

(Amended and approved by the Department March 2024)

DEPARTMENT OF SPANISH & PORTUGUESE BYLAWS

PREAMBLE

The Department of Spanish and Portuguese is an academic and administrative unit of the College of Liberal Arts and Sciences, University of Illinois at Urbana-Champaign, dedicated to instruction, research and public service in Hispanic, Luso-Brazilian, Catalan and Basque Studies. These Bylaws are subject to the Statutes of the University of Illinois and the Bylaws of the College of Liberal Arts and Sciences.

I. MEMBERSHIP AND VOTING PRIVILEGES

- A. The departmental faculty consists of those holding academic appointments of .50 FTE or greater in the Department exclusive of employed UIUC students and semester hires. Each member of the departmental faculty has floor privileges on all matters discussed at departmental meetings of the entire faculty that are not held in executive session.
- B. Only departmental faculty members with the rank of Associate Professor or Professor may give advice and vote on recommendations for tenure with promotion. Only departmental faculty members with the rank of Professor may give advice and vote on recommendations for promotion to full professor. Meetings to discuss these recommendations will be held in executive session.
- C. Voting privileges on all other matters are extended to each faculty member holding at least a .50 departmental appointment with the rank or title of Professor, Associate Professor, or Assistant Professor.
- D. In addition, specialized faculty members, who are neither tenured nor receiving probationary credit toward tenure, and who hold at least a .50 departmental appointment may vote on all matters discussed at departmental meetings of the full faculty not held in executive session except those involving matters related to the graduate curricula, and amendments to section I of these Bylaws; while specialized faculty members may not vote on such matters, they may voice their views on them. Specialized faculty members may also serve on certain departmental committees, as specified in these Bylaws, and maintain voting rights within those committees.
- E. Academic Professionals holding at least a .50 departmental appointment and whose duties are in direct support of the departmental academic programs may vote on all matters discussed at departmental meetings of the full faculty not held in executive session except matters related to the graduate curricula and amendments to section I of these Bylaws; while AP's may not vote on such

matters, they may voice their views on them. These Academic Professionals may also serve on certain departmental committees, as specified in these Bylaws, and maintain voting rights within those committees.

- F. The departmental graduate students may elect one member to represent them at departmental meetings of the full faculty not held in executive session. This representative will have floor privileges on all matters, but no vote.

II. OFFICERS

A. *The Head of the Department*

The Department of Spanish and Portuguese is administered by a Head as chief executive officer whose duties and responsibilities are those defined by the Statutes of the University of Illinois. The Head governs the department in consultation with the Advisory Committee, standing and *ad hoc* committees, and the members of the department generally. The Head is appointed upon the recommendation of the Dean of Liberal Arts and Sciences. In the event of leave or incapacity of the Head, an Acting Head is normally appointed by the Dean of the College after consultation with the tenure-track faculty.

B. *The Associate Head of the Department*

The Head of the Department, after consulting with the tenure-track faculty, may appoint an Associate Head, who will assume the responsibilities assigned by the Head. The Associate Head must be a tenured member of the departmental faculty. The Associate Head is a non-voting *ex officio* member of the Advisory Committee. The Associate Head serves at the discretion of the Head, whenever possible for 3 years, and may be reappointed.

Consultation is defined here as informing all eligible Department members of the vacancy and the criteria for selection and requesting expressions of interest. This definition applies to all consultation processes for appointing Officers and Committee members in these Bylaws.

C. *Director of Graduate Studies*

After consultation with the tenure-track faculty, the Head appoints a Director of Graduate Studies (DGS) charged with the general administration of matters having to do with students in departmental graduate programs, including admission, review and retention of graduate students. The Director of Graduate Studies must be a tenured member of the departmental faculty. The DGS chairs the Committee on Graduate Recruitment and Admissions and is a voting *ex-officio* member of the Curriculum Committee and of the Graduate Progress and Awards Committee. The DGS serves at the discretion of the Head, whenever possible for 3 years, and may

be reappointed.

D. Advisors to Graduate Students

After consultation with the respective area committee, the Head appoints a Graduate Advisor for each of the departmental graduate degree programs: Spanish Literature and Culture, Spanish Linguistics and Portuguese. Graduate Advisors will advise incoming students on such matters as course selection and planning. They will also aid students in their eventual selection of an individual advisor who best complements their specialized, academic interests and needs. Graduate Advisors serve for two years and may be reappointed.

E. Parliamentarian

The Head appoints a Parliamentarian among the members of the tenure-track faculty, who shall be provided with the latest edition of *Robert's Rules of Order*. In advance of and during meetings, the Parliamentarian shall serve as the final authority on the interpretation of those Rules. The Parliamentarian serves for two years and may be reappointed. This appointment does not require consultation.

F. Director of Education Abroad

When needed for the proper functioning of the Study Abroad programs, and after consultation with the tenure-track faculty, the Head may appoint a Director of Education Abroad, who will offer advice and guidance on those study abroad programs in which the Department has a vested interest. The Director of Education Abroad is appointed among the members of the tenure-track faculty and serves for three years.

III. COMMITTEES

All committee members not elected by departmental vote are appointed by the Head. To the extent possible, the Head will consider individuals' preferences, which will be solicited in advance, when appointing committee members. In the case of a resignation of an elected committee member, a new election shall be held to fill the vacancy.

1. Standing Committees

A. The Advisory Committee

The Advisory Committee provides for the orderly voicing of suggestions for the good of the department, recommends procedures and committees that will

encourage faculty participation in formulating policy, and performs such other tasks as may be assigned to it by the Head. Any faculty member shall be entitled to a conference with the committee or with any member of it on any matter properly within the purview of the committee.

Members of the tenure-track faculty with departmental appointments of at least 50% annually elect four representatives to the Advisory Committee., of whom at least two must be tenured. In addition, the Associate Head serves in an *ex officio* capacity without vote. No more than three elected members may be from the same discipline (i.e. Spanish Literatures and Cultures, Spanish Linguistics and Portuguese). Advisory Committee representatives serve staggered terms of two years each. All eligible faculty members of the department who do not specifically request to be excluded are candidates. However, no member may serve two consecutive terms.

B. Committee on Graduate Awards

The committee makes recommendations to the Head on all matters related to merit-based awards (e.g. fellowships, scholarships, travel applications). In addition to the DGS, who serves as its Chair, the committee will consist of at least three more tenure-track faculty members appointed by the Head, with balanced representation from each of the departmental areas in which graduate degrees are awarded (i.e. Spanish Literatures and Cultures, Spanish Linguistics and Portuguese).

C. Committee on Undergraduate Awards

The Head appoints a committee of three to oversee the awards and scholarships that are designated for undergraduate students (such as Borgeson, Flores, Juggenheimer, Montserrat Llardén). The committee should take recommendations from the appropriate program directors, supervisors, and advisors. The DUS serves as Chair and voting member of this committee. Other members may be tenure-track or specialized faculty members or Academic Professionals.

D. Area Review Committees on Graduate Progress

There are three area review committees, one for each of the graduate programs in the Department (i.e., Spanish Literatures and Cultures, Spanish Linguistics and Portuguese). Each tenure-track faculty member serves on one of these committees. The Head appoints the Chair of all three committees. The responsibility of each of these committees is to carry out an annual review of the progress of every graduate student enrolled in its curriculum. The review will follow the procedural guidelines set by the Graduate College. The chair forwards the committee's evaluations to the Director of Graduate Studies.

E. Committee on Policy and Development

The Committee on Policy and Development shall study and, after such consultation as it deems appropriate, shall report and make recommendations to the departmental faculty concerning general departmental policy in broad terms, including, but not limited to, such matters as the size and composition of the student body of the undergraduate and graduate programs; budget trends as related to the quality of the department and its capability to satisfy public demands on it; the allocation of resources and the methods employed in making such allocations; and formulation of policy in anticipation of major societal changes.

The committee consists of a tenured faculty member, a tenure-track but non-tenured faculty member, a specialized faculty member, an academic professional and a graduate student representative. The graduate student representative is appointed by the Head based on any nominations received from the departmental graduate student organization by the last day of the previous spring semester. All other members of the committee are also appointed by the Head. Members serve for one year and may be reappointed.

F. Curriculum Committee

The Committee is charged with the responsibility of reviewing proposals for revisions and additions to, and deletions from, the undergraduate and graduate curricula. The committee may also initiate proposals. It consults with all faculty in the relevant discipline. With the exception of revisions of existing courses, proposals made or approved by the Committee must be considered by the full faculty, who will then proceed to make recommendations to the Head.

The Committee consists of at least four tenure-track faculty members appointed by the Head with representation of all three departmental areas. The Director of Graduate Studies and Director of Undergraduate Studies serve as ex-officio members. In addition, a graduate student representative is appointed by the Head in consultation with faculty committee members based on any nominations received from the departmental Graduate Student organization (SPGO) by the last day of the previous spring semester. Committee members serve for one year and may be reappointed.

G. Committee on Senior Promotions

The Committee on Senior Promotions is charged with evaluating all departmental proposals for promotion to Full Professor, in accordance with the procedures specified in *Provost's Communication No. 9, "Promotion & Tenure."* The Committee shall be composed of all full professors with a departmental appointment of at least a .50 FTE. It makes its recommendations to the Head, who then reports the departmental recommendation to the Director of the School and the Dean of the College.

H. *Committee on Promotion to Associate Professor with Tenure*

The Committee on Promotion to Associate Professor with Tenure is charged with evaluating all proposals for promotion to associate professor with tenure, in accordance with the procedures specified in *Provost's Communication No. 9, "Promotion & Tenure."* The Committee consists of all tenured faculty with a departmental appointment of at least a .50 FTE. It makes its recommendations to the Head, who then reports the departmental recommendation to the Director of the School and the Dean of the College.

H. 1. *Promotion and Tenure Subcommittee*

By the end of the spring semester before a probational faculty member is evaluated by the Department for promotion and tenure, the Head shall appoint a three-member Promotion and Tenure Subcommittee, in consultation with the probational faculty member to be evaluated. Each member of the Subcommittee must be tenured and must be free of any conflict of interest that would impede an unbiased review. In the case of joint appointments, the Subcommittee will be appointed by the Executive Officers of both Departments involved. The Subcommittee shall have the following duties:

- a. To assist the Head in identifying external reviewers for the case, in accordance with the guidelines specified in *Provost's Communication Number 9*;
- b. To prepare a preliminary summary of the candidate's record in the areas of teaching, learning, and student mentoring; research; and service, to be considered by the full departmental Promotion and Tenure Committee;
- c. To provide feedback to the candidate regarding drafts of the CV and statements.
- d. To assist the Head in the preparation of the *Provost's Communication Number 9* sections corresponding to "Contributions to Teaching, Learning, and Student Mentoring," "Service Evaluation," "Research Evaluation," and "Future Potential Evaluation," which shall reflect the assessments of the full Promotion and Tenure Committee. No single member of the Subcommittee shall be the sole author of more than one of these sections.

I. *Committee on Three-Year Review*

In a tenure-track Assistant Professor's fourth probationary semester, the Head appoints a committee of three tenured departmental faculty to evaluate the candidate's record of research, teaching and service, in accordance with Appendix to these bylaws "Procedures for Third-Year Review," and with the Office of the Provost Communications No. 9 "Promotion & Tenure," & No. 13, "Probationary

Period/Tenure Track." It reports to the *Committee on Promotion to Associate Professor with Tenure*, whose members then make their recommendations to the Head. In the case of joint appointments, the subcommittee will be appointed by the Executive Officers of both Departments involved.

The Head then prepares the official third-year review document, taking into account the recommendations of the Committee. That document, addressed to the Candidate and with a copy to the Dean of LAS, will represent the only formal outcome of the third-year review process.

J. Committee on Graduate Recruitment and Admissions

The Committee is charged with assisting the Director of Graduate Studies in the selection, admission, and recruitment of candidates to the department's graduate degree programs.

This committee is appointed by the Head and chaired by the Director of Graduate Studies. It consists of at least one tenure-track faculty member from each of the departmental graduate degree programs (i.e., Spanish Literatures and Cultures, Spanish Linguistics and Portuguese). The Director of Graduate Studies chairs the committee and may serve as the faculty representative for his/her area. Committee members serve for one year and may be reappointed.

K. Capricious Grading Committee

In accordance with the provisions of the campus Code of Policies and Regulations Applying to all Students, the committee reviews complaints from students alleging capricious grading practices by instructors. It reports its decision to the Head, the instructor and the complainant.

The tenure-track faculty elects three of their number, of whom at least two must be tenured, for staggered terms of three years each. The Head appoints the Chair. In addition, one graduate student representative is appointed by the Head in consultation with faculty committee members based on any nominations received from the departmental Graduate Student organization (SPGO) by the last day of the previous spring semester.

L. Education Abroad Committee

The Education Abroad Committee advises the Director of Education Abroad and the Head in matters concerning study abroad programs conducted under the auspices of the Department. The committee includes minimally one faculty member with expertise in each of three geographical areas: Brazil, Spanish-speaking Latin America and Spain. Specialized faculty and AP's may also serve on this committee. In addition, the committee includes one graduate student representative, who is appointed by the Head in consultation with faculty committee members based on any nominations received from the departmental

Graduate Student organizations by the last day of the previous spring semester. Members serve for one year and may be reappointed. The Director of Education Abroad chairs the committee. If a Director of Education Abroad has not been appointed, the Head appoints the Chair of the committee.

M. Committee on Lectures and Arrangement

This committee considers suggestions for the departmental lecture program and makes recommendations to the Head on speakers to be invited. The committee consists of at least three faculty members appointed by the Head. Both tenure-track and specialized faculty may serve on this committee. Members serve for one year and may be reappointed. The Head appoints the Chair of the committee. The committee also includes one graduate student representative appointed by the Head in consultation with faculty committee members based on any nominations received from the departmental Graduate Student organizations by the last day of the previous spring semester.

N. Darlene Wolf Fellowship Selection Committee

In accordance with the criteria set forth below, the committee annually solicits and evaluates departmental nominations for the Darlene Wolf Fellowship Award, and recommends an awardee to the Head.

Criteria: (1) Scholarships shall be limited to doctoral students in the Spanish Department in SLATE and such students must be full-time doctoral students at the UIUC for at least one academic year in order to be eligible for the Fellowship; (2) Outstanding teaching and academic achievement shall be a consideration in awarding scholarships from the Fellowship Fund; (3) Priority shall be given to outstanding candidates specializing in foreign language reading research. Candidates must be considered outstanding both as students and as teachers.

The committee members are appointed annually by the Head and consist of three departmental faculty members in the field of Applied Linguistics or Linguistics.

O. Non-Departmental Awards Nomination Committee

In consultation with departmental faculty and students, the committee assists in the coordination of departmental nominations and in the preparation of nomination materials for non-departmental awards at the university or System levels. When appropriate, the committee may consider additional awards.

The committee members are appointed annually by the Head and consist of at least four faculty members, distributed so as to represent the general disciplinary areas of the department.

P. Academic Integrity Violation Appeals Committee

The Academic Integrity Violation Appeals Committee considers appeals of departmental decisions regarding alleged violations of academic integrity, as outlined in the “Policy and Procedures on Appeals of Decisions regarding Violations of Academic Integrity” (included in the Addenda to the Bylaws). The faculty annually elect three of their number as members for the following academic year. The Head then appoints one of the three elected members as committee chair. The chair is responsible for assuring that a record of the committee’s investigations, deliberations, and recommendations is forwarded to the Head.

Each appeal must be considered by a hearing committee. For each appeal brought before it, the hearing committee will be formed by the entire Academic Integrity Violation Appeals Committee, excepting cases in which one or more members of the standing Appeals Committee have a clear conflict of interest. Any committee member having a clear conflict of interest in a given case will be replaced by another tenure-track faculty member, to be appointed by the head. Further, any student filing an appeal may request that any committee member with a perceived conflict of interest be replaced by a new tenure-track member, to be appointed by the Head.

Q. Annual Performance Review Committees

In accordance with the procedures outlined in Section VI.A, the performance of each assistant professor with a departmental appointment of at least .50 FTE will be reviewed annually by a committee composed of all departmental faculty members holding the rank of associate professor or above who hold a departmental appointment of at least .50 FTE. The performance of each associate professor with a departmental appointment of at least .50 FTE will be reviewed annually by a committee composed of all departmental faculty members holding the rank of professor who hold a departmental appointment of at least .50 FTE. The performance of each full professor will be reviewed by the Head in consultation with the Director of the School. The performance review of specialized faculty and Academic Professionals will be performed by the Head and the members of the advisory committee.

R. Website Committee

The committee is charged with regularly updating the information on the departmental website and with making recommendations to the departmental faculty for improvements. The committee members are appointed annually by the Head and consist of at least two faculty members and one graduate student. The graduate student member will be appointed from among a list of nominees submitted to the Head by the departmental graduate student organization no later than the last day of the previous spring semester.

S. Proficiency Evaluation Committee

The committee responds to requests for evaluations of students' language proficiency in the languages taught in the department, for purposes of selection for external scholarships (such as Fulbright), study abroad programs administered by the Department of Spanish and Portuguese, or other purposes not directly related to performance in departmental courses. The committee members are appointed annually by the Head and consist of at least three members of the SP faculty, among whom both Portuguese and Spanish will be represented.

T. Diversity, Equity, and Inclusion Committee

The Diversity, Equity and Inclusion Committee coordinates departmental efforts to provide a welcoming and equitable environment for all. The Committee advocates for diversity, equity, and inclusion, broadly conceived, as core components of the mission of our department. It also provides recommendations on recruiting, retaining, and serving students, faculty, and staff of diverse and underrepresented backgrounds. The committee may enact its charge through a variety of strategies, including but not limited to connecting with larger initiatives at the level of the campus, the University System, and in our professions; creating and maintaining a list of resources; or facilitating workshops and events.

The committee consists of two tenure-stream faculty members, a specialized faculty member, an academic professional, and a graduate student representative all appointed by the Head. The graduate student representative will be appointed by the Head based on any nominations received from the departmental graduate student organization. Members serve for one year and may be reappointed.

U. Undergraduate Spanish Class Scheduling Committee

The Class Scheduling Committee makes recommendations to the Head regarding the schedule and teaching assignments for 100- and 200-level SPAN courses controlled by the Department of Spanish and Portuguese. The Committee meets only during the academic year.

The committee members are the Director of Basic Spanish Language, the Director of Advanced Spanish, the Director of Fourth-Semester Spanish, and one other faculty member appointed by the Head; in addition to one graduate student appointed by the Head from among a list of nominees submitted by the departmental graduate student organization no later than the last day of the previous spring semester.

III. 2 COMMITTEES: Ad Hoc Committees

A. Recruiting and Selection Committee(s)

When seeking to hire faculty for tenure track positions, the Head appoints a

recruiting committee made up of at least three tenure-track faculty members, one of whom the Head designates as Chair. The recruiting committee reviews applications and, in accordance with the published position announcement, selects and interviews finalists. The committee makes a hiring recommendation to members of the tenure-track faculty who hold a departmental appointment of .50 FTE or more, who then vote on that recommendation by paper ballot. Recommendations for appointments that are approved by a majority of voting tenure-track faculty members are submitted for the Head's approval. The Head subsequently makes his/her recommendation to the Dean of the College.

B. Other Ad Hoc Committees

Other *ad hoc* committees may be appointed by the Head as the need arises.

IV. MEETINGS

A. Rules

All meetings of the faculty or of committees are governed by the current edition of *Robert's Rules of Order*. The departmental Parliamentarian shall serve as the final authority on the interpretation of those Rules.

B. Meetings of the Faculty

B.1 The Head calls and presides over faculty meetings as may be necessary for departmental business, but at least once a semester. Except in cases of clear emergency, faculty meetings will be scheduled only during the regular work week and during the 9-month academic year.

B.2 Except for clear emergencies, the call for a meeting and its agenda are distributed and posted at least 72 hours in advance of the meeting.

B.3 A quorum for the transaction of business at any meeting of the faculty (except for a meeting called to amend these Bylaws) consists of one half of the members of the faculty as defined in Article IA, plus one other.

B.4 All discussions of specific personnel, including hiring decisions, will be held in executive session. Motions to move to executive session must be approved by a simple majority.

B.5 A petition to call a faculty meeting may be addressed to the Head. In the Head's absence, the petition may be addressed to the Associate or Acting Head. In the absence of an Associate or Acting Head, a petition may be presented to the most senior member by rank of the Advisory Committee. The petition must be granted if signed by at least one fourth of the faculty. Except for clear emergencies, the call

for a meeting and its agenda are distributed and posted at the meeting place at least 72 hours in advance of the meeting.

V. ELECTIONS AND VOTING PROCEDURES

A. At faculty or committee meetings, voting may be conducted by voice vote, a show of hands, or by written ballot. A written ballot will be used for all personnel issues and when any faculty member requests one. A request for a written ballot must be honored by the Head or committee chair. When a written ballot is used, the Head or committee chair will appoint at least two tellers to count the votes and announce the results.

B. All votes taken outside of departmental meetings for the election of committees, senators, or for other matters of business shall be conducted through a secure online website or by paper ballot. When paper ballots are used, they shall be deposited in a sealed box to be kept in a secure place. After the election two duly appointed tellers shall tally the votes and report the results to the Head or committee chair, or his/her representative, who will make them known to the faculty expeditiously. Records of all ballots, electronic or paper, will be kept on file in the department for a period of 12 months.

C. Elections for positions on departmental committees whose members are not appointed by the Head shall be held within two weeks before the last day of the spring semester, for positions effective the following academic year. In the case of elections for newly formed committees featuring staggered terms, half of the candidates elected, chosen by lot, will be given one-year terms.

C. Absentee or proxy voting is not permitted.

VI. DEPARTMENTAL REPRESENTATIVES TO EXTERNAL BODIES

A. *General provision*

When department members participate on committees and other external bodies with the explicit purpose of representing the Department of Spanish and Portuguese, they will regularly report to the full faculty on the activities of that external body.

B. *Executive Committee of the School of Literatures, Cultures, and Linguistics*

Eligibility for membership on the Executive Committee of the School of Literatures, Cultures, and Linguistics is specified in the Bylaws of the School of Literatures, Cultures, and Linguistics. When the Department of Spanish and Portuguese is represented on the SLCL Executive Committee, an election will be held within two weeks before the last day of classes of the spring semester for a position effective the following academic year. The names of all of those members of the Spanish and Portuguese faculty who are eligible to serve on the SLCL Executive Committee will be placed on the ballot. Voting will be carried out in accordance with Section V of these Bylaws.

C. Academic Senate

The schedule and process to nominate and elect representatives of the Department of Spanish and Portuguese to the Academic Senate will be as specified in the Senate Election Rules for the Faculty Electorate.

D. Humanities Council

The Head will represent the Department on the campus-wide Humanities Council.

VII. ANNUAL REVIEW AND SALARY INCREASE

A. Annual Goal Setting and Performance Review

A.1. Every year, upon the Head's request, all faculty members (tenure-track and specialized) and academic professionals shall present the Head with an annual activity report and self-assessment of progress toward goals, along with a current curriculum vitae. The deadline for the submission of these documents will be set by the Head.

A.2. The annual activity report and self-assessment file for each member of the department will be evaluated by the appropriate Performance Review Committee, as described in Section II.Q. The committee will forward its evaluation and recommendations to the Head.

A.3. During the year in which a tenure-track faculty member is undergoing the Third-Year Review or a Promotion/Tenure review, an additional annual review is not conducted.

A.4. In addition to the procedure outlined in A1-2 the Head may meet individually with faculty members (tenure-track and specialized) and academic professionals to discuss recent progress in meeting the missions of the unit and goals for the future. It is the Head's responsibility to ensure that such meetings take place, but the faculty member may also request such a meeting at any time.

B. Salary Increase

The Head recommends to the Dean of the College the percentage amount of salary increases, if any, for each faculty member. In making these recommendations, the Head will consider the evaluation and recommendations of the Performance Review Committee, in conjunction with any supplemental material.

VIII. PROMOTION AND TENURE

A. Policies

1. No faculty member may actively participate (e.g. review, evaluate, advocate, vote) in promotion or tenure reviews at two or more different levels. For example, a faculty member cannot advocate for a candidate or write an internal evaluation or letter at the department or college level and vote at the campus level. Faculty members who are eligible to vote at the departmental level and at one or more higher levels may only vote at the departmental level and must subsequently recuse themselves from voting at higher levels.

2. Any faculty member with a conflict of interest, or the appearance of a conflict of interest, should not participate (e.g. review, evaluate, advocate, or vote) in a candidate's promotion or tenure review. The guiding principle is that faculty members should recuse themselves from involvement in a case when they stand to benefit personally from the outcome of the case or are unable to evaluate the merits of the case objectively.

3. All other policy statements of the University of Illinois System, the Office of the Provost, and of the College of Liberal Arts and Sciences concerning promotion or tenure are hereby incorporated into these Bylaws by reference.

B. General Criteria

Because tenure has consequences of long life and great magnitude, it should be awarded only when the best interest of the University of Illinois is clearly served. This is the overriding criterion. As disciplines evolve, new emphases and opportunities will develop for research, teaching, and service, as well as public engagement in each of these domains. Thus, evaluation criteria will be applied with sufficient flexibility to acknowledge important emerging forms of excellence.

Promotion and tenure decisions involve a *holistic* evaluation of not only past performance, but also the likelihood of continued excellence. Research, teaching, and service, along with public engagement and diversity, equity, and inclusion efforts within each of these domains, are all to be considered when evaluating cases for promotion with tenure. The appropriate evidence of excellence varies among particular fields of study and the nature of the candidate's appointment. Evaluation criteria will therefore be applied with sufficient flexibility, and within a compensatory system such that, within a demand for overall excellence, the required level of quality may be achieved with somewhat greater strength in one domain than in another.

C. Promotion to Associate Professor with Tenure

The procedures to be followed in considering candidates for promotion to Associate Professor with Tenure or for promotion to full professor are specified in Appendix 5.

IX. RECORDS

All records involving personnel issues are confidential; they must be kept in a secure location and, except in court cases, grievances, or review by a higher administrative body, may not be distributed except to the Head and, with the Head's permission, to the Associate Head and to members of review committees.

X. REVISION OF THE BYLAWS

A. The call for a meeting to amend these Bylaws must be distributed at least five working days in advance of the meeting, accompanied by the agenda and the text of any proposed amendment.

B. Any meeting to amend these Bylaws requires a quorum of two-thirds of the members of the faculty as defined in Article I, plus one other. These Bylaws may be amended by a two-thirds vote of the faculty members present and voting. Absentee or proxy voting is not permitted.

C. At least every ten years, the Head shall appoint an *ad hoc* committee to review the departmental Bylaws and propose such revisions as seem desirable.

APPENDIX 1

PROCEDURES FOR THIRD-YEAR REVIEW OF TENURE-TRACK FACULTY DURING THE PROBATION PERIOD IN THE DEPARTMENT OF SPANISH AND PORTUGUESE

Every tenure-line faculty member in the probation period (herein “Candidate”) must undergo a third-year review, as specified in the LAS Policy Manual (“Guidelines for Mentoring and Reviews of Probationary Period Faculty in the College of Liberal Arts) and in the Provost’s Communication No. 13 (“Review of Faculty in Year Three of the Probationary Period”). Within the Department of Spanish and Portuguese, the Head appoints a subcommittee of the Committee on Promotion and Tenure to conduct this review and to report its assessment to the entire Committee on Promotion and Tenure. Following are guidelines for the makeup of that subcommittee and the procedures to be employed in the review.

1. The Head shall appoint a subcommittee consisting of three tenured faculty members at the rank of Associate Professor or above. These shall be appointed by the Head. If possible, at least one person on that subcommittee should have a solid understanding of the discipline and/or area(s) of expertise of the candidate. The subcommittee should be appointed no later than the tenth week of the fourth semester of the candidate’s appointment. The makeup of the subcommittee shall be made known to the Committee on Promotion and Tenure and to the candidate at the same time as its appointment.

2. The official departmentally designated mentor of the candidate is not excluded from serving on the subcommittee, although the mentor may not serve as chair. In the event the mentor is not a member of the subcommittee, the subcommittee should consult with the mentor during its course of review.

3. The candidate shall prepare a Review Portfolio containing but not necessarily limited to the following materials:
 - A current curriculum vita prepared following the guidelines of the Provost’s Communiqués 9 & 13.
 - A Research Portfolio that should contain all papers, books, and book chapters published, in press, or accepted for publication since the initial appointment at UIUC. At the discretion of the candidate, the Research Portfolio may also contain any papers or manuscripts in progress but not yet reviewed. The Research Portfolio must include a written narrative serving as a cover page in which the candidate describes his/her scholarly work since the initial appointment and outlines the direction in which the scholarly work is headed. (See Provost Communication 9 & 13 for guidelines and requirements of research statements).
 - A Teaching Portfolio that includes ICES summary forms and written comments from peer observations, and, at the discretion of the

candidate, syllabi, course packets, reading lists, grant applications for course development, and other pertinent material. The Teaching Portfolio should also contain a written statement serving as a cover page in which the candidate describes his/her teaching philosophy, impact on courses and course development, and other matters pertinent to instructional efforts. (See Provost Communication 9 & 13 for guidelines and requirements of teaching philosophy statements.)

- Any documentation related to service within and outside the unit.

The candidate should deliver the Review Portfolio to the Head, who will make it available to the members of the subcommittee.

4. As part of its review, the subcommittee should meet with the candidate for the purpose of clarifying any aspect of the candidate's profile as well as to seek potentially relevant information not contained in the documents provided to it. This meeting will also serve as a time for the candidate to ask questions regarding the review and to add information regarding his/her profile.

5. Based on a thorough examination of the candidate's Review Portfolio, the subcommittee will critically assess the candidate's research (including a thoughtful evaluation of the major scholarly contributions); teaching; and the faculty member's service contributions and development as a campus citizen. In its assessment of each area, the subcommittee will consider the candidate's contributions as well as any aspects that might be improved.

The subcommittee's assessment will be presented orally to the Committee on Promotion and Tenure and to the Head at the official third-year review meeting.

In preparation for this meeting, the final Review Portfolio will be made available to the entire Committee on Promotion and Tenure.

6. After the meeting of the Committee on Tenure, the Head prepares a draft letter to the Candidate, with copy to the Director of the School of Literatures, Cultures, and Linguistics, as well as to Dean of Liberal Arts and Sciences, communicating the results of the review. This letter will be considered the official third-year review document, and will represent the only formal written outcome of the third-year review process.

7. After approval by the Office of the Dean of Liberal Arts and Sciences, the final version of the third-year review document will be forwarded to the Candidate, with copies to the members of the Committee on Promotion and Tenure. The confidentiality of this document will be protected.

8. The Candidate may respond in writing to any document produced within the Department. A response to the official third-year review evaluation letter should be directed to the Head, with copies to the Dean and to the members of the Committee on Promotion and Tenure. All written responses will be included in the Candidate's personnel file.

APPENDIX 2

PROCEDURES FOR THIRD-YEAR REVIEW OF TENURE-TRACK FACULTY IN THE DEPARTMENT OF SPANISH AND PORTUGUESE

PROCEDURES CHECKLIST

- The Third-Year Review Subcommittee is appointed by the Head of the Spanish, and Portuguese Department no later than the 10th week of the fourth semester of the candidate's appointment as Assistant Professor.
- The Head notifies the Candidate and the Committee on Tenure and Promotion of the composition of the Subcommittee and ascertains that the Candidate has and understands fully the checklist of items to be included in the Third-Year Review File. The Candidate should have all materials prepared and delivered to the Head by the end of the first week of classes during the review semester (fifth semester). The file shall include but is not limited to the following items:
 - **Curriculum Vitae** (Follow Provost's Guidelines, Communications 9 & 13)
 - **Research and Service Portfolio**
 - Research Statement (Follow Provost's Guidelines, Communications 9 & 13)
 - Published Papers/Manuscripts
 - Papers/Manuscripts in Press
 - **Optional Materials**
 - Manuscripts submitted for publication, not yet accepted
 - Letters of Evaluation
 - Peer Reviews
 - Other
 - **Teaching Portfolio**
 - Teaching Statement (Follow Provost's Guidelines, Communications 9 & 13)
 - Teaching Evaluations (ICES Summary Forms and Peer Evaluations)

Optional Materials

- Course Syllabi
 - Course Packets
 - Reading Lists/Bibliographies
 - Web Page Materials
 - Teaching Awards
 - Commented-upon Student Work
 - Other
- **Service Portfolio**
 - Any documentation related to service within and outside the unit.
- The Third-Year Subcommittee reviews the Candidate's materials and sets a date for a meeting with the Candidate to discuss the contents of the file and any additional or new information relevant to the Review. This meeting should take place by the end of the third week during the review semester.
 - Based on an examination of the completed file and on discussion with the Candidate during the meeting called for that purpose, the Subcommittee communicates an evaluation of the Candidate's performance in the areas of research, teaching, and service to the Committee on Tenure and Promotion by the end of the fourth week during the review semester. At this time the Candidate's file will also be made available to the Committee on Tenure and Promotion.
 - The official Third-Year Review meeting should take place between the sixth and seventh week of the review semester.
 - Subsequent to the meeting of the Committee on Tenure and Promotion, the Head prepares the draft of Official Third-Year Review document to the Candidate for approval by the Executive Committee of the School of Literatures, Cultures, and Languages, and by the Office of the Dean of Liberal Arts and Sciences.
 - Once the Office of the Dean of Liberal Arts and Sciences has approved the final Official Third-Year Review document, it is forwarded to the Candidate, with confidential copy to the members of the departmental Committee on Promotion and Tenure.
 - A response in writing to this Official Third-Year Review document is made in due time (before the end of the review semester) if the Candidate feels it is appropriate and/or necessary for a fair review of her/his case. This response should be addressed to the Head with copies to the Committee on Tenure and Promotion and the Dean of LAS.

APPENDIX 3

Grievances by Graduate Students in the Department of Spanish and Portuguese

The Department of Spanish and Portuguese follows the campus-wide policies and procedures regarding graduate student grievances as adopted by the Graduate College. For information, see the *Graduate College Handbook of Policy and Requirements for Students, Faculty, and Staff*.

<http://www.grad.illinois.edu/gradhandbook/2/chapter9/academic-conflict>

APPENDIX 4

SPECIALIZED FACULTY

Instructors and Lecturers

Consistent with campus guidelines, Instructors and Lecturers are members of the specialized faculty who are engaged primarily in providing classroom instruction, although faculty members in these positions may have ancillary service or administrative duties. The distinction between the Instructor and Lecturer title is whether the employee holds the terminal degree in the relevant discipline; in this case, the doctorate degree. The Instructor title is used when an appointee does not hold the doctorate degree. When an appointee holds the doctoral degree, the Lecturer title is used.

The usual teaching load for Instructors or Lecturers in the Department of Spanish and Portuguese is the equivalent of 3 courses per semester (or 6 courses per academic year). This teaching load may be reduced by agreement with the Head if the individual takes on other substantive duties that are comparable in workload to the course reductions; for example, heavy involvement in course administration can count toward a reduced teaching load.

In all instances, the majority of Instructors' and Lecturers' appointment must be composed of teaching duties rather than other activities.

Senior Instructors and Senior Lecturers

According to Provost Communication # 25, the designation of *senior* is appropriate when instructors or lecturers "have made significant contributions to the department's teaching mission, including contributions to the curriculum." These include a sustained record of teaching excellence as measured by ICES scores, peer observations and teaching awards; and significant contributions to the teaching mission through program/curriculum development, administrative service, or continued professional development.

Review for promotion to *Senior Instructor*:

Eligible: regular Instructors, (not Visiting), in fifth year or later

Criteria:

Evidence of a sustained record of:

1. teaching excellence and innovation, as documented by student and peer evaluations, teaching recognitions, and the teaching portfolio (See below);
2. coordination of or regular participation in development of departmental curricula and course design in area of teaching; coordination of or regular participation in departmental

extracurricular or community activities related to teaching area, such as language fairs, conversation tables, student advisory groups, community outreach, etc.

3. continuing professional development related to areas of teaching expertise (for example, attendance at academic conferences, participation in campus teaching workshops, representation of the department at regional and national consortia such as the Big Ten Alliance, etc.).

Some evidence of achievement is desirable in each of these four areas, although it is expected that each candidate will show greater achievement in some areas than in others. In evaluating the candidacy for promotion, the overall balance of achievement will be considered.

Methods of evaluation:

1. A portfolio to be submitted by the candidate showing evidence of achievement in the four areas outlined above and including a current C.V. in Provost Communication # 26 format, a statement of teaching philosophy, and a statement of extradepartmental or community activities related to the area of teaching. The candidate may choose which other materials to include (for example, sample syllabi, graded student work, etc.);

2. Written evaluations of teaching performance based on class observations, submitted independently by two separate observers;

3. Longitudinal ICES report covering the period since initial appointment or since last promotion;

4. Evaluation of the entire dossier by at least three reviewers external to the department, to be selected through a combination of names suggested by the candidate (from a list of at least four) and additional reviewers to be selected by the department. A majority of the external evaluators must come from the department's rather than the candidate's nomination.

Review for promotion to *Senior Lecturer*:

Eligible: regular lecturers, (not Visiting), in fifth year or later

Criteria:

Evidence of a sustained record of:

1. teaching excellence and innovation, as documented by student and peer evaluations and the teaching portfolio (See below);

2. participation in development of departmental curricula and course design; regular participation in departmental, campus, and/or community initiatives related to teaching area;

3. continuing professional development and research related to areas of teaching expertise (for example, regular presentations at academic conferences, publications in peer-reviewed venues, textbook authorship, etc.).

Some evidence of achievement is desirable in each of these four areas, although it is expected that each candidate will show greater achievement in some areas than in others. In evaluating the candidacy for promotion, the overall balance of achievement will be considered.

Methods of evaluation:

1. A portfolio to be submitted by the candidate showing evidence of achievement in the four areas outlined above including: a current c.v. in Provost Communication # 26 format, a statement of teaching philosophy, and a statement of research or public engagement. The candidate may choose which other materials to include (for example, sample syllabi, graded student work, etc.).

2. Written evaluations of teaching performance based on class observations, submitted independently by two separate observers

3. Longitudinal ICES report covering the period since initial appointment or since last promotion.

4. Evaluation of the entire dossier by at least three reviewers external to the department, to be selected through a combination of names suggested by the candidate (from a list of at least four) and additional reviewers to be selected by the department. A majority of the external evaluators must come from the department's rather than the candidate's nomination.

Teaching Professorial Appointments

Teaching professors (assistant, associate, and full) are required to hold a PhD or equivalent highest degree and expertise in the relevant discipline. According to Provost Communication # 26 (p. 3), it is expected that the appointments in the teaching professor track will have at least 50% of effort assigned to teaching. According to the guidelines established by LAS, the teaching load must be more than that for tenure-stream faculty in the Department of Spanish and Portuguese. A typical appointment for teaching professors will be 75% teaching, 15% research and 10% service. This usually would imply a teaching load of 3 courses per semester (6 courses per year), but this can be reduced by one course (to 5 courses a year) if one is involved in substantial pedagogical roles besides teaching one's own courses (e.g., supervising a large course, or supervising several courses with Teaching Assistants). Promotion to any levels within the teaching professional titles will be based on:

1. Making an instructional and curricular impact both within the department and the field, either through scholarly publications, invited talks, or other related activities involving

- the candidate's discipline, pedagogy, public engagement, and student interactions.
2. Extraordinary record of teaching, classroom innovation, student interactions, and scholarly accomplishments.

Research Expectations

Although the percentage assigned to research for teaching professors is smaller than that of tenure track professors, the title of "professor" implies scholarly contributions beyond teaching. Thus, individuals in the teaching professor ranks are expected to engage in research activities that enhance the department's and campus's reputation beyond the local community. There are two ways that the research expectations can be met: by contributing to the scholarship of teaching in the disciplines represented in the department or by contributing to the scholarship of the Teaching Professor's scholarly area of expertise (literature, cultures or linguistics) through publications in peer reviewed venues and presentations at academic conferences.

Teaching Assistant Professor

The candidate must demonstrate a record of instructional contributions to the department, college, campus and broader discipline. If this is the person's first appointment on campus, the assignment to this rank will be based upon the candidate's demonstrated ability to make such contributions.

To be considered for appointment as *Teaching Assistant Professor*, candidates provide:

- a. A complete longitudinal record of ICES scores (or equivalent teaching evaluations if coming from another institution);
- b. A current curriculum vitae in Provost Communication # 26 format;
- c. A teaching statement that summarizes the candidate's teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond their own classroom (no more than 3 pages single spaced);
- d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality and effectiveness of the candidate's instruction;
- e. A research narrative that describes the candidate's current research agenda and plan for contributing scholarship that enhances the department and university and makes an impact beyond the campus;
- f. Copies of scholarly works (e.g., articles, conference papers) completed since the initial appointment or last promotion;
- g. Evaluation of the entire dossier by at least three reviewers external to the department, to be selected through a combination of names suggested by the candidate (from a list of at least four) and additional reviewers to be selected by the department. Evaluators must be at or above rank of the promotion being sought. A majority of the external evaluators must come from the department's rather than the candidate's nomination.

Promotions within the Teaching Professor Ranks

Candidates' promotion to the associate and professor ranks does not include "indefinite

tenure.” To be promoted to the rank of *Teaching Associate Professor*, the Teaching Assistant Professor should demonstrate a record of having performed at the level of Teaching Assistant Professor for at least five years, and should have made contributions of an appropriate magnitude and quality in the specialized areas(s) of teaching, scholarship, leadership and/or public engagement since initial appointment. This assessment must be supported by tangible, demonstrable evidence, such as

- Supervision of graduate teaching assistants
- Supervision of undergraduate students
- Development of course materials for use by other instructors
- Professional and/or scholarly activity related to discipline and/or pedagogy
- Leadership leading to significant curricular change
- Development of new courses
- Department and campus leadership in shared governance
- Improving teaching through innovations using technology or new pedagogical techniques.

According to Provost Communication # 26 (p. 4), promotion to teaching associate professor and teaching professor is based on the impact and maturity of the individual’s record of teaching, classroom innovation, student interactions, and scholarly accomplishments in pedagogy. To be promoted to the rank of Teaching Professor, the Teaching Associate Professor should demonstrate a record of having performed at the level of Teaching Associate Professor for at least five years, and should have made significant scholarly and educational contributions since last promotion, such as:

- Fulfilled promise of quality teaching and pedagogy, including making advancements in teaching and learning in the discipline that led to innovative and marked course improvement;
- Making broader and sustained contributions to scholarship, for example by sharing creative and scholarly work at conferences and in publications;
- Broader pedagogical contributions such as authoring textbooks that are published by reputable publishers;
- National and international visibility, including keynote and plenary talks at major conferences and professional meetings and/or invitations to contribute essays to scholarly volumes;
- Securing competitive grants to develop curricula or other pedagogical initiatives;
- Successful mentoring of instructors and lecturers.

To be considered for promotion to Teaching Associate Professor or Teaching Professor, candidates must provide:

- a. A complete longitudinal record of ICES scores (or equivalent teaching evaluations if coming from another institution);
- b. Their curriculum vitae in Provost Communication # 26 format;
- c. A teaching statement that summarizes the candidate’s teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond their own classroom (no more than 3 pages single spaced).
- d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality and effectiveness of the candidate’s instruction.

- e. A research narrative that describes the candidate's current research agenda and plan for contributing scholarship that enhances the department and university and makes an impact beyond the campus;
- f. Copies of scholarly works (e.g., articles, conference papers) completed since their last promotion

Evaluation of the entire dossier will be conducted by at least three scholars or professional specialists external to the University, to be selected through a combination of names suggested by the candidate (from a list of at least four) and additional reviewers to be selected by the department. A majority of the external evaluators must come from the department's rather than the candidate's nomination. The letters must come from individuals of appropriate rank (e.g., tenured professors and specialized faculty of a more senior rank) employed at peer institutions, and who can provide an objective evaluation without conflict of interest, as stated in Provost Communication #26 (p.11). In addition, the department may choose to solicit additional letters from outside the department but internal to the University. These internal evaluators should be outside the candidate's normal reporting line.

Role and Composition of the Promotion Committee

A faculty committee consisting of 3 or 4 faculty members (at least two tenured associate or full professors) approves the promotion materials and works with the Head to prepare the dossier according to the guidelines established in Provost Communication # 26. The committee may include one Teaching Professor of rank above the candidate's.

The candidate's dossier will follow the multi-stage and independent review process at all levels (department, school, college, campus) as established in Provost Communication # 26.

APPENDIX 5

PROCEDURES FOR EVALUATION OF ELIGIBILITY FOR PROMOTION AND TENURE OF ASSISTANT PROFESSORS AND ASSOCIATE PROFESSORS

A. *Promotion to Associate Professor with Tenure*

In accordance with these Bylaws, by the end of the spring semester before a probational faculty member is evaluated by the Department for promotion and tenure, and following the criteria set out in the Office of the Provost Communication number 9, the Head will appoint a Promotion and Tenure subcommittee in consultation with the probational faculty member to be evaluated. The subcommittee composition and charge will be as stipulated in Bylaws Article III, Section 1(H) (1).

A special meeting of the full Promotion and Tenure Committee, constituted as stipulated in Bylaws Article III, Section I (H), is held in executive session to evaluate the candidate's submitted portfolio, the Subcommittee's report, and the letters from external evaluators, in accordance with the general criteria outlined in Article VIII, Section B. In particular, committee members will assess the concrete evidence of accomplishments for evidence that the candidate exhibits real promise of becoming a leader in their field. Recommendation for tenure should be based on an assessment that the candidate has made contributions of an appropriate magnitude and demonstrates a high likelihood of sustaining contributions to the field and university.

After due and informed consideration of the case, each member of the Committee votes by secret written ballot as to whether the contributions of the Assistant Professor have been such as to justify promotion to the rank of Associate Professor. Each voting-eligible Committee member must vote either "yes," "no," or "abstain." The Head will then communicate to the Assistant Professor, in writing, the judgment of the Committee with as much of the rationale for the judgment as may be communicated without violating the confidentiality of the proceedings. The Head then reports the recommendation to the Director of the School and the Dean of the College.

B. *Promotion to Professor*

1. *Initial preliminary review for promotion to Professor*

The decision to consider an associate professor for promotion should not be based solely on requests from individual faculty members. Rather, in order to ensure appropriate recognition of each Associate Professor's continuing professional development and contributions, the Department will perform an in-depth review of each eligible faculty member's contributions to the teaching, research, service, and

DEI missions of the University and the profession at particular time points. These in-depth reviews establish a more comprehensive assessment of the appropriateness of promotion to Professor during the following academic year.

The first formal review will typically occur during the sixth academic year in rank. Associate Professors may request that the formal review occur earlier, and may also request a postponement of the first formal review. In no case will the first formal review take place later than during the tenth year in rank.

In preparation for the initial formal review, each Associate Professor will present a dossier for consideration by the Committee on Senior Promotions, as constituted in these Bylaws. The dossier will focus on accomplishments in the areas of teaching, research, and service since the promotion to Associate Professor and will consist of the elements outlined in *Provost's Communication 9*. The dossier should be provided to the Head no later than the end of the spring semester before the formal evaluation takes place.

A special meeting of the full Committee on Senior Promotions is held in executive session to evaluate the candidate's submitted portfolio, in accordance with the general criteria outlined in Bylaws Article VIII, Section B and in *Provost's Communication 9*. In particular, committee members will assess the concrete evidence of national or international stature in the candidate's field. Recommendation for promotion to full professor should be based on an assessment that, since the last promotion, the candidate has made contributions of an appropriate magnitude, independence, and quality, and that the candidate has demonstrated the ability to sustain such contributions to their field and the university. In making an assessment, it is the totality of the contribution since the promotion to associate professor, rather than the amount of time that has passed or the consistency in research production, that is relevant. Supervision of graduate or professional students to degree completion is expected for the promotion to full professor.

After due and informed consideration of the case, each member of the Committee votes by secret written ballot as to whether the contributions of the Associate Professor appear to justify consideration for promotion to the rank of Professor during the following fall semester. Each voting-eligible Committee member must vote either "yes," "no," or "abstain." The Head will then communicate to the Associate Professor, in writing, the judgment of the Committee.

If the committee's assessment is that the candidate's record would not yet justify promotion, the Head will also communicate to the candidate, in writing, the committee's detailed recommendations for further preparation for candidacy.

If the committee's recommendation is positive, the Head will also forward to the candidate any recommendations for revisions of the draft dossier materials. The Head will then proceed to solicit external letters of evaluation, in consultation with the candidate and in accordance with other guidelines outlined in *Provost's Communication 9*.

During the year in which the initial formal review takes place, the candidate's prepared dossier takes the place of the annual report of activities.

2. Subsequent preliminary reviews for promotion to Professor

If the initial preliminary review for promotion to Professor results in an assessment by the Committee on Senior Promotions that the candidate's record has not yet justified a departmental recommendation for promotion to Professor, subsequent formal reviews will take place at least every five years. A candidate may request a subsequent formal review before five years have passed since the initial review.

3. Consideration for promotion to Professor after positive recommendation

No later than the fourth week of the fall semester following a recommendation by the Committee on Senior Promotions that the candidacy proceed, the candidate will provide a final revised version of the dossier.

No later than the sixth week of the following fall semester, the full Committee on Senior Promotions will reconvene to examine the candidate's revised dossier as well as the external letters of evaluation. After due and informed consideration of the case, each member of the Committee votes by secret written ballot as to whether the final complete dossier, including the external letters of evaluation, justify a departmental recommendation that the candidate be promoted to the rank of Professor. Each Committee member must vote either "yes," "no," or "abstain." The Head will then communicate to the Associate Professor, in writing, the judgment of the Committee. The Head then reports the recommendation to the Director of the School and the Dean of the College.