

Process and Criteria for Promotion of Adjunct Faculty School of Professional Studies

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I. Introduction

All adjunct faculty members at New York University are entitled to the respect and formal recognition within and beyond the University that their individual accomplishments warrant. At many educational institutions, promotion is reserved for full-time faculty. However, in the School of Professional Studies (SPS), adjunct faculty comprises a significant percentage of the teaching faculty and their contributions cannot be overstated.

SPS recognizes that adjunct faculty may have different objectives for teaching at NYU. Some career professionals may simply enjoy sharing their expertise with students and are appropriately assigned the rank of adjunct instructor. Others may be career academicians contemplating full-time appointment or may be adjunct faculty who voluntarily go beyond their role as instructor by engaging in professional development that enhances teaching, provides service to the department, SPS, or NYU, and/or engages in scholarly, creative, and/or professional activities. These are the adjunct faculty who are eligible for promotion. Therefore, promotion is not an expectation of all adjunct faculty, but is held in reserve for adjunct faculty who wish to seek endorsement for additional academic participation and recognition and to acknowledge the accomplishments and commitment to teaching excellence and service to SPS above and beyond the classroom.

The purpose of this document is to articulate a rational, clear, and consistent process for promotion of SPS adjunct faculty that is fitted to the academic contexts and the variety of distinctive educational programs within the school. The information in this document was prepared by past and current Committees on Rank, Title, and Privilege and is intended to help academic leaders and adjunct faculty:

- Understand their roles and responsibilities in the promotion process
- Understand the criteria for promotion
- Understand the process for promotion
- Complete a comprehensive promotion portfolio that best reflects the accomplishments of the faculty member seeking promotion by providing ample justification for promotion
- Adhere to the required timeline for submission of promotion materials

The roles, responsibilities, criteria, process, and schedule are separate and distinct from any collective bargaining agreement and no changes in salary or benefits are attached to promotion.

II. Roles, Responsibilities and Schedule for Adjunct Faculty and Academic Leaders

(A list of Academic Leaders can be found in Section VI.)

A. Roles and Responsibilities

After reviewing the criteria for promotion in Sections III and IV, candidates who wish to seek promotion are responsible for notifying their academic leaders of their intent to apply for promotion by completing and submitting the Intent to Apply for Promotion Form (Attachment A) no later than May 1. The academic leader will then verify and confirm the eligibility of each candidate, which is limited to the following objective criteria, as specified in Sections III and IV:

- 1) sufficient time in service;
- 2) possesses the necessary degree (or has obtained a waiver from the SPS Dean); and
- 3) has two (2) formal Teaching Reviews (formerly class observations) in the past three (3) years from classes at NYU for which the applicant is the faculty member of record.

The academic leader will verify this information by countersigning and digitally submitting the Intent to Apply for Promotion Form to the Office of Academic and Faculty Affairs (OAFAs) via email (sps.facultyaffairs@nyu.edu) by no later than June 1. A copy must be sent to the adjunct faculty member who is intending to apply for promotion so he or she can begin preparing the portfolio materials.

The promotion review process will be conducted via Interfolio. All Interfolio cases will be created and shared with eligible adjunct faculty members who meet the above criteria (or who have the necessary waivers approved) shortly thereafter. The candidate is responsible for completing the application portfolio according to the instructions in Section V. The completed portfolio must be submitted to the academic leader via Interfolio no later than September 1. Portfolios emailed directly from individual faculty members to the academic leader, the SPS Dean, or the Committee on Rank, Title, and Privilege will not be accepted.

B. Schedule

All academic leaders and adjunct faculty must adhere to the following deadlines. If a due date falls on a weekend or University holiday, the due date will be the next business day.

May 1

Adjunct faculty members wishing to be considered for promotion must express their intent to apply for promotion to their respective academic leader by submitting the *Intent to Apply for Promotion Form* (Attachment A).

Academic leaders may want to meet with eligible faculty members to discuss the criteria and process for promotion and:

1. Provide eligible candidates with a copy of the “Process and Criteria for Promotion of Adjunct Faculty” for the School of Professional Studies.
2. Remind each faculty member that he or she must submit his or her completed application materials for promotion to the associate dean or academic director through Interfolio by no later than September 1.

June 1

Academic leaders must digitally submit all supported and signed Intent to Apply for Promotion Forms to the Office of Academic and Faculty Affairs via email (sps.facultyaffairs@nyu.edu) and send a copy of the e-mail to the candidate for promotion. They must also submit any necessary waivers requests for review by the SPS Dean at this time.

The promotion review process will be conducted via Interfolio. All Interfolio cases will be created and shared with eligible adjunct faculty members who meet the above criteria (or who have the necessary waivers approved) shortly thereafter.

June 15

Candidates applying for promotion to the rank of Adjunct Associate Professor or Adjunct Professor must share the name and email address of an individual willing to submit a letter of reference on your behalf (one required; limit two) with the Office of Academic and Faculty Affairs (sps.facultyaffairs@nyu.edu). *Please note that as Academic Leaders already issue a letter of support as part of the adjunct faculty promotion review process for cases they support, letters of reference may not be requested from your Academic Leader.* Individuals writing letters of reference will be contacted securely through Interfolio to submit their letters by the Office of Academic and Faculty Affairs. Letters of reference are due by September 1 at the latest.

September 1

Faculty members must submit their completed application materials for promotion to their associate dean or academic director via Interfolio.

Academic leaders are responsible for confirming that all candidates applying for promotion have submitted their materials with all supporting documents. The SPS Dean and the Committee on Rank, Title and Privilege will not accept incomplete applications nor applications emailed directly from a faculty member.

October 1

Academic Leaders must:

1. Review all application materials submitted by each candidate and verify that the portfolio

is complete, documents have been submitted in the correct location within Interfolio and materials provide ample justification for promotion.

2. Write a formal letter of support with specific examples that address the criteria for promotion described in Section III and upload it in Interfolio.
3. Complete the Academic Leader Portfolio Completion form within Interfolio.
4. Complete the Academic Unit Leader Recommendation Form within Interfolio and send the case forward.
5. If an associate dean or academic director cannot support the promotion portfolio submitted by a faculty member, the faculty member must be notified of that decision no later than October 14.

The Committee will review all applications for promotion that have been sent forward in Interfolio for their review by October 1 and will record their recommendation to approve, defer, or deny promotion. Promotion decisions will be communicated to candidates no later than January 15 and will become effective at the beginning of the spring semester.

III. Criteria for Promotion

The information in this section includes descriptions of criteria to be used by the SPS Dean and the Committee on Rank, Title, and Privilege to evaluate each candidate's portfolio for promotion. It is important that:

- Academic leaders use this information to assess adjunct faculty members' readiness for promotion
- Adjunct faculty use this information to self-evaluate readiness for promotion
- Candidates for promotion prepare portfolios that directly address criteria in this section
- Letters of support for candidates for promotion directly address criteria in this section

The School has identified seven criteria as relevant for promotion. These criteria are broken into two tiers:

Tier I Criteria:

- A1: Teaching Effectiveness
- A2: Student Advisement and Counseling

Tier II Criteria:

- B1: Service to the Program, SPS, and/or NYU
- B2: Outside Professional Activities that Contribute to Professional Standing
Development and/or Recognition
- B3: Scholarly Work, Creative Production, Knowledge Synthesis
- B4: Program, Curriculum, and/or Course Design and Development
- B5: Faculty Development and Referral

A. Tier I – All criteria in Tier I must be met by all candidates applying for promotion

The SPS Dean, associate deans, and academic directors consider the two criteria in Tier I to be common job expectations for all SPS adjunct faculty and the most important criteria for promotion. For promotion to be granted, accomplishments in both areas must be significant as determined by the SPS Dean, associate deans or academic directors, and the Committee on Rank, Title, and Privilege.

- A1: Teaching Effectiveness A2: Student Advisement and Counseling

A1. Teaching Effectiveness

The candidate must demonstrate with substantial evidence that she or he is an effective teacher in the physical and/or virtual classroom. The candidate's individual teaching style should inspire, enrich, and encourage students to think critically and independently. This category asks candidates to describe their approach to teaching and choice of course materials, and explain syllabi and assignments in terms of their rigor, relevance and appropriate level of study in the field. In addition, this category of teaching effectiveness asks candidates to reflect on their practice by articulating changes and adjustments they may have made to their practice over time based on feedback from student evaluations, class Teaching Reviews (formerly class observations), and their own experiences and observations of their teaching.

Evidence of teaching effectiveness to be included in the case portfolio is:

- a) Personal Statement of Teaching Philosophy (no more than 300 words)
A statement of teaching philosophy should include the candidate's understanding of how students learn, the principles that guide his or her teaching, and a description of his or her teaching, and an explanation of why the candidate teaches the way he or she has described.
- b) Analysis of Teaching Effectiveness (no more than 500 words)
This self-analysis should describe how the candidate's teaching has been informed by the candidate's teaching evaluations, teaching reviews (formerly class observations), learning outcomes as well as the candidate's own observations and experiences in the classroom. In other words, how has the candidate made adjustments and changes to his/her practice as a result of reflective analysis? If applicable, the results of innovations and impact of technology-enhanced education, pedagogic development, and/or other relevant activities related to teaching effectiveness should be included.
- c) A one-page table for the past seven (7) student course evaluations that includes the following:
 - Course Name
 - Semester/Year
 - Required/Elective
 - Level (freshman, upper division, graduate)
 - Number of Students Enrolled
 - Number of Respondents
 - Overall Evaluation of Instructor Score
 - Overall Evaluation of Course Score
- d) Instructor course evaluation reports with all student comments for all seven (7) courses should follow the composite excel spreadsheet. These reports can be accessed via the Albert Faculty Center: <https://admin.portal.nyu.edu>
 - a. For instructions on how to access and view course evaluations, please visit <https://www.nyu.edu/students/student-information-and-resources/registration-records-and-graduation/registration/course-evaluation/faculty-guides.html>

- e) The most recent syllabus for each unique course included in the one- page table above. ***(Do not submit more than one syllabus for courses with the same course number/title.)***
- f) For each syllabus included in the portfolio, a detailed description of one (1) assignment given to the class
- g) Two (2) formal Teaching Reviews (formerly class observations) conducted in the past three (3) years
- h) Evidence of commitment to pedagogical development which includes but is not limited to successful completion of, or certification in, pedagogical training, workshop, seminar, or other activities relevant to enhancing your ability to teach generally or within your discipline
- i) Evidence of technology-enhanced teaching (*optional*)
- j) Other *Evidence Relevant to Teaching Effectiveness (optional)* includes but is not limited to teaching awards, unsolicited letters from students (maximum of three), proposals for teaching initiatives, narrative of a class session and the like.

A2. Student Advisement and Counseling

Fostering the academic and professional development of students is the core mission of the NYU School of Professional Studies. Advisement and counseling play a crucial role in a student's academic and professional progress and success. To that end, active student advisement and counseling, both academic and professional, are essential obligations of every faculty member at the School of Professional Studies.

For adjunct faculty, academic and professional advisement and counseling can take a variety of forms, such as:

- Conferring in person-to-person meetings, emails, or phone calls to discuss a student's academic progress and/or career goals
- Assisting students with their applications to other academic programs, internships, scholarships, and/or jobs
- Facilitating interviews, writing letters of recommendation or serving as professional or academic references
- Organizing internships, career events and round tables
- Advising on theses or independent study projects
- Other relevant activities

Evidence of a candidate's academic and professional advisement and counseling duties must include a summary analysis (no more than 250 words) explaining the contours and effectiveness of the candidate's student advisement and counseling including but not limited to the number of students advised, the kind of advisement provided, approximate number of written recommendations, and types of internship assistance or job placement (if available).

Other portfolio evidence of a candidate's academic and professional advisement and counseling may include:

- a) Testimony by administrators, faculty colleagues, and students (***no more than four***)
- b) Cumulative number of theses and independent studies advised (if applicable)

- c) Evidence of the organization of internship or career round tables (if applicable)
- d) Other relevant evidence

B. Tier II

Candidates seeking promotion to Adjunct Associate Professor must meet **at least two (2)** of the *five (5)* criteria. Candidates seeking promotion to Adjunct Professor must meet **at least three (3)** of the *five (5)* criteria.

B1: Service to program, SPS or NYU

B2: Outside professional activities that contribute to professional standing, development and/or recognition

B3: Scholarly work, creative production, knowledge synthesis

B4: Course design and development

B5: Faculty development or referral

B1. *Service to Program, SPS or NYU*

Commitment to service is one of the operating principles of New York University and SPS. Adjunct faculty is invited to participate in a wide variety of SPS and NYU functions in service to their programs, divisions, school and university. Evidence of service must be within the past five (5) years and may include:

- a) Description of specific services rendered including roles and tasks performed in program, division, school, university, and ad hoc committees
- b) Description of participation in program, division, school-wide or university special initiatives
- c) Attendance at and/or participation in school events such as admissions, orientation and recruitment events, informational sessions, open houses, special events and alumni meetings and/or events
- d) Attendance at graduation, a round table, a student club sponsored event, and/or school wide faculty meetings
- e) Participation in activities offered through the Wasserman Center
- f) Other relevant service

B2. *Outside Professional Activities, Professional Standing, Development and/or Recognition*

The teaching mission of SPS is enhanced and strengthened by adjunct faculty whose contribution to student learning includes experiences they bring to the classroom derived from their outside professional activities. Candidates may demonstrate evidence of success and recognition in professional activities as proof of their standing within their profession and field of study.

Evidence of active contribution to outside professional activities, professional standing, development and/or recognition includes but is not limited to:

- a) Membership affiliation and activity in professional organizations

- b) Service on committees and in leadership positions in professional associations
- c) Presentations at professional seminars
- d) Organizing, chairing, or facilitating professional events
- e) Completion of significant professional initiatives
- f) Newly awarded academic degrees or certifications as well as recognition for academic and professional works-in-progress
- g) Preparation of professional materials within the candidate's field
- h) Consulting assignments (paid or unpaid) in the candidate's field
- i) Awards and recognition bestowed upon the candidate by recognized professional organizations
- j) Securing internal and/or external funding for academic purposes

B3. *Scholarly Work, Creative Production, Knowledge Synthesis*

Candidates for promotion may offer proof of scholarly work, creative production and/or knowledge synthesis that denotes original work in one or more of the categories listed below. The quality and/or impact of the work depend on the norms and practices established in the candidates' fields. Candidates should not submit full articles but may provide a Weblink, citation or photograph.

Scholarly Work

Scholarly work includes theoretical, empirical, as well as applied research published in peer-reviewed publication and/or as a presentation in a recognized professional forum.

Evidence of a candidate's scholarly work includes but is not limited to:

- a) Monographs
- b) Articles
- c) Books
- d) Book chapters
- e) Citations
- f) Conference proceedings
- g) Conference presentations
- h) Poster presentations

Creative Production

Evidence of a candidate's creative production includes but is not limited to:

- a) Publication and/or presentation in the creative, visual, dramatic and/or digital arts
- b) Film, video or graphic art creation
- c) Inclusion in an anthology
- d) Magazine or newspaper articles
- e) Presentation or performance in the field or discipline
- f) Creation and/or innovation of software, hardware, code or mechanical or technical device
- g) Professionally recognized blogs/vlogs

- h) Professionally recognized website

Knowledge Synthesis

Examples of knowledge synthesis include but are not limited to:

- a) Textbooks
- b) Handbooks
- c) Chapters
- d) Commentaries
- e) Catalogues
- f) Indices
- g) Compendia
- h) Reviews

Two (2) representative samples of work (abstract, book jacket, excerpt, table of contents, etc.) are to be included in order to satisfy this criterion.

B4. Program, Curriculum and/or Course Design and Development

An integral component of the School's teaching mission is the continual revision and updating of programs, curricula, and courses as well as the development of new courses, concentrations and programs within each academic program. These changes reflect and incorporate developments in the field, new knowledge, new lines of inquiry, new collaborations with other NYU sites or other universities, changes in the job market, as well as pedagogical and/or technological innovations that facilitate creative and effective instruction and learning.

Evidence of active contribution to program, curriculum and/or course design includes but is not limited to:

- Development of new courses, including technology-enhanced courses
- Active participation in the substantial revision of program curricula
- Development of new concentrations, specializations, or degree programs
- Collaboration on Global Network University (GNU) initiatives including study away and/or global field intensives
- Development of exchange programs or collaborative research seminars with national and/or international colleges and universities
- Development and/or hosting lecture series, round tables, and other events relating to the academic unit's mission
- Awards for program, curricular, and/or course innovation

Materials that may be submitted in this section include but are not limited to:

- a) Syllabi of new courses, including technology enhanced courses
- b) Description of syllabi with substantial revision of existing courses (include both old and revised syllabi)
- c) Description of new concentrations, specializations, or degree programs developed, and student enrollment therein (optional)
- d) Description of study abroad programs or global field intensives developed or led by

the candidate

- e) Description of role in exchange programs or collaborative research seminars with national or international colleges and universities
- f) Description of role in developing and hosting lecture series, scenarios, round tables and public events (optional: submission of publications, brochures or flyers)
- g) Evidence of awards received for program, curricular or course innovation

B5. *Faculty Development and Referral*

Candidates may offer evidence of their contributions to the professional development of other faculty members. These educational development activities may include but are not limited to:

- Identifying, referring, and/or mentoring new faculty
- Collaboration with faculty in research
- Conducting instructional and classroom research that contributes to the teaching-learning enterprise
- Participation in the creation and implementation of professional development activities

IV. Promotional Ranks

A. Adjunct Instructor to Adjunct Assistant Professor

Promotion from Adjunct Instructor to Adjunct Assistant Professor is contingent on the unequivocal support of the associate dean or academic director and the assessment of the candidate's credentials and accomplishments by the SPS Dean and the Committee on Rank, Title and Privilege. Other factors that will have an impact on this assessment include the following:

1. The candidate meets or exceeds the SPS time in status requirement for promotion from Adjunct Instructor to Adjunct Assistant Professor. The time in status requirement is three (3) years of continuous service; i.e. faculty has taught at least one (1) course in three (3) academic years within the past five (5) years at NYU. Additionally, the faculty member must have taught at least seven (7) courses that met for a minimum of 22.5 contact hours each to apply for promotion. Adjunct faculty who have accumulated time in service at another NYU school and have moved to SPS will be given credit for that time in service. *(The time in status requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. A waiver will only be granted for the rare candidate that demonstrates a high level of sustained excellence in all criteria. The process for promotion cannot continue until the SPS Dean grants such a waiver).*
2. The candidate meets or exceeds the degree requirements. The candidate must hold a Master's Degree or a terminal degree (e.g. Ph.D., Ed.D., J.D., M.B.A, M.F.A) to be promoted to Adjunct Assistant Professor. Terminal degrees are preferred for faculty teaching master's or post-master's level courses and are desirable for undergraduate level courses. *(The degree requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. The process for promotion cannot continue until the SPS Dean grants such a waiver).*
3. The candidate's case is submitted within Interfolio with all required documents identified in the Portfolio Completion Form (Attachment B) by the due date.
4. The letter of support from the associate dean or academic director provides compelling reasons for the candidate's promotion that are directly related to the criteria for promotion.
5. The candidate's portfolio includes reflective analyses and supporting evidence of significant accomplishments in all required Tier I criteria.
6. The candidate is in good standing at the University.

B. Adjunct Assistant Professor to Adjunct Associate Professor

Promotion from Adjunct Assistant Professor to Adjunct Associate Professor is contingent on the unequivocal support of the associate dean or academic director and the assessment of the candidate's credentials and accomplishments by the SPS Dean and the Committee on Rank, Title and Privilege. Other factors that will have an impact on this assessment include the following:

1. The candidate meets or exceeds the SPS time in status requirement for promotion from Adjunct Assistant Professor to Adjunct Associate Professor. The time in status requirement is a minimum of five (5) years of continuous service within seven (7) years at NYU; i.e. faculty has taught at least one course in five (5) academic years within the last seven (7) years at NYU from the initial appointment or the last promotion. The faculty member must have taught at least seven (7) courses that met for a minimum of 22.5 contact hours each during that time period. Adjunct faculty who have accumulated time in service at another NYU school and have moved to SPS will be given credit for that time in service. *(The time in status requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. A waiver will only be granted for the rare candidate that demonstrates a high level of sustained excellence in all criteria. The process for promotion cannot continue until the SPS Dean grants such a waiver).*
2. The candidate meets or exceeds the degree requirements. The candidate must hold a Master's Degree or a terminal degree (e.g. Ph.D., Ed.D., J.D., M.B.A, M.F.A) to be promoted to Adjunct Associate Professor. Terminal degrees are preferred for faculty teaching master's or post-master's level courses. *(The degree requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. The process for promotion cannot continue until the SPS Dean grants such a waiver).*
3. The candidate's case is submitted within Interfolio with all required documents identified in the Portfolio Completion Form (Attachment B) by the due date.
4. The letter of support from the associate dean or academic director provides compelling reasons for the candidate's promotion that are directly related to the criteria for promotion.
5. The candidate's portfolio includes reflective analyses and supporting evidence of significant accomplishments in required Tier I criteria.
6. The candidate's portfolio includes evidence of significant accomplishments in at least two Tier II criteria.
7. The candidate is in good standing at the University.

C. Adjunct Associate Professor to Adjunct Professor

Promotion from Adjunct Associate Professor to Adjunct Professor is contingent on the unequivocal support of the associate dean or academic director and the assessment of the candidate's credentials and accomplishments by the SPS Dean and the Committee on Rank, Title and Privilege. Other factors that will have an impact on this assessment include the following:

1. The candidate meets or exceeds the SPS time in status requirement for promotion from Adjunct Associate Professor to Adjunct Professor. The time in status requirement is five (5) years of continuous service; i.e. faculty has taught at least one (1) course in five (5) academic years within seven (7) years at NYU from the initial appointment or the last promotion. The faculty member must have taught at least seven (7) courses that met for a minimum of 22.5 contact hours each during that time period. Faculty who have accumulated time in service at another NYU school and have moved to SPS will be given credit for that time in service. *(The time in status requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. A waiver will only be granted for the rare candidate that demonstrates a high level of sustained excellence in all criteria. The process for promotion cannot continue until the SPS Dean grants such a waiver).*
2. The candidate holds a terminal degree (e.g. Ph.D., Ed.D., J.D., M.B.A, M.F.A) to be promoted to Professor. *(The degree requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. The process for promotion cannot continue until the SPS Dean grants such a waiver.)*
3. The candidate's case is submitted within Interfolio with all required documents identified in the Portfolio Completion Form (Attachment B) by the due date.
4. The letter of support from the associate dean or academic director provides compelling reasons for the candidate's promotion that are directly related to the criteria for promotion and supports promotion to the highest academic rank.
5. The candidate's portfolio includes reflective analyses and supporting evidence of mastery level teaching and significant accomplishments in all required Tier I criteria.
6. The candidate's portfolio includes evidence of significant accomplishments in at least three Tier II criteria.
7. The candidate's portfolio includes evidence that he or she has sustained the level of accomplishments that were present when appointed or promoted to Associate Professor and since then, has engaged in additional and different activities that have contributed to professional growth, standing in his or her field, mentorship of colleagues, and/or advancement of NYU, SPS and/or the division or department.
8. The candidate is in good standing at the University.

V. Application Instructions for Adjunct Faculty

In order to successfully complete the application portfolio for promotion, the adjunct faculty candidate must fully review Sections III and IV and compile the following materials that must be transmitted via Interfolio. Twelve point, Times New Roman font should be used when possible. Interfolio supports a wide range of file types, but Portable Digital File format (.pdf) is preferred for most text or image-based materials. Faculty may include URLs or film files for applicable materials.

1. Intent to Apply for Promotion Form (Attachment A) signed by the candidate and the associate dean or academic director (This file only will be submitted to Academic Leader via email; OAFA will upload this file when initiating case for the faculty member.)
2. Portfolio Completion Form (Attachment B) – To be uploaded in Interfolio
3. Application, Profile and Background Form – To be completed directly in Interfolio
4. Current Curriculum Vitae or Resume
5. Letter of Reference. If applying for promotion to the rank of Adjunct Associate Professor or Adjunct Professor, one letter from a professional reference is required. **Please do not submit more than two letters of reference.** It is important to note that the letter of reference should not be included in the case materials uploaded by the faculty member to Interfolio. The names and email addresses of individuals willing to submit letters of reference on your behalf must be emailed to the Office of Academic and Faculty Affairs (sps.facultyaffairs@nyu.edu) by no later than June 15. Individuals submitting letters of reference will be contacted securely through Interfolio by the Office of Academic and Faculty Affairs and must submit their letters no later than September 1.
6. Personal Statement of Teaching Philosophy (no more than 300 words)
This statement should include the candidate's understanding of how people learn, the principles that guide his or her teaching, and a description of his or her teaching.
7. Analysis of Teaching Effectiveness (no more than 500 words)
This self-analysis should describe how the candidate's teaching has been informed by the candidate's teaching evaluations, teaching reviews (formerly class observations), and learning outcomes as well as the candidate's own observations and experiences in the classroom. In other words, how has the candidate's teaching evolved as a result of reflective analysis? If applicable, the results of innovations and impact of technology-enhanced education, pedagogic development, and/or other relevant activities related to teaching effectiveness should be included.

All required and optional Teaching Effectiveness materials included in Section A1.
8. Analysis of Student Advisement and Counseling (no more than 250 words)
This written analysis should reflect on the candidate's efforts in student advising and counseling as described in Section A2 with optional materials attached.

9. Tier II Criteria

Faculty members seeking promotion to Adjunct Associate Professor must include evidence of **at least two (2)** of the following five (5) Tier II criteria.

Faculty members seeking promotion to Adjunct Professor must include evidence in support of **at least three (3)** of the following five (5) Tier II criteria.

1. Description of Service to School and/or University (no more than 250 words) as described in Section IV, B1.
2. Description of Outside Professional Activities, Professional Standing, Development and/or Recognition based on the criteria found in Section IV, B2. Utilization of bullets or lists may be appropriate for this category and supporting documents may be included.
3. Description of Scholarly Work, Creative Production, and/or Knowledge Synthesis based on the criteria found in Section IV, B3 with two representative samples.
4. Description of Program Curriculum and/or Course Design and Development based on the criteria found in Section IV, B4. Supporting documents may be included.
5. Description of Faculty Development and/or Referral based on the criteria found in Section IV, B5.

It is important to note that failure to submit all required materials will result in an incomplete portfolio and promotion will not be granted.

VI. 2022-2023 Academic Leaders

Center for Global Affairs

Carolyn Kissane, Associate Dean
Sylvia Maier, Academic Director

Center for Publishing and Applied Liberal Arts

Andrea Chambers, Associate Dean
Kristine Kerr, Academic Director – MS in Professional Writing
Annelise Finegan, Academic Director – MS in Translation & Interpreting
Jenny McPhee, Academic Director – Non-Credit Programs
Sharyn Rosart, Academic Director – Publishing

Division of Applied Undergraduate Studies

Karen Krahulik, Interim Associate Dean
Lisa Samuel, Academic Director

Division of Programs in Business

Martin Ihrig, Associate Dean
Negar Farakish, Assistant Dean, Interim Academic Director – Finance & Taxation
Shoshana Bass, Academic Director – Management & Technology
Anna Tavis, Academic Director – Human Capital Management
Bahriye Goren, Interim Academic Director – Integrated Marketing

Jonathan M. Tisch Center of Hospitality

Nicolas Graf, Associate Dean
Bruno Eeckels, Interim Academic Director

Schack Institute of Real Estate

Marc Norman, Associate Dean
Dustin Jones, Academic Director

Preston Robert Tisch Institute for Global Sport

Vince Gennaro, Associate Dean
Daniel G. Kelly II, Academic Director – Graduate Programs
Bri Newland, Academic Director – Undergraduate Programs