Dear Colleagues,

Following are several changes to the NSHE Code and the UNLV Bylaws regarding Tenure and Promotion. We welcome your input on these proposals as we deliberate.

There are two ways to do this:

1) You can email faculty.senate@unlv.edu using subject line: Comment on T&P Changes to express your opinion.
2) Contact your Senators and tell them what you think. They represent the sentiment of their constituency and will vote accordingly as the Senate considers these changes.

Shared governance is about all of us having a voice. This is a topic that demands our voice. We welcome yours.

Thanks,

Shannon Sumpter
Chair, UNLV Faculty Senate
This must be done in concert with UNR.

Current Language

3.4.2 Standards for Recommending Appointment with Tenure.

(a) The consideration of a recommendation for appointment of an academic faculty member with tenure shall include the application of the three standards and the ratings contained in this subsection, which shall be applied in consideration of the conditions for appointment with tenure stated in Subsection 3.1.2 of the Nevada System of Higher Education Code. The burden of demonstrating that these standards have been met lies with the applicant for appointment with tenure. In standards one and two, an academic faculty member being recommended for appointment with tenure must receive an “excellent” rating in one of these standards and no less than a “satisfactory” rating in the other.

1. Standard One: Teaching/Performance of Assigned Duties
   Either of the following:
   (A) If applying for tenure as a university instructor, a record of effectiveness as a teacher including, but not limited to, demonstrated teaching competence and efficiency in a classroom, laboratory, and/or clinical setting, the ability to communicate effectively with students and demonstrated skill in handling classroom and other duties related to teaching. Such a record may include, for example, a showing of the ability to impart knowledge, to excite students' interest in the subject matter, to evoke response in students and to demonstrate competence in advising students.
   (B) If applying for tenure as a member of the academic faculty whose role does not include instruction, a record of effectiveness, efficiency and ability to perform assigned duties.

2. Standard Two: Research, Scholarly, Creative and Entrepreneurial Activity
   Demonstrated continuing professional growth related to the academic faculty member's discipline or program area as shown by a record of research, scholarly, creative or entrepreneurial activity resulting in publication or comparable productivity.

3. Standard Three: Service
   In addition to standards one and two, an academic faculty member being recommended for appointment with tenure must receive a "satisfactory" rating or better in the area of service, which may include, but not be limited to:
   (A) Membership and participation in professional organizations;
   (B) Ability to work with the faculty and students of the member institution in the best interests of the academic community and the people it serves, and to the extent that the job performance of the academic faculty member's administrative unit may not be otherwise adversely affected;
   (C) Service on university or System committees;
   (D) Recognition among colleagues for possessing integrity and the capacity for further significant intellectual and professional achievement; and
(E) Recognition and respect outside the System community for participation in activities that use the faculty member's knowledge and expertise or further the mission of the institution, or that provide an opportunity for professional growth through interaction with industry, business, government, and other institutions of our society, within the state, the nation or the world.

(b) In rating applicants for appointment with tenure under the standards set forth in this subsection, the applicable member institutions and their respective administrative units shall rate applicants as (i) “excellent,” (ii) “commendable,” (iii) “satisfactory,” or (iv) “unsatisfactory.” No other rating terminology shall be used in evaluating the applicant for appointment with tenure.

(c) The standards and the ratings set forth in this subsection are the standards that must be used by the applicable member institutions and their respective administrative units in recommending academic faculty for appointment with tenure. However, the applicable member institutions and their respective administrative units may provide in their respective bylaws for criteria within the ratings set forth in this subsection for recommending academic faculty for such appointment. Such criteria must be consistent with the provisions of the Nevada System of Higher Education Code and must not be less stringent than the standards provided in this subsection of the Nevada System of Higher Education Code. Any such criteria that are not published in adopted bylaws of the applicable member institutions and their respective administrative units, are void and of no effect whatever.

ARK Recommendation #1. (The preferred version of the committee.)

3.4.2 Standards for Recommending Appointment with Tenure.

(a) The consideration of a recommendation for appointment of an academic faculty member with tenure shall include the application of the three standards and the ratings contained in this subsection, which shall be applied in consideration of the conditions for appointment with tenure stated in Subsection 3.1.2 of the Nevada System of Higher Education Code. The burden of demonstrating that these standards have been met lies with the applicant for appointment with tenure.

An academic faculty member being recommended for appointment with tenure must receive an “excellent” rating in research, scholarship, creative, or entrepreneurial activity, no less than a “commendable” rating in teaching (or in the performance of other assigned duties for those faculty members whose roles do not include instruction), and no less than a satisfactory rating in service.

(b) In rating applicants for appointment with tenure under the standards set forth in this subsection, the applicable member institutions and their respective administrative units shall rate applicants as (i) “excellent,” (ii) “commendable,” (iii) “satisfactory,” or (iv) “unsatisfactory.” No other rating terminology shall be used in evaluating the applicant for appointment with tenure.
(c) The applicable member institutions and their respective administrative units shall provide in their respective bylaws for criteria within the ratings set forth in this subsection for recommending academic faculty for such appointment. Community engagement activities may be considered by the member institutions and their respective administrative units as part of their criteria. Such criteria must be consistent with the provisions of the Nevada System of Higher Education Code and must not be less stringent than the standards provided in this subsection of the Nevada System of Higher Education Code.

Any such criteria that are not published in adopted bylaws of the applicable member institutions and their respective administrative units are void and of no effect whatever.

ARK Recommendation #2. (The alternate version of the committee.)

3.4.2 Standards for Recommending Appointment with Tenure.

(a) The consideration of a recommendation for appointment of an academic faculty member with tenure shall include the application of the three standards and the ratings contained in this subsection, which shall be applied in consideration of the conditions for appointment with tenure stated in Subsection 3.1.2 of the Nevada System of Higher Education Code. The burden of demonstrating that these standards have been met lies with the applicant for appointment with tenure.

An academic faculty member being recommended for appointment with tenure must receive an “excellent” rating in research, scholarship, creative, or entrepreneurial activity and no less than a “commendable” rating in teaching (or in the performance of other assigned duties for faculty members whose roles do not include instruction).

1. Standard One: Teaching/Performance of Assigned Duties

   Either of the following:

   A. If applying for tenure as a university instructor, a record of effectiveness as a teacher including, but not limited to, demonstrated teaching competence and efficiency in a classroom, laboratory, and/or clinical setting, the ability to communicate effectively with students, and demonstrated skill in handling classroom and other duties related to teaching. Such a record may include, for example, a showing of the ability to impart knowledge, to excite students' interest in the subject matter, to evoke response in students, to demonstrate competence in advising, and to demonstrate community-engaged teaching.

   B. If applying for tenure as a member of the academic faculty whose role does not include instruction, a record of effectiveness, efficiency and
ability to perform assigned duties, which may include community engagement.

2. Standard Two: Research, Scholarly, Creative and Entrepreneurial Activity
Demonstrate continuing professional growth related to the academic faculty member's discipline or program area as shown by a record of research, scholarly, creative or entrepreneurial activity, each of which may include community engagement, resulting in publication or comparable productivity.

3. Standard Three: Service
In addition to standards one and two, an academic faculty member being recommended for appointment with tenure must receive a "satisfactory" rating or better in the area of service, which may include, but is not limited to:

(A) Membership and participation in professional organizations;

(B) Ability to work with the faculty and students of the member institution in the best interests of the academic community and the people it serves, and to the extent that the job performance of the academic faculty member's administrative unit may not be otherwise adversely affected;

(C) Service on university or System committees;

(D) Recognition among colleagues for possessing integrity and the capacity for further significant intellectual and professional achievement; and

(E) Recognition and respect outside the System community for participation in activities that use the faculty member's knowledge and expertise or further the mission of the institution, or that provide an opportunity for professional growth through community engagement (e.g., with industry, business, government, and other institutions of our society, within the state, the nation, or the world).

(b) In rating applicants for appointment with tenure under the standards set forth in this subsection, the applicable member institutions and their respective administrative units shall rate applicants as (i) "excellent," (ii) "commendable," (iii) "satisfactory," or (iv) "unsatisfactory." No other rating terminology shall be used in evaluating the applicant for appointment with tenure.

(c) The standards and the ratings set forth in this subsection are the
standards that must be used by the applicable member institutions and their respective administrative units in recommending academic faculty for appointment with tenure. However, the applicable member institutions and their respective administrative units may provide in their respective bylaws for criteria within the ratings set forth in this subsection for recommending academic faculty for such appointment. Such criteria must be consistent with the provisions of the Nevada System of Higher Education Code and must not be less stringent than the standards provided in this subsection of the Nevada System of Higher Education Code.

Any such criteria that are not published in adopted bylaws of the applicable member institutions and their respective administrative units are void and of no effect whatever.
CHAPTER I Section 4.3.4

Current Language

4.3.4 Tenure Standards and Procedures.
Each department or school and college shall establish standards and procedures, including a reconsideration procedure, for tenure recommendations. Only persons who hold tenure at UNLV may vote on the application of a candidate for tenure.

ARK Recommendation
Retained original language is GREEN. Deleted original language is struck through. New language is bold & underlined.

4.3.4 Tenure Standards and Procedures.

Tenure represents a commitment by the university to support academic and intellectual freedom among its faculty, understood to be essential elements for excellent institutions of higher education. Tenure likewise represents a demonstration by faculty of excellence and a commitment by faculty to continued excellence in service to the institution, the profession, and the community. Tenure provides an environment where discussion, teaching, research, and creative activity can expand boundaries and take risks, while respecting and including all points of view. Tenure is required to recruit and retain the best and brightest minds in a highly competitive market.

Each School, College, department, or School within a College shall establish in its unit Bylaws standards and procedures, for tenure recommendations in compliance with the provisions of the NSHE Code, Title 2, Chapter 3.4.2 and the UNLV Bylaws, Chapter III, Section 16. Standards for tenure, regardless of rank, shall require a rating of “excellent” in research, scholarship, creative, or entrepreneurial activity, and a rating of at least “commendable” in teaching (or in the performance other assigned duties for faculty members whose role does not include instruction). Only persons who hold tenure at UNLV may vote on the application of a candidate for tenure. Adopted procedures shall include votes from the tenured department faculty and of an elected College or School committee, where applicable, comprised of a representative from each department within the unit, as well as administrative recommendations by the relevant Chair or Director and Dean.

An Assistant Professor who qualifies for tenure shall be assumed to meet the standard for promotion to Associate Professor. An untenured faculty member hired as an Associate Professor may be tenured and retain that rank according to unit standards or may be tenured under the standard for Full Professor (Rank IV) and be promoted to that rank.
CHAPTER III Sec 8.2

Current Language

8.2 Evaluation Rating Terms.
Annual evaluations for faculty members who are candidates for tenure shall include overall ratings across a four-point scale as set forth in the Nevada System of Higher Education Code Section 3.4.2.1(b). In annual evaluations, and with reference to the UNLV Bylaws, Chapter III, Section 8.1, the evaluee must be given an "unsatisfactory" rating if performance falls below minimum standards.

ARK Recommendation
KEY: Retained original language is GREEN. Deleted original language is struck through. New language is **bold & underlined**.

8.2 Evaluation Rating Terms.

(A) Annual evaluations for faculty members who are candidates **eligible for tenure**, **regardless of rank**, shall include ratings across a four-point scale, **including excellent, commendable, satisfactory, and unsatisfactory**, as set forth in the Nevada System of Higher Education Code Section 3.4.2(b)(4)-in the areas of teaching, scholarship (including research, creative activity, and entrepreneurial activity), and service, if their assigned workload includes such duties, and an overall rating across the same four-point scale. In annual evaluations, and with reference to the UNLV Bylaws, Chapter III, Section 8.1, the evaluee must be given an "unsatisfactory" rating if performance falls below minimum standards.

(B) Annual evaluations for tenured faculty member eligible for promotion shall include ratings across a four-point scale as set forth in the Nevada System of Higher Education Code Section 3.4.2(b)(4)-in the areas of teaching, scholarship (including research, creative activity, and entrepreneurial activity), and service, if their assigned workload includes such duties, and a separate overall rating of either satisfactory or unsatisfactory. The overall rating shall consider only the faculty member's annual performance against her or his assigned workload standard in rank. There shall also be an indication of progress toward promotion to rank IV as defined by the standards contained in unit bylaws. This indication is intended as guidance only regarding progress toward promotion to rank IV, and it shall not otherwise affect the employment status of the faculty member.

(C) Annual evaluations for tenured faculty in rank IV and all faculty in ranks 0 and 1 shall include an overall rating of either satisfactory or unsatisfactory as set forth in the Nevada System of Higher Education Code Section 3.4.2(b)(1)-based upon her/his assigned workload as defined in unit Bylaws.

(D) Department chairs may negotiate individual role statements with faculty within the parameters of unit workload policies, and evaluation criteria, and promotion and tenure standards. Such role statements shall be referenced in annual evaluations and attached to tenure and promotion dossiers.
Current Language

Section 16. Guidelines for Promotion or Appointment to Academic Rank for Academic Faculty

16.1 Criteria for Peer Evaluation.
Each department shall establish criteria for peer evaluation. The following is a general set of descriptions that point out the differences between academic ranks. These general guidelines should be used for recommendations regarding appointment to academic rank and for promotions in academic rank. Eligibility for promotion is evaluated by reference to certain essential requirements and by evaluation of certain other specified desirable accomplishments. In rare instances, there will be individuals who do not hold a terminal degree, but who possess a high degree of professional experience and who are held in such high esteem in their disciplines that they should be considered for academic rank based on the merits of their personal record. Applications by such individuals must be accompanied by substantial evidence supporting the request for exception to the rule requiring the terminal degree. In any case of equivalence to a degree, the burden of proof rests on the candidate. The "essential requirements" in themselves would not suffice for advancement; instead, when the essentials are judged to have been met, then the promotion may be recommended provided there has been sufficient accomplishment of the additional criteria, as judged by the peers and administrators involved in the review process from department to college to the Faculty Senate Tenure and Promotion Committee to the Executive Vice President and Provost. The Tenure and Promotion Committee shall review promotion recommendations in order to insure comparable rigor of criteria and procedure across units. Anomalous cases will be referred back to colleges and school or department level for reconsideration. The committee shall meet with the Executive Vice President and Provost to forward the results of its deliberations. (B/R 3/03)

16.2 Instructor. The rank of instructor is used for appointments where the individual does not possess a terminal degree in the discipline or special field in which appointed. It is intended and expected that a person holding an appointment of instructor will complete the requirements for the terminal degree and be promoted to assistant professor. The time allotted for obtaining the terminal degree may be specified by each department but cannot exceed the six-year time period for probationary employees. If the terminal degree has not been obtained by this time, the individual will not be considered for tenure.

16.3 Assistant Professor.
   A. The individual will meet all of the following essential qualifications:
      1. Possession of the appropriate terminal degree.
      2. Effectiveness as a teacher, or promise of becoming an effective teacher.
      3. Satisfactory professional development as evidenced by involvement in research or other creative activities.
   B. The individual will be evaluated with respect to the following additional criteria:
      1. Definite interest and potential in counseling students.
      2. Commitment to the education of students.
      3. Evidence of professional commitment as demonstrated by membership in professional organizations.
      4. Collegial potential, which is the potential ability to work productively with colleagues, staff and students. (B/R 10/98)

16.4 Associate Professor.
   A. The individual will meet all of the following qualifications:
      1. Possession of the appropriate terminal degree.
      2. Demonstrated effectiveness as university teacher or, in the case of individuals with non-teaching backgrounds, promise of effectiveness as a university teacher.
3. Continuing satisfactory productivity in creative or research activity with due recognition for the different forms such productivity may take in the various disciplines. Review of such productivity shall include the use of external referees. The use of external referees shall be governed by the following regulations:
   (a) For promotion to associate professor, the department will obtain not less than four letters from outside the university. At least two of these shall be from persons drawn from a list of names suggested by the candidate, and at least two shall be from persons not suggested by the candidate.
   (b) All letters which departments solicit must be forwarded with the recommendation regarding promotion. (B/R 6/08)

B. The individual will be evaluated with respect to the following additional criteria:
   1. Demonstrated success as a counselor of students.
   2. Continued evidence of professional commitment as demonstrated by membership and participation in professional or academic organizations.
   3. A record of contributions to the university community through participation in various administrative, governance, and planning activities.
   4. Collegiality, which is the demonstrated ability to work productively with colleagues, staff, and students. (B/R 10/98)
   5. Other accomplishments of relevance to an evaluation of the individual's contribution to the university community.

16.5 Professor.
A. The individual will meet all of the following essential qualifications:
   1. Possession of the appropriate terminal degree.
   2. Continued development of teaching effectiveness or, in the case of individuals with non-teaching backgrounds, promise of excellence as a university teacher.
   3. Continuing satisfactory productivity in creative or research activity, resulting in significant contributions to the discipline. Due recognition shall be given to the different forms such productivity may take in the various disciplines. Review of this productivity shall include the use of external referees. The use of external referees shall be governed by the following regulations:
      (a) For promotion to professor, the department will obtain at least four letters from outside the university. At least two of these shall be from persons drawn from a list of names suggested by the candidate, and at least two shall be from persons not suggested by the candidate.
      (b) All letters which departments solicit must be forwarded with the recommendation regarding promotion. (B/R 6/08)

B. The individual will be evaluated with respect to the following additional criteria:
   1. Demonstrated success as a wise counselor of students.
   2. Evidence of professional commitment as demonstrated by leadership in professional or academic organizations.
   3. A significant record of contributions to the university community through participation in various administrative, governance, and planning activities.
   4. Collegiality, which is the continued maintenance of ability to work productively with colleagues, staff and students. (B/R 10/98)
   5. Other significant accomplishments relevant to an evaluation of the individual's contribution to the university community.
Section 16. Guidelines and Standards for Promotion, Tenure, or Appointment to Academic Rank.

The following standards apply to the granting of tenure and/or an academic rank, either through an internal process of promotion or tenure, or the hiring of a faculty member into an academic rank. In general, faculty members hired as untenured Assistant Professors shall be evaluated for tenure and promotion to Associate Professor based on the standard in place on their date of hire. Candidates for Full Professor should meet the requirements in place on the date of their application.

16.1 Criteria for Peer Evaluation.

(a) Each department, or school which is a subunit of a college, shall establish criteria for peer evaluation. The following is a general set of descriptions that point out the differences between academic ranks. These general guidelines should be used for recommendations regarding appointment to academic rank and for promotions in academic rank. Eligibility for promotion is evaluated by reference to certain essential requirements and by evaluation of certain other specified desirable accomplishments. In rare instances, there will be individuals who do not hold a terminal degree, but who possess a high degree of professional experience and who are held in such high esteem in their disciplines that they should be considered for academic rank based on the merits of their personal record. Applications by such individuals must be accompanied by substantial evidence supporting the request for exception to the rule requiring the terminal degree. In any case of equivalence to a degree, the burden of proof rests on the candidate. Of faculty eligible for promotion and/or tenure in compliance with the requirements of the NSHE Code, Title 2, Chapter 3, the UNLV Bylaws Chapter I, Section 4.3, and Chapter III, Sections 8.2, and 16, and its College or equivalent School Bylaws. Each College or equivalent School shall likewise establish criteria for peer review in compliance with the requirements of the NSHE Code, Title 2, Chapter 3, the UNLV Bylaws Chapter I, Section 4.3, and Chapter III, Sections 8.2, and 16. Per the NSHE Code, Title 2, Chapter 3, any criterion used in evaluation not listed in such Bylaws and properly approved by the President are void and of no effect whatever.

(b) The granting of tenure is a discretionary act based on a multidimensional, subjective, decision-making process where numerous factors are considered. Meeting the minimum requirements in the standards shall not constitute a guarantee of tenure or promotion.

The "essential requirements" in themselves would not suffice for advancement; instead, when the essentials are judged to have been met, then the promotion may be recommended provided there has been sufficient accomplishment of the additional criteria, as judged by the peers and administrators involved in

(c) The faculty review process shall flow from faculty of the department or school, to an elected committee of the College or equivalent School faculty, to the Faculty Senate
The University Tenure and Promotion Committee to the Executive Vice President and Provost. The University Tenure and Promotion Committee shall review recommendations in order to insure comparable rigor of criteria and procedure across units. Anomalous cases may will be referred back to colleges and school or department level for reconsideration. The committee shall meet with the Executive Vice President and Provost to forward the results of its deliberations. No person may cast a vote at more than one level in this process.

16.2 **Instructor (Rank I).** The rank of instructor is used for appointments where the individual does not possess a terminal degree in the discipline or special field in which appointed. It is intended and expected that a person holding an appointment of instructor will complete the requirements for the terminal degree and be promoted to assistant professor. The time allotted for obtaining the terminal degree may be specified by each department but cannot exceed the six-year time period for probationary employees. If the terminal degree has not been obtained by this time, the individual shall not be considered for tenure or promotion.

16.3 **Assistant Professor (Rank II).**

A. The individual will meet all of the following essential minimum qualifications:

1. Possession of the appropriate terminal degree. In rare instances, there will be individuals who do not hold a terminal degree, but who possess a high degree of professional experience and who are held in such high esteem in their disciplines that they should be considered for academic rank based on the merits of their personal record. Applications by such individuals must be accompanied by substantial evidence supporting the request for exception to the rule requiring the terminal degree. In any case of equivalence to a degree, the burden of proof rests on the candidate.

2. Effectiveness as a teacher, or promise of becoming an effective teacher, or promise of effectiveness in other assigned duties for faculty whose role does not include instruction.

3. Satisfactory On-going professional development as evidenced by involvement in research or other creative activities.

B. The individual will be evaluated with respect to the following additional criteria:

1. Definite interest and Potential in counseling students to effectively mentor students and develop a commitment to their success.

2. Commitment to the education of students

3. Evidence of professional commitment, as demonstrated by such as membership in professional organizations and willingness to meaningfully engage in the larger university community.

4. Collegial potential, which is Anticipated ability to work productively with colleagues, staff the faculty and students of the University in the best interests of the academic community and the people it serves.

16.4 **Associate Professor (Rank III) and/or Tenure at Rank III.**

The individual will meet all of the following essential minimum qualifications:
1. Possession of the appropriate terminal degree. In rare instances, there will be individuals who do not hold a terminal degree, but who are held in such high esteem in their disciplines that they hold academic rank based on the merits of their personal record. In any case of equivalence to a degree, the burden of proof rests on the candidate.

2. Demonstrated effectiveness as a university teacher such that the faculty member is rated at least “commendable,” or, in the case of individuals with non-teaching backgrounds, promise of effectiveness as a university teacher at that level, or demonstrated effectiveness at that level in other assigned duties for faculty whose role does not include instruction. The evaluation of teaching shall include both student evaluations and additional metrics, possibly including, but not limited to, in classroom peer reviews, recognition of the breadth and scope of courses taught, pedagogical innovation or research, effective mentoring of graduate and undergraduate students, including their placement and co-authorship, community engagement, textbooks or course materials developed, and commitment to student success.

3. Continuing satisfactory productivity A rating of “excellent” in research, scholarship, creative or research, or entrepreneurial activity with due recognition for the different forms such productivity may take in the various disciplines. Such rating shall require the faculty members to be on a trajectory that will likely lead to a strong national or international reputation in the faculty member’s field. External metrics of impact, possibly including, but not limited to, citations, independent reviews, external indices, grant or other external funding, and community engagement, must be used where available.

Review of such productivity shall also include the use of external referees. The use of external referees shall be governed by the following regulations:
(a) For promotion to associate professor, The department will customarily obtain not less than four letters from outside the university, at least two of these shall be drawn from persons drawn from a list of names suggested by the candidate, and at least two shall be from persons not suggested by the candidate. (b) All letters which departments solicit must be forwarded with the recommendation regarding promotion. All external review letters shall be obtained in accordance with guidelines created by the University Promotion and Tenure Committee.

The individual will be evaluated with respect to the following additional criteria:
A rating of at least “satisfactory” in service, the evaluation of which may include, but not limited to,
1. Demonstrated success as a counselor of students.
2. Continued evidence of professional commitment as demonstrated by membership and participation in professional or academic organizations,
3. a record of contributions to the university community through participation in various administrative, governance, and planning activities,
4. a record of community engagement outside the university.
5. Collegiality, which is the demonstrated ability to work productively with colleagues, staff, the faculty and students of the University in the best interests of the academic community and the faculty member’s unit.
6. Other accomplishments of relevance to an evaluation of the individual’s contribution to the university community.
16.5 **Professor (Rank IV) and/or Tenure in Rank IV.**

The individual will meet all of the following essential minimum qualifications:

1. Possession of the appropriate terminal degree. In rare instances, there will be individuals who do not hold a terminal degree, but who are held in such high esteem in their disciplines that they hold academic rank based on the merits of their personal record. In any case of equivalence to a degree, the burden of proof rests on the candidate.

2. Continued development of teaching Demonstrated effectiveness as university teacher such that the faculty member is rated at least “commendable,” or, in the case of individuals with non-teaching backgrounds, promise of effectiveness as a university teacher at that level, or demonstrated effectiveness at that level in other assigned duties for faculty whose role does not include instruction. The evaluation of teaching shall include both student evaluations and additional metrics, possibly including, but not limited to, in classroom peer reviews, recognition of the breadth and scope of courses taught, pedagogical innovation or research, effective mentoring of graduate and undergraduate students, including their placement and co-authorship, community engagement, textbooks or course materials developed, and commitment to student success. Full professors are expected to demonstrate greater impact with their students than faculty in lower ranks.

3. Continuing satisfactory productivity in creative or research activity A rating of “excellent” in research, scholarship, creative, or entrepreneurial activity with due recognition for the different forms such productivity may take in the various disciplines. Such rating shall require faculty members to have established national or international prominence in the faculty member’s field. External metrics of impact, possibly including but not limited to citations, independent reviews, external indices, awards, patents, grants or other external funding, and community engagement, must be used where available.

Review of such productivity shall also include the use of external referees. The use of external referees shall be governed by the following regulations:

(a) For promotion to associate professor, the department will customarily obtain not less than four letters from outside the university, at least two of these shall be from persons drawn from a list of names suggested by the candidate, and at least two shall be from persons not suggested by the candidate. (b) All letters which departments solicit must be forwarded with the recommendation regarding promotion. All external review letters shall be obtained in accordance with guidelines created by the University Promotion and Tenure Committee.

Letters for promotion to Full Professor shall normally be requested only from faculty of that rank, exceptions to which shall be noted and explained in the faculty member’s application.

The individual will be evaluated with respect to the following additional criteria:

1. Demonstrated success as a wise counselor of students.

2. Evidence of A rating of at least “commendable” in service, the evaluation of which may include, but not limited to, professional commitment as demonstrated by leadership in
professional or academic organizations, (3) a significant record of contributions to the university community through participation in various administrative, governance, and planning activities, a significant record of community engagement outside the university, (4) Collegiality, which is the continued maintenance of ability to work productively with colleagues, staff and students. (5) Other significant accomplishments relevant to an evaluation of the individual's contribution to the university community— and the demonstrated ability to work with the faculty and students of the University in the best interests of the academic community and the faculty member's unit.