

REVISED  
April 17, 2013

## College of Liberal Arts and Sciences

### Tenure, Promotion, and Renewal Guidelines

#### I. INTRODUCTION

Bradley University's primary mission is to provide a high quality undergraduate education to its students. Within this context, Bradley University's Faculty of Liberal Arts and Sciences embraces a mission of sustaining and advancing the accumulated wisdom of our own and other cultures. To fulfill this mission we include the varied academic disciplines of the humanities, the natural and computational sciences, the social sciences, and mathematics. Through the ideas, values, and methods of inquiry of these diverse fields, we are able to provide all of our university's students with a rich education. To accomplish our mission we need to recruit, retain, and reward faculty members who, by their teaching; their research, creative activity and professional development activities; and their service, demonstrate an enthusiastic lifelong commitment to their profession.

A college of this nature will necessarily have a diversity of goals and objectives, and needs a faculty with varied characteristics, abilities, and interests. All individuals should be motivated to contribute to the College in their own way and must be assured that their contributions will receive a valid appraisal. The task of evaluators must be to ensure that our College mission and goals are respected in evaluating LAS faculty for tenure, promotion and renewal.

Departmental guidelines must necessarily follow the University and College guidelines for faculty evaluation. Individual departments have the lead in applying these and other appropriate guidelines for evaluating individual members. The department has the primary role in assessing teaching performance, research, creative activity and professional development, and service. These guidelines may vary across departments, but teaching performance must be given the highest priority; research, creative activity, and professional development must be given a priority second to teaching performance; and service (to the department, to the College, to the University, and to the local, national or international community) must be given a third priority. While each faculty member should seek to excel in the above three areas, for tenure, promotion and renewal all faculty within the professorial ranks must demonstrate at least satisfactory performance in each of these three areas of responsibility and faculty at the Lecturer rank must demonstrate at least satisfactory performance in the areas of teaching and service. No faculty member within the professorial ranks may be excluded from any of the required areas of evaluation. Faculty holding the rank of Lecturer must be evaluated on their teaching performance and their service record. On a year to year basis, a faculty member's commitment to each of the above areas may vary considerably, depending on the individual's own interests and the University's needs.

The department chair (and, where appropriate, also the department Tenure, Promotion, and Renewal Committee) must evaluate every faculty member at least once a year on teaching, research/professional development, and service. Untenured faculty must be given a written evaluation of their progress toward tenure and toward promotion to Associate Professor. In addition, anytime after three years of holding the rank of Associate Professor each faculty member shall obtain upon request from the Department Tenure, Promotion and Renewal Committee a written evaluation of his or her progress towards promotion to Full Professor.

In addition to the opportunity to respond in writing, a faculty member shall be able to discuss orally the evaluation with the chair (and possibly also the chair of the department Tenure, Promotion, and Renewal Committee). They also shall have the opportunity to challenge any statements made by the chair and/or the committee and to receive clarification. All faculty may obtain upon request from their chair informal opinions regarding their progress toward a higher rank.

Any tenured or tenure-track faculty member may propose changes in the Tenure, Promotion, and Renewal Guidelines at any regular Faculty Meeting, or at any special Faculty Meeting for which the call states that such changes will be considered. A change may be discussed at the Meeting at which it is proposed, but shall not be voted on until the following Meeting. A vote of two-thirds of those present and voting shall be required for adoption.

All changes must also be approved by the Dean of the College and the Provost and Vice President for Academic Affairs.

## II. JURISDICTION

Policies and procedures governing tenure, promotion, and renewal are described in the *Bradley University Faculty Handbook*. In this document, reference to the appropriate Handbook reference is in italics and is indented. In all matters relating to tenure, promotion, and renewal recommendations, the policies and procedures contained in the Handbook take precedence over policies and procedures contained elsewhere.

This document replaces existing College procedures pertaining to tenure, promotion, and renewal procedures and becomes effective upon the date approved by the faculty, provided that current faculty members who are nominated for tenure or promotion to a higher rank on or before September 1, 2007 may elect to have their nomination evaluated according to the standards expressed in the September 16, 1992 document. Each member of the faculty will be given a copy of these procedures by the Dean upon initial employment.

## III. PROCEDURES

A. Nomination for Tenure and Promotion

Each year on the faculty reporting date, the Dean will initiate the tenure and promotion process each year by calling for nominations. Nominations may be made to the Department Chairperson by any faculty member in the department including a faculty member seeking promotion. Nominations for promotion to Professor and Associate Professor made prior to the tenure year may be withdrawn by the nominee at any stage of the review process without prejudice.

*II. C. 2. a. Recommendations for full-time appointment, reappointment, tenure and promotion shall originate with the department faculty, in accordance with procedure developed by the faculty of each College.*

B. Department Tenure, Promotion and Renewal (TPR) Committee and Chairperson

The Department Tenure, Promotion and Renewal Committee shall be composed of at least three individuals. In any given year, the composition of the Committee may vary depending on the rank and tenure status of the candidate(s) under consideration. For tenure and renewal recommendations the Committee will consist of all tenured faculty in the Department. (Lecturers may make a recommendation on tenure only for other Lecturers.) For promotion recommendations the Committee will consist of all tenured and tenure-track faculty in the Department who possess the rank equivalent to or higher than the rank being sought by the nominee. For all tenure, renewal, and promotion decisions, the Department Chair has the right to be a voting member of the Department Tenure, Promotion and Renewal Committee. If there are fewer than three eligible members to serve on the Department Tenure, Promotion and Renewal Committee, representatives from other departments within the University that possess the appropriate rank shall be nominated by the Department and may serve on the committee subject to approval by the Dean. The Chairperson of the Department Tenure, Promotion and Renewal Committee, who shall be someone other than the Department Chair, will be elected by the Committee.

Administrative Procedures for the TPR Committee

The Chairperson of the Department Committee will call a meeting of the Committee to discuss the qualifications of the candidate. The nominee will provide to the Committee the information specified in Part VI below.

The Committee may ask the nominee to provide additional information and to respond to questions.

The Committee shall vote by secret ballot and shall also produce a report commenting on the three areas of teaching, scholarship, and service. The

numerical results of the ballot and the report shall be forwarded by the Chairperson of the Committee to the Department Chairperson, who shall write her or his own recommendation.

*II. C. 2. d. The recommendation of the faculty shall include the results of a poll of the group indicating the numbers supporting, opposing, and abstaining. It may also include, if the faculty wishes, a written statement approved by the appropriate faculty.*

The Department Chairperson shall notify the nominee of the Committee vote and her/his own recommendation. Reasons for all recommendations by the Department Committee and the Chairperson shall be provided in writing. The candidate has 5 working days to appeal in writing the recommendations of the Department Tenure, Promotion and Renewal Committee and/or the Chair. The Chairperson will forward the Department and Chair recommendations, along with any response by the candidate, to the Dean. If the Department Chairperson is the nominee, the Chairperson of the Tenure, Promotion and Renewal Committee will forward the results of the vote directly to the Dean.

*II. C. 2. e. The faculty recommendation will be conveyed to the chairperson who will add a recommendation to that of the faculty. At this stage of the process, the faculty member being considered may append written comments and documents to the recommendation.*

### C. External Letters

In all cases of nomination for Full Professor, letters from external peer reviewers regarding the record of the nominee are required.

Only in the rarest cases will letters from external peer reviewers be of utility in the decisions on tenure and promotion to the rank of associate professor. Thus, neither the College nor a department can formally, or informally, require that external letters be a regular part of the evaluation process. Likewise, candidates for tenure and promotion to the rank of associate professor are strongly discouraged from requesting external letters.

External letters are not prohibited in decisions on tenure and promotion to the rank of associate professor because in rare situations they can be useful. For example, determining whether or not a candidate's research or creative production meets stated criteria may only be accurately and fairly accomplished with input from those more knowledgeable about the candidate's field of expertise. Or, particular conditions or events (e.g., a grievance between the candidate and the chairperson), may cast doubt upon the objectivity of the department's assessment

of the candidate's record. If external letters are used, at the initiative of either the department or candidate, then (1) a written rationale for this departure from normal practice must be provided, and (2) the procedures outlined below must be followed.

The following procedure shall be used for soliciting external letters whenever such letters are sought:

The Department Chairperson, in consultation with the Department Tenure, Promotion, and Renewal Committee and the candidate, shall develop a list of 5-7 knowledgeable and impartial individuals to serve as potential reviewers. The goal shall be to obtain at least three letters. The list will be shared with the nominee. The faculty member has the right to reject external reviewers that he/she finds unacceptable. The candidate has the right to reject a total of three proposed reviewers. The nominee, the chair, and committee members shall state any conflict of interest with the reviewers. Examples of conflict of interest include, but are not limited to: family members, graduate school advisors or committee members, persons with whom the nominee, chair or committee members have or have had a close personal relationship, persons who have co-authored a publication or been a co-investigator with the candidate, chair or committee members.

The scope of the reviewer's comments should be focused primarily on the nominee's research and/or creative activity record. Comments regarding the teaching and service record of the nominee may also be solicited and considered when the reviewer has the knowledge to comment authoritatively on this aspect of the nominee's record.

The Dean shall solicit agreement to serve as a reviewer from each of those selected as reviewers, and shall send a packet of information to all reviewers who agree to serve. The packet shall contain:

1. A letter requesting the review and directing that the reviewer's comments be sent directly to the LAS Dean. The Department Chair's letter to reviewers shall clearly define the relative weight of teaching, research and/or creative activity, and service in evaluation of nominees for promotion at Bradley University; specifically, the letter shall make it clear that research and/or creative activity is secondary to teaching. It should also specify the nominee's teaching load.
2. A copy of the curriculum vitae of the nominee.
3. A copy of the college and the departmental guidelines for promotion.
4. A statement of the roles that teaching, research, and service play in the evaluation of candidates for promotion at Bradley University.
5. A copy of the mission statement of the University and the Department.
6. Copies of books, reprints of publications, or other evidence of research or creative production of the nominee.

All letters received shall be placed in the candidate's binder, and shall be made available to the Department Chair and the Department Tenure, Promotion and Renewal Committee. In accordance with the Illinois Statute, which states that there is no obligation to share external review letters with candidates, the letters received from reviewers will not be shared with candidates for tenure or promotion. However, if the candidate so requests, a general summary of the external reviewers' comments, that does not compromise the anonymity of the reviewers, will be provided by the Chair of the Department Tenure, Promotion, and Renewal Committee.

#### D. College Tenure and Promotion Advisory Committee

The function of the Committee shall be to advise the Dean on recommendations for promotion and tenure. This committee will consist of six full-time tenured LAS faculty with the rank of Professor. Each member will serve a three-year term. A faculty member cannot serve a second term until a minimum of four years has elapsed since the previous term.

Each October, the department chairpersons will solicit his/her faculty for nominations to be brought to the LAS Executive Committee. The Executive Committee will agree on the names of at least four eligible faculty and submit the list to the Dean. The Dean will appoint two of these nominees to serve three-year terms.

Initial Implementation – One-third of the existing six-member committee will be replaced in the first year of implementation; one-third, the second year and the remainder, the third year.

#### Administrative Procedures for the Advisory Committee

The Dean will share and discuss the recommendation packages for each nominee with the College Tenure and Promotion Advisory Committee. The College Tenure and Promotion Advisory Committee will write a letter explaining their recommendation and this letter will be provided to the candidate no fewer than five working days before the documents, including the Committee's letter, are forwarded to the Provost and Vice President for Academic Affairs. The candidate may write a response to this recommendation that will be forwarded with the package. The vote of the Committee and the recommendation of the Dean shall be recorded on the transmittal form, along with those of the Department Tenure, Promotion, and Renewal Committee and the Department Chair.

Reasons for a negative recommendation by the Dean or for a recommendation by the Dean that is contrary to the Department Committee and/or Department Chairperson will be provided in writing to the nominee, the Department

Chairperson, the Department TPR Chairperson, and members of the College Tenure and Promotion Advisory Committee. This notification must occur no fewer than five working days before the documents are forwarded to the Provost and VPAA. However, the nominee may administratively appeal an adverse recommendation as outlined in Section II.E.3 of the Bradley University Faculty Handbook. A negative recommendation from the College Tenure and Promotion Advisory Committee shall not constitute the sole reason for rejecting a departmental recommendation.

As the Faculty Handbook requires, the Dean's recommendation to the Provost and VPAA shall be accompanied by the vote and recommendations of the Department Committee and the recommendations of the Department Chairperson.

*II. C. 2. f. The chairperson will forward the recommendation to the Dean of the College, who will add a recommendation to the recommendatory package, and forward the whole to the Provost and Vice President for Academic Affairs.*

#### E. Renewal Procedures

The Chairperson of the Department Committee, see III.B above, shall call a meeting of the Committee to discuss the qualifications of the candidate. The meeting should be held prior to February first for first-year faculty, prior to November fifteenth for second year faculty members, and at least fourteen months before the expiration of an appointment for faculty members with two or more years of service at the University.

*II. B. 1. a. 2. e. Regardless of the stated term or other provisions of any appointment, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of the appointment, as follows:*

- 1) *Not later than March 1st of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.*
- 2) *Not later than December 15th of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.*

- 3) *At least twelve months before the expiration of an appointment after two or more years of service at the University.*

#### Administrative Procedures for Renewal

The remaining actions are essentially the same as those contained in item III.B above. Please note that the Dean does not have an advisory committee for renewal.

### IV. EVALUATIONS

#### A. Teaching

It is the goal of the College of Liberal Arts and Sciences to provide a high quality education for Bradley students which will aid in their personal development and help prepare them to be contributing members of their community. A quality education rests on courses and programs that promote effective learning in students by requiring critical thinking, challenging their preconceptions of the world, and exposing them to a variety of intellectual and cultural experiences. The teaching of these courses is accorded highest priority.

The College is dedicated to promoting teaching excellence. Outstanding teaching is characterized by faculty members who exhibit scholarly preparation and a command of the current state of their discipline; develop courses beyond a mere exposition of the textbook; are current in teaching pedagogy and are motivated to experiment and innovate; engage students as active participants in the learning process and in the quest to understand; maintain an environment that will excite and challenge students in the subject matter of the course and cultivate an attitude of lifetime learning; and display interest, patience, and accessibility in interacting with students.

While no single method of teaching is superior to another, each faculty member should have the skill to handle effectively several different approaches to teaching. Whatever the approach, effective teaching should foster critical processes of thought, clarity of expression, comprehension of the subject, and enthusiasm for its pursuit. The methods used to achieve these goals may vary with the subject and the level at which one is teaching, but the quality of mind, the breadth of learning, and the originality and interest brought to the task are essential at all levels.

Evaluation of teaching is important both for faculty development and for decisions on tenure, promotion and renewal. In its faculty development as well as its promotion and tenure policies and procedures, the College seeks to ensure the excellence of its faculty and, at the same time, to ensure equity for each faculty member considered. The crucial parts of this consideration are the criteria and

norms established by the department. In the assessment of teaching performance a variety of criteria and materials must be taken into account.

### Information Related to Teaching Evaluation

1. Background
  - a. Critical Self-Evaluation: Teaching Philosophy and Specific Teaching Objectives
  - b. Teaching and Advising Responsibilities: Credit and Non-Credit Courses
2. Teaching Evaluations
 

In addition to information provided by student course evaluation forms, these should include one or more of the following and possibly also additional items:

  - a. Summation of evaluations that were not given to current classes [e.g., evaluations given to all alumni who took the class, of just majors after graduation, or some other group of present students or alumni (include copies of the forms used and state to whom they were directed)]
  - b. List of and copies of prepared (published or unpublished) teaching materials
  - c. List of activities furthering teaching (e.g., short courses, Chautauquas, and field courses)
  - d. Peer reviews by faculty and/or chair
  - e. Awards, special recognition or other indications of teaching competence

#### *II. C. 3. a. 1*

##### *1) Teaching effectiveness:*

- a) Successful teaching performance in the classroom, lab, studio, or other instructional sites.*
- b) Regular and substantial investment of time in study to enhance one's knowledge of the field(s) taught.*
- c) Conscientious preparation for instruction.*
- d) Currency and innovation in pedagogy, course development, and course revision.*
- e) Helpfulness and accessibility, both in and outside the classroom, such as reviewing, counseling, or advising.*
- f) Adequacy of instructional materials and their use.*
- g) Critical self-evaluation.*

#### B. Research, Creative Activity, and Professional Development:

High quality education requires faculty that are engaged in their disciplines and current in their fields. This requires professorial rank faculty to be actively involved in the scholarly and creative activities appropriate to their discipline. It also requires the publication of the results that are the fruits of these activities in

quality peer reviewed forums. The production and publication of these scholarly and creative endeavors should be an important source for personal rewards and motivation to the faculty. Additionally, such personal involvement in their field may provide important contacts that will benefit students in their current studies, graduate studies, and future careers. Therefore research, creative activity, and professional development are essential to tenure, promotion and renewal decisions.

### Information Related to Research, Creative Activity, and Professional Development Evaluation

1. Background
  - a. Past research/creativity interests and activities
  - b. Present research/creativity interests and activities
  - c. Future research/creativity interests and activities
  
2. Desirable Research Materials (the applicant should include at least some of the following items, and possibly also some not mentioned)
  - a. List of publications or software
  - b. Supply copies of materials published since last promotion
  - c. List of grant proposals, copies of the proposals, and their status
  - d. Lists of scholarly talks and poetry (prose) readings
  - e. Lists of other activities (e.g., research, other creative activities, short courses, field courses, Chautauquas, reviewing, serving as delegate, official, or editor for a scholarly group)
  - f. Awards, special recognition, or other indications of research competence and scholarship

#### *II. C. 3. a. 2*

#### *2) Research and/or Creative production:*

- a) Active engagement in professional development activities. These activities represent study or practice that facilitates intellectual and professional growth, and teaching excellence.*
- b) Research and/or creative production that contributes to one's profession. Outside professional peer review of these productions is essential. However, the specific form of peer review will depend upon the standards of the discipline involved.*
- c) Consulting, performing or other professional activities that advance knowledge and/or entail creative work for a faculty member.*
- d) Recognition in field of endeavor from colleagues at Bradley and from peers outside the University.*

### C. Service

Bradley operates on the principle of shared governance. Such a model will work only if the faculty participate in the committee structure and in the governing process. Apart from the internal workings of the institution, Bradley has a mission of outreach to the community and the region in which faculty expertise can play a vital role.

Service is less important than Teaching or Research. Service can not make up for deficiencies in either Teaching or Research. Nevertheless, service is expected from all faculty to some degree according to the stage of academic career. Beginning faculty cannot be expected to participate as actively in university governing levels or in local or national professional and service organizations as their more senior colleagues. Indeed, it is better that junior faculty service be limited so that their time is not diverted from Teaching and Research.

Obviously service activities vary in importance. It must be acknowledged that the weight accorded the service depends on the service performed. As a result it is the candidate's responsibility for justifying the appropriate value of the activity to university and community. Then the candidate's department and dean share responsibility in determining the appropriate category for a particular service activity.

Both intra- and extramural service are valued by the college: intramural service involves departmental, college and all-university service; extramural service involves professional contributions to professional, charitable or social organizations or to activities of the community, state, nation or world.

The extent and nature of service commitments vary significantly among departments in the college. Reduction in teaching load, remuneration and other forms of compensation should be considered in evaluating service.

#### Information Related to Service Evaluation

1. Committees (give names, function, applicant's level of involvement, and dates of service)
  - a. University
  - b. College
  - c. Department or institute
  - d. Interdepartmental

2. Administrative duties [give duty (duties), applicant's level of involvement, and date(s) of duty (duties)]
  - a. University
  - b. College
  - c. Department or institute
  - d. Interdepartmental
3. List and explain any other university service
4. List of service talks
5. List and explain service to local, national, and international community
6. Awards, special recognition, or other indications of significant service  
*II. C. 3. a. 3*

*3) Professional Service:*

- a) Participation in the committee structure and governing process of the University.*
- b) Participation in community, regional, and national activities.*
- c) Service to one's profession.*

## V. CRITERIA

### A. Criteria for Tenure

*II. D. 2. a.*

*The criteria used to evaluate the professional faculty member for tenure are:*

- 1) A record of successful teaching in the fields for which he or she was appointed*
- 2) A record of achievement in research and/or creative production with the promise of comparable academic performance and professional growth in the future*
- 3) A record of satisfactory participation in professional service*

The earliest promotion to Associate professor will normally accompany the recommendation of tenure; however, in very special cases where an individual has significant professional accomplishments that clearly exceed the standards for promotion to Associate Professor, promotion to Associate Professor may be made before the tenure decision. It is normal practice in the College of Liberal Arts and

Sciences that no one will be granted tenure without meeting the standards for promotion to Associate Professor.

B. Criteria for Academic Appointment and Promotion for Tenure-Track Positions

*II. D. 3. c, d, and e.*

*While the tenure decision involves a long-term commitment to a faculty member, rank delineates benchmarks on a career path.*

*c. Assistant Professor. A person appointed or promoted to the rank of Assistant Professor shall be judged to possess the capacity:*

- 1) To become a successful teacher;*
- 2) To develop and exhibit potential to conduct publishable research and/or outside professionally peer reviewed creative production;*
- 3) To show willingness to participate in service;*
- 4) To demonstrate commitment to professional development in the above three areas.*

*If an initial appointment at Bradley University was at the rank of Instructor, the faculty member must complete a minimum of three full years as Instructor before being eligible for consideration for Assistant Professor. An earlier consideration date may be approved in cases where the rank of Instructor was granted based on the lack of a terminal degree and the appropriate degree has since been conferred. An Assistant Professor shall have an earned doctorate or other appropriate terminal degree or evidence of progress toward a terminal degree.*

*d. Associate Professor. To be appointed or promoted to the rank of Associate Professor a faculty member shall have demonstrated substantial professional achievement by establishing:*

- 1) A record of successful teaching*
- 2) A record of published research and/or professionally peer reviewed creative production*
- 3) A record of active participation in professional service*
- 4) A record of sustained commitment to professional development in the above three areas*

*A faculty member must complete a minimum of five full*

*years as Assistant Professor before being eligible for consideration for Associate Professor, except for rare and extraordinary circumstances. In the fall of the sixth year, the faculty member can be nominated for Associate Professor under the recommendation procedures specified in General Procedure for Faculty Recommendations. An Associate Professor shall have an earned doctorate or other terminal degree appropriate to the faculty member's teaching field.*

- e. Professor. To be appointed or promoted to the rank of Professor a faculty member shall have manifested a deep-seated and on-going commitment to a discipline, to teaching, to research and/or creative production, and to professional service.*

*Specifically, this faculty member shall have:*

- 1) Reached a highly successful level of teaching performance*
- 2) Progressed with published research and/or outside professionally peer reviewed creative production to the point of recognized accomplishments in one's field. In addition, a faculty member shall have developed a well-formulated, self-sustaining program of research and/or creative production with both immediate and long-term objectives.*
- 3) Accepted responsibility as a member of the academic community by contributing talents, leadership and expertise to the needs of department, college, University, community and profession.*
- 4) Earned recognition from colleagues at Bradley, and from peers outside the University.*
- 5) Attained a level of distinction that compares favorably with professors in similar institutions.*
- 6) Sustained and extended a commitment to professional development in the areas of teaching effectiveness, research and/or creative production, and professional service.*

*The fulfillment of the above standards qualifies one for promotion to Professor, not merely the completion of a minimum period. However, a faculty member must*

*complete a minimum of five full years as Associate Professor before being eligible for consideration for Professor. In the fall of the subsequent year, the faculty member can be nominated for Professor under the recommendation procedures specified in General Procedure for Faculty Recommendations above. A Professor shall have an earned doctorate or other terminal degree appropriate to the faculty member's teaching field.*

## VI. ORGANIZATION AND CONTENTS OF PROMOTION AND TENURE MATERIALS

(Candidates for promotion and tenure should follow the outline given below in assembling their materials in a binder not to exceed 2 inches in width.)

- A. Transmittal Section
  - 1. Transmittal form
  - 2. Table of contents
  - 3. Letter or forms (where required) from:
    - i. Nominator and/or applicant
    - ii. Department Committee
    - iii. Department Chair
    - iv. College Committee
    - v. Dean
    - vi. Provost
  - 4. Addendum/Responses/Rebuttals
  - 5. External Review (where appropriate)
    - i. Illinois Statute
    - ii. Brief description of Department and College process used
    - iii. List of reviewers (and relationship to nominee)
    - iv. Request letter to external reviewers
    - v. Review letters
  
- B. Submission Section
  - 1. Departmental and College Tenure and Promotion Guidelines
  - 2. Vita/Resume
  - 3. Annual Evaluations
    - i. Tenure (since initial appointment)
    - ii. Promotion (since appointment to current rank or at least 5 years whichever is longer)
  - 4. Documentation relating to teaching (EXAMPLES)
    - i. Summary of teaching evaluations
    - ii. Summary of student advising activities
    - iii. Curricular development/innovations
    - iv. Student projects, thesis, research, etc.
    - v. Awards

- vi. Others are required by College and Department
  5. Documentation relating to research, scholarship, and/or creative activity (EXAMPLES)
    - i. Publications/patent listing
    - ii. Presentations (peer reviewed)
    - iii. Grant awards/submissions
    - iv. Awards
    - v. Other
  6. Documentation relating to service (EXAMPLES)
    - i. Committees (Department, College, University)
    - ii. Professional Activity
    - iii. Other
- C. Supporting Binder (if desired/requested)
1. Cover Page
  2. Table of Contents
  3. Teaching evaluations, etc.
  4. Published research, creative activity portfolio, etc.
  5. Service activities, etc.
  6. Other

Specific activities for meeting the criteria are found in the Department guidelines attached as appendices to this document.