

# Indiana University-Purdue University Columbus (IUPUC)

## Expectations for Promotion and/or Tenure

Division of Science  
Approved 4/18/14

### A. Introduction

Promotion and tenure decisions are critical to the future of IUPUC and to its faculty individually and collectively. Therefore, it is essential that each candidate for promotion and/or tenure be treated fairly and evaluated using clearly stated criteria.

This document describes specific criteria to be used for promotion and/or tenure evaluations at IUPUC, while acknowledging the subjective value judgments and flexibility required by the process. Division heads should provide these criteria to each faculty member soon after initial appointment and should make all necessary efforts to address faculty members' questions and concerns about the criteria.

These criteria also serve as a basis for annual reviews of faculty, and division heads should provide each faculty member with an unambiguous written assessment of his/her performance each year. These criteria are also used during the Three Year Review of tenure-track faculty, which provides a formative assessment (separate from the annual review) of the individual's professional development and prospects for being recommended for tenure at the end of the probationary period.

Regarding promotion, the *Indiana University Academic Handbook* states:

*Teaching, research and creative work, and services which may be administrative, professional, or public are long-standing University promotion criteria. Promotion 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 missions. The relative weight attached to the criteria above should and must vary accordingly. A candidate for promotion [or tenure] should normally excel in at least one of the above categories and be at least satisfactory (research/creative activity; service) or effective (teaching) 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. In all cases the candidate's total record should be assessed by comprehensive and rigorous peer review. Promotion to any rank is a recognition of past achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments.*

With regard to tenure, the *Handbook* states:

*After the appropriate probationary period, tenure shall be granted to those faculty members ... whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. The criteria for tenure and the criteria for promotion are similar, but not identical....Tenure will generally not be conferred unless the faculty member... achieves, or gives strong promise of achieving, promotion in rank within the University.*

The main objective of the promotion and tenure process is to retain and reward faculty who are making significant contributions to their programs, divisions, IUPUC, and the University. Each candidate is to be evaluated with this primary objective in mind, recognizing that there are many ways faculty may contribute.

Peer review is the principle that underlies promotion and tenure decisions, thus these decisions are to be made substantively at the program (primary) level, where the faculty member's activities are best known and can best be evaluated. Primary level decisions must be made rigorously and subsequent evaluations will consider whether stated criteria have been satisfied and whether evaluation procedures have been followed satisfactorily. However, regardless of how explicitly criteria for teaching, research, and service are stated, evaluations will involve value judgments which are in part subjective. Evaluators at every level use their experience and judgment to decide whether criteria have been met and exercise flexibility in weighting responsibilities and commitments across areas of faculty work as each candidate's case requires.

The primary mechanism for evaluation of scholarship, whether in teaching, research, or service is through the dissemination of peer-reviewed works, including papers, books and book chapters, and conference presentations. Although these criteria provide specific numbers of published works as a general guideline for evidence of excellence, simply counting these products is not adequate; some works are more significant than others and flexibility is needed to address this. It is important to evaluate the intellectual content of the works and their impact or potential impact. Work that breaks new ground is more significant than work that is routine or which simply extends the work of others in a straightforward way. A smaller body of high impact works may be judged a greater contribution than a larger body of lower impact works. In evaluating co-authored work, it is essential that the contribution of the candidate be clearly described.

Below are criteria for promotion and/or tenure for the faculty classifications at IUPUC. Because dissemination of peer-reviewed work is required for advancement, quantitative guidelines are provided for these requirements. Other items provide further evidence in support of meeting performance levels in the categories of faculty work, and while faculty are NOT required to accomplish all of these additional items, those achieved should be addressed in dossiers and reviews.

## **B. Tenure Track Faculty**

Promotion to associate professor requires excellent performance in at least one of the areas of teaching or research and at least satisfactory performance in the other area and in service. Promotion to full professor requires excellent performance in at least one of the areas of teaching, research, or service, and at least satisfactory performance in the other two areas. Unsatisfactory performance in any area will preclude promotion or award of tenure. In some instances, but currently not in Purdue programs, promotion based on a balanced case may be possible, which requires a rating of highly satisfactory in each area of faculty work.

### **Promotion from Assistant Professor to Associate Professor (with tenure):**

#### **1) Criteria for research**

##### **With research as declared area of excellence:**

- a) demonstrate regional and/or national recognition of his/her contribution to the field of scholarship by publishing at least four peer reviewed papers in reputable journals while in rank,
- b) provide evidence of establishment of an independent research program,
- c) submit his/her most significant publications reflecting major research accomplishments. If any of these publications is a scholarly book, a monograph, a textbook, or book-length translation, evidence of its significant contribution to the field, and/or national recognition of its quality must be provided,
- d) present at least four peer reviewed conference papers at regional, national and/or international conferences while in rank, and
- e) provide evidence of solicitation of and/or procurement of internal and/or external funding related to his/her research program (as appropriate to his/her discipline) at rank.

### **With teaching as the declared area of excellence:**

The candidate must receive a rating of **satisfactory performance in research** by meeting criteria a and b below:

- a) A record of at least two peer reviewed research presentations at regional, national and/or international conferences while in rank.
- b) Meet two criteria from the following list:
  - i) A record of continued development as an independent researcher
  - ii) A peer reviewed *research* (non-teaching) publication in rank, consisting of articles in reputable journals, scholarly books, book chapters, proceedings, or other equivalent publications.
  - iii) Research grants
  - iv) Proposals for research grants
  - v) Mentoring undergraduate and/or graduate research.
  - vi) Honors or awards for research
  - vii) Citations of research publications
  - viii) Reviewing submissions for professional journals or conferences.
  - ix) Serving on editorial boards, etc.
  - x) Other evidence that a research program has achieved emerging or national recognition for its contributions to a field.

## **2) Criteria for teaching**

### **With teaching as declared area of excellence:**

- a) demonstrate internal and external (regional and/or national) recognition of outstanding teaching practice grounded in sophisticated knowledge of pedagogical theory through high course evaluations, a consistently positive or constantly improving record of peer reviews, student testimonials, and teaching awards, student testimonials, and teaching awards,
- b) provide evidence of establishment of an independent program of scholarly activity related to teaching,
- c) demonstrate regional and/or national recognition of his/her contribution to teaching by publishing at least four peer reviewed papers in reputable teaching journals,
- d) submit his/her most significant peer reviewed publications on the scholarship of teaching. If any of these publications is a book on pedagogy, a textbook, workbook, software, or other instructional materials not subject to explicit peer review, evidence of its significant impact of the field, and/or national recognition of its quality must be provided, and
- e) disseminate effective instructional and curricular products, as well as teaching methodologies through at least four peer reviewed conference papers at regional, national and/or international conferences.
- f) provide evidence of solicitation of and/or procurement of internal and/or external funding related to his/her teaching (as appropriate to his/her discipline) at rank.

### **With research as the declared area of excellence:**

The candidate must receive a rating of **satisfactory performance in teaching** by meeting criteria a, b, c, and d below:

- a) Student satisfaction measures that are consistently favorable or have improved over time.
- b) A record of continuing peer evaluation that indicates satisfactory teaching.
- c) Consistently perform their teaching responsibilities as reflected by their contractual obligations and division needs.
- d) At least one of the activities on the following list:
  - i) Other published materials pertaining to teaching, such as manuals or innovative curricular materials
  - ii) A teaching load that goes above and beyond the contractual obligations to meet the teaching needs of the division.
  - iii) Demonstrated measurable student learning outcomes
  - iv) Incorporation of high impact practices in teaching
  - v) Teaching grants
  - vi) Proposals for teaching grants
  - vii) Honors or awards for teaching
  - viii) Significant mentoring of students, including directing student research, internships, etc.
  - ix) Effective student advising
  - x) Documented efforts to improve teaching, which may include course or program development or curricular changes, mentoring faculty, and presenting or attending workshops on teaching
  - xi) Serving as a reviewer for scholarship of teaching and learning journals or academic presses which publish work on teaching and learning
  - xii) Other evidence that of an emerging regional or national recognition for outstanding teaching practice

### 3) Criteria for service

*Service is not typically pursued in this division as an area of excellence for advancement from assistant to associate professor. However, the criteria for excellence in service are:*

#### **With service as declared area of excellence:**

- a) demonstrate emerging regional, national and international recognition for his/her contributions to the field or the profession through exceptional Service or Service Activity as evaluated by peer reviewers while in rank,
- b) provide evidence of an independent program of scholarly activity related to service,
- c) demonstrate emerging regional and/or national recognition of his/her contribution to service by publishing at least four peer reviewed, papers in reputable journals or other avenues of dissemination devoted to service while in rank,
- d) submit all relevant scholarly accomplishments that demonstrate service contributions to the profession and their regional, national and/or international recognition,
- e) disseminate products related to service through at least six peer reviewed conference papers at regional, national and/or international conferences while in rank, and
- f) provide evidence of solicitation of and/or procurement of internal and/or external funding related to his/her service (as appropriate to his/her discipline) at rank

### **With research or teaching as the declared area of excellence:**

The candidate must receive a rating of **satisfactory performance in service** by meeting criteria a in addition to b or c in the following list:

- a) Engaging in service to the university by *consistently* meeting at least one of the following criteria:
  - i) Consistently performing one's service responsibilities to one's academic program, division, and campus, typically through active service on committees, task forces, and councils.
  - ii) Leadership roles on committees and councils, especially at the campus or University levels, including faculty governance
  - iii) A major role in student recruiting, retention, or advising initiatives
  - iv) Awards and honors for service
  
- b) Engaging in service to the discipline by meeting at least one of the following criteria:
  - i) Grant review
  - ii) Awards and honors for service
  - iii) Proposal of or attainment of service grants
  - iv) Service to professional societies with leadership roles.
  - v) Service to an academic discipline, such as the editorship or membership on the editorial board of a professional journal
  - vi) Service as a reviewer of manuscripts for professional journals and/or presentations for professional conferences
  
- c) Engaging in service to the community by meeting at least one of the following criteria:
  - i) Service to county, state, and/or national governmental offices or agencies, or other public organizations/institutions.
  - ii) Initiative and leadership in public service to the community, and evidence of the influence of these activities on community programs and policies
  - iii) Active service relationships with business and industry, including consulting, economic development, and the initiation and administration of partnerships
  - iv) Awards and honors for service
  - v) Proposal of or attainment of service grants

## **Promotion from Associate Professor to Professor<sup>1</sup>:**

### **1. Criteria for research**

#### **With research as declared area of excellence:**

- a) demonstrate sustained regional and/or national recognition of his/her contribution to the field of scholarship by publishing at least four peer reviewed papers in reputable journals while in rank,
- b) provide evidence of a sustained independent research program,
- c) submit his/her most significant publications reflecting major research accomplishments. If any of these publications is a scholarly book, a monograph, a textbook, or book-length translation, evidence of its significant contribution to the field, and/or national recognition of its quality must be provided,
- d) present at least six peer reviewed conference papers at regional, national and/or international conferences while in rank, and
- e) provide evidence of solicitation of and/or procurement of internal and/or external funding related to his/her research program (as appropriate to his/her discipline) at rank.

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<sup>1</sup> Criteria for advancement to professor are more stringent than those for advancement to associate professor. Evidence of sustained regional, national and/or international prominence will be necessary for advancement.

**With teaching or service as the declared area of excellence:**

The candidate must meet the criteria for receiving a rating of satisfactory performance in research for promotion from Assistant to Associate Professor as reproduced below:

The candidate must receive a rating of **satisfactory performance in research** by meeting criteria a and b below:

- a) A record of at least two peer reviewed research presentations at regional, national and/or international conferences while in rank.
- b) Meet two criteria from the following list:
  - i) A record of continued development as an independent researcher
  - ii) A peer reviewed *research* (non-teaching) publication in rank, consisting of articles in reputable journals, scholarly books, book chapters, proceedings, or other equivalent publications.
  - iii) Research grants
  - iv) Proposals for research grants
  - v) Mentoring undergraduate and/or graduate research.
  - vi) Honors or awards for research
  - vii) Citations of research publications
  - viii) Reviewing submissions for professional journals or conferences.
  - ix) Serving on editorial boards, etc.
  - x) Other evidence that a research program has achieved emerging or national recognition for its contributions to a field.

## **2) Criteria for teaching**

### **With teaching as declared area of excellence:**

- a) demonstrate internal and external (regional and national) recognition of outstanding teaching practice grounded in sophisticated knowledge of pedagogical theory through high course evaluations, peer reviews, student testimonials, and teaching awards,
- b) provide evidence of a sustained independent program of scholarly activity related to teaching,
- c) demonstrate sustained regional and/or national recognition of his/her contribution to teaching by publishing at least four peer reviewed papers in reputable teaching journals while in rank,
- d) submit his/her most significant publications on the scholarship of teaching. If any of these publications is a book on pedagogy, a textbook, workbook, software, or other instructional materials, evidence of its significant impact of the field, and/or national recognition of its quality must be provided,
- e) disseminate effective instructional and curricular products, as well as teaching methodologies through at least six peer reviewed conference papers at regional, national and/or international conferences while in rank, and
- f) provide evidence of solicitation of and/or procurement of internal and/or external funding related to his/her teaching (as appropriate to his/her discipline) at rank.

**With research or service as the declared area of excellence:**

The candidate must meet the criteria for receiving a rating of satisfactory performance in teaching for promotion from Assistant to Associate Professor as reproduced below:

The candidate must receive a rating of **satisfactory performance in teaching** by meeting criteria a, b, c, and d below:

- a) Student satisfaction measures that are consistently favorable or have improved over time.
- b) A record of continuing peer evaluation that indicates satisfactory teaching.
- c) Consistently perform their teaching responsibilities as reflected by their contractual obligations and division needs.
- d) At least one of the activities on the following list:
  - i) Other published materials pertaining to teaching, such as manuals or innovative curricular materials
  - ii) A teaching load that goes above and beyond the contractual obligations to meet the teaching needs of the division.
  - iii) Demonstrated measurable student learning outcomes
  - iv) Incorporation of high impact practices in teaching
  - v) Teaching grants
  - vi) Proposals for teaching grants
  - vii) Honors or awards for teaching
  - viii) Significant mentoring of students, including directing student research, internships, etc.
  - ix) Effective student advising
  - x) Documented efforts to improve teaching, which may include course or program development or curricular changes, mentoring faculty, and presenting or attending workshops on teaching
  - xi) Serving as a reviewer for scholarship of teaching and learning journals or academic presses which publish work on teaching and learning
  - xii) Other evidence that of an emerging regional or national recognition for outstanding teaching practice

### **3. Criteria for service**

#### **With service as declared area of excellence:**

- a) demonstrate sustained regional, national and international recognition for his/her contributions to the field or the profession through exceptional Service or Service Activity as evaluated by peer reviewers while in rank,
- b) provide evidence of a sustained independent program of scholarly activity related to service,
- c) demonstrate sustained regional and/or national recognition of his/her contribution to service by publishing at least four peer reviewed papers in reputable journals or other avenues of dissemination devoted to service while in rank,
- d) submit all relevant scholarly accomplishments that demonstrate service contributions to the profession and their regional, national and/or international recognition,
- e) disseminate products related to service through at least six peer reviewed conference papers at regional, national and/or international conferences while in rank, and
- f) provide evidence of solicitation of and/or procurement of internal and/or external funding related to his/her service (as appropriate to his/her discipline) at rank

***With research or teaching as the declared area of excellence:***

The candidate must meet the criteria for receiving a rating of satisfactory performance in service for promotion from Assistant to Associate Professor as reproduced below:

The candidate must receive a rating of **satisfactory performance in service** by meeting criteria a in addition to b or c in the following list:

- a) Engaging in service to the university by *consistently* meeting at least one of the following criteria:
  - i) Consistently performing one's service responsibilities to one's academic program, division, and campus, typically through active service on committees, task forces, and councils.
  - ii) Leadership roles on committees and councils, especially at the campus or University levels, including faculty governance
  - iii) A major role in student recruiting, retention, or advising initiatives
  - iv) Awards and honors for service
  
- b) Engaging in service to the discipline by meeting at least one of the following criteria:
  - i) Grant review
  - ii) Awards and honors for service
  - iii) Proposal of or attainment of service grants
  - iv) Service to professional societies with leadership roles.
  - v) Service to an academic discipline, such as the editorship or membership on the editorial board of a professional journal
  - vi) Service as a reviewer of manuscripts for professional journals and/or presentations for professional conferences
  
- c) Engaging in service to the community by meeting at least one of the following criteria:
  - i) Service to county, state, and/or national governmental offices or agencies, or other public organizations/institutions.
  - ii) Initiative and leadership in public service to the community, and evidence of the influence of these activities on community programs and policies
  - iii) Active service relationships with business and industry, including consulting, economic development, and the initiation and administration of partnerships
  - iv) Awards and honors for service
  - v) Proposal of or attainment of service grants

## C. Lecturers

Promotion from lecturer to senior lecturer requires excellent performance in teaching and satisfactory performance in service. Promotion to senior lecturer is accompanied by awarding of three-year rolling contracts.

### Promotion from Lecturer to Senior Lecturer

#### 1. To receive a rating of excellent performance in teaching, the candidate must meet criteria A, B, C, and D.

- A. Scholarly activity resulting in publication of at least one peer-reviewed publication in rank, consisting of papers in reputable journals, scholarly books, book chapters, proceedings, or other equivalent publications. This scholarship may be in teaching or an area of disciplinary research, but if the latter, the candidate must describe how that scholarship contributes to his or her excellence as an instructor.
- B. A record of peer reviewed teaching presentations at regional, national and/or international conferences while in rank. Typically four or more peer reviewed teaching presentations will support a case for excellence, but extra peer reviewed teaching publications can compensate for fewer peer reviewed teaching presentations.
- C. Evidence of excellent teaching practice as demonstrated by student evaluations, peer evaluations, or other equivalent measures.
- D. Some of the following activities. Although any activity may be accomplished more than once, a range of activities will strengthen the case for excellence.
  - Other published materials pertaining to teaching, such as manuals or innovative curricular materials
  - A teaching load that contributes significantly to the division's teaching responsibility to meet student and program needs
  - Demonstrated measurable student learning outcomes
  - Incorporation of high impact practices in teaching
  - Teaching grants
  - Proposals for teaching grants
  - Honors or awards for teaching
  - Significant mentoring of students, including directing student research, internships, etc.
  - Effective student advising
  - Documented efforts to improve teaching, which may include course or program development or curricular changes, mentoring faculty, and presenting or attending workshops on teaching
  - Serving as a reviewer for scholarship of teaching and learning journals or academic presses which publish work on teaching and learning
  - Other evidence that of an emerging regional or national recognition for outstanding teaching practice

Criteria for satisfactory service are the same as listed above for tenure track faculty; namely the following:

The candidate must receive a rating of **satisfactory performance in service** by meeting criteria a in addition to b or c in the following list:

- a) Engaging in service to the university by *consistently* meeting at least one of the following criteria:
  - i) Consistently performing one's service responsibilities to one's academic program, division, and campus, typically through active service on committees, task forces, and councils.
  - ii) Leadership roles on committees and councils, especially at the campus or University levels, including faculty governance
  - iii) A major role in student recruiting, retention, or advising initiatives
  - iv) Awards and honors for service
  
- b) Engaging in service to the discipline by meeting at least one of the following criteria:
  - i) Grant review
  - ii) Awards and honors for service
  - iii) Proposal of or attainment of service grants
  - iv) Service to professional societies with leadership roles.
  - v) Service to an academic discipline, such as the editorship or membership on the editorial board of a professional journal
  - vi) Service as a reviewer of manuscripts for professional journals and/or presentations for professional conferences
  
- c) Engaging in service to the community by meeting at least one of the following criteria:
  - i) Service to county, state, and/or national governmental offices or agencies, or other public organizations/institutions.
  - ii) Initiative and leadership in public service to the community, and evidence of the influence of these activities on community programs and policies
  - iii) Active service relationships with business and industry, including consulting, economic development, and the initiation and administration of partnerships
  - iv) Awards and honors for service
  - v) Proposal of or attainment of service grants

## **D. Clinical Faculty**

At appointment, clinical assistant professors are given rolling three-year contracts for a probationary period of not more than seven years. At the completion of this probationary period, clinical assistant professors shall be given long-term contracts of not less than five years or some equivalent.

Clinical assistant professors are encouraged to seek promotion to clinical associate professor during or after the probationary period. Their preparation for promotion is to be supported with faculty development resources and opportunities. Promotion to clinical associate professor is accompanied by the awarding of five-year rolling contracts. Promotion to clinical full professor is accompanied by the awarding of rolling seven-year contracts. Promotion to clinical associate or clinical full professor requires excellent performance in teaching or professional service and at least satisfactory performance in the other area and in University service.

## **Promotion from Clinical Assistant Professor to Clinical Associate Professor or from Clinical Associate Professor to Clinical Professor**

In addition to the criteria listed below, the candidate must maintain licensures and/or certifications appropriate to the discipline.

### **1) Criteria for teaching**

**With teaching as the declared area of excellence:**

**To receive a rating of excellent performance in teaching, the candidate must meet criteria A, B, C, and D.**

- A. Scholarly activity resulting in publication of at least one peer-reviewed publication in rank, consisting of papers in reputable journals, scholarly books, book chapters, proceedings, or other equivalent publications. This scholarship may be in teaching or an area of disciplinary research, but if the latter, the candidate must describe how that scholarship contributes to his or her excellence as an instructor.
- B. A record of peer reviewed teaching presentations at regional, state, national and/or international conferences while in rank. Typically four or more peer reviewed teaching presentations will support a case for excellence, but each additional peer reviewed teaching publication may substitute for three peer reviewed teaching presentations.
- C. Evidence of excellent teaching practice as demonstrated by student evaluations, peer evaluations, or other equivalent measures.
- D. Some of the following activities. Although any activity may be accomplished more than once, a range of activities will strengthen the case for excellence.
  - Other published materials pertaining to teaching, such as manuals or innovative curricular materials
  - A teaching load that contributes significantly to the division's teaching responsibility to meet student and program needs
  - Demonstrated measurable student learning outcomes
  - Incorporation of high impact practices in teaching including synchronous and asynchronous online delivery of course content
  - Teaching grants
  - Proposals for teaching grants
  - Honors or awards for teaching
  - Significant mentoring of students, including directing student research, internships, etc.
  - Effective student advising
  - Documented efforts to improve teaching, which may include course or program development or curricular changes, mentoring faculty, and presenting or attending workshops on teaching
  - Serving as a reviewer for scholarship of teaching and learning journals or academic presses which publish work on teaching and learning

- Other evidence that of an emerging regional or national recognition for outstanding teaching practice

**With service as the declared area of excellence:**

Criteria for satisfactory teaching are the same as listed above for tenure track faculty; namely the following:

The candidate must receive a rating of **satisfactory performance in teaching** by meeting criteria a, b, c, and d below:

- a) Student satisfaction measures that are consistently favorable or have improved over time.
- b) A record of continuing peer evaluation that indicates satisfactory teaching.
- c) Consistently perform their teaching responsibilities as reflected by their contractual obligations and division needs.
- d) At least one of the activities on the following list:
  - i) Other published materials pertaining to teaching, such as manuals or innovative curricular materials
  - ii) A teaching load that goes above and beyond the contractual obligations to meet the teaching needs of the division.
  - iii) Demonstrated measurable student learning outcomes
  - iv) Incorporation of high impact practices in teaching
  - v) Teaching grants
  - vi) Proposals for teaching grants
  - vii) Honors or awards for teaching
  - viii) Significant mentoring of students, including directing student research, internships, etc.
  - ix) Effective student advising
  - x) Documented efforts to improve teaching, which may include course or program development or curricular changes, mentoring faculty, and presenting or attending workshops on teaching
  - xi) Serving as a reviewer for scholarship of teaching and learning journals or academic presses which publish work on teaching and learning
  - xii) Other evidence that of an emerging regional or national recognition for outstanding teaching practice

## 2) Criteria for service

**With service as the declared area of excellence:**

**To receive a rating of excellent performance in service, the candidate must meet criteria A, B, C, and D.**

- A. Leading contribution to a major service activity, such as developing a new degree program, administering a clinical program, program assessment, or program accreditation.
- B. Scholarly activity resulting in publication of at least one peer-reviewed service publication in rank, consisting of papers in reputable journals, scholarly books, book chapters, proceedings, or other equivalent publications.
- C. A record of peer reviewed service presentations at regional, state, national and/or international conferences while in rank. Typically four or more peer reviewed service presentations will support a case for excellence, but each additional peer reviewed service publication may substitute for three peer reviewed service presentations.
- D. Some of the following activities. Although any activity may be accomplished more than once, a range of activities will strengthen the case for excellence.
  - Leadership roles on committees and councils, especially at the campus or University levels, including faculty governance
  - A major role in student recruiting, retention, or advising initiatives
  - Service to state and national governmental offices or agencies, or other public organizations, which might include grant review
  - Awards and honors for service
  - Initiative and leadership in public service to the community, and evidence of the influence of these activities on community programs and policies
  - Active service relationships with business and industry, including consulting, economic development, and the initiation and administration of partnerships
  - Service grants
  - Proposals for service grants
  - Service to professional societies with leadership roles (such as presidency of professional organizations) at the national level.
  - Service to an academic discipline, such as the editorship or membership on the editorial board of a professional journal
  - Frequent service as a reviewer of manuscripts for professional journals and/or presentations for professional conferences
  - Service activities required for maintenance of professional licensure
  - Service to pre-professional student organizations in field  
Administering field-based programs for students

### **With teaching as the declared area of excellence:**

Criteria for satisfactory service are the same as listed above for tenure track faculty; namely the following:

The candidate must receive a rating of **satisfactory performance in service** by meeting criteria a in addition to b or c in the following list:

- a) Engaging in service to the university by *consistently* meeting at least one of the following criteria:
  - i) Consistently performing one's service responsibilities to one's academic program, division, and campus, typically through active service on committees, task forces, and councils.
  - ii) Leadership roles on committees and councils, especially at the campus or University levels, including faculty governance
  - iii) A major role in student recruiting, retention, or advising initiatives
  - iv) Awards and honors for service
  
- b) Engaging in service to the discipline by meeting at least one of the following criteria:
  - i) Grant review
  - ii) Awards and honors for service
  - iii) Proposal of or attainment of service grants
  - iv) Service to professional societies with leadership roles.
  - v) Service to an academic discipline, such as the editorship or membership on the editorial board of a professional journal
  - vi) Service as a reviewer of manuscripts for professional journals and/or presentations for professional conferences
  
- c) Engaging in service to the community by meeting at least one of the following criteria:
  - i) Service to county, state, and/or national governmental offices or agencies, or other public organizations/institutions.
  - ii) Initiative and leadership in public service to the community, and evidence of the influence of these activities on community programs and policies
  - iii) Active service relationships with business and industry, including consulting, economic development, and the initiation and administration of partnerships
  - iv) Awards and honors for service
  - v) Proposal of or attainment of service grants