

BY-LAWS
DEPARTMENT OF RETAIL, HOSPITALITY, AND TOURISM MANAGEMENT
2020

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2020

1. The Faculty

1.1 Faculty Classification

- 1.1.1 Full-time regular tenured or tenure-track faculty hold the rank of professor, associate professor, or assistant professor.
- 1.1.2 Non-tenure track faculty appointments hold the rank of adjunct, instructor of practice, executive-in-residence are identified in Chapter Four of the University Faculty Handbook.
- 1.1.3 Internship Coordinators are Staff Exempt employees of the University. These positions are classified as “Coordinator III” within the Administrative Support job family.
- 1.1.4 The Emeritus rank shall be awarded to faculty members in the department who are professors at the time of retirement and at the discretion of the chancellor and upon the recommendation of the department head, dean, and chief academic officer. In special cases of long and meritorious service, persons who have retired with the rank of associate professor or assistant professor may also be awarded the rank of emerita or emeritus.

1.2 Voting Faculty

- 1.2.1 The voting faculty in the election to university councils and committees or elections of the College of Education, Health, and Human Sciences and department policies and committees shall be all full-time regular faculty.

1.3 Faculty Expectations by Rank

Following are the expectations of tenure track and tenured faculty by rank in terms of teaching, research, and service. They are intended as guides rather than prescriptions, focus on the span of time one is in rank rather than a single year, and, for assistant and associate professors, speak to what might be expected of them to be able to move up in rank.

1.3.1 Expectations toward Assistant Professors

With respect to teaching, Assistant Professors are expected to:

- 1) Be engaging and effective teachers, committed to student learning and professional growth.
- 2) Design inclusive course curriculum and/or classroom environments.
- 3) Participate in professional pedagogical development (i.e., Teaching and Learning Innovation workshops, off/on-campus conferences).

- 4) Teach a variety of courses appropriate to expertise and knowledge.
- 5) Serve on graduate or undergraduate committees.

With respect to research and scholarly activity, Assistant Professors are expected to:

- 1) Pursue a clear, identifiable research agenda that leads to enhancing their scholarly profile in the field.
- 2) Publish, on average, at least two peer-reviewed articles in respected and reputable journals and other publication venues per year. Additional publications may include books, book chapters in impactful books in the field, mass media engagement and non-peer reviewed articles that can enhance scholarly activity but should not be regarded as substitutes for peer-reviewed articles.
- 3) Demonstrate strong evidence of leadership by acting as first author in publications and in diverse collaborations with students and internal and external scholars.
- 4) Make peer-reviewed presentations at major national and international conferences.
- 5) Seek to secure internal and/or external funding for research activities.

With respect to service, Assistant Professors are expected to:

- 1) Serve actively on committees and activities for the Department and/or University, and profession. These commitments to service should not interfere with the responsibilities for research and teaching.
- 2) Demonstrate upstanding citizenship and professionalism in their interactions with colleagues and students within the department, college, university and the discipline.

1.3.2 Expectations toward Associate Professors

With respect to teaching, Associate Professors are expected to:

- 1) Display evidence of exemplary teaching performance with consistent, effective teaching methods.
- 2) Practice inclusive and innovative teaching.
- 3) Actively participate in curriculum development and review and program assessment.
- 4) Continue to participate in professional pedagogical development (i.e., Teaching and Learning Innovation workshops, off/on-campus conferences).
- 5) Serve on multiple dissertation committees as a chair or member.
- 6) Serve as mentors for students.

With respect to research and scholarly activity, Associate Professors are expected to:

- 1) Demonstrate a high level of productivity in research and scholarship. In both quantity and quality, the body of research and scholarly work produced should exceed what was expected of Assistant Professors. Demonstrate continued growth in publishing quality, peer-reviewed manuscripts that focus on their research agenda.
- 2) Maintain an active presence at major national and international organizations by presenting peer-reviewed papers/posters.
- 3) Establish a national/international reputation for scholarly excellence in a particular field of study (i.e., publications, grants, invited presentations, recognition awards, fellowships)
- 4) Seek and secure internal and external funding for research activities.
- 5) Demonstrate ability to advise and mentor students' advancement in conference presentations, publications, and other research activities.

With respect to service, Associate Professors are expected to:

- 1) Increase the service level to the department, college, and/or university by taking a leadership role.
- 2) Actively participate in civic engagement and outreach in ways that serve the community and the university.
- 3) Provide significant service contributions to national and international professional organizations in the field.
- 4) Mentor assistant professors.
- 5) Demonstrate upstanding citizenship and professionalism in their interactions with colleagues and students within the department, college, university and the discipline.

1.3.3 Expectations toward Professors

With respect to teaching, Professors are expected to:

- 1) Demonstrate exemplary teaching standards and practices.
- 2) Take a lead on inclusive and innovative teaching practices in the academic community.
- 3) Lead and/or actively participate in curriculum development and review and program assessment.
- 4) Serve on multiple dissertation committees as a chair or member.
- 5) Serve as mentors for students.

With respect to research and scholarly activity, Professors are expected to:

- 1) Demonstrate sustainable productivity in research and scholarship by collaborating with internal and external scholars.

- 2) Maintain an active presence at major national and international organizations by presenting peer-reviewed papers and invited presentations.
- 3) Establish a national/international reputation for scholarly excellence in a particular field of expertise.
- 4) Seek and secure external funding for research activities.
- 5) Mentor graduate students and other faculty members in conference presentations, publications, and other research activities.

With respect to service, Professors are expected to:

- 1) Establish a notable record of service to the department, college, and university.
- 2) Actively participate in civic engagement and outreach in ways that serve the community and the university.
- 3) Take on a leadership role in national and international professional organizations in the field.
- 4) Mentor assistant professors and associate professors.
- 5) Demonstrate upstanding citizenship and professionalism in their interactions with colleagues and students within the department, college, university, and the discipline.

1.4 Terms of Employment

1.4.1 Selection of Tenure-Track Faculty

- 1.4.1.1 The Department Head shall appoint a committee comprised of a minimum of two faculty members from the content ^{[[1]]}_{SEP} area and one faculty member outside the content area depending upon the nature of the position, and may include one graduate student.
- 1.4.1.2 The committee shall follow the university and affirmative action guidelines in preparing the position description for approval by the Department Head, the Dean of the College and University Administration.
- 1.4.1.3 The committee shall follow University policy and procedures for conducting searches.
- 1.4.1.4 The committee shall make recommendations to the Department Head, who will get approval from the Dean and University Administration, as required, for candidates to be interviewed, and schedule and participate in the interview process.
- 1.4.1.5 The committee shall, with total faculty input, present their recommendations for candidate selection to the Department Head, who has the final responsibility of forwarding a candidate's name for consideration to the Dean.

1.4.2 Terms of Employment

- 1.4.2.1 Terms of employment are outlined in the University Faculty Handbook.
- 1.4.2.2 In order to assist each new tenure-track faculty member with his/her position and role within the academic community, the Department Head shall:
 - 1.4.2.2.1 See that each faculty member is provided with a copy of the current University Faculty Handbook, Manual for Faculty Evaluation, Department By-Laws, College By-Laws, and a copy of the forms used in the annual review.
 - 1.4.2.2.2 Provide for appropriate orientation and counsel of new faculty members, including review of the documents listed in section 1.4.2.2.1, the availability of supporting services and facilities, and other matters of academic concern such as orientation and availability of course outline files.
 - 1.4.2.2.3 Each new faculty member will be assigned a mentor and follow the mentoring process as stated in the Mentoring Appendix.

1.4.3 Selection of Non-Tenure-Track Faculty

- 1.4.3.1 Non-tenure-track faculty will be appointed by the Department Head in accordance with University policy, procedures and guidelines as outlined by Faculty Handbook.

1.5 Faculty Review and Evaluation

1.5.1 Annual Review of Tenured and Tenure-Track Faculty

- 1.5.1.1 Annual performance and planning reviews will be made for each faculty member with the Department Head.
- 1.5.1.2 Materials to be provided for evaluation include a written summary of his or her accomplishments in teaching, research/scholarship/creative activity, and service for the previous academic year.
- 1.5.1.3 The criteria for annual evaluation will be meeting criteria for the current rank and annual progress toward tenure and/or promotion to the next higher rank. As stated in the section 1.3 and Faculty Handbook, each faculty position has its own minimal criteria for each rank.
 - 1.5.1.2.1 Assistant Professors shall meet the expectation of Assistant Professors and demonstrate progress toward the minimal criteria for Associate Professors.
 - 1.5.1.2.2 Associate Professors shall meet the expectation of Associate Professors and demonstrate progress toward the minimal criteria for Professors.

1.5.1.2.3 Professors shall be expected to demonstrate growth beyond the minimal criteria for Professors.

1.5.1.4 The Department Head shall prepare a summary of the review that will include an overall rating of the faculty member's performance that includes one of the following ratings: ^[1]_[SEP]

Far exceeds expectations for rank - recognition of exceptional scholarly productivity (refereed publications, grants, awards), and/or teaching (awards, contributions beyond the campus level), and/or professional contributions (national office in professional organization, national committees), etc. ^[1]_[SEP]

Exceeds expectations for rank - continued growth/ productivity in scholarship, teaching and service beyond the minimal criteria for rank is demonstrated. ^[1]_[SEP]

Meets expectations for rank – continued growth has been demonstrated in all criteria.

Falls short of meeting expectations for rank - continued growth has been demonstrated in some criteria of the rank, but performance in other criteria is unsatisfactory. ^[1]_[SEP]

Falls far short of meeting expectations for rank - general failure to meet minimal criteria for rank.

1.5.1.5 The Department Head writes and submits progress and performance narrative at least once in three years.

1.5.1.6 The cover sheet of the review (Faculty Annual Performance and Planning Report form) and the UT Faculty Summary form shall be signed by the faculty member and the Department Head. This annual review process shall be made online.

1.5.2 Retention Review

1.5.2.1 In addition to the annual performance and planning review, tenure-track faculty members receive an annual retention review.

1.5.2.2 An annual retention review of each tenure-track faculty member's contribution and performance shall be conducted by the RHTM P & T committee and the Department Head. Faculty members beginning employment in the fall will be evaluated the second year after employment.

1.5.2.3 Materials to be provided for evaluation include a written summary of his or her accomplishments in teaching, research/scholarship/creative activity, and service for the previous academic year.

1.5.2.4 The RHTM tenured faculty shall have a meeting to review materials provided by the faculty member. The tenured faculty's retention vote shall focus primarily (but not exclusively) on the tenure-track faculty member's ability to sustain a level of teaching, research /scholarship/creative activity, and service

that comports with the departmental expectations for faculty members at the rank of the faculty member under review.

A vote for retention shall be conducted by secret ballot, and a simple majority shall be considered a positive vote. The tenured faculty shall provide the Department Head the results of the vote and a summary of its evaluation.

- 1.5.2.5 The annual recommendation on Retention Form and the UT Faculty Summary Form shall be signed by the faculty member and the Department Head. This retention review process shall be made online

1.5.3 Enhanced Retention Review

- 1.5.3.1 Tenure-track faculty members shall undergo an enhanced retention review in the academic year following the midpoint in his or her probationary period (typically, the faculty member's fourth year of employment).
- 1.5.3.2 Materials to be provided for evaluation include 1) the dossier as prescribed by Manual for Faculty Evaluation, 2) an updated vita, and 3) a resource file containing original student evaluations, reprints of selected published articles, copies of all retention letters and prior annual review letters from the Department Head.
- 1.5.3.3 The RHTM tenured faculty shall meet to review materials provided by the faculty member. The tenured faculty's enhanced retention vote shall focus primarily (and increasingly, in succeeding years) on the tenure-track faculty member's ability to meet the requirements for tenure in the department, college, campus, and University.

A vote for retention shall be conducted by secret ballot, and a simple majority shall be considered a positive vote. The tenured faculty shall provide the Department Head the results of the vote and a summary of its evaluation.

- 1.5.3.4 The annual recommendation on Retention Form and the UT Faculty Summary Form shall be signed by the faculty member and the Department Head. This enhanced retention review process shall be made online.

1.5.4 Promotion and Tenure of Faculty

- 1.5.4.1 Promotion and Tenure of faculty follow guidelines in the University Faculty Handbook and Manual for Faculty Evaluation.
- 1.5.4.2 Faculty members who are required by their appointment agreement or who wish to be considered early for promotion and/or tenure shall submit 1) the dossier as prescribed in the Manual for Faculty Evaluation, 2) an updated vita, and 3) a resource file containing original student evaluations, reprints of selected published articles, copies of all retention letters and prior annual review letters from the Department Head, and additional materials that would be in support of academic activities such as letters of commendation from service organizations, grant proposals, awards and recognitions, to the Department Head by the date established by the University Administration.

The candidates must report their articles published or in press in indexed journals after the journals become indexed. The candidates must report their scholarly accomplishments (including conference presentations and articles published or in press) since they joined UT up to July 31 of the review year.

1.5.4.3 The Department Head shall secure at least five external reviewers for evaluation of the faculty member's vita and selected research articles. These written evaluations shall become a part of the faculty member's review materials.

1.5.4.4 The Department P & T Committee shall have a formal meeting to review the materials. The Department Head will be available to address committee questions.

A vote for promotion and/or tenure shall be conducted by secret ballot, and a simple majority vote shall be considered a positive vote. The P & T committee shall submit their vote and written advisory recommendation to the Department Head by the date set by the University Administration.

1.5.4.5 The Department Head shall review the materials and committee recommendations and submit recommendations by the date set by the University Administration, to the Dean, who will have the materials reviewed by the College P & T Committee.

1.5.4.6 The candidate will be informed of the status of his/her candidacy for tenure and/or promotion by the Department Head, Dean, and Provost at each step of the process.

1.5.5 Cumulative Performance Review for Tenured Faculty

1.5.5.1 Cumulative performance reviews for tenured faculty are triggered by evaluations from annual reviews. Faculty members whose performance is found to be "unsatisfactory" in two out of five consecutive years or whose evaluations are any combination of "needs improvement" or "unsatisfactory" in any three of five consecutive years undergo cumulative performance review. Procedures for cumulative reviews are provided in the Manual for Faculty Evaluation.

1.5.5.2 After consulting with the faculty member and departmental faculty at the same or higher rank, the department head ^[1]_{SEP} shall appoint a three-person peer review committee. One member of the peer review committee should come from outside the department.

1.5.5.3 The faculty member shall provide an updated vita, copies of annual reviews, teaching evaluations, a selection of reprints of articles published since his/her last cumulative or promotion review, and additional materials that would be in support of academic activities such as letters of commendation from service organizations, grant proposals, awards and recognitions.

1.5.5.4 The peer review committee shall make an evaluation of the faculty member's performance in the categories of teaching, research/scholarship/creative activity, and service. The committee shall then reach an overall assessment of

the faculty member's performance, using the ratings outlined in section 1.5.1.4.

- 1.5.5.5 The peer review committee will provide a report to the department head, who then makes his or her own assessment.
- 1.5.5.6 The faculty member being reviewed shall be provided the opportunity to read and comment on the evaluation by the peer review committee when it is forwarded to the department head and to read and comment on the evaluation by the department head. All reports and comments shall be maintained in personnel files in the department, with copies provided to the dean's office.
- 1.5.5.7 A faculty member whose performance is deemed to be unsatisfactory in a single cumulative review or in two consecutive annual performance and planning reviews shall be reviewed further in accordance with the provisions described in the University Faculty Handbook concerning Unsatisfactory Performance.

1.5.6 Evaluation of Non-Tenure-track Faculty Evaluation

- 1.5.6.1 Non-tenure-track faculty will be evaluated by the Department Head in accordance with the University policy and Faculty Handbook.

1.6 Approval to Direct Doctoral Dissertation Research

- 1.6.1 Tenure-track but untenured faculty members are eligible to direct dissertations subject to the RHTM Promotion and Tenure (P&T) Committee's approval as indicated by a vote of the tenured faculty. A letter of intent and the most recent curriculum vitae are required to submit to Chair of the RHTM P&T Committee. The committee's decision will be based on a faculty member's (1) research productivity, (2) experience in serving on doctoral committees, and (3) experience in working with graduate students on research projects. Based on the faculty member's credentials, the committee may recommend approval for an unspecified number of students prior to the review for tenure or may limit approval to a specified dissertation project. If the faculty member has no prior experience in chairing a doctoral dissertation committee, the committee will require co-chairmanship. The faculty member will be eligible to solely direct a doctoral dissertation afterward.

- 1.6.2 When a faculty member is awarded tenure and promotion to the rank of Associate Professor, approval to direct doctoral dissertations will be automatically granted.

2. The Students

2.1 Student Constituency of the Department

- 2.1.1 The student constituency of the department for the purpose of selecting student representatives for the college to university committees, from the department to college committees, and from the department to department committees shall be all students who have declared with the Registrar a major or a major preference in an academic program

administered in the department.

- 2.1.2 Those students who are enrolled in graduate non-degree programs and candidates for graduate degrees shall be deemed graduate students.

3. Department Organization

3.1 Department Head

- 3.1.1 The Department Administrator, designated as the Head, is a member of the faculty who has been assigned the special duty of administering the department with guidance from a variety of official documents, such as Departmental by-laws and the University Faculty Handbook.
- 3.1.2 Responsibilities of the Head include 1) care of departmental academic programs in relation to the comprehensive academic mission of the University and 2) care of the infrastructure necessary to support departmental academic programs. Departmental administrator(s) should seek recommendations from faculty in setting priorities for budgetary, personnel, and physical facility allocations that enhance and support academic programs offered by departments. The Department Head is authorized to make the final decisions.
- 3.1.3 Decisions related to these responsibilities shall be reported to the faculty at Department Faculty meetings.
- 3.1.4 Should the Department Head be temporarily unable to meet these designated responsibilities, the Department Head shall select a department designee.
- 3.1.5 The Department Head shall be subject to regular review.
- 3.1.5.1 The Department Head shall be reviewed annually following procedures established by the Dean and Faculty Senate.
- 3.1.5.2 The Department Head shall receive a reappointment review every five years following procedures established by the Faculty Senate (Sec. 1.4.6 University Faculty Handbook).

3.2 Departmental Faculty Meetings

- 3.2.1 The faculty of the department shall meet on the third Wednesday (beginning Fall, 2006) of each month during the academic year. No classes taught by faculty will be scheduled between 3:00 and 4:30 pm on Wednesdays. This and any additional meetings shall be called by the Department Head or by the petition of any three members of the voting faculty.
- 3.2.1.1 Notice of the Department Faculty Meetings and the tentative agenda shall be distributed and posted one week prior to the meeting date.
- 3.2.2 The Department Head or designee shall attend all Department Faculty Meetings and chair these meetings.

3.2.3 The conduct of Department Faculty Meetings shall be based on shared responsibility and shall be governed by the current version of Robert's Rules of Order.

3.2.3.1 All motions shall be carried by a simple majority, except for amendments to Department By-Laws, which require a 2/3 majority. In the event of a tie, the Department Head's vote shall break the tie.

3.2.4 An agenda of items for Department Faculty Meetings shall be prepared by the Department Head or designee or faculty petitioners.

3.2.4.1 All faculty, graduate and undergraduate students may submit items for the agenda.

3.2.4.2 All matters requiring faculty action or responsibility shall be placed on the agenda of items.

3.2.4.3 All matters of incomplete discussion must appear on the agenda for the next meeting.

3.2.4.4 Minutes of Faculty Meetings will be distributed prior to the next schedule meeting.

3.3 Standing Committees of the Department

3.3.1 Undergraduate Committee

3.3.1.1 There shall be the following undergraduate committees organized by content areas within the department: (1) hotel, restaurant, and tourism, and (2) retail and consumer sciences.

3.3.1.2 The membership of each content area committee shall include faculty members and staff with responsibility for instruction or research in the content area.

3.3.1.3 The content area committees are responsible for overseeing matters pertaining to their respective programs: curriculum development, student recruitment, outreach activities, resource allocations, developing policies concerning student matters, and choosing recipients for student awards.

3.3.2 Graduate Committee

3.3.2.1 The Graduate Committee shall consist of tenured and tenure-track faculty members.

3.3.2.2 The Graduate Committee shall be responsible for evaluating admission applications of graduate students, updating a handbook for graduate students, recommending appointments for graduate assistantships, orientation of new graduate students, developing policies concerning student matters, and choosing recipients for student awards.

3.3.3 Promotion and Tenure Committee

- 3.3.3.1 All tenured faculty at or above the rank at which the faculty are being considered shall comprise the review committee for promotion, excluding the Department Head.
- 3.3.3.2 All tenured faculty, excluding the Department Head, shall comprise the P & T committee for tenure and for the annual retention review of tenure-track faculty members.
- 3.3.3.3 Procedures for the promotion and tenure committee are defined in the By-Laws, section 1.5.4 and 1.5.5.

4. Grievance and Hearing Procedures

- 4.1 All faculty members and students shall have the right to due process in settling grievances which may arise.
- 4.2 Procedures for resolving faculty grievances are outlined in the University Faculty Handbook.
- 4.3 Procedures for resolving student grievances are outlined in Hilltopics and in the University Catalogs.

5. By-Laws

5.1 Initial Approval

- 5.1.1 Initial approval of the By-Laws shall be a shared responsibility of the Department Head and the faculty. Final approval shall be determined by a majority vote of the voting faculty.

5.2 Amendments

- 5.2.1 Proposed amendments to the By-Laws may be forwarded by any department member to the Department Head. Proposed changes shall be distributed to the voting faculty of the Department at least one week prior to the faculty meeting at which the proposed change(s) is/are to be discussed.
- 5.2.2 Amendments shall be adopted by a majority vote of the voting faculty. The vote will be conducted at the department faculty meeting following the meeting at which the amendment was introduced and discussed.

Appendix: Mentoring

PROCEDURES FOR MENTORING NEW FACULTY MEMBERS IN THE DEPARTMENT OF RETAIL, HOSPITALITY, AND TOURISM THE UNIVERSITY OF TENNESSEE

Substantial faculty energy and university resources are committed to conducting faculty searches and securing new faculty appointments. In recognition of this investment, the Department acknowledges that a continuing focus on professional development of new tenure-leading faculty members is needed and appropriate. Within this context, the Department has developed a set of procedures for mentoring new faculty. To assist our new faculty colleagues in becoming productive members of the Department and in earning tenure, each will be linked in a collaborative mentoring relationship with a tenured faculty member. This relationship is intended to provide encouragement and advocacy for the new faculty and to foster increased feelings of inclusion in them.

Definition of Mentor

Mentors are experienced, tenured full or associate professors in the tenure-track appointed faculty's Department who are willing to assist them in achieving career mobility within the University. Typically, the mentor will offer supportive guidance and facilitate their involvement in professional activities and university functions.

Selection of a Mentor

Designation of the tenured faculty member who will assume the mentoring role should be completed by the Department Head during the non-tenured faculty member's first month of employment. To the extent possible, the Head will assign a mentor who has academic interests similar to those of the new faculty. The new faculty should be consulted during the selection process in an effort to achieve the most reasonable match with a mentor. The new faculty should indicate at this time if the assigned mentor is not an acceptable choice for some reason.

Mentoring Functions

Over time, the mentor will be expected to fulfill multiple roles (e.g., model, resource person, counselor, critic, advocate, guide). The mentor should encourage and facilitate the new faculty's interactions with others to increase her/his professional visibility. For instance, the mentor should, when appropriate, suggest to graduate students that they consider including the new faculty member on their committee.

During the new faculty member's first 3 years, the mentor will meet at least twice a semester with the new faculty to assess his/her progress towards tenure and help initiate planning for success. This will include giving them information about the Department's and College's formal and informal expectations for promotion and tenure. Due to the tenure process' emphasis on scholarly productivity, the mentor should promote research and publications endeavors of the new faculty by conveying information regarding campus support, community resources, funding opportunities, publication outlets, and university policies and procedures to follow, as well as providing other directional guidance. The mentor also may be called on to provide advice and/or constructive feedback regarding the new faculty member's classroom teaching plans and implementation. In order to be able to assess the new faculty's teaching quality, the mentor should visit the new faculty's classrooms. The mentor and mentee will determine the semesters for and the number of class observation. It is recommended that at least one class visit is made before the first retention review. Overall, one of the greatest helping roles the mentor can provide is to help the new faculty member maintain focus and avoid becoming overextended during their first years at UT.

After the first 3 years, the mentor will meet with the new faculty member at least once per semester.

At any time, change in mentors may be requested by any of the individuals directly involved (i.e., the new faculty member, mentor, or Department Head).

Formal Progress Evaluation

Each of the meetings discussed below will be documented with a short description of what was discussed. A copy of the documentation will be placed in the new faculty member's employee folder.

During the faculty member's first 3 years, a formal meeting of the Department Head, mentor, and new faculty member will be held to assess the faculty member's progress toward meeting the requirements for tenure. At each of these meetings, the Department Head will inform the new faculty member if concerns exist. Measurable goals and objectives for the new faculty's performance should be set for the upcoming semester at this time.

After the third year has been completed, the same process will continue on a once-a-year basis until the new faculty member's tenure materials have been submitted.