

**LIBERAL ARTS AND SCIENCES**  
**GUIDELINES FOR PROMOTION, TENURE, AND REAPPOINTMENT**  
**Fall 1994**

**General Statement of Requirements:**

Teaching, research and creative work, and service which may be administrative, professional, or public are long-standing University promotion criteria. Promotion and tenure considerations must take into account, however, differences in mission between campuses, and between schools within some campuses, as well as the individual's contribution to the school/campus mission. The relative weight attached to the criteria above should and must vary accordingly. A candidate for promotion and/or tenure should normally excel in at least one of the above categories and be at least satisfactory in the others. In exceptional cases, a candidate may present evidence of balanced strengths that promise excellent overall performance of comparable benefit to the university over time. In all cases, the candidate's total record should be assessed by comprehensive and rigorous peer review. Promotion to any rank or tenure is a recognition of past achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments.

**Specific Guidelines:**

**RESEARCH AND CREATIVE ACTIVITIES**

In all fields and programs in the Division of Liberal Arts and Sciences publications in media of quality are expected as evidence of scholarly interest pursued independently of supervision or direction. These publications should be in media appropriate for the discipline of the individual faculty member, for example in refereed journals or books published by reputable publishers. For purposes of promotion and tenure, these publications should show work beyond that done for the doctoral dissertation.

Although quantity of production can be important, quality of production is even more important in evaluating scholarship and creative activities. Significant evidence of scholarly merit may be either a single work of considerable importance or a series of studies constituting a general program of worthwhile research. The candidate should possess a definite continuing program of studies or investigations. The quality of publications may be evidenced by their appearance in refereed professional journals or other reputable publication media in addition to letters from those outside the university who are qualified to judge their merits. Outside letters must include some from peers other than graduate advisers, coauthors, and coinvestigators.

**REAPPOINTMENT**

To obtain reappointment prior to tenure, the candidate must achieve, or give strong promise of achieving, promotion in rank within the University. Promise of research, initiation of a research program, evidence of or promise of publication, and professional presentations may be utilized to demonstrate scholarship promise. Scholarly works should be in media appropriate for the discipline of the individual faculty member.

## **TENURE**

To obtain tenure, the candidate must achieve, or give strong promise of achieving, promotion in rank within the University. Tenure is not granted merely as a result of a specific number of years in service. All candidates for tenure must achieve at least satisfactory performance in scholarship to be granted tenure. Satisfactory performance will be evidenced by publication in refereed journals or other reputable publication media in addition to letters from those outside the university who are qualified to judge their merits (as described above). Note: Current practice does not provide for granting of tenure without promotion in rank from Assistant to Associate Professor.

## **PROMOTION IN RANK**

If research or other creative work is the primary criterion for promotion:

Promotion to the rank of Associate Professor should be based on work leading to recognition, at least partly in the form of outside letters (see above), from the community of scholars in the candidate's field. Publication of independent research in quality peer-reviewed journals and/or by reputable publishers is necessary.

Promotion to the rank of Full Professor should include a continued growth in scholarship which by this time has earned the candidate recognition from the community of scholars in the candidate's field, evidenced by publication in quality peer-reviewed journals and/or by reputable publishers, as well as by outside letters (see above) well beyond those utilized for promotion to the rank of Associate Professor.

In all cases of promotion, supplementary evidence of the importance of a candidate's work may include presentation of papers at select conferences, invitations to speak or present colloquia, invitations to serve on editorial boards, or other scholarly recognitions.

In all cases of promotion, a minimum standard of satisfactory scholarly effort is required.

## **TEACHING**

The prime requisites of any effective teacher are intellectual competence, integrity, independence, cooperation in teaching activities, a spirit of scholarly inquiry which leads the teacher to develop and strengthen course content in the light of developments in the field as well as to improve methods of presenting material, a vital interest in teaching and working with students, and, above all, the ability to stimulate their intellectual interest and enthusiasm.

This evaluation is so important, however, that when making a case for quality teaching a candidate is advised to include evidence drawn from such sources as: (1) the collective judgment of students; (2) a statement of his/her philosophy of teaching; (3) letters (solicited and unsolicited) from students and from colleagues from this or other institutions who have knowledge of the candidate's teaching, especially those who have observed candidate teaching or co-taught with candidate; (4) letters from colleagues who taught the same students in subsequent courses; (5) evidence of creating new courses and/or programs that are viewed as student

oriented or relevant to teaching; (6) research investigating methods and procedures of teaching and learning; (7) and any other material that the candidate views important to teaching and learning.

#### REAPPOINTMENT

To obtain reappointment prior to the granting of tenure, the candidate must present evidence of at least satisfactory teaching and must give a strong promise of achieving tenure and/or promotion in rank within the university.

#### TENURE

Tenure will not be conferred unless the faculty member achieves, or gives a strong promise of achieving, promotion within the university. All candidates for tenure must achieve at least satisfactory performance in teaching to be granted tenure. Note: Current practice does not provide for granting of tenure without promotion in rank from Assistant to Associate Professor.

#### PROMOTION IN RANK

If promotion in rank from Assistant to Associate Professor is based on teaching as the primary criterion, the candidate must show excellence in teaching.

If teaching is the primary criterion for promotion from Associate to Full Professor, the candidate must have demonstrated an extraordinary ability to stimulate learning in students, to attract students to education, and to stimulate in students, either undergraduate or graduate, a genuine desire for scholarly work. Wherever feasible he or she should have demonstrated the ability to direct the research of advanced students.

In all cases of promotion, a minimum standard of satisfactory teaching is required.

### **SERVICE**

As members of the academic community, all faculty are expected to fulfill certain service obligations: routine committee assignments, departmental tasks, etc. Service should be given as serious consideration in tenure and promotion decisions as teaching and research. It is particularly important that service officially assigned to a faculty member, such as a part-time administrative appointment, be evaluated and weighed fully into tenure and promotion decisions.

In establishing a record of service a candidate is advised to indicate: (1) the exact nature of the service; (2) the role he/she played; (3) offices held as well as terms of office.

#### REAPPOINTMENT

To obtain reappointment prior to the granting of tenure active participation in the affairs of the candidate's department is expected. It is also expected that the service component will expand

with continuing university employment.

Satisfactory service means that a faculty member is doing his/her fair share of service. At the departmental level, service might include but not be limited to: academic advising and student related services, personnel decisions, and curricular decisions. Outside of the department, service might include but not be limited to: active participation on campus and university-wide committees; participation in the local community; participation in his/her professional and/or national community.

A candidate seeking to prove excellence in service should: (1) state how the nature of the service contributes to the life of the university, the local community and/or larger professional or national communities, broadly defined; (2) state how the nature of the service contributes to the individual's overall professional growth; (3) provide evidence that service has been carried out with distinction. Examples of service excellence might include: honors and awards for service, the completion of project reports, the creation of new programs, leadership positions, coordinating conferences and publication projects. Supporting letters from persons qualified to document the quality of the service will be required.

Junior faculty members should be made aware that, generally, service is not the area on which to concentrate achieving the excellence needed for tenure and promotion.

#### TENURE

Tenure will not be conferred unless the faculty member achieves, or gives strong promise of achieving, promotion in rank within the University. All candidates for tenure must achieve at least satisfactory performance in service to be granted tenure. Note: Current practice does not provide for granting of tenure without promotion in rank from Assistant to Associate Professor.

#### PROMOTION IN RANK

Promotion in Rank from Assistant to Associate Professor: If this advancement is based on service as the primary criterion, it should be discharged with distinction and should reflect favorably on the University and the individual's academic status.

Promotion in Rank from Associate to Full Professor: If administrative, professional, or academic service is the primary criterion, distinguished contributions must be evident.

#### **BALANCED CASE**

The candidate for a balanced case will provide documentation in all three areas that shows an overall contribution that can be judged as excellent. In all cases, the candidate's total record will be assessed by comprehensive and rigorous peer review.