (3) academic years, s/he must apply for promotion to the rank of Assistant Professor or be given a terminal contract.

An instructor who has been teaching full-time at Molloy for at least one (1) academic year and during this time earns the terminal degree is likewise eligible to apply for promotion during the subsequent academic year. If the promotion is denied at this time, the candidate must reapply by the fourth academic year at which time s/he will meet the criteria for and receive promotion, or else be granted a terminal contract.

C. Letter: On or before 15 October of the year in which promotion is sought, a carefully written letter requesting promotion, plainly stating the warrant therefore, and including a statement of the candidate's "philosophy" of teaching enabling the committee to understand the candidate's perspective on his/her mission, must be sent by the candidate to the Faculty Committee on Promotion.

Above all the letter must be written in a suitably professional manner and reflect pride in self and in the offices held and sought. It should clearly indicate the achievements of the candidate which merit consideration of advancement and should plainly refer the readers to the places in the candidate's portfolio where thorough documentation is located.

A portfolio will ONLY be accepted if the above pre-requisites have been met.

II. Qualifications

A. Evidence of TEACHING EFFECTIVENESS qualitatively measured by the Committee on the basis of all these FOUR counts in this order.

1. Colleague Appraisal: Using the form in Appendix V(A) of the Faculty Handbook, the candidate's Chairperson/Division Dean or the VPAA AND at least one tenured colleague are to provide a careful assessment of the candidate's performance as a teacher at a time not more than one year prior to the application. This appraisal is forwarded to the Committee by the applicant. This pertains to faculty hired Fall 2000 and after. Faculty hired before Fall 2000 should see Addendum, page 83.
2. **Evidence of Departmental Collaboration** in academic and related responsibilities. This evidence is provided by the Chairperson/Division Dean [using *Faculty Handbook*, Appendix V(B), revised, Spring 2000] or, in the unlikely event that a Chairperson/Division Dean is being appraised for Assistant Professorship, by all full-time members of the department using Appendix V-C, revised Spring 2000. These evaluations should include a statement of support or non-support of the candidate's promotion. Corroborative evidence is provided by students, who offer appraisals of the candidate as an academic advisor, using Appendix V(E).

3. **Student Appraisal:** Teaching Effectiveness Evaluations of Fall and Spring courses taught by the candidate since initial contract, gathered through faculty-approved student surveys conducted by the Academic Board of student government, must be submitted. The candidate must take a pro-active role in ensuring that the evaluations are carried out in a timely manner.

   It will be expected that (1) all courses for all semesters will be reported and (2) that the Molloy Student Government (MSG) format and procedure will be used. In the rare instance where student evaluation is unavailable, a letter from the dean of Student Services or the Academic Board of MSG explaining the circumstances must be provided. However, absence of these evaluations is generally deemed a liability.

   Please see Appendix Vd for Clinical Evaluation Form. This form must be submitted in the promotion portfolio for clinical courses in addition to teaching effectiveness forms.

4. **Evidence of Classroom Style and Academic Standards**
   This evidence is provided by the candidate's course outlines/requirements for all courses offered in the year prior to application and in the current semester.

   **B. Evidence of SUSTAINED PROFESSIONAL COMMITMENT** qualitatively measured by the Committee in respect of these two accomplishments. **This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.**

   1. Carefully chosen advancement in academic study and not fewer than fifteen credits beyond the Master's degree in the candidate's own or an allied field substantiated by an official transcript from a nationally accredited institution to be submitted by September 1 of the year promotion takes effect.

   The number of credits alone will not be considered sufficient grounds for approval; the grades earned and the relevance of the courses chosen to the position sought will be taken into account. Should there be any ambiguity regarding the relevance of the courses to the position, the candidate is advised to provide a rationale in the letter of application.

   In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be presented in lieu of graduate level courses. The Committee will solicit the opinion of experts in the performing and/or studio arts to determine the suitability of the submitted evidence.
Where promotion is contingent upon the completion of fifteen credits beyond the Master's, written evidence must be provided to the VPAA and Faculty President by 1 September of the year of expected promotion that the requirement has been satisfactorily met. Failure to comply will result in the issuing of a revised contract reflecting the rank of instructor and terminal status.

2. **Engagement by the candidate in the field s/he represents** attested to by letters or by other evidence from persons in his/her field within or outside the college community (e.g., printed programs identifying the candidate and his/her role; newsletter/newspaper articles. (*Examples of "engagement in the field" include:* professional presentations made on or off campus; publications and other media forms of learning dissemination; workshops and/or professional conferences attended, supported or given by the candidate; recognition by outside professional associations and participation in academic service learning.) In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants/awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

It is understood that candidates for Assistant Professorship will not usually be in the forefront of their scholarly field. However, a picture should emerge of one who, while giving first place to teaching and the pursuit of suitable advanced accreditation, is nonetheless actively entering the conversation of his/her discipline as both recipient and giver.

C. **Evidence of Service since initial engagement at Molloy:**
At least the first two distinct categories of service directly pertinent to the constituencies and aspirations of Molloy College must be evidence. (Examples of these categories are in the parentheses following each of the four categories listed below.) Evidence of service in Categories 3 and 4 is optional but strongly recommended.

1. **Service to the Molloy Faculty** (*Examples include:* collaboration on committees composed chiefly or faculty or for faculty improvement; collaboration toward departmental or college-wide workshops, forums, presentations, etc., which enhance faculty professionalism.; regular attendance at Teaching Faculty Meetings, especially with reflective contributions thereto; regular response to Molloy Faculty requests for intellectual or practical contribution.

*N.B. Work chiefly academic or scholarly as distinct from institution-oriented is better located under "Sustained Professional Commitment"

Some departments may expect, even require, membership in department committees. Service on such committees, combined with the lower "recognition level" of the names of Instructors, may militate against an Assistant Professor candidate's being engaged in elective college-wide committees. Where evidence is tendered of active involvement in a departmental committee, the candidate is not faulted for want of service on a college-wide committee; however, candidates are expected to run for college-wide committees and to present evidence that they have done so in their portfolios of application.

2. **Service to Molloy Students** (*Examples include:* sponsorship or moderatorship of clubs, publications, teams, honor societies, symposia; participation in student orientation; guidance of students in matters relating to their professional growth; chaperonage at significant events in the life of the student body [N.B. that the role here described is one of active support and not mere companionship; it should be evident to the Committee that the candidate has in fact contributed to the efforts of the College's Student Services and not merely been a figure present at a student event.]
3. **Service to Molloy College Outreach** *(Examples include: voluntary participation in recruitment endeavors; representation of Molloy at events such as Open House, college fairs and career days; sponsorship of or participation in campus events to which the local community is welcomed. *But N.B. that specifically academic contributions belong under B-2 above.*)

4. **Service to the Community at Large**  As a rule the "community at large" will mean the "greater metropolitan area" but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that candidate makes his or her contribution as a representative of Molloy College.

For the Assistant Professorship it is immaterial whether or not the candidate is compensated for the service rendered. However, for off-campus activities to warrant consideration as grounds for promotion, they must clearly represent the candidate as a part of the Molloy College community.

**PROMOTION TO ASSOCIATE PROFESSOR**

The following is the policy for Promotion to Associate Professor for faculty hired prior to Fall 2011 and for all faculty hired with the rank of instructor after Fall 2011.

**Pre-Note:** In recognizing a candidate's suitability for ranks above that of Assistant Professor, the college affirms that the candidate has demonstrated evident *growth and development* as a member of the academy. It is therefore not alone sufficient that the candidate have devoted the number of years expected of an Associate or Full Professor in his/her profession. Qualitative evidence of genuine *advancement toward excellence* must be offered.

**I. Pre-Requisites**

A. Professional Data Sheet (Appendix VIII) updated, including Workload Data Sheet.

B. **Degree:** An earned terminal degree from a nationally-accredited institution in the candidate's own or an allied field.

C. **Time:** Four years of service to Molloy as Assistant Professor with eligibility to apply in the fourth year.

D. **Letter:** On or before 15 October in the year in which promotion is sought, a carefully worded letter requesting promotion and plainly stating the warrant therefore, must be sent by the candidate to the Faculty Committee on Promotion.

The letter must include the candidate's "philosophy" of teaching, a statement enabling the Committee to understand the candidate's perspective on his/her mission and enabling them, too, to recognize and understand the candidate as one who has reflected in earnest on his/her role as a teacher.

Above all, the letter should be written in a suitably professional manner, reflecting pride in self and in the positions held and sought. It should indicate clearly the achievements of the candidate which merit consideration of advancement, and should plainly refer the readers to the places in the candidate's portfolio where thorough documentation of those achievements is provided.

The candidate for Associate Professorship must demonstrate the advances s/he has made since promotion to rank of Assistant Professor, documenting those demonstrable from external recognition (e.g., degrees attained) and describing those that are part of the personal growth that comes from professional dedication. *This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.*
A portfolio will ONLY be accepted if the above pre-requisites have been met.

II. Qualifications

A. Evidence of TEACHING EFFECTIVENESS qualitatively measured by the Committee on the basis of these four counts in this order

1. Colleague Appraisal: Using Appendix V(A) of the *Faculty Handbook*, the candidate's Chairperson/Division Dean or the VPAA and at least one tenured colleague from the candidate's department and at least one tenured colleague from another department are to provide a careful assessment of the candidate's performance as a teacher at a time not more than one year prior to application. This appraisal is forwarded to the Promotion Committee by the candidate.

Evaluations should be solicited from as many tenured faculty as feasible.

2. Evidence of Departmental Collaboration in academic and related responsibilities Evaluations are required from Chairperson/Division Dean and all full-time department members. Department Chairperson/Division Dean applying for promotion must request a letter of evaluation from the VPAA and an "Evaluation of Chairperson/Division Dean" [Appendix V(C)] from all full-time department members.

These evaluations should include a statement of support or non-support for the candidate's promotion. Corroborative evidence is provided by students, who offer appraisals of the candidate as an academic advisor, using *Faculty Handbook*, Appendix V(E).

The Associate Professorship candidate's evaluations should show that s/he has become an integral part of her/his department by--for example--taking initiative in addressing challenges facing the department, devising strategies whereby the department can more effectively perform its academic service to the college at large, participating on departmental committees, providing opportunities for the department and its majors to connect with recent developments in their discipline, such as workshops, study days, seminars or exhibits), and developing (perhaps with other departments or even other colleges) new programs or courses of study.

3. Student Appraisal: Teaching Effectiveness Evaluations of the six (6) Spring and Fall semesters taught at Molloy by the candidate prior to application, gathered through faculty approved student surveys conducted by the Academic Board of the Molloy Student Government (MSG), must be submitted. The candidate must take a pro-active role in ensuring that these evaluations are carried out in a timely manner.

It will be expected that (1) all course for all six (6) semesters be reported and (2) that the MSG format and procedure will be followed. In the rare instance where student evaluation is unavailable, a letter from the Dean of Student Services or the Academic Board of MSG explaining the circumstances is required. However, absence of these forms is generally deemed a liability.

4. Evidence of Classroom Style and Academic Standards

The evidence is provided by the candidate's *course outlines/requirements* for all courses offered in the year prior to application as well as the current semester.

B. Evidence of the candidate's ADVANCING PROFESSIONAL GROWTH since last promotion measured by the Committee's qualitative appraisal of his/her effectiveness in meeting the goal described below and specified in what follows.
The Associate Professor should show her/himself a CONTRIBUTOR to the academic field s/he represents at the college and one who is recognized by peers in that field both within and outside the college.

The following pertains to faculty hired Fall 2000 and after. Faculty hired before Fall 2000 should see Addendum, page 83.

Specifically the candidate should be able to show: active participation in scholarly activity documented by letters or evidence from persons in the candidate’s field within and outside the college community (e.g., printed programs identifying the candidate and his/her role; newsletter, newspaper articles). In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

Scholarly activities include but are not limited to professional presentations made on or off campus; publications and other media forms of learning dissemination, or the equivalent in fine arts; leadership roles undertaken in scholarly or professional societies; scholarly inquiries into subjects germane to the candidate’s field conducted or developed by the candidate, and academic service learning.

In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be presented. The Committee will solicit the opinion of experts in the performing or studio arts to determine the suitability of the submitted evidence.

Unlike the candidate for Assistant Professorship, the candidate for Associate Professorship must be able to show that s/he is really engaged in giving him or herself to the discipline. It is not enough that s/he be in attendance at scholarly conferences, but that s/he participates including the undertaking of leadership roles at local, regional or national levels. Of course attendance at conferences is part of the academic responsibility of every college teacher and should be noted in all candidates’ portfolios.

C. Evidence of SUSTAINED/ENHANCED service to Molloy since advancement to the rank of Assistant Professor

Active service on at least ONE college-wide committee AND evidence of service in Categories 1 and 2 and in either category 3 or 4 is expected. (Examples of these categories are in the parentheses following each of the categories below).

The services cited must be documented (with, e.g., letters from the committee chairs or administrators) and the documentation must be substantive--i.e., make apparent to the Committee that the candidate's service was of value to the college.

This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.

Revised Fall, 2000

1. Service to the Molloy Faculty (Examples include: collaboration toward departmental or college-wide workshops, forums, presentations, etc., which enhance faculty professionalism; regular active contribution to Teaching Faculty Meetings regular responses to requests for intellectual or practical contributions to the benefit of the teaching faculty).

2. Service to Molloy Students (Examples include: sponsorship or moderation of clubs, publications, teams, honor societies, symposia; participation in student orientation; guidance of students in matters relating to their professional growth; chaperonage at significant events
in the life of the student body [\textit{N.B. that the role here described is one of active support and not mere companionship; it should be evident to the Committee that the candidate has in fact contributed to the effort of the College's Student Services and not merely been a figure present at a student effort.}]

3. \textbf{Service to Molloy College Outreach} (\textit{Examples include:} voluntary participation in recruitment endeavors; representation of Molloy at events such as Open House, college fairs, and career days; sponsorship of or participation in campus events to which the local community is welcomed. \textit{[N.B. that specifically academic contributions belong under B-2, above]}

4. \textbf{Service to the Community at Large} As a rule, "the community at large" will mean "the greater metropolitan area," but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that the candidate makes the contribution as a representative of Molloy College.

As a rule, for the Associate Professorship, activities undertaken for which the candidate is reimbursed in the name of agencies other than Molloy--even if Molloy is identified as the candidate's primary employer--are not considered under this rubric.

\section*{PROMOTION TO ASSOCIATE PROFESSOR WITH GRANTING OF TENURE}

[The following policy for promotion to associate professor and tenure applies to faculty hired with the rank of assistant professor in Fall 2011 and afterward.]

\textbf{Pre-Note:} In recognizing a candidate’s suitability for ranks above that of Assistant Professor and for tenure, the college affirms that the candidate has demonstrated evident \textit{growth and development} as a member of the academy. It is therefore not alone sufficient that the candidate have devoted the number of years expected of a tenured Associate or Full Professor in his/her profession. Qualitative evidence of genuine \textit{advancement toward excellence} must be offered.

\textbf{Definition of Tenure:} Academic tenure shall mean that the full time faculty member holds a permanent or continuous appointment in his/her academic position, to be terminated only for adequate cause, resignation or any \textit{bona fide} financial exigency, e.g., declining enrollment of Molloy College, or any program, department or unity thereof, or reduction or discontinuance of a program, department or unit. Termination for adequate cause shall be made only in accordance with procedures for dismissal outlined in Part III, Section J.

\textbf{Length of Service:} The probationary period should not exceed seven (7) academic years. Faculty who do not apply for Tenure will be given a terminal contract in their seventh year. Normally, faculty members who have completed not fewer than five (5) years of full-time teaching at Molloy College will submit material for evaluation in the fall of the sixth year. However, up to three years of full-time teaching at one or more accredited institution of higher learning may be credited to this five-year eior. This assumes that new faculty are informed of this right by the Office of the Vice President for Academic Affairs prior to signing of initial contract.

(a) Credit for such prior teaching service must be requested in writing by the faculty member at the time of original contract. Following verification, the faculty member shall be advised in writing of the number of years allowed as credit.

(b) Part-time teaching or teaching for less than a full academic year at another academic institution will in no case be counted as part of the probationary period.

(c) A leave of absence or a sick leave of more than six (6) months will not b counted as part of the probationary period.
(d) In rare and exceptional circumstances, where the well-being of the college clearly requires it, the President may, with the consent of the Board of Trustees, waive part or all of the probationary period for a newly-appointed faculty member, already tenured, by standards commensurate with Molloy’s, at another college or university.

General Provisions:
[a] Tenure cannot be earned through service as an administrative officer except as otherwise prescribed. Those who have earned tenure at the College shall retain tenure in said tenure position while serving an appointment as an administrative officer.
[b] A tenured faculty member who requests a leave of absence for more than one [1] year is to obtain from the President of the College a statement indicating the number of years s/he may be on leave without loss of tenure.
[c] Of itself, by accepted definition, tenure is not a promotion and does not entail salary: An increments; however, inasmuch as it is here connected to advancement in rank to Associate Professor, that advancement implicitly connects Tenure to a “promotion” and an, increment for those who are hired in this policy.
[d] All tenured faculty members shall be evaluated by their Chair/Dean every two (2) years.
[e] Anything to the contrary contained in this article on Tenure notwithstanding, the Board of Trustees may, in those cases deemed by it to be in the best interests of the college, waive part of the probationary period of tenure for a faculty member who assumes a position as an administrative officer at Molloy College, and who is otherwise qualified for tenure. But in no event shall tenure be granted to any such person whose combined service at Molloy College is not equivalent to seven (7) years.

I. Pre-Requisites:
A. Professional Data Sheet (Appendix VIII) updated, including Workload Data Sheet
B. Degree: An earned terminal degree from a nationally-accredited institution in the candidate’s own or an allied field.
C. Time: 6 years service at Molloy as an Assistant Professor; eligibility to apply in 6th year
D. Letter: On or before 15 October in the year in which advancement is sought, a carefully worded letter requesting promotion and tenure and plainly stating the warrant therefor, must be sent by the candidate to the Faculty Committee on Promotion/Tenure.
   The letter must include the candidate’s “philosophy” of teaching, a statement enabling the committee to understand the candidate’s perspective on his/her mission, and enabling them, too, to recognize and understand the candidate as one who has reflected in earnest on his/her role as a teacher.
   Above all, the letter should be written in a suitably professional manner, reflecting pride in self and in the positions held and sought. It should indicate clearly the achievements of the candidate which merit consideration of advancement/tenure and should plainly refer the readers to the places in the candidate’s portfolio where thorough documentation of these achievements is provided. The candidate for Associate Professorship and Tenure must demonstrate the advances s/he has made since promotion to the rank of Assistant Professor, documenting those demonstrable from external recognition (e.g., degrees obtained) and describing those that are part of the personal growth that comes from professional dedication.
   A portfolio will be accepted only if the above pre-requisites have been met.

II. Qualifications:
A. Evidence of TEACHING EFFECTIVENESS qualitatively measured by the Committee on the basis of these four counts in this order
   1. Colleague Appraisal: Using Appendix V (A) of the Faculty Handbook, the candidates’ chair/dean or the VPAA and at least one tenures colleague from the candidate’s department and at least one tenured colleague from another department/division are to provide a careful
assessment of the candidate’s performance as a teacher at a time not more than one year prior to application. This appraisal is forwarded to the Committee by the candidate. Evaluations should be solicited from as many tenured faculty as feasible.

2. **Evidence of Departmental Collaboration** in academic and related responsibilities.

   Evaluations are required from Chairperson/Dean and all full-time Department members. Department Chairs/Division Deans applying for promotion to associate professor/tenure must request a letter from the VPAA and an “Evaluation of Chairperson/Division Dean” [Appendix V(C)] from all full-time department members.

   These evaluations should include a statement of support or non-support for the candidate’s promotion/tenure. Corroborative evidence is provided by students, who offer appraisals of the candidate as an academic advisor, using Appendix V(E) in the *Faculty Handbook*.

   The candidate’s evaluation should show that s/he has become an integral part of his/her department/division and of the College by—for example—taking initiative in addressing challenges facing the department/division/College; devising strategies whereby the department/division/College can more effectively undertake its academic responsibility; participating on departmental/division/college committees; providing opportunities for the department/division and its majors/graduate students to connect with recent developments in their discipline, such as workshops, study days, seminars or exhibits), and developing, perhaps with other departments or even other colleges, new programs or courses of study.

3. **Student Appraisal:** Teaching Effectiveness Evaluations of the six (6) Spring and Fall semesters taught at Molloy by the candidate prior to applications, gathered through faculty-council approved student surveys conducted by the Academic Board of the Molloy Student Government (MSG), must be submitted. The candidate must take an active role in ensuring that these evaluations are carried out in a timely manner.

   It will be expected that (1) all courses for all six (6) semesters are reported and (2) that the MSG format and procedure will be followed. If the rare instance where student evaluation is unavailable, a letter from the Dean of Student Services or the Academic Board of MSG explaining the circumstances is required. However, absence of these forms is generally deemed a liability.

4. **Evidence of Classroom Style and Academic Standards:** This evidence is presented by the candidate’s course outline/requirements for all course offered in the year prior to applications as well as the current semester.

B. **Evidence of the candidate’s ADVANCING PROFESSIONAL GROWTH** since last promotion measured by the Committee’s qualitative appraisal of the candidate’s effectiveness in meeting the goal described below and specified in what follows:

   Specifically, the candidate should be able to show: active participation in scholarly activity documented by letters or evidence from persons in the candidate’s field within and outside the college community (e.g., printed programs identifying the candidate and his/her role; newsletters; newspaper articles). In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

   Scholarly activities include but are not limited to professional presentations made on or off campus; publications and other media forms of learning dissemination, or the equivalent in fine arts; leadership roles undertaken in scholarly or professional societies; scholarly inquiries into subjects
germane to the candidate’s field conducted or developed by the candidate, and academic service learning.

In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be presented. The Committee will solicit the opinion of experts in the performing or studio arts to determine the suitability of the submitted evidence.

Unlike the candidate for Assistant Professorship the candidate for Associate Professorship and Tenure must be able to show that s/he is really engaged in giving him or herself to the discipline. It is not enough that s/he be in attendance at scholarly conferences, but that s/he participates, including the undertaking of leadership roles at local, regional or national levels. Of course, attendance at conferences is part of the academic responsibility of every college teacher and should be noted in all candidates’ portfolios.

C. Evidence of SUSTAINED/ENHANCED service to Molloy since advancement to the rank of Assistant Professor.

Active service on at least ONE college-wide committee AND evidence of service in Categories 1 and 2 and in either category 3 or 4 is expected. (Examples of these categories are in the parentheses following each of the categories below.) The services cited must be documented (with, e.g., letters from the committee chairs or administrators) and the documentation must be substantive—i.e., make apparent to the Committee that the candidate’s service was of value to the College.

1. Service to the Molloy Faculty (Examples include collaboration toward departmental or college-wide workshops, forums, presentations, etc., which enhance faculty professionalism; regular active contribution to Teaching Faculty Meetings; regular responses to requests for intellectual or practical contributions to the benefit of the teaching faculty.)

2. Service to Molloy Students (Examples include sponsorship or moderation of clubs, publications, teams, honor societies, symposia; participation in student orientation; guidance of students in matters relating to their professional growth; chaperonage at significant events in the life of the student body [N.B. that the role here described is one of active support and not mere companionship; it should be evident to the Committee that the candidate has in fact contributed to the effort of the College’s Student Services and not merely been a figure present at a student effort.]

3. Service to Molloy College Outreach (Examples include voluntary participation in recruitment endeavors; representation of Molloy at events such as Open House, college fairs and career days; sponsorship of or participation in campus events to which the local community is welcomed. [N.B. that specifically academic contributions belong under B-2, above.]

4. Service to the Community at Large As a rule, “the community at large” will mean “the greater metropolitan area,” but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that the candidate makes the contribution as a representative of Molloy College.

As a rule, for the Associate Professorship and Tenure, activities undertaken for which the candidate is reimbursed in the name of agencies other than Molloy—even if Molloy is identified as the candidate’s primary employer—are not considered under this rubric.

PROMOTION TO PROFESSOR

Pre-Note: In recognizing a candidate’s suitability for ranks above that of Assistant Professor, the college affirms that the candidate has demonstrated evident growth and development as a member of the academy. It is therefore not alone sufficient that a candidate have devoted the number of years expected
of an Associate or Full Professor in his/her profession. Qualitative evidence of genuine advancement toward excellence must be offered.

I. Pre-Requisites

No one can apply for the rank of full Professor who does not already hold a terminal degree in the field he or she will teach; moreover, no one can apply for the rank of Full Professor at Molloy who has not already served as Associate Professor or afforded comparable evidence of teaching capacity. Therefore, the requirement of a terminal degree from a nationally-accredited agency is presumed; the degree must be suitably documented (e.g., by means of a copy of the diploma and/or the transcript. Moreover, the degree must be demonstrably from a nationally-accredited agency.

A. Professional Data Sheet, Appendix VIII (updated), with Workload Data Sheet

B. Time of Service: 4 years full-time service as Associate Professor at Molloy with a minimum of ten (10) years full-time college academic experience.

C. Letter: On or before 15 October of the year in which promotion is sought, the candidate must send a carefully written letter to the Faculty Committee on Promotion, requesting promotion and plainly stating the warrant therefore.

The letter must include the candidate's "philosophy" of teaching, enabling the Committee to understand the candidate's perspective on his/her mission and enabling them, too, to recognize the candidate as one who has reflected on his/her role as a teacher.

Above all the letter must be written in a suitably professional manner and reflect pride in self and in the offices held and sought. It should indicate clearly the achievements of the candidate which merit consideration of advancement and it should plainly refer the readers to the places in the candidate's portfolio where thorough documentation is located.

The candidate for Full Professorship must demonstrate the advances s/he has made since promotion to the rank of Associate Professor, documenting those demonstrable from external recognition (e.g., awards and certifications).

The candidate MUST offer evidence that the work s/he cites in his/her behalf has been undertaken in service to Molloy College.

This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.

A portfolio will ONLY be accepted if the above pre-requisites have been met.

II. Qualifications

A. Evidence of TEACHING EXCELLENCE since last promotion qualitatively measured by the Committee on the basis of all these FOUR counts in this order:

1. Colleague Appraisal: Using Appendix V-A of the Faculty Handbook the following must appraise the candidate for full professorship:
   *the Vice President for Academic Affairs or a specified delegate
   *the candidate's Chairperson/Division Dean (who cannot be the VPAA's delegate) or else (where the Chairperson/Division Dean of the department is the candidate) a tenured Associate Professor or Full Professor on the department who is not the VPAA's delegate'
   *no fewer than THREE tenured members of the faculty, including at least one from a department other than the candidate's;
   *an outside colleague, known to the candidate from professional contact, and able to provide an appraisal of the candidate's contribution to the discipline s/he represents on campus.
   This appraisal should be fairly detailed.
2. **Evidence of Departmental Collaboration** in academic and related responsibilities. Evaluations are required from Chairperson/Division Dean and all full-time department members. The evaluations should include a statement of support or non-support for the candidate's promotion. Corroborative evidence is provided by students, who offer appraisals of the candidate as an academic advisor [using Appendix V(E)]. Nursing Department candidates must request evaluations from the Chairperson/Division Dean and at least 10% of the other full time faculty. Department Chairperson/Division Dean applying for promotion must submit a letter of evaluation from the VPAA and the Evaluation of Chairperson/Division Dean [Appendix V(C)] form all full-time department members.

The candidate for Full Professorship must be one who leads; the Professor is one who makes the Department a richer source of intellectual development for the students and for faculty colleagues. Hence the candidates for Professorship must show they have **made the department substantially stronger by their membership thereon**--e.g., that the department has taken an interest in new fields, has devised new or innovative programs of study, become part of a wider network of study because of efforts made and leadership demonstrated by the candidate.

It is the mutual responsibility of the candidate and the department s/he comes from to ensure that suitable documentation is provided and that any evaluation of the candidate be undertaken in a timely and professional manner.

3. **Student Appraisal:** Teaching Effectiveness evaluations of the last eight (8) Spring and Fall Semesters taught by the candidate at Molloy, gathered through faculty-approved student surveys conducted by the Academic Board of Molloy Student Government (MSG) must be submitted. The candidate must take a pro-active role in ensuring that these evaluations are carried out in a timely manner. It will be expected that (1) all courses for all eight semesters be reported and (2) that the MSG format and procedure will be used. In the rare instances where student evaluation is unavailable, a letter from the Dean of Student Services or the Academic Board of MSG explaining the circumstances must be provided. However, absence of these forms is generally deemed a liability.

4. **Evidence of Classroom Style and Academic Standards** The evidence is provided by the candidate's course outlines/requirements for all courses offered in the year prior to application as well as in the current semester. It is also provided in the statement of the candidate's "philosophy" of teaching.

B. **Evidence of EXTENSIVE PROFESSIONAL GROWTH** since last promotion measured by the Committee's qualitative appraisal of the candidate's effectiveness in meeting the goal described below and specified in what follows.

*A full professor must be able to show that s/he occupies a place of measurable value among educators in her/his discipline and has contributed regularly to the intellectual and pedagogical conversations of that discipline.*

Specifically, s/he must be able to show, in addition to the earned doctorate, **substantial evidence of at least THREE of the following** since promotion to Associate Professorship

1. regular participation in associations germane to the candidate's field along with documented indication of leadership roles undertaken thereon;

2. appreciable representation in scholarly literature--or the equivalent in fine arts (published or made available through other media)--In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be submitted. The Committee will solicit the opinion of experts in the performing or studio arts to determine the suitability of the submitted evidence.
In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants/awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

3. engagement in undertakings that enhance the candidate's place as a member of his/her field (e.g., presentations at scholarly conferences; leadership roles in scholarly/professional societies; participation in research studies or in creative writing or design; involvement in inquiries that are critical to the discipline).

4. Creativity in designing programs of study at the college which appreciably bring forward the caliber of education, such as devising courses, incorporating academic service learning into the curriculum.

5. Leadership in education recognized by peers at other colleges/universities.

Faculty hired prior to Fall 2000 should see Addendum, page 83.

C. Evidence of EXTENSIVE SERVICE to Molloy since advancement to Associate Professorship

The candidate for full Professorship must provide ample evidence of service in BOTH Categories 1 and 2 as described below and give evidence of contribution in either Category 3 or Category 4. (Examples of these categories are in parentheses following each of the four categories listed.)

The services cited must be documented (with, e.g., letters from committee chairs or administrators) and these documents must substantiate—with specific references—the claims brought forward.

1. Service to the Molloy Faculty
   a. sustained and consistent record of college-wide committee service, exhibiting the qualities of leadership and vision
   b. regular and active participation at Teaching Faculty Meetings, evidence for which will normally include regular participation at Teaching Faculty Meetings, colloquia, "task force" meetings, ad hoc committee meetings, and "volunteer" events fostering faculty development.

2. Service to Molloy Students (Examples include: sponsorship or moderating of clubs, publications, teams, honor societies, symposia' participation in student orientation; guidance of students in matters relating to their professional growth; chaperone at significant events in the life of the student body [N.B. that the role here described is one of active support and not of mere companionship. It should be evident to the Committee that the candidate has in fact contributed to the efforts of the College's Student Services.]

3. Service to Molloy College Outreach the candidate must provide evidence that s/he has taken an active part in furthering the mission and goals of the College, whether on campus or off, and that s/he is recognized by members of the college as genuinely committed to its traditions and values.
   b. the candidate must provide evidence that s/he has committed time and energy to forms of outreach such as voluntary participation in recruitment endeavors, representation of Molloy at events such as Open House, College fairs and career days; sponsorship of or participation in campus events to which the local community is welcomed. (N.B. that specifically academic contributions belong under B-2, above)

4. Service to the Community at Large
As a rule the "community at large" will mean the "greater metropolitan area," but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that the candidate makes the contribution as a representative of Molloy College. As a rule, for Full Professorship, activities undertaken for which the candidate is reimbursed in the name of agencies other than Molloy—even if Molloy identified as the candidate's primary employer—are not considered under this rubric, nor are activities required by agencies of which, for professional reasons, the candidate must be part.

ADDENDA

1. Effective Fall 1983, all Teaching Effectiveness Evaluation Forms must be approved by the Promotion/Tenure Committee.

2. In cases of promotion, a sick leave of more than one (1) semester or any leave of absence will not be counted in the computation of years of service.

3. In cases of promotion, a sabbatical will be counted in the computation of years of service.

CRITERIA FOR RANK OF PROFESSOR EMERITUS

I. ELIGIBILITY

A. Faculty members who are no longer engaged in full-time teaching with the rank of Professor and an earned doctorate and who have been teaching full-time at Molloy for at least ten (10) years may be granted the rank of Professor Emeritus by the President.

B. Other faculty members who are no longer engaged in full-time teaching after at least ten (10) years full-time teaching at Molloy may be granted the rank of Professor Emeritus by the President on the recommendation of the Promotion Committee. In order to obtain this recommendation it must be established that meritorious service has been rendered.

1. Criteria for meritorious service shall include two (2) or more of the following:
   (a) excellence in teaching
   (b) distinguished service to the department or the college
   (c) distinguished research, publication or the equivalent

2. Process:
   (a) process may be initiated by any faculty member including the candidate or the Vice President for Academic Affairs or the President
   (b) the person initiating the process will notify the Chairperson of the Promotion Committee
   (c) the Promotion Committee will seek information regarding the candidate's service at Molloy. Possible sources of information for the committee include, but are not limited to, interviews with the candidate, colleagues, former students, administrators, annual reports, etc.
   (c) the Promotion Committee will forward its recommendation to the President within three (3) months of its initiation.
II. RIGHTS AND PRIVILEGES

Emeriti shall be granted the following:
1. Continued listing in the college catalog
2. Permanent identification card
3. Free parking permit, if requested
4. Faculty mailbox, if requested
5. Invitation to faculty functions
6. Permission to audit classes, if requested
7. Use of library
8. Use of research facilities, when available.
9. Email account

Revised Spring, 1998
Revised Fall, 1998
Revised Spring, 2000
Revised Spring 2007

CRITERIA FOR PROMOTION FOR ADJUNCT FACULTY

The Vice President for Academic Affairs determines initial rank at the time of hiring.

The following criteria for promotion are effective for faculty hired Fall 2000 and after. Faculty hired before Fall 2000 should see Addendum, page 83.

PROMOTION TO ADJUNCT ASSISTANT PROFESSOR

I. Pre-Requisites

A. Professional Data Sheet (Appendix VIII) including Workload Data Sheet.

B. Time of Service:
   1. An adjunct instructor without a terminal degree may apply for promotion after fourteen (14) semesters of teaching in that rank. However, an adjunct instructor who has taught 60 credits at Molloy may apply after the tenth semester in that rank. Summer and intersession will be used in calculating the length of service.
   2. An adjunct instructor who earns the terminal degree while in service to Molloy is eligible to apply for promotion in the academic year following upon receipt of the degree.

C. Letter: On or before 15 October of the year in which promotion is sought, a carefully written letter requesting promotion, plainly stating the warrant therefore, and including a statement of the candidate’s "philosophy" of teaching enabling the committee to understand the candidate’s perspective on his/her mission, must be sent by the candidate to the Faculty Committee on Promotion.

Above all the letter must be written in a suitably professional manner and reflect pride in self and in the offices held and sought. It should clearly indicate the achievements of the candidate which merit
consideration of advancement and should plainly refer the readers to the places in the candidate's portfolio where thorough documentation is located.

A portfolio will ONLY be accepted if the above pre-requisites have been met.

II. Qualifications

A. Evidence of TEACHING EFFECTIVENESS qualitatively measured by the Committee on the basis of all these FOUR counts in this order

1. Colleague Appraisal: Using the form in Appendix V(A) of the Faculty Handbook, the candidate's Chairperson/Division Dean or the VPAA AND at least one tenured colleague are to provide a careful assessment of the candidate's performance as a teacher at a time not more than one year prior to the application. This appraisal is forwarded to the Committee by the applicant. Faculty hired before Fall 2000 should see Addendum, page 83.

2. Student Appraisal: Teaching Effectiveness Evaluations of Fall and Spring courses taught by the candidate since initial contract, gathered through faculty-approved student surveys conducted by the Academic Board of student government, must be submitted. The candidate must take a pro-active role in ensuring that the evaluations are carried out in a timely manner.

   It will be expected that (1) all courses for all semesters will be reported and (2) that the Molloy Student Government (MSG) format and procedure will be used. In the rare instance where student evaluation is unavailable, a letter from the dean of Student Services or the Academic Board of MSG explaining the circumstances must be provided. However, absence of these evaluations is generally deemed a liability.

3. Evidence of Classroom Style and Academic Standards: This evidence is provided by the candidate's course outlines/requirements for all courses offered in the year prior to application and in the current semester.

B. Evidence of SUSTAINED PROFESSIONAL COMMITMENT qualitatively measured by the Committee in respect of these two accomplishments (Faculty hired prior to Fall 2000 should see Addendum, page 83).

1. Carefully chosen advancement in academic study and not fewer than fifteen credits beyond the Master's degree in the candidate's own or an allied field substantiated by an official transcript from a nationally-accredited institution.

   The number of credits alone will not be considered sufficient grounds for approval; the grades earned and the relevance of the courses chosen to the position sought will be taken into account. Should there be any ambiguity regarding the relevance of the courses to the position, the candidate is advised to provide a rationale in the letter of application.

   In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be presented in lieu of graduate level courses. The Committee will solicit the opinion of experts in the performing and/or studio arts to determine the suitability of the submitted evidence.

   Where promotion is contingent upon the completion of fifteen credits beyond the Master's, written evidence must be provided by the VPAA by 1 September of the year of expected promotion that the requirement has been satisfactorily met.

2. Engagement by the candidate in the field s/he represents attested to by letters or by other evidence from persons in his/her field within or outside the college community (e.g., printed programs identifying the candidate and his/her role; newsletter/newspaper articles)
(Examples of "engagement in the field" include: professional presentations made on or off campus; publications and other media forms of learning dissemination; workshops and/or professional conferences attended, supported or given by the candidate; recognition by outside professional associations, and academic service learning.)

It is understood that candidates for Assistant Professorship will not usually be in the forefront of their scholarly field. However, a picture should emerge of one who, while giving first place to teaching and the pursuit of suitable advanced accreditation, is nonetheless actively entering the conversation of his/her discipline as both recipient and giver. In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

C. Evidence of Service since initial engagement at Molloy College:
At least two forms of service directly pertinent to the constituencies and aspirations of Molloy College must be evident. (Examples of these are found in the parentheses following each of the four categories listed below.)

1. Service to the Molloy Faculty (Examples include: collaboration on committees composed chiefly of faculty for faculty improvement; collaboration toward departmental or college-wide workshops, forums, presentations, etc., which enhance faculty professionalism; regular attendance at Teaching Faculty Meetings, especially with reflective contributions thereto; regular response to Molloy Faculty requests for intellectual or practical contribution.)

N.B. Work chiefly academic or scholarly as distinct from institution-oriented is better located under "Sustained Professional Commitment."

Some departments may expect, even require, membership in department committees. Service on such committees, combined with the lower “recognition level” of the names of Adjunct Instructors, may militate against an Adjunct Assistant Professor candidate’s being engaged in elective college-wide committees. Where evidence is tendered of active involvement in a departmental committee, the candidate is not faulted for want of service on a college-wide committee; however, candidates are expected to run for college-wide committees and to present evidence they have done so in their portfolios of application.

2. Service to Molloy Students (Examples include: sponsorship or moderatorship of clubs, publications, teams, honor societies, symposia; participation in student orientation; guidance of students in matters relating to their professional growth; chaperonage at significant events in the life of the student body.)

N.B. that the role here described is one of active support and not mere companionship; it should be evident to the Committee that the candidate has in fact contributed to the efforts of the College’s Student Services and not merely been a figure present at a student event.

3. Service to Molloy College Outreach (Examples include: voluntary participation in recruitment endeavors; representation of Molloy at events such as Open House, college fairs and career days; sponsorship of or participation in campus events to which the local community is welcomed.)

N.B. that specifically academic contributions belong under B-2 above.

4. Service to the Community at Large As a rule the "community at large" will mean the "greater metropolitan area" but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that candidate makes his or her contribution as a representative of Molloy College.
For the Adjunct Assistant Professorship it is immaterial whether or not the candidate is compensated for the service rendered. However, for off-campus activities to warrant consideration as grounds for promotion, they must clearly represent the candidate as a part of the Molloy College community.

Revised Spring, 2004
Revised Spring 2007

I. PROMOTION TO ADJUNCT ASSOCIATE PROFESSOR

Pre-Note: In recognizing a candidate's suitability for ranks above that of Assistant Professor, the college affirms that the candidate has demonstrated evident growth and development as a member of the academy. It is therefore not alone sufficient that the candidate have devoted the number of years expected of an Associate or Full Professor in his/her profession. Qualitative evidence of genuine advancement toward excellence must be offered.

I. Pre-Requisites
   A. Professional Data Sheet (Appendix VIII) updated, including Workload Data Sheet.
   B. Degree: An earned terminal degree from a nationally-accredited institution in the candidate's own or an allied field.
   C. Time of Service: Twelve (12) semesters of adjunct service to Molloy in the rank of Adjunct Assistant Professor with eligibility to apply after the twelfth semester. Summer and intersession will be used in calculating the length of service.
   D. Letter: On or before 15 October in the year in which promotion is sought, a carefully worded letter requesting promotion and plainly stating the warrant therefore, must be sent by the candidate to the Faculty Committee on Promotion. The letter must include the candidate's "philosophy" of teaching, a statement enabling the Committee to understand the candidate's perspective on his/her mission and enabling them, too, to recognize and understand the candidate as one who has reflected in earnest on his/her role as a teacher.

   Above all, the letter should be written in a suitably professional manner, reflecting pride in self and in the positions held and sought. It should indicate clearly the achievements of the candidate which merit consideration of advancement, and it should plainly refer the readers to the places in the candidate's portfolio where thorough documentation of those achievements is provided.

   The candidate for Adjunct Associate Professorship must demonstrate the advances s/he has made since promotion to rank of Adjunct Assistant Professor, documenting those demonstrable from external recognition (e.g., degrees attained) and describing those that are part of the personal growth that comes from professional dedication.

   The candidate must offer evidence that the work s/he cites in her/his behalf has been undertaken in service to Molloy College.

   This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.

   A portfolio will ONLY be accepted if the above pre-requisites have been met.

II. Qualifications
   A. Evidence of TEACHING EFFECTIVENESS qualitatively measured by the Committee on the basis of these four counts in this order
      1. Colleague Appraisal: Using Appendix V(A) of the Faculty Handbook, the candidate's Chairperson/Division Dean or the VPAA and at least one tenured colleague from the candidate's department and at least one tenured colleague from another department are to provide a careful assessment of the candidate's performance as a teacher at a time not more

86
than one year prior to application. This appraisal is forwarded to the Promotion Committee by the candidate. Evaluations should be solicited from as many tenured faculty as possible.

Revised Spring, 2004
Revised Spring 2007

2. **Student Appraisal:** Teaching Effectiveness Evaluations of the Spring and Fall semesters taught at Molloy by the candidate since initial contract as an Adjunct Assistant Professor, gathered through faculty approved student surveys conducted by the Academic Board of the Molloy Student Government (MSG), must be submitted. The candidate must take a pro-active role in ensuring that these evaluations are carried out in a timely manner. It will be expected that (1) all course for all twelve semesters be reported and (2) that the MSG format and procedure will be followed. In the rare instance where student evaluation is unavailable, a letter from the Dean of Student Services or the Academic Board of MSG explaining the circumstances is required. However, absence of these forms is generally deemed a liability.

3. **Evidence of Classroom Style and Academic Standards** The evidence is provided by the candidate's course outlines/requirements for all courses offered in the year prior to application as well as the current semester.

   B. **Evidence of the candidate's ADVANCING PROFESSIONAL GROWTH** measured by the Committee’s qualitative appraisal of his/her effectiveness in meeting the goal described below and specified in the two heading that follow it.
   
   The Adjunct Associate Professor should show her/himself a CONTRIBUTOR to the academic field s/he represents at the college and one who is recognized by peers in that field both within and outside the college.

   This pertains to faculty hired Fall 2000 and after. Faculty hired before Fall 2000 should see Addendum, page 83.

   Specifically the candidate should be able to show active participation in scholarly activity documented by letters or evidence from persons in the candidate's field within and outside the college community (e.g., printed programs identifying the candidate and his/her role; newsletter, newspaper articles).

   In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

   Scholarly activities include but are not limited to professional presentations made on or off campus; publications and other media forms of learning dissemination, or the equivalent in fine arts; leadership roles undertaken in scholarly or professional societies; scholarly inquiries into subjects germane to the candidates field conducted or developed by the candidate, and participation in academic service learning.)

   In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be presented. The Committee will solicit the opinion of experts in the performing or studio arts to determine the suitability of the submitted evidence.

   Unlike the candidate for Adjunct Assistant Professorship, the candidate for Associate Professorship must be able to show that s/he is really engaged in giving him or herself to the discipline. It is not enough that s/he be in attendance at scholarly conferences, but that s/he participates including the undertaking of leadership roles at local, regional or national levels. Of course attendance at conferences is part of the academic responsibility of every college teacher and should be noted in all candidates' portfolios.

   C. **Evidence of SUSTAINED/ENHANCED service to Molloy since advancement to the rank of Assistant Professor**
At least four forms of service directly pertinent to the constituencies and aspirations of Molloy College must be evident. (Examples of these are found in the parentheses following each of the four categories listed below.)

Revised Spring, 2004

The services cited must be documented (with, e.g., letters from the committee chairs or administrators) and the documentation must be substantive--i.e., make apparent to the Committee that the candidate's service was of value to the College.

This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.

1. Service to the Molloy Faculty  (Examples include: collaboration on committees composed chiefly or faculty or for faculty improvement; collaboration toward departmental or college-wide workshops, forums, presentations, etc., which enhance faculty professionalism; regular attendance at Teaching Faculty Meetings, especially with reflective contributions thereto; regular response to Molloy Faculty requests for intellectual or practical contribution.) N.B. Work chiefly academic or scholarly as distinct from institution-oriented is better located under "Sustained Professional Commitment."

2. Service to Molloy Students (Examples include: sponsorship or moderatorship of clubs, publications, teams, honor societies, symposia; participation in student orientation; guidance of students in matters relating to their professional growth; chaperonage at significant events in the life of the student body.) N.B. that the role here described is one of active support and not mere companionship; it should be evident to the Committee that the candidate has in fact contributed to the efforts of the College's Student Services and not merely been a figure present at a student event.

3. Service to Molloy College Outreach (Examples include: voluntary participation in recruitment endeavors; representation of Molloy at events such as Open House, college fairs and career days; sponsorship of or participation in campus events to which the local community is welcomed.) N.B. that specifically academic contributions belong under B-2 above.

4. Service to the Community at Large  As a rule the "community at large" will mean the "greater metropolitan area" but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that candidate makes his or her contribution as a representative of Molloy College. For the Adjunct Associate Professorship it is immaterial whether or not the candidate is compensated for the service rendered. However, for off-campus activities to warrant consideration as grounds for promotion, they must clearly represent the candidate as a part of the Molloy College community.

Revised Spring, 2004

PROMOTION TO ADJUNCT PROFESSOR

Pre-Note: In recognizing a candidate’s suitability for ranks above that of Adjunct Assistant Professor, the college affirms that the candidate has demonstrated evident growth and development as a member of the academy. It is therefore not alone sufficient that a candidate have devoted the number of years expected of an Adjunct Associate or Adjunct Professor in his/her profession. Qualitative evidence of genuine advancement toward excellence must be offered.
II. I. Pre-Requisites

No one can apply for the rank of full Adjunct Professor who does not already hold a terminal degree in the field he or she will teach; moreover, no one can apply for the rank of Adjunct Professor at Molloy who has not already served as Adjunct Associate Professor or afforded comparable evidence of teaching capacity. Therefore, the requirement of a terminal degree from a nationally-accredited agency is presumed; the degree must be suitably documented-e.g., by means of a copy of the diploma and/or the transcript. Moreover, the degree must be demonstrably from a nationally-accredited institution.

A. Professional Data Sheet, Appendix VIII (updated), with Workload Data Sheet

B. Time of Service: Eight (8) semesters of teaching service as Adjunct Associate Professor at Molloy with a minimum of twenty (20) semesters of college academic experience. Summer and intersession will be used in calculating the length of service.

C. Letter: On or before 15 October of the year in which promotion is sought, the candidate must send a carefully written letter to the Faculty Committee on Promotion, requesting promotion and plainly stating the warrant therefore. The letter must include the candidate's "philosophy" of teaching, enabling the Committee to understand the candidate's perspective on his/her mission and enabling them, too, to recognize the candidate as one who has reflected on his/her role as a teacher.

Above all the letter must be written in a suitably professional manner and reflect pride in self and in the offices held and sought. It should indicate clearly the achievements of the candidate which merit consideration of advancement and it should plainly refer the readers to the places in the candidate's portfolio where thorough documentation is located.

The candidate for Adjunct Professorship must demonstrate the advances s/he has made since promotion to the rank of Adjunct Associate Professor, documenting those demonstrable from external recognition (e.g. awards and certifications).

A portfolio will ONLY be accepted if the above pre-requisites have been met.

The candidate MUST offer evidence that the work s/he cites in his/her behalf has been undertaken in service to Molloy College.

This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.

Revised Spring, 2004
Revised Fall, 2004
Revised Spring 2007

II. Qualifications

A. Evidence of TEACHING EXCELLENCE since last promotion qualitatively measured by the Committee on the basis of all these FOUR counts in this order:

1. Colleague Appraisal: Using Appendix V-A of the Faculty Handbook the following must appraise the candidate for full professorship:
   * the Vice President for Academic Affairs or a specified delegate
   * the candidate's Chairperson/Division Dean (who cannot be the VPAA's delegate) or else (where the Chairperson/Division Dean of the department is the candidate) a tenured Adjunct Associate Professor or Full Professor on the department who is not the VPAA's delegate.
   * no fewer than THREE tenured members of the faculty, including at least one from a department other than the candidate's;
Evaluations should be solicited from as many tenured teaching faculty as possible. *an outside colleague, known to the candidate from professional contact, and able to provide an appraisal of the candidate's contribution to the discipline s/he represents on campus. This appraisal should be fairly detailed.

2. **Student Appraisal:** Teaching Effectiveness evaluations of the last eight (8) Spring and Fall Semesters taught by the candidate at Molloy, gathered through faculty-approved student surveys conducted by the Academic Board of Molloy Student Government (MSG) must be submitted. The candidate must take a pro-active role in ensuring that these evaluations are carried out in a timely manner.

It will be expected that (1) all courses for all eight semesters be reported and (2) that the MSG format and procedure will be used. In the rare instances where student evaluation is unavailable, a letter from the Dean of Student Services or the Academic Board of MSG explaining the circumstances must be provided. However, absence of these forms is generally deemed a liability.

3. **Evidence of Classroom Style and Academic Standards**
   The evidence is provided by the candidate's course outlines/requirements for all courses offered in the year prior to application as well as in the current semester. It is also provided in the statement of the candidate's "philosophy" of teaching.

**B. Evidence of EXTENSIVE PROFESSIONAL GROWTH** since last promotion measured by the Committee's qualitative appraisal of the candidate's effectiveness in meeting the goal described below and specified in what follows

*An Adjunct professor must be able to show that s/he occupies a place of measurable value among educators in her/his discipline and has contributed regularly to the intellectual and pedagogical conversations of that discipline.*

Revised Fall, 2000
Revised Spring, 2004
Revised Fall, 2004

Specifically, s/he must be able to show, in addition to the earned doctorate, **substantial evidence of at least THREE of the following** since promotion to Adjunct Associate Professorship

1. Regular participation in associations germane to the candidate's field along with *documented* indication of leadership roles undertaken thereon;

2. Appreciable representation in scholarly literature---or the equivalent in fine arts (published or made available through other media)---In the case of performance or studio arts faculty seeking promotion, evidence of major performances or showings may be submitted. The Committee will solicit the opinion of experts in the performing or studio arts to determine the suitability of the submitted evidence.

   In the case of clinical practice activities that may also be considered scholarly accomplishments may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certification and the production of policy papers related to practice.

3. Engagement in undertakings that enhance the candidate's place as a member of his/her field (e.g., presentations at scholarly conferences; leadership roles in scholarly/professional societies; participation in research studies or in creative writing or design; involvement in inquiries that are critical to the discipline)
4. Creativity in designing programs of study at the college which appreciably bring forward the caliber of education

5. Leadership in education recognized by peers at other colleges/universities.

In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

**Faculty hired prior to Fall 2000 should see Addendum, p. 83.**

C. **Evidence of Service since initial engagement at Molloy College:**

At least six forms of service directly pertinent to the constituencies and aspirations of Molloy College must be evident. (Examples of these are found in the parentheses following each of the four categories listed below.)

1. **Service to the Molloy Faculty** *(Examples include: collaboration on committees composed chiefly or faculty or for faculty improvement; collaboration toward departmental or college-wide workshops, forums, presentations, etc., which enhance faculty professionalism; regular attendance at Teaching Faculty Meetings, especially with reflective contributions thereto; regular response to Molloy Faculty requests for intellectual or practical contribution.)*
   
   *N.B. Work chiefly academic or scholarly as distinct from institution-oriented is better located under "Sustained Professional Commitment."

Revised Spring, 2004
Revised Fall, 2004

2. **Service to Molloy Students** *(Examples include: sponsorship or moderatorship of clubs, publications, teams, honor societies, symposia; participation in student orientation; guidance of students in matters relating to their professional growth; chaperonage at significant events in the life of the student body.)*

   *N.B. that the role here described is one of active support and not mere companionship; it should be evident to the Committee that the candidate has in fact contributed to the efforts of the College's Student Services and not merely been a figure present at a student event.*

3. **Service to Molloy College Outreach** *(Examples include: voluntary participation in recruitment endeavors; representation of Molloy at events such as Open House, college fairs and career days; sponsorship of or participation in campus events to which the local community is welcomed.)*

   *N.B. that specifically academic contributions belong under B-2 above.*

4. **Service to the Community at Large** As a rule the "community at large" will mean the "greater metropolitan area" but it can mean the state-wide, nation-wide or even world-wide community. What is essential is that candidate makes his or her contribution as a representative of Molloy College. For the Adjunct Professorship it is immaterial whether or not the candidate is compensated for the service rendered. However, for off-campus activities to warrant consideration as grounds for promotion, they must clearly represent the candidate as a part of the Molloy College community.

Revised Spring, 2004
Revised Fall, 2004
C. Evidence of SUSTAINED/ENHANCED service to Molloy since advancement to the rank of Assistant Professor

Active service on at least ONE college-wide committee AND evidence of service in Categories 1 and 2 and in either category 3 or 4 is expected. (Examples of these categories are in the parentheses following each of the categories below.)

The services cited must be documented (with, e.g., letters from the committee chairs or administrators) and the documentation must be substantive--i.e., make apparent to the Committee that the candidate's service was of value to the college.

This pertains to faculty hired Fall 2000 and after. Faculty hired prior to Fall 2000 should see Addendum, page 83.

ADDENDA

Effective Fall 1983, all evaluation forms must be approved by the Promotion/Tenure Committee.
In cases of promotion, a sick leave of more than one (1) semester or any leave of absence will not be counted in the computation of years of service.
In cases of promotion, a sabbatical will be counted in the computation of years of service.

Part-time Promotion Policy written and approved, May 1982
Promotion Policy for Librarians written and approved, March 1983
Full-time Promotion Policy revised, May 1983
Full-time and Part-time Promotion Policies, Revised Spring 1989

ADDENDUM

FOR FACULTY HIRED PRIOR TO FALL SEMESTER 2000

Although the description given in the preceding pages of Pre-Requisites and Qualifications for the most part obtains, the following differences ought to be noted.

Faculty hired prior to the fall of 2000 are bound by the terms of the Faculty Handbook in force at the time of their hiring, and hence:

Candidates for Assistant Professorship
*re: Pre-Requisites D: A specific statement of the candidate's "philosophy of teaching" is not required, though its presence would be beneficial.

*re: Qualifications A-1: must provide colleague appraisal from her/his Chairperson/Division Dean OR the VPAA OR a tenured colleague. Thus, ONE appraisal is required not two.

*re: Qualifications B-1: must provide evidence of twelve (12) credits beyond the Master's degree, not fifteen (15).

*re Qualifications C: must provide evidence of two or more of the following:
1. Active participation on committees
2. Participation in student activities (as described)
3. Departmental/interdepartmental involvement:
   (a) development of new course and/or programs
   (b) participation on departmental committees
   (c) activities related to publicizing and/or expanding departmental activities (e.g., Open House)
   (d) other comparable activities.

This is to be construed as a list of six, not three, categories.

Candidates for Associate Professorship

*re: Pre-Requisites D: A specific statement of the candidate’s "philosophy of teaching" is not required, though its presence would be beneficial.

*re: Qualifications A-1: must provide colleague appraisal from Chairperson/associate dean/associate dean, OR VPAA, OR tenured colleague. One evaluation is required, though more than one is recommended.

*re; Qualification B: must provide an earned doctorate in her/his special or allied field, with copy of diploma or official transcript.

*re; Qualification C: must provide evidence of three or more of the following:
   (1) involvement in committees
   (2) participation in student activities
   (3) publication of scholarly work or the equivalent in fine arts
   (4) evidence of community involvement or professional service through which Molloy is represented or identified
   (5) departmental or interdepartmental involvement:
      (a) development of new courses and/or programs;
      (b) participation on departmental committees;
      (c) activities related to publicizing and/or expanding departmental activities and programs (e.g., Open House);
      (d) other

This is to be construed as a list of eight, not five, categories.

Candidates for Professorship

*re: Pre-Requisites C: A specific statement of the candidate's "philosophy of teaching" is not required, though it would be beneficial.

*re: Qualifications A-1: must provide appraisals from Chair, VPAA, and at least two tenured colleagues who hold the rank of Associate or Full Professor. Department Chairperson/Division Dean applying for promotion must have one form completed by a full-time member of the department in lieu of the department Chairperson/Division Dean. Thus, four, not six, appraisals are required, and all come from within the Molloy community.

*re: Qualification B: An earned doctorate in her/his special or allied field, with copy of diploma or transcript.

*re: Qualification C: must provide evidence of three or more of the following:
   (1) involvement in committees;
   (2) participation in scholarly activities;
   (3) publication of scholarly work or the equivalent in fine arts (in the case of the fine arts, the committee will solicit the opinion of experts to determine the suitability of the submitted work);
   (4) evidence of community involvement or professional service through which Molloy is represented or identified through Molloy college service, public service, or community service.
Molloy is represented or identified;

(5) departmental or interdepartmental involvement:
   (a) development of new courses and/or programs
   (b) participation on departmental committees
   (c) activities relating to publicizing and/or expanding departmental activities and/or programs (e.g., Open House)
   (d) other

This is to be construed as a list of eight, not five, categories.

Revised Fall, 2000
Revised Spring, 2002
CRITERIA FOR PROMOTION FOR FULL-TIME LIBRARIANS

The Vice President for Academic Affairs determines initial rank at the time of hiring.

The following criteria for promotion took effect in Fall 1983.

PROMOTION TO ASSISTANT PROFESSOR

I. Qualifications

A. Evidence of effectiveness in librarianship; i.e., information transfer as measured by:

1. Self-evaluation describing the progress made since appointment at Molloy (Form #1, p.90).
2. Evaluation of effectiveness in the past year by a tenured Librarian or the Vice President for Academic Affairs. It is recommended that the candidate seek evaluation from more than one evaluator (Form #2, p. 91).
3. Evaluations from patrons or Librarian's services; i.e., students and faculty.
   (a) recommendation forms will be distributed to all faculty members at the time of promotion and will be returned to the Promotion Committee.
   (b) student/Faculty evaluations of each year's service since time of initial contract. These evaluations will be gathered through the Librarian Evaluation Week process (See Form #4, p. 93.). In addition, student/faculty evaluations gathered by the candidate may be submitted. These evaluation forms must be approved by the Promotion Committee prior to administration.

B. Evidence of continuing professional growth:
A minimum of twelve (12) hours of graduate level courses is required. These credits must be in Library Science or some other academic field, and must be earned after completion of the Master's Degree. When the candidate list courses as evidence of course work taken, transcripts must be included as documentation. The M.L.S. is required. This degree may be a second Masters and, therefore, contain the twelve (12) extra credits within it. The candidate has the option of submitting additional evidence such as recognition by an outside professional association, publication in professional journals, scholarly lectures, active participation in professional groups.

C. Evidence of service to Molloy:

Two (2) or more of the following:
1. Active participation on committees.
2. Participation in student activities; e.g., club moderator, chaperone, Student Orientation.
3. Library or interlibrary involvement:
   (a) development of new projects, services or programs
   (b) participation on Library Committees
   (c) other
4. Assisting the Admissions Office in recruiting new students.

Revised Spring, 1998
Revised Spring, 2000
Revised Fall, 2000

5. Evidence of community involvement: contributions of professional services through which Molloy is represented or identified.
6. The publication of scholarly work.

This is to be construed as a list of eight, not six, categories.
D. Updated Professional Data Sheets (Appendix VIII).

E. Fulfillment of library obligations:

A candidate must request an evaluation from the Library Administrator. The evaluation should include a statement of support or non-support for the candidate’s promotion.

N. B. The candidate may submit optional evidence, such as letters from students, colleagues or alumni and reviews, evaluations, or other materials to support any of the above qualifications.

II. Time of Service in Previous Rank

A. An instructor without a doctorate spends four (4) years as a full-time Librarian in that rank. During the fourth year, after the completion of six (6) semesters, she/he must apply for a promotion. At that time, the individual will be raised to the rank of Assistant Professor or be given a terminal contract. Therefore, employment at the rank of instructor shall not exceed five (5) years.

B. A person with an earned doctoral degree but without previous full-time library experience shall spend two (2) years as a full-time Librarian at the instructor level. During the second year, the individual is eligible to apply for promotion. If promotion is denied at this time, the candidate must reapply by the fourth year at which time she/he will be raised to the rank of Assistant Professor or be given a terminal contract.

C. An instructor who has been a full-time Librarian at Molloy for at least one (1) year and during this time receives her/his doctorate is likewise eligible to apply for promotion during the second year. If promotion is denied at this time, the candidate must reapply by the fourth year at which time she/he will be raised to the rank of Assistant Professor or be given a terminal contract.

Revised Spring, 2000
Revised Fall, 2000

PROMOTION TO ASSOCIATE PROFESSOR
I. **Qualifications**

A. **Evidence of increased effectiveness in librarianship; i.e., information transfer as measured by:**

1. Self-evaluation describing the progress made since the last promotion or since appointment at Molloy if hired as Assistant Professor.

2. Evaluation of effectiveness in the past year by the Library Administrator or Vice President for Academic Affairs, or a tenured Librarian. It is recommended that the candidate seek evaluation from more than one evaluator (p.90, Form #1).

3. Evaluations from patrons of Librarian's services; i.e., students and faculty.
   - (a) recommendation forms will be distributed to all faculty members at the time of promotion and will be returned to the Promotion Committee (p. 93, Form #4).
   - (b) student/faculty evaluations of each year's service since time of initial contract (p. 91, Form #2). These evaluations will be gathered through the Librarian Evaluation Week process (See Form #3, page 92).

In addition, student/faculty evaluations gathered by the candidate may be submitted. These evaluation forms must be approved by the Promotion Committee prior to administration.

B. **Evidence of Professional Growth:**

An earned doctorate is required at the time of application. When the candidate list courses as evidence of course work taken, transcripts must be included as documentation.

C. **Evidence of candidate's ongoing value to the college:**

Three (3) or more of the following:

1. involvement in committees
2. recruitment activities
3. participation in student activities
4. publication of scholarly work
5. evidence of community involvement or professional service through which Molloy is represented or identified.
6. library or interlibrary involvement:
   - (a) development of new projects, services or programs
   - (b) participation on Library Committees
   - (c) other

D. **Evidence of candidate's ongoing value to the library.**

E. Evaluations are required from all full-time Librarians. These evaluations should include a statement of support or non-support for the candidate's promotion.

F. **Updated Professional Data Sheets** (Appendix VIII).

**N. B.** The candidate may submit optional evidence such as letters from students, colleagues, or alumni, and reviews, evaluations, or other materials to support any of the above qualifications.

II. **Time of Service in Previous Rank**

Four (4) years as full-time Librarian at rank of Assistant Professor at Molloy with eligibility to apply in the fourth year.

Revised Spring, 1998
Revised Spring, 2000
PROMOTION TO PROFESSOR

I. Qualifications

A. Evidence of sustained effectiveness in librarianship as demonstrated by:

1. Self-evaluation describing the qualities and achievements which, in the candidate's judgment verify excellence in librarianship. This self-evaluation must correlate with student and faculty evaluations.

2. Evaluation of effectiveness in the past year by the Library Administrator or Vice President for Academic Affairs, or a tenured Librarian. It is recommended that the candidate seek evaluations from more than one evaluator (p. 90, Form #1).

3. Evaluations from patrons of Librarian's services; i.e., students and faculty.
   (a) recommendation forms will be distributed to all faculty members at the time of promotion and will be returned to the Promotion Committee (p. 93, Form #4).
   (b) student/faculty evaluations of each year's service since time of initial contract (p. 91, Form #2). These evaluations will be gathered through the Librarian Evaluation Week process. (See Form #3, page 92).

In addition, student/faculty evaluations gathered by the candidate may be submitted. These evaluation forms must be approved by the Promotion Committee prior to administration.

B. An earned doctorate is required at the time of application.
   When the candidate list courses as evidence of course work taken, transcripts must be included as documentation.

C. Evidence of candidate's ongoing value to the college:

Three (3) or more of the following:
1. active involvement in committees
2. recruitment activities
3. considerable participation in student activities
4. the publication of scholarly work
5. evidence of community involvement: contributions of professional service through which Molloy is represented or identified
6. library or interlibrary involvement:
   (a) development of new projects, services or programs
   (b) participation on library committees
   (c) other

This is to be construed as a list of eight, not six, categories.
D. Evidence of the candidate's ongoing value to the library.
   Evaluations are required from all full-time Librarians. These evaluations should 
   include a statement of support or non-support for the candidate's promotion.

E. Updated Professional Data Sheets (Appendix VIII).

N. B. The candidate may submit optional evidence such as letters from students, colleagues or 
alumni, and reviews, evaluations, or other materials to support any of the above qualifications.

II. Time of Service in Previous Rank
   To be considered for promotion, an Associate Professor must spend four (4) years as full-
time Librarian in that rank at Molloy and have a minimum of ten (10) years of full-time 
collegiate library experience.

Revised Spring, 2000
Revised Fall, 2000

ADDENDA

1. Effective Fall 1983, all evaluation forms must be approved by the Promotion Committee.

2. In cases of promotion, a sick leave of more than one (1) semester or any leave of absence 
   will not be counted in the computation of years of service.

3. In cases of promotion, a sabbatical will be counted in the computation of years of service.

Part-time Promotion Policy written and approved, May 1982
Full-time Promotion Policy for Librarians written and approved, March 1983
Full-time Promotion Policy revised, May 1983
Full-time and Part-time Promotion Policies revised, Spring 1989
Revised Spring, 1998
Revised Spring, 2000
CRITERIA FOR PROMOTION FOR FULL-TIME LIBRARIANS

LIBRARIAN EVALUATION FORM
(Number 1)
NAME OF LIBRARIAN EVALUATED__________________________DATE________

Evaluator: __________self __________V. P. for Academic Affairs
________library administrator __________tenured librarian

SCALE: (1) Excellent   (2) Very Good   (3) Good   (4) Fair (5) Poor   (6) N/A

I. How would you rate this librarian on the following points? (use the above scale)

1. continually implements and re-evaluates the procedures and policies of the library _______
2. conducts orientations for students and gives assistance to faculty members _______
3. encourages maximum use of facilities _______
4. promotes use of library facilities by making faculty aware of resources _______
5. adapts quickly to difficult situations _______
6. organizes print/non-print materials so they are readily accessible _______
7. uses current, recommended selection aids _______
8. orders materials efficiently _______
9. supervises effectively the processing of materials _______
10. ensures that materials are available and circulated with efficiency and ease _______
11. keeps an accurate inventory of holdings _______
12. keeps director aware of future needs of library _______
13. trains and supervises aides and student assistants in para-professional and clerical tasks_______
14. is available to students and faculty _______
15. is willing to assist students and faculty _______
16. assists faculty members by recommending/ordering when requesting materials which support curriculum ______
17. assists faculty member in planning teaching units and using educational print/non-print materials _______
18. keeps abreast of current educational trends and encourages experimentation with new learning styles ______
19. is a good manager of her/his own professional time _______

II. Considering all facets, how would you rate the performance of this librarian _______

III. Any other comments:
___________________________________Signature of Evaluator
_________________________________Signature of Librarian Evaluated

Comments of Librarian evaluated:
CRITERIA FOR PROMOTION FOR FULL-TIME LIBRARIANS
LIBRARIAN EVALUATION FORM
(Number 2)

NAME OF LIBRARIAN EVALUATED__________________________DATE________

Evaluator:
Check one:  Periodical Librarian_____Reference Librarian_____Media Librarian_____ 
Faculty_____                     Student_____

SCALE: (1) Excellent   (2) Very Good   (3) Good   (4) Fair   (5) Poor   (6) N/A
I.  How would you rate this librarian on the following points?  (use the above scale) _______
1.  The librarian was readily available to users of the Library or Media Center _____________
2.  The librarian was able to explain clearly the working process of the Library or Media 
    Center __________________
3.  The librarian readily gave assistance in the use of the Library or Media Center __________
4.  The librarian was willing to assist in the location of material needed ________________
5.  The librarian was effective in teaching the use of the Library and AV material ______
6.  Equipment and other materials were well-organized ______
7.  Overall, I would rate the attitude of the librarian to users of the Library as ____________
8.  Overall, I would rate this person as a librarian/teacher as ______________
9.  How many times have you been assisted by this librarian?          
    1___ 2___ 3___ 4___ 5___ 6___ more___
10. If you are a student, what is your class level?                    
    Freshman___  Sophomore___  Junior___  Senior___
II. Additional comments:

Revised Spring, 2000
LIBRARIAN EVALUATION WEEK FORM*
(Number 3)

PURPOSE: To provide the students and faculty who are the patrons of librarian's services an opportunity to complete an evaluation on any/all of the Library Staff.

METHOD:

1. The Student Academic Board will conduct the Librarian Evaluation Week.

2. A Librarian Evaluation Week will be held once a year at the end of the Spring Semester.

3. An area (booth, table) will be set up for Librarian Evaluation Week outside the Library (on second level of Kellenberg).

4. This booth will be staffed by the members of the Student Academic Board for approximately two (2) hours a day during that week to provide ample opportunity for students and faculty to complete the evaluations.

5. Students and faculty will sign in and show identification prior to completing the evaluation to prevent duplication of evaluations.

6. The Evaluation of Librarian form (Form #2) will be utilized for all evaluations.

7. The Student Academic Board will keep all evaluations confidential. The evaluations will be returned to the Librarian via Faculty mailbox at the completion of the Librarian Evaluation Week.

*Please note: The Librarian Evaluation Week process is being implemented on a trial basis and will be re-evaluated by the Student Academic Board, the Faculty Council, and a representative of the library staff in the Spring of 1987 after completion of two (2) Librarian Evaluation weeks.

Revised Spring, 2000
PROMOTION OF FULL-TIME LIBRARIANS  
(FACULTY RECOMMENDATION FORM)  
(Number 4)

DATE:_________________________

PROMOTION CANDIDATE:__________________________________________

is applying for promotion to _______________________________________

Recommend for Promotion ______

Do not recommend for Promotion ______

Unable to evaluate candidate ______

*Supporting Comments:

Faculty signature: _____________________________________________
(all recommendations must be signed)

*A positive or negative recommendation cannot be used by the committee without supporting comments (i.e., assists faculty members in the library when appropriate, keeps abreast of current educational trends, etc. Please refer to the Promotion Policy for Librarians in Faculty Handbook.

Revised Spring, 2000
E. TENURE POLICY

Pre-Note: In recognizing a candidate's suitability for tenure the college affirms that the candidate has demonstrated evident growth and development as a member of the college. It is therefore not alone sufficient that the candidate have devoted the number of years expected toward tenure. Qualitative evidence of genuine advancement toward excellence must be offered.

Definition:
Academic tenure shall mean that the full-time faculty member holds a permanent or continuous appointment in his/her academic position, to be terminated only for adequate cause, resignation or any bona fide financial exigency, e.g., declining enrollment of Molloy College, or any program, department or unity thereof, or reduction or discontinuance of a program, department or unit. Termination for adequate cause shall be made only in accordance with procedures for dismissal outlined in Part III, Section J.

Length of Service:
The probationary period should not exceed seven (7) academic years. Faculty who do not apply for Tenure will be given a terminal contract in their seventh year. Normally faculty members who have completed not fewer than five (5) years of full-time teaching at Molloy College will submit materials for evaluation in the fall of the sixth year. However, up to three (3) years of full-time teaching at one or more accredited institutions of higher learning may be credited to this five-year period. This assumes that new faculty are informed of this right by the Office of the Vice President for Academic Affairs prior to signing of initial contract.

(a) Credit for such prior teaching service must be requested in writing by the faculty member at the time of initial contract. Following verification, the faculty member shall be advised in writing of the number of years allowed as credit.

(b) Part-time teaching or teaching for less than a full academic year at another academic institution will in no case be counted as part of the probationary period.

(c) A leave of absence or a sick leave of more than six (6) months will not be counted as part of the probationary period.

(d) In rare and exceptional circumstances, where the well-being of the college clearly requires it, the President may, with the consent of the Board of Trustees, waive part or all of the probationary period for a newly-appointed faculty member already tenured, by standards commensurate with Molloy's, at another college or university.

General Provisions:

(a) Tenure cannot be earned through service as an administrative officer except as otherwise prescribed. Those who have earned tenure at the College shall retain tenure in said tenure position while serving an appointment as an administrative officer.

(b) A tenured faculty member who requests a leave of absence for more than one (1) year is to obtain from the President of the College a statement indicating the number of years s/he may be on leave without loss of tenure.

(c) Tenure does not imply promotion or salary increments.

(d) All tenured faculty members shall be evaluated by the Chairperson or the Division Dean every two (2) years.

(d) Anything to the contrary contained in this article on Tenure notwithstanding, the Board of Trustees may, in those cases deemed by it to be in the best interests of the College, waive part of the probationary period of tenure for a faculty member who assumes a position as an administrative officer at Molloy College, and who is otherwise qualified for tenure. But in no event shall tenure be granted to any such person whose combined service at Molloy College is not equivalent to seven (7) years.
Requirements for Consideration of Tenure

The Tenure Committee shall examine the record of each candidate for tenure and the evaluation process shall include review of the following:

I. Pre-Requisites for Application:

   A. Professional Data Sheet, updated (Appendix VIII), including Workload Data Sheet.
   B. Time of Service. As specified above, the candidate for tenure may apply in his/her sixth year of service to Molloy for tenure in the seventh year.
   C. Rank in Service. The candidate for tenure must hold at the least the rank of Assistant Professor.
   D. Letter: Before 15 October of the year in which tenure is sought, the candidate must send, along with the rest of his/her portfolio, a carefully written letter to the Faculty Committee on Tenure requesting tenure and plainly stating the warrant therefore.

   The letter must include the candidate's "philosophy" of teaching, enabling the Committee to understand the candidate's perspective on his/her mission and enabling them, too, to recognize the candidate as one who has reflected on his/her role as a teacher.

   Above all the letter must be written in a suitably professional manner and reflect pride in self and in the status sought. It should indicate clearly the achievements of the candidate which merit consideration of tenure and it should plainly refer the readers to the places in the candidate's portfolio where thorough documentation is located.

   The candidate must demonstrate the advances s/he made since last promotion or, if no prior promotion has been granted, since hiring, documenting those demonstrable from external recognition (e.g., awards and certifications).

   E. Terminal Degree

      (1) The candidate for tenure will have the terminal degree in his/her field or an allied field from a regionally-accredited university at the time of hiring, or
      (2) the candidate for tenure will have completed the terminal degree in his/her field or an allied field from a regionally-accredited university since the time of hiring, or
      (3) the candidate for tenure will give evidence that s/he is in compliance with a written agreement made between Molloy College and the candidate regarding the candidate’s advancement at the time of his/her hiring, normally including
         (a) a letter from the VPAA and the candidate’s department indicating that the terms of the written agreement are being met;
         (b) corroborative documentation, such as transcripts, an approved dissertation proposal acknowledged by the degree-granting institution.

I. Qualifications

   A. Continued Effectiveness in Teaching to be appraised by Committee's review of

      1. Colleague Appraisal. Using (Appendix V-A) of the Faculty Handbook, the candidate's Chairperson and the Division Dean and at least one tenured colleague from the candidate's department or a tenured colleague from another department are to provide a careful assessment of the candidate's performance as a teacher at a time not more than one year prior to application. This appraisal is forwarded to the Tenure Committee by the candidate.
Evaluations should be solicited from as many tenured colleagues as feasible.

Note: Faculty hired prior to 2005 should consult the tenure policy cited in the Faculty Handbook that was in effect at the time of hiring.

2. **Student Appraisal.** Teaching Effectiveness Evaluations of all Fall and Spring semesters taught at Molloy by the candidate prior to application, gathered through faculty-approved student surveys conducted by the Academic Board of the Molloy Student Government (MSG), must be submitted. The candidate must take a pro-active role in ensuring that these evaluations are carried out in a timely manner.

It will be expected that (1) all courses for all semesters are reported and (2) that the MSG format and procedure will be followed. In the rare instance where student evaluation is unavailable, a letter from the VP for Student Affairs or the Academic Board of MSG explaining the circumstances is required. However, absence of these forms is generally deemed a liability.

3. **Evidence of Classroom Style and Academic Standards.**
   The evidence is provided by the candidate's course outlines/requirements for all courses offered in the year prior to application as well as the current semester. It is also provided in the statement of the candidate’s “philosophy” of teaching.

**B. Professional Growth** to be appraised by the Committee's review of

1. Documented efforts at developing proficiency in one's field through regular attendance at appropriate conferences, workshops, conventions, etc.

2. Documented productivity reflected in at least two of the following:
   
   (a) published or non-published presentations at scholarly or professional workshops; addresses given at academic or professional meetings in one's field or allied field or the publication or similar dissemination (e.g., via electronic retrieval methods) of scholarly work, educationally valuable aids in the field of study, or the equivalent in fine arts).

   In the case of performance or studio arts, faculty seeking tenure may give evidence of major performances or showings. The committee will then solicit the opinion of experts in the performing or studio arts to determine the suitability of submitted evidence. In the case of clinical practice, activities that may also be considered scholarly accomplishment may include some combination of the following: presentation of case studies, consultation reports, secured grants awards in support of practice, recognition by regional, state, national or international professional bodies as a master practitioner, advanced certifications and the production of policy papers related to practice.

   (b) attainment of the terminal degree in one's field during one's time at Molloy;

   (c) contribution to Molloy's standing in the educational community, including, but not limited to, development of new courses (such as core courses) or programs likely to enhance the place of Molloy in the academic community locally or more widely or other achievements of comparable impact.

**C. Sustained/Enhanced Service to Molloy since hiring.**

Both (a) and (b) of Item 1 must be evident, specifically documented, and indicate that the candidate is genuinely cooperative with his/her department's educational efforts. There should likewise be evidence of both Items 2 and 3.

1. **Evidence of Departmental Collaboration**
a. Appendix V-B, or, in the case of a Chairperson/Division Dean applying for tenure, Appendix V-C, must be submitted.

Every member of the department should be asked to submit a review. This review is particularly important for the candidate seeking tenure, as there must be clear evidence to the committee that the candidate has in fact made conscientious effort to engage in the enterprise of the college, and this effort is usually manifest in departmental participation.

b. Appendix V-E, the Student Advisement Evaluation, must be reported from as many students as respond. The candidate must actively pursue these evaluations.

2. Evidence of Committee Work The committee will look for evidence that the candidate has participated or at the least has made a concerted and consistent effort to participate in the Molloy endeavor by contributing his/her active service on a college-wide committee, task force or faculty team working for the advancement of Molloy College mission-related goals.

3. Evidence of Participation in Other Molloy College Activities These must be documented in some formal way, i.e., by letters from Molloy personnel on Molloy stationery.

   Effective presence in the total life of the college, including, but not limited to:
   *interaction with colleagues to the advancement of the college's mission;
   *efforts at assistance of students (other than advisement);
   *recruitment-related efforts;
   *other Molloy student-directed services
   *other Molloy faculty-directed services.
   *enrichment of Molloy in the local or metropolitan or wider community

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Revised 7 September 2004
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