

12.3.22

## **Standards for Appointment, Promotion, Tenure, and Renewal for Faculty in Information Technology and Management**

The Department of Information Technology and Management is committed to hiring, nurturing, and promoting/tenuring individuals with superb scholarly attainment, who excel at teaching, who contribute to departmental administrative tasks, and who show exceptional promise of continued professional growth.

This document presents the standards and procedures that are used for the hiring of faculty members in the Department of Information Technology and Management, as well as promotion and renewal of non-tenure track faculty. It is meant to supplement relevant sections and appendices of the Illinois Tech Faculty Handbook (<https://web.iit.edu/general-counsel/faculty-handbook>). The last section of this document addresses the procedures and policies pertaining to the renewal of non-tenure-track faculty members and acts as a supplement to Appendix Q of the Faculty Handbook. In cases of apparent conflict, the Faculty Handbook supersedes this document.

While an advanced degree in information technology or cybersecurity is desirable for faculty appointment, given the newness of the fields it is recognized that many will hold a degree in a related field which may include computer science, engineering, technical or systems management, technical communication, design, or business administration.

### **Standards for Appointment as Tenured/Tenure-Track Faculty**

#### **Professor of Information Technology and Management**

Individuals appointed as Professor of Information Technology and Management must hold a degree of Doctor of Philosophy or equivalent. They must have demonstrated sustained excellence and innovation through significant refereed publications and other evidence including technology development and patents, and significant external support for their research. The candidate must have a consistent history of training graduate students, must have solid teaching skills, must assume a leadership role in the department, and must have achieved international renown in their field.

#### **Associate Professor of Information Technology and Management**

Individuals appointed as Associate Professor of Information Technology and Management must hold a degree of Doctor of Philosophy or equivalent. They must have demonstrated excellence in research and innovation through evidence supported by significant refereed publications and other evidence including technology development, patents and significant external support for their research. The candidate must have a history of training graduate students, must have solid teaching skills, must be beginning to assume a leadership role in the department, and must have achieved national renown with the promise of international renown in their field.

#### **Assistant Professor of Information Technology and Management**

Individuals appointed as Assistant Professor of Information Technology and Management must hold a degree of Doctor of Philosophy or equivalent. They must have some publications, plans for an externally funded research program, the promise of renown in their field, and basic teaching skills. After an initial contract of three years, an assistant professor is expected to have significant refereed publications, external research support, the beginnings of renown in his or her field, polished teaching skills, and to have made some administrative contributions to the department.

## **Standards for Appointment as Teaching Faculty**

### **Teaching Professor of Information Technology and Management**

Teaching Professors must hold a master's or an earned research doctorate; some publications and/or a Ph.D. is recommended. Continuing research and innovation is desirable with particular emphasis on educational innovation and student research and project activity. They must show a dedication to teaching, and assessments of their teaching must show evidence of quality teaching; they should also take a leadership role in otherwise contributing to student success (through advising and other relevant activities). Teaching experience of 14 years is desirable. They must show evidence of national or international influence and/or reputation in teaching and pedagogy or in the profession. This may be reflected in leadership positions or awards from national societies, national/international publications or patents, wider adoption of educational materials or methods, recognition for research/innovation by industry or academic organizations, entrepreneurial achievements, and the like. Leadership in service to educational programs in the department and university is expected. Teaching Professors are expected to participate in departmental service at a level similar to Professors.

### **Associate Teaching Professor of Information Technology and Management**

Associate Teaching Professors must hold a master's or an earned research doctorate; some publications and/or a Ph.D. is recommended. Continuing research and innovation are desirable, especially educational innovation and supporting student research and projects. Assessments of their teaching must show evidence of quality teaching and they should also take a significant role in otherwise contributing to student success (through advising and other relevant activities). Teaching experience of seven years is desirable. Associate Teaching Professors are expected to participate in departmental service at a level similar to associate professors.

### **Assistant Teaching Professor of Information Technology and Management**

Assistant Teaching Professors must hold a master's or an earned research doctorate; some publications and/or a Ph.D. is recommended. Scholarly publications or innovation activities are desirable. They must show a dedication to teaching and evidence of excellent teaching potential or experience. Assessments of previous teaching, if available, must be consistently good. Assistant Teaching Professors are expected to participate in departmental service at a level similar to assistant professors

### **Teaching Professor of Information Technology and Management with the title of Industry Professor of Information Technology and Management**

Teaching Professors appointed to the title of Industry Professor of Information Technology and Management should have a minimum of twelve (12) years of industry experience in information technology with significant management experience and/or other positions, publications or certifications reflecting wide industry recognition of expertise.

### **Associate Teaching Professor of Information Technology and Management with the title of Industry Associate Professor of Information Technology and Management**

Associate Teaching Professors appointed to the title of Associate Industry Associate Professor of Information Technology and Management should have a minimum of six (6) years of industry experience in information technology with positions, publications or certifications reflecting industry recognition of expertise.

### **Professor of Practice in Information Technology and Management**

Individuals appointed as Professor of Practice in Information Technology and Management must hold a master's or an earned research doctorate. They are outstanding practitioners in their fields who will continue to practice in their fields following appointment to the rank. They should have some teaching experience and they are expected to have outside professional business activities.

## **Standards for Appointment as Adjunct Faculty**

### **Adjunct Assistant Professor of Information Technology and Management (Other Academic Appointments)**

Individuals appointed as Adjunct Assistant Professor of Information Technology and Management must hold a degree of Doctor of Philosophy or equivalent. Demonstrated instructional experience is required. They are appointed on a semester-by-semester basis.

### **Adjunct Industry Professor of Information Technology and Management (Other Academic Appointments)**

Individuals appointed as Adjunct Industry Professor of Information Technology and Management must meet the standards prescribed for an Industry Professor of Information Technology and Management above and are appointed on a semester-by-semester basis.

### **Adjunct Industry Associate Professor of Information Technology and Management (Other Academic Appointments)**

Individuals appointed as Adjunct Industry Associate Professor of Information Technology and Management must meet the standards prescribed for an Industry Associate Professor of Information Technology and Management above and are appointed on a semester-by-semester basis.

### **Adjunct Instructor of Information Technology and Management (Other Academic Appointments)**

Individuals appointed as Adjunct Instructor of Information Technology and Management must hold a master's or an earned research doctorate, must have demonstrated teaching experience, and are appointed on a semester-by-semester basis.

## **Process for Appointment as Tenured/Tenure-track Faculty**

Search and appointment of tenured and tenure-track faculty shall be conducted as per Supplement V.h. to the Illinois Tech *Faculty Handbook*, "Faculty Search Procedures" at [https://web.iit.edu/sites/web/files/departments/faculty\\_search\\_procedures\\_Jan%2015%202019\\_.pdf](https://web.iit.edu/sites/web/files/departments/faculty_search_procedures_Jan%2015%202019_.pdf). Job postings shall be created in compliance with these requirements.

A Faculty Search Committee shall be appointed by the Department Chair no later than September for consideration of full-time faculty appointments for the following academic year. The Committee shall consist of at least two tenured faculty members from the department, one of whom shall be appointed as Committee Chair, and one tenured faculty member from another department; one or more additional full-time faculty members from the department; one program alumni; and two or more student members from the department representing both undergraduate and graduate students.

Applicants will be required to submit a package to the department, which will include a current Curriculum Vitae including full publication and conference presentation history, statement of teaching and research interests, a cover letter, and three letters of recommendation that address the candidate's teaching and research qualifications or potential. Applicants should also have an accurate, current, and complete profile on linkedin.com.

The successful candidate will teach undergraduate and graduate-level courses across the disciplines of information technology, cybersecurity, and technology management. In addition they will participate in assessment, advising, and course/curriculum development. Research and writing are keys for success in these faculty positions. Applicants should have the potential to collaboratively contribute to interdisciplinary curricular and scholarly efforts within the department as well as across the entire university, and to supervise master's level research students.

Applicants must have demonstrated success in research with a proven publication record in ACM/IEEE or similarly positioned journals and proceedings. A record of attracting external research funding appropriate to their rank is highly desirable. Applicants must have an earned research doctorate in a computing or related discipline, teaching experience with a strong commitment to excellence in teaching, and three to five years of real-world information technology industry experience.

All applicants presenting a complete application will be considered by the Search Committee and will complete an initial interview via telephone, videoconferencing, or in person with a Committee member appointed by the Committee Chair. Upon recommendation of the Committee member completing the interview, applicants will become candidates for appointment. If the applicant is not recommended for candidacy, they will receive a letter from the Committee expressing gratitude for his or her interest and stating that the application will not move further in the process.

Candidates for appointment will be invited to the Mies Campus for a series of interviews which will normally take place over two days. As well as panel interviews with the Committee, department faculty, and students, and personal interviews with the Department Chair and the Dean, each candidate will present a classroom lecture in their discipline for the Committee with will also be open to all faculty and students. In their interview with the Committee, the candidate will discuss their educational philosophy and research interests.

Upon completion of all interviews, the Faculty Search Committee shall vote using secret ballots with a vote of “**Recommended**” or “**Not Recommended**” for each candidate, and will include a relative ranking of all recommended candidates. If a candidate is not recommended for appointment, they will receive a letter from the Committee expressing gratitude for his or her candidacy for appointment, which may include recommendations from the Committee to the candidate to assist them in future applications. Based on the Committee vote and candidate rankings, the Chair of the Committee will make recommendations for appointment to the Department Chair. The Department Chair will advance the recommendations he or she concurs with to the Dean of the College of Computing, who will submit appointment recommendations to the Provost.

### **Process for Appointment as Teaching Faculty**

Appointment as Teaching Faculty will be as per policies and procedures in Appendix Q of the Illinois Tech *Faculty Handbook* at [https://web.iit.edu/sites/web/files/departments/general-counsel/faculty\\_handbook/appendix\\_q.pdf](https://web.iit.edu/sites/web/files/departments/general-counsel/faculty_handbook/appendix_q.pdf). Search and appointment of full-time non-tenure-track faculty (except Instructors) shall be conducted as described in “**Process for Appointment as Tenured/Tenure-Track Faculty in Information Technology and Management**” above with differences as described here: the primary focus of applicants for these positions will normally be teaching, service, and industry experience with a little or no emphasis on research, and an earned doctorate is desired but is not required. The Faculty Search Committee for teaching positions does not need to include a member external to the department. In all other aspects the process for hiring of external applicants for full-time non-tenure-track faculty positions shall be as described above.

Relevant publications for teaching faculty include textbooks, instructional materials, refereed research publications in the content area of the faculty’s teaching specialty, refereed publications on pedagogy and the scholarship of teaching and learning, or articles on pedagogy and instructional method in reputed trade publications.

Applicants for full-time teaching faculty positions who have completed five or more years of teaching as an adjunct faculty member in Information Technology and Management may submit their application directly to the department faculty rather than through a Faculty Search Committee. Upon recommendation for appointment by a majority of the department faculty, these candidates may have their application considered directly by the Department Chair.

Appointments to these positions are made by the Dean of the College of Computing upon recommendation of the Department Chair and are approved by the Provost.

## **Process for Appointment and Renewal as Professor of Practice**

Appointment as a Professor of Practice in Information Technology and Management is at the discretion of the Department Chair. Professors of Practice will continue to practice in their fields following appointment to the rank. Determination of their course load and compensation will be determined by the Department Chair in consultation with the Dean of the College of Computing, and will be specified in a contract between the faculty member and the university which will set out expectations as to what portion of their activities will be devoted to Illinois Tech. Renewal of the contract is subject to only the needs of the department and the mutual agreement of the individual and the university, and is at the discretion of the Department Chair.

## **Process for Appointment and Renewal as Adjunct Faculty**

Appointments of adjunct faculty members in Information Technology and Management will be as per as per policies and procedures in Supplement V.a. to the Illinois Tech *Faculty Handbook*, “Appointment of Part-time and Adjunct Faculty” at [https://web.iit.edu/sites/web/files/departments/general-counsel/faculty\\_handbook/appointment\\_of\\_part\\_time\\_and\\_adjunct\\_faculty.pdf](https://web.iit.edu/sites/web/files/departments/general-counsel/faculty_handbook/appointment_of_part_time_and_adjunct_faculty.pdf).

Adjunct faculty appointments are part-time academic appointments for individuals who will conduct research and/or teach courses and who may have long-term teaching and service commitments to the department, but adjunct appointments are not permanent. Adjunct faculty may submit sponsored research and program proposals as principal investigators. An adjunct faculty member may serve as co-adviser for Master of Science or Ph.D. students with a tenured or tenure-track faculty member, but not as a sole adviser.

Candidates for adjunct faculty appointments may be proposed by any full-time faculty member in the department. An Associate Chair will review the candidate’s résumé and other credentials and conduct a preliminary interview via telephone, videoconferencing, or in person. If the candidate is then recommended, a second in-person interview will be conducted by a committee normally consisting of the Department Chair and an Associate Chair. Based on the positive recommendation of this committee an offer of appointment, contingent on approval by the Dean of the College of Computing, will be made to the candidate.

Adjunct faculty appointments will be initiated by the Department Chair. The appointment will be made by the Dean of the College of Computing and approved by the Provost. Copies of adjunct faculty appointment letters will be sent to the Office of Graduate Academic Affairs and the Office of Sponsored Research and Programs.

Adjunct appointments are not permanent. The Department Chair may consider student evaluations and course assessments conducted as part of continuous improvement for ABET/HLC accreditation as components of the renewal process, as well recommendations of full-time faculty and staff. Renewal is at the discretion of the Department Chair.

## **Standards for Promotion and Tenure for Tenured/Tenure-Track Faculty**

The Department of Information Technology and Management follows the procedures for promotion and tenure set forth in Appendix C of the Illinois Tech *Faculty Handbook* at <https://web.iit.edu/general-counsel/faculty-handbook>.

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

The criteria that follow apply to all promotions and appointments to tenure. However, candidates must exhibit appropriately greater strengths at each progressively higher level, as implied by the appointment standards described in Section 1. In particular, for a positive tenure decision and promotion to Associate Professor the candidate should have established a research program that is attracting national attention. For promotion or initial appointment to Professor, the candidate is expected to have attained a national and

international reputation for scholarship. In view of the department's mission, the standards for promotion, tenure and the rank of professor described below follow the general categories of academic merit outlined in the *Faculty Handbook*:

- Research, scholarly contributions and their real-world application
  - Teaching and educational accomplishments
  - Service to the department, the College of Computing, the university, the appropriate professions, and the community
1. **Research/Scholarly Activities** should include important scholarly publications. The extent, quality, and impact of the scholarship are important. Primary expectations are contributions to information technology and/or cybersecurity, but interdisciplinary work is also encouraged, provided the contributions meet the highest standards in these other fields. Evaluation will be based on:
    - a. Research articles published or accepted for publication in refereed journals,
    - b. Research articles appearing in well-refereed conference proceedings,
    - c. Scholarly books or monographs,
    - d. Innovation activity reflected in technology transfer and products. (e.g., widely used open-source software) and licensed patents,
    - e. Manuscripts that have been submitted for publication,
    - f. Invited lectures at scientific meetings,
    - g. Contributed papers at scientific meetings,
    - h. Awards related to research, innovation and scholarship, and
    - i. Support for research from external sources based on competitive peer review.
  2. **Teaching** and instructional accomplishments include classroom instruction as well as other activities pertaining to educational initiatives and programs at Illinois Tech and nationally. Such activities include (but are not limited to):
    - a. Teaching,
    - b. Student evaluations and peer reviews of classroom teaching,
    - c. Evidence of student learning through assessment and other methods,
    - d. Supervision of student thesis and project research,
    - e. Effective participation in student advising,
    - f. Course and program development and initiation,
    - g. Development and participation in inter-professional projects (IPROs),
    - h. Authorship of course materials including lecture, textbooks, and distance learning materials,
    - i. Authorship of educational articles,
    - j. Directing educational programs,
    - k. Research or innovation in teaching methods,
    - l. Establishing and maintaining relationships with other entities related to education, and
    - m. Receiving support for educational activities from external sources.

3. **Service** to the university and the discipline is demonstrated by such activities as:
  - a. Significant participation in program, college, and university committees,
  - b. Election or appointment to institutional or department administrative positions such as department chair, associate chair, graduate program director, or other academic administration roles,
  - c. Development of interdisciplinary programs and centers,
  - d. Involvement with student organizations and other student activities, advising of student branches of professional societies, student clubs, fraternities and sororities,
  - e. Activities related to IIT development,
  - f. Service to the profession and the discipline outside the university which may include:
    - 1) Holding professional society offices and conference service,
    - 2) Editorship of professional journals,
    - 3) Serving as an accreditation/CAE designation official, mentor, or accreditation body officer,
    - 4) Speaking at or serving on oversight committees for industry conferences,
    - 5) Reviewing/refereeing for professional journals, grant proposals, and model curricula, and
    - 6) Organizing professional meetings, workshops, or special sessions at meetings.

Candidates for promotion and tenure are evaluated on the aggregate of their professional achievements, not merely an inventory of individual accomplishments for each of the specific evaluation criteria described above. The key question for promotion and tenure is “Has the candidate demonstrated the **promise of prominence and impact** through his/her (1) teaching, (2) research and scholarship, and (3) university service and outreach and shown the promise of continued professional growth and recognition?” Promotion to Full Professor is based on the same performance categories with the expectation that they have **achieved a high level of prominence and impact** through their scholarship, teaching and service.

#### ***Mid-Term Review***

Late in the spring semester of the third year of the initial four year appointment, the candidate will undergo a formal review by the Academic Unit Committee on Promotion and Tenure (AUCOPT). The review will be based on a portfolio prepared by the faculty member consisting of a curriculum vitae, a summary of accomplishments and future plans for each of the three categories (teaching, research, service), evidence of teaching effectiveness, and other information as appropriate. Peer review of teaching will be conducted and considered as part of this review.

The portfolio will be reviewed by the AUCOPT which will submit a written report with recommendation for renewal/non-renewal, with justification, to the department chair. This recommendation should address the progress that the candidate is making toward tenure and suggest, if appropriate, improvements that should be made. The recommendation of the AUCOPT will be communicated in writing to the faculty member.

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

The following guidelines supplement the university procedures and calendar for promotion to tenure appearing in Section 2 of Appendix C in the *Faculty Handbook* at <https://web.iit.edu/general-counsel/faculty-handbook>.

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

The candidate must also provide by late April a list of names and addresses of at least 6 professional references outside IIT. The AUCOPT will select at least 3 of those 5 references, together with at least 3 others chosen by the AUCOPT, to be asked for letters of recommendation (there may overlap between the candidate's list and the AUCOPT's list, but a total of at least 6 references will be solicited). The 6 references must not include the PhD or Post-doc advisor or any coauthor in the last 5 years. A PhD advisor or Postdoc advisor may serve as additional reference.

Outside references who agree to write letters of recommendation will be sent (typically in early April) departmental criteria, the candidate's curriculum vitae, research summary, and copies of selected publications; the letter used to solicit the letters of recommendation must be strictly neutral in tone. The identities of the references chosen and their letters of recommendation will remain confidential: only the committees and administrative officers directly responsible for the decision of concern here will have access to the letters and the identities of the letter writers.

When the external letters of evaluation arrive the AUCOPT will evaluate the portfolio and conduct a vote. Voting will be by secret ballot and must be in person at the meeting by those who have reviewed the materials and been involved in the discussions. External letters or other material that arrive after the AUCOPT vote will not be considered nor placed in the portfolio. The results of the vote will be conveyed to the candidate as soon as possible by the department chair. The chair of the AUCOPT, with the help of the AUCOPT, will prepare a report with a record of the vote, and a written justification of its recommendation. This report will be forwarded by the chair of the AUCOPT to the CAMCOPT. If a "presenter" for the promotion case is requested by the CAMPCOPT, the chair of the AUCOPT will serve in that capacity—candidates will not be allowed their choice of presenter.

### **Standards for Renewal and Promotion for Teaching Faculty**

Review and renewal of teaching faculty be as per policies and procedures in Appendix Q of the Illinois Tech *Faculty Handbook* at [https://web.iit.edu/sites/web/files/departments/general-counsel/faculty\\_handbook/appendix\\_q.pdf](https://web.iit.edu/sites/web/files/departments/general-counsel/faculty_handbook/appendix_q.pdf). Reviews of teaching faculty for renewal and promotion are done by the Academic Unit Committee on Appointments and Retention (AUCAR). The AUCAR for a particular case comprises the tenure-track and teaching faculty of the same or higher rank as that being sought, and is chaired by the chair of the Academic Unit Committee on Promotion and Tenure (AUCOPT).

Promotion reviews for teaching faculty starts with the preparation of a portfolio, typically delivered to the AUCAR chair before the start of the academic year. As soon as the candidate decides to apply for promotion, they should prepare a portfolio in discussion with the departmental chair or the chair of AUCAR. This portfolio should consist of:

- A cover letter formally requesting the promotion,
- A CV,
- A summary of accomplishments and future plans for the relevant categories of accomplishment (teaching and service), and
- Evidence of teaching effectiveness, including teaching evaluations, instructional materials, and links to at least two lecture videos, as well as any other material the faculty member considers relevant.

A summary of accomplishments in research, scholarship, and innovation, if any, is allowed, but not required. Candidates for promotion to full Teaching Professor must also include evidence of national or international leadership in teaching and/or the profession.

Candidates for promotion to a Teaching Professor position may also provide, with the portfolio, a list of names and addresses of professional references outside IIT. The AUCAR may consider these in its deliberations. Outside references who agree to write letters of recommendation will be sent departmental criteria, the candidate's CV, teaching (and research, if given) summary, and copies of selected publications

and/or pedagogical materials if relevant. The identities of the references chosen and their letters of recommendation will remain confidential: only the committees and administrative officers directly responsible for the decision of concern here will have access to the letters and the identities of the letter writers.

When the portfolio is submitted, the AUCAR will select at least two of its number to review the evidence of teaching effectiveness and assess them. In addition, the review committee can choose to obtain additional material, from the candidate or any other reliable sources, to include in its teaching assessment. When this assessment is complete and, if requested, when external letters of evaluation arrive, members of the AUCAR will discuss and evaluate the complete portfolio against the criteria above as well as the faculty member's specific job responsibilities and performance targets (if specified), and conduct a vote. Voting will be by secret ballot and must be in person at the meeting by those who have reviewed the materials and been involved in the discussions. External letters or other material that arrive after the AUCAR vote will not be considered nor placed in the portfolio. The recommendation of the AUCAR will be determined by the majority of those voting.

Renewal reviews will take place prior to the notice period for non-renewal, as specified in the Faculty Handbook, IV. B. 2. Such review will generally follow the process above for teaching faculty promotion, except that references and recommendation letters will not be solicited or considered. The AUCAR will base their recommendation on their evaluation of the candidate's performance relative to the standards of their current faculty rank, as defined above as well as any specific job responsibilities and performance targets, if specified. The recommendation of the AUCAR will be determined by the majority of those voting.

For both renewal and promotion reviews, and regardless of the recommendation, the AUCAR will provide a written report to the faculty member explaining its evaluation of the case, with reference to the required performance standards. This report will be provided to the faculty member when they are notified of the final decision in their case.

The chair of the AUCAR, with the help of the AUCAR, will prepare a report for the Department Chair, giving a record of the vote and a justification of its recommendation, referring to relevant job responsibilities and targets. The Chair will then, per the prescription in the *Faculty Handbook*, prepare their own recommendation regarding the renewal or promotion and communicate it to the Dean and Provost together with the report of the AUCAR for a final decision on the renewal or promotion.



Calvin Nobles