

School of Technology

PROMOTION & TENURE STANDARDS

INTRODUCTION

The purpose of promotion is to recognize the achievement in the broad areas of teaching, scholarly activity, service, and academic credentials. At the heart of promotion is the demonstration of increased leadership, ability, and value to the department, school, university, and profession. Tenure confers permanent faculty membership. Tenure is recognition that the faculty member has sustained and will continue a high level of teaching, scholarly activity, and service. Evaluation of faculty provides information to make the following types of decisions: promotion, tenure, faculty self-assessment and continual enhancement, recognition and reward, and salary adjustments. Faculty at the upper ranks (Associate Professor and Professor) should serve as mentors for junior faculty through their accomplishments and example.

This document records policy procedures, and the expected performance of faculty in the several areas related to promotion and tenure and is organized around the following sections:

1. Core Elements of the Professorate
2. Basic Expectations of All Faculty
3. Promotion
4. Tenure
5. Evaluation
6. Credentials Required
7. Teaching Standards
8. Scholarly Activity Standards
9. Service Standards
10. Application routing and timeline
11. Election of Promotion, Tenure, and Evaluation Committees
12. Exceptions to Standards
13. Implementation Date

The promotion and tenure standards in this document are considered minimum expectations. Promotion and tenure decisions are qualitative in nature. The standards contained in this document are not to be considered a checklist.

1 CORE ELEMENTS OF THE PROFESSORATE

There are three core elements (criteria areas) of the professorate: Teaching, Scholarly Activity, and Service.

1.1 Teaching

Teaching involves academic program planning and development, instruction, evaluation, and student academic advisement.

Education should be concerned with experiences, which strengthen human relationships, forge common bonds, and enhance the quality of life. Its emphasis should concern areas of our common culture. Education should also develop within students the capacity for further learning in a particular discipline, concentrating on the knowledge and skills unique to the discipline and of value to graduates their chosen disciplines.

1.2 Scholarly Activity

Scholarly activity has many components that may include research, scholarship, and creative endeavor, whose principal foci are oriented toward the academic program of the university and are carried out by faculty members.

These activities are vital to the university, its academic programs, and have an influence on the student as a learner. Scholarly activities are a part of the instructional process. In progress through undergraduate studies, the student is constantly moving toward more independent learning and learns that research and creative endeavor are necessary elements in the learning process. Students must have models of ongoing scholarly activity where they can see the possibilities for their own creative talents. Faculty engaged in scholarly activity provides those models. In this sense, scholarly activity and teaching are interrelated.

Research, creative endeavor, and scholarship are also intimately involved in the professional development of individual faculty members. Through the process of sharing the outcomes of professional efforts with colleagues, scholarly development and achievement are validated. Reviewing and critiquing the work of others provides opportunities for faculty to test ideas and concepts developed in their own work. Often, sharing scholarly activity with colleagues provides a stimulus to fellow faculty. Because professional development is a lifelong task, sustained effort in this area of involvement is needed.

1.3 Service

Service activities include: Institution service, professional service, and service to the community. Faculty members are encouraged to pursue any opportunity to participate in the improvement of the quality of life in their community.

2 BASIC EXPECTATIONS OF ALL FACULTY

The university and school handbooks identify basic expectations of faculty that need to be considered concurrently with specific requirements identified for promotion to each rank. An underlying principle is that professional activities to meet promotion, tenure, and evaluation criteria/standards should be consistent. Professors (of any rank) are expected to perform their regular duties in an acceptable manner. These duties include but are not limited to the following:

- 2.1 Faculty are expected to teach assigned classes to the best of their ability and uphold the high quality expected of a faculty member, e.g., exercise care in the planning and supervision of academic work so that an honest effort by students will be encouraged.
- 2.2 Faculty are expected to maintain the demeanor of a professional and set a good example for others to follow. E.g., be punctual and be prepared for all their university obligations.
- 2.3 Faculty are expected to treat all students as valuable human beings - not discriminating against anyone because of their race, religion, sex, politics, abilities, exceptionalities, veteran status, age, or national origin.
- 2.4 Faculty are expected to accept the responsibility for keeping degree programs up-to-date, assisting in the recruitment of new students, and maintaining contact with past students.
- 2.5 Faculty are expected to maintain scheduled time for the purpose of availing themselves to students. The schedule should reflect variety as to days of the week, mornings and afternoons, and will be recorded in the department office.
- 2.6 Faculty are expected to keep current in their professional/technical area via sabbaticals, conference participation, scholarship, consulting, etc.
- 2.7 Faculty are required to prepare course outlines or syllabi for their courses and make them available to students at the beginning of the semester. The document must be on file in the department and should include: content covered by the course, text, materials needed, number of quizzes or tests, major assignments, weight of each component, and how the final grade will be calculated. Faculty will revise their course material to reflect current technology and regularly revise quizzes, tests, and assignments.
- 2.8 Faculty are expected to manage the laboratory/classroom where they teach and participate in the selection of tools, materials, and equipment for that instructional area. Laboratory management is an important professorial role and will be reflected in promotion, tenure, and evaluation decisions. For the purpose of this document "laboratory" is defined as those experiences that

extend the learning environment via innovative teaching, experiential learning, or hands-on activities that occur beyond the traditional classroom environment.

- 2.9 Faculty are expected to perform advising responsibilities in a manner that assists each advisee in making steady progress toward completion of his/her program requirements. Faculty advisors must be familiar with the curriculum of their department as well as general education and graduation requirements of the University.
- 2.10 Faculty are expected to actively participate in department and school planning, evaluation, and governance. They should assist fellow faculty in activities that benefit the school or broader university community even though no immediate benefit is evident for them or their department.
- 2.11 Faculty are expected to regularly participate in department, school, and university functions such as: faculty meetings, committee work, program revision and development, review of candidates for department and school positions, registering and enrolling students; and are encouraged to participate in Parents Day, Honors Day, commencement, and presidential addresses.
- 2.12 Faculty who cannot meet a scheduled class or laboratory period must notify the department chairperson concerning the absence (before the class is to meet if possible).
- 2.13 Faculty are encouraged to participate in consulting activities appropriate to their academic or professional areas of competence.
- 2.14 Faculty are encouraged to publish the results of research studies or scholarly activities in journals, books, monographs, or other appropriate media.
- 2.15 Faculty are encouraged to be active in organizations related to their professional/technical expertise.
- 2.16 Faculty are encouraged to participate in various community activities as speakers, research specialists, etc.
- 2.17 Faculty should be aware that they are serving as mentors for students and other faculty.
- 2.18 Faculty are expected to follow and meet all department, school, and university policies and standards. They have a responsibility to know the policies and standards that apply.
- 2.19 Faculty should have goals and activities compatible with their discipline, department, School, and University.

3 PROMOTION

3.1 School promotion standards are based on the University policy (Faculty Appointment, Promotion, and Tenure Policies approved by Board of Trustees February 4, 2000). Following are policy and procedure statements. Excerpts from the University policy are italicized.

3.1.1 General expectations for faculty achievements in teaching and the relative importance of teaching or librarianship; research, scholarship, or creative activities; and service shall be specified at the time of initial appointment.

The appointment letter must identify the expectations for teaching, scholarship, and service and the relative importance of each. The letter must also include years of previous service awarded and dates of eligibility for promotion and tenure, and the date of the probational school-level review. This letter must be part of a faculty member's promotion, tenure, and/or evaluation materials. Any change or renegotiation of a faculty member's expectations must be in writing, placed in the faculty member's official file, and included with that faculty member's promotion, tenure, and/or evaluation materials.

3.1.2 Specific performance goals shall be established during the annual reviews of probationary faculty. The goals established during the annual review process form the foundation for evaluations for tenure in terms of criteria and performance standards established by the faculty member's academic unit.

An individual faculty member's annual performance goals are established in collaboration with the department chair, and the department personnel committee. For the purposes of the document, department personnel committee is defined as the applicable department committee that considers promotion, tenure, or evaluation matters. A department chairperson's teaching, scholarship, and service goals are established in collaboration with the department personnel committee. A department chairperson's administrative goals are established in collaboration with the departmental personnel committee and the Dean of the School. A Dean, Assoc/Assist. Dean, or other tenured or tenure-track faculty member serving in an administrative capacity will, for purposes of promotion and tenure, be evaluated by the academic department committee, that department's chair, the school committee, and the Dean. The exception is the Dean who does not undergo an evaluation by her/himself.

When evaluating performance, equal consideration should be given for faculty reassignment, e.g., administrative, research, sabbatical, or other special duties.

- 3.1.3 *Each department, and the College, schools and library shall maintain specific evaluative criteria and performance standards for promotion and tenure, and candidates shall be regularly apprized of their progress in meeting them. The candidate's departmental colleagues shall have primary authority and responsibility for assessing discipline-specific faculty achievements.*
- 3.1.4 *During the annual probationary review process, faculty members shall be notified in writing of their progress toward promotion and tenure. Evidence of unsatisfactory performance, insufficiency of evidence, and any other matter which might serve as a basis for conditional reappointment or subsequent non-renewal of the appointment shall be clearly specified in the notification. Means of remediation for conditionally reappointed faculty shall also be specified in writing.*

Specific means of remediating the causes of a conditional reappointment shall be developed in collaboration with the faculty member, the departmental personnel committee, and the department chair. Means of remediation are conveyed in writing to the faculty member at the time he/she is notified of a departmental personnel committee or a department chair recommendation for conditional reappointment.

Notification of non-reappointment for reasons of inadequate performance shall be conveyed with a detailed analysis of the faculty member's performance and inadequacies in teaching, scholarship, and/or service. Substantial justification will be provided.

- 3.1.5 *Each department and the College, schools and library shall elect peer review committees of tenured faculty members to evaluate the achievements of candidates for promotion and tenure. Chairpersons and deans shall not serve on these committees, and faculty members shall participate in no more than one recommendation on a given case.*
- 3.1.6 *In annual probationary reviews, the department-level recommendations and the faculty member's materials are forwarded to the dean, who reviews them, makes an independent recommendation, and forwards it to the Provost and Vice-President for Academic Affairs.*

3.1.7 *Each year of probationary review, faculty members shall sign their evaluation forms to indicate awareness of the comments on the forms. The signed forms are returned to the chairperson and the dean.*

3.1.8 *No later than the third year of probationary periods of five or more years, the candidate is reviewed by the school, College, or library promotion and tenure committees.*

Individuals beginning their probationary periods at the rank of Assistant Professor may be given credit for up to two years of full-time tenured and/or tenure-track service at other accredited institutions.

Individuals beginning their probationary periods at the rank of Associate Professor may be given credit for up to three years of full-time tenured and/or tenure-track service at other accredited institutions.

Individuals beginning their probationary period at the rank of Professor may be given credit for up to five years of full-time tenure and/or tenure-track service at other accredited institutions.

The probationary period for a Professor may be waived and tenure may be awarded at the time of appointment subject to both the following conditions: (a) the individual has previously been a tenured professor at another accredited institution and (b) the academic department to which the individual is to be assigned recommends appointment with tenure. To be appointed with tenure the individual must supply evidence that he/she has met the teaching, scholarship, and service activity standards in this document. These materials will be evaluated by the department, School committees, and administrators per this document.

The following table depicts the relationship of probationary years until tenure, previous service credit, and the probationary/formative review.

Years of credit for previous service	Years of probation until tenure decision	Probationary year of probationary/formative review
0	6	3 rd
1	5	3 rd
2	4	2 nd
3	3	2 nd
4	2	1 st
5	1	No probationary review

- 3.1.9 *Before evaluations are placed in faculty members' permanent files, they shall be given ample opportunity to append comments or rebuttal to the evaluation forms. In the event a substantive change is made in an evaluation at any point subsequent to the department level, the faculty member shall be provided a copy of the revised evaluation and shall be given an opportunity to respond in writing.*

The completed forms and/or documents used for promotion, tenure, and/or evaluation, including materials supplied by the faculty member and committee and administrator decisions, comments, and recommendations, must be signed by the faculty member. The signature indicates knowledge of the materials, not necessarily agreement. The faculty member has the right to append clarifying and/or rebuttal material. The signed materials will be placed in the faculty member's official file. Copies may be kept at the department and School levels. University policy requires that nothing can be placed in a faculty member's file without their knowledge and the faculty member always has the right to comment on any materials placed in that file.

- 3.2 The candidate for promotion must meet the expectations for the rank to which they are applying. These expectations include the following:
- 3.2.1 Congruence with the Core Elements of the Professorate.
 - 3.2.2 Basic Expectations of All Faculty.
 - 3.2.3 Credentials for the rank to which the faculty member is applying.
 - 3.2.4 Meeting the Teaching Standards of the rank to which the faculty member is applying.
 - 3.2.5 Meeting the Scholarly Activity Standards of the rank to which the faculty member is applying.
 - 3.2.6 Meeting the Service Standards of the rank to which the faculty member is applying.

4 TENURE

Tenure is linked to promotion. A faculty member cannot be tenured without being, or having been, appointed or promoted to the rank of Associate Professor. The School policy concerning tenure is the same as described in the University Handbook. Tenure is not automatic upon appointment to Associate Professor or Professor.

5 EVALUATION

Evaluation is for many purposes, e.g., self-assessment, feedback, annual review, recognition, reward, continual enhancement, data collection, etc. The standards and expectations in this document are guides to consistent and sustainable professional activities and accomplishments. Specifically, in the categories of Teaching, Scholarly Activity, and Service, a faculty member is expected to consistently meet the standards and expectations for their rank and discipline. Annual evaluation of probationary (non-tenured tenure-track) faculty members is required. A faculty member's tenure decision is based on the collective evaluations over the probationary period. The University, the School, and/or a department may require annual evaluation of tenured faculty members for other purposes, e.g., professional development.

6 CREDENTIALS REQUIRED FOR EACH RANK

6.1 Assistant Professor:

6.1.1 Degree. Note: Each department in accordance with the University Handbook shall determine the appropriate terminal degree.

6.1.1.1 AST Department: The terminal degree for the AST Department shall be a Masters Degree with aviation specialization plus flight experience of 2000 flying hours; Flight Instructor rating, or three years of industry experience in lieu of the flight hours for the flight specialty. Qualifications for the Aviation Administration specialty will be a Masters Degree with appropriate aviation specialty; a Private Pilot Certificate or Airplane Ground Instructor/Instrument Ground Instructor Certificate (AGI/IGI) and certification as an airport manager, air traffic controller or aircraft dispatcher to fulfill the requirements of the terminal degree.

6.1.1.2 ECT, IMT, ITE, and MCT Departments: Master's degree and 18 hours of completed course work toward an appropriate terminal degree.

6.1.1.3 Exceptions may be made in cases regarding a person of indisputable renown or qualifications.

6.1.2 Experience

- 6.1.2.1 AST Department: Hold appropriate flight and/or ground credentials to meet specific assignment.
- 6.1.2.2 ITE Department: Successful experience in appropriate teaching and/or field based roles. Must be able to acquire provisional graduate faculty status at ISU.
- 6.1.2.3 ECT, IMT, and MCT Departments: Industrial Work Experience - (That experience acquired through gainful employment of one year or more in duration with one company or Internship or Co-op - (On-site industrial experience or directed study for college credit. At least 2 semesters.) Or Consulting - (An invitation from an organization needing the advice and expertise of a professional to solve a problem, devise new methods, or suggest new procedures with or without remuneration. At least 1 year equivalent or combination of above to equal one year industrial experience).

6.2 Associate Professor:

- 6.2.1 Degree: A terminal degree in a field appropriate to the discipline in which the candidate teaches and conducts research, scholarship, or creative activity is required for tenure or promotion. Exceptions may be made in cases of persons of indisputable national renown.
 - 6.2.1.1 The terminal degree for the AST Department shall be a Masters Degree with aviation specialization plus flight experience of 2000 flying hours; Flight Instructor rating, or three years of industry experience in lieu of the flight hours for the flight specialty. Qualifications for the Aviation Administration specialty will be a Masters Degree with appropriate aviation specialty; a Private Pilot Certificate or Airplane Ground Instructor/Instrument Ground Instructor Certificate (AGI/IGI) and certification as an airport manager, air traffic controller or aircraft dispatcher to fulfill the requirements of the terminal degree.
- 6.2.2 Field Experience - Same as Assistant Professor
- 6.2.3 Time in Rank – 6 years as tenure-track or tenured Assistant Professor. With exceptional circumstances, a candidate may apply for promotion

and tenure in their 4th or 5th pre-tenure year (per University Handbook).

6.3 Professor:

6.3.1 *Degree: A terminal degree in a field appropriate to the discipline in which the candidate teaches and conducts research, scholarship, or creative activity is required for tenure or promotion. Exceptions may be made in cases of persons of indisputable national renown.*

6.3.1.1 **AST Department - The terminal degree for the AST Department shall be a Masters Degree with aviation specialization plus flight experience of 2000 flying hours; Flight Instructor rating, or three years of industry experience in lieu of the flight hours for the flight specialty. Qualifications for the Aviation Administration specialty will be a Masters Degree with appropriate aviation specialty; a Private Pilot Certificate or Airplane Ground Instructor/Instrument Ground Instructor Certificate (AGI/IGI) and certification as an airport manager, air traffic controller or aircraft dispatcher to fulfill the requirements of the terminal degree.**

6.3.2 **Field Experience - Same as Assistant Professor**

6.3.3 **Time in Rank – 5 years as a tenure track or tenured Associate Professor**

7 **TEACHING STANDARDS EXPECTED FOR EACH RANK**

7.1 **Evaluation Methods and Documentation**

Evaluation techniques for all faculty members include, but are not limited to self-evaluation, student evaluations of teaching, department chairman evaluation, peer evaluations, assessment of program planning and development, and assessment of academic advising of students.

7.1.1 **Assistant Professor**

For appointment or promotion to Assistant Professor the faculty member is expected to meet expectations (or demonstrate through credentials and/or experience the probability of meeting expectations) on the following standards using the evaluation methods identified in

the Evaluation Methods and Documentation section (7.1). The Assistant Professor is also expected to exhibit consistent performance and to show progress toward meeting the expectations of an Associate Professor. An Assistant Professor should document the following standards:

- 7.1.1.1 Basic Expectations of All Faculty.
- 7.1.1.2 Syllabi are completed and distributed to students and are on file in the department office.
- 7.1.1.3 Instructional objectives of the course are clearly stated.
- 7.1.1.4 There is agreement between announced objectives, learning experiences, and evaluation of outcomes.
- 7.1.1.5 Materials for a course are clearly organized and presented.
- 7.1.1.6 Instructor presents relevant subject matter (within the course description).
- 7.1.1.7 Instructor is available to answer appropriate questions.
- 7.1.1.8 Instructor stimulates class discussion and student thinking.
- 7.1.1.9 Examinations, projects, papers, and assignments are fair, unambiguous, representative of course content, and adequately measure student competence.
- 7.1.1.10 Instructor fulfills obligations to students by meeting classes and being available for scheduled and conferences.
- 7.1.1.11 Instructor is available for and committed to advising students.
- 7.1.1.12 Instructor is willing to direct independent studies, internships, theses/dissertations or sponsors co-op students.
- 7.1.1.13 Instructor makes use of instructional technology and employs innovative, enthusiastic teaching methods.
- 7.1.1.14 The applicant may include additional items for consideration.

7.1.2 Associate Professor

For appointment or promotion to Associate Professor the faculty member is expected to meet expectations on the following standards using the evaluation methods identified in the Evaluation Methods and Documentation section (7.1) of this document. The Associate Professor is also expected to exhibit consistent performance and to demonstrate progress toward meeting the expectations of a Professor. An Associate Professor should document the following standards:

- 7.1.2.1 Basic Expectations of All Faculty.
- 7.1.2.2 Assistant Professor standards and expectations.
- 7.1.2.3 Integrates scholarly activities within his/her discipline into the overall scope of instructional content.
- 7.1.2.4 Regularly contributes to course and curriculum development.
- 7.1.2.5 Be involved in developing and teaching courses of a special nature (honors, workshops, distance delivery, special topics, symposiums, etc.), and provide for individualized instruction.
- 7.1.2.6 When a faculty member's assignment includes involvement in a graduate program, the faculty is expected to maintain graduate faculty status.

7.1.3 Professor

For appointment or promotion to the rank of (Full) Professor the faculty member is expected to meet expectations on the following standards using the evaluation methods in the Evaluation Methods and Documentation section (7.1) of this document. The Professor is also expected to exhibit consistent performance. A Professor is expected to document the following standards:

- 7.1.3.1 Basic Expectations for All Faculty.
- 7.1.3.2 Assistant Professor standards and expectations.
- 7.1.3.3 Associate Professor standards and expectations.

- 7.1.3.4 Demonstrate leadership and initiative in student and faculty development at the department, School, and University levels.
- 7.1.3.5 Demonstrate leadership and initiative in curricular development at the department, School, and University levels.
- 7.1.3.6 When a faculty member's assignment includes involvement in a graduate program, the faculty is expected to maintain graduate faculty status.

8 SCHOLARLY ACTIVITIES EXPECTED FOR EACH RANK

8.1 Definitions

- 8.1.1 Scholarship is an area of activity that refers to updating and extending an area of study within the professional life of the faculty member. University professors must be constantly alert to new and innovative directions in their disciplines if their leadership in the classroom is to be truly effective.
- 8.1.2 Research is categorized as basic, applied, and pedagogical.
 - 8.1.2.1 Basic research is oriented toward new knowledge. It is that activity which is carried out with the deliberate intent of extending knowledge in a particular academic discipline.
 - 8.1.2.2 Applied research is oriented toward the utilization of knowledge obtained through research in the discipline. It is activity that is carried out with the deliberate intent of solving a specific problem in a specified time frame. The focus of applied research is the applicability of the research to a well-defined, practical need.
 - 8.1.2.3 Pedagogical research is oriented toward methods of teaching and learning. It is activity which explores the merits of one educational approach to instruction over another approach, under what conditions students learn best, how educational material may be organized to enhance the learning process, or investigations of the degree to which curricula meet the requirements they have been assigned to meet.

8.1.3 Creative endeavor refers to the result of the production of creative work by faculty. Creative endeavor involves not only the creation of a tangible product, but the subjection of that creative piece to judgment by the appropriate group through the vehicle of performance, show, publication, display, or exhibit.

8.2 Documentation

8.2.1 Categories of Scholarly Activity:

- 8.2.1.1 Delivers peer-reviewed lectures, papers, speeches, or presentations at colleges or universities, professional meetings, conventions, conferences, workshops, or training sessions in business and industry.
- 8.2.1.2 Submits products of scholarly activity to colleagues for evaluation and critique (such as philosophical/theoretical position papers, prototypes, and innovative designs).
- 8.2.1.3 Writes proposals for and/or receives research grants and awards.
- 8.2.1.4 Obtains recognition regionally, nationally, or internationally for contributions to a particular field of study.
- 8.2.1.5 Participates in institutes, short courses, seminars, and workshops that are related to the faculty member's discipline.
- 8.2.1.6 Publishes the results of scholarly activity in peer-reviewed publications.
- 8.2.1.7 Publishes the results of scholarly activities through monographs or books.
- 8.2.1.8 Publishes the results of scholarly activities through textbook or yearbook chapters.
- 8.2.1.9 Publishes the results of scholarly activities through non-peer reviewed articles or software.
- 8.2.1.10 Obtains copyrights or patents on works produced.
- 8.2.1.11 Writes proposals and obtains funding for laboratory development.

- 8.2.1.12 Participates in and completes educational, industrial, or service sector consulting experience related to the faculty members discipline.
- 8.2.1.13 Completes a postdoctoral fellowship, an additional degree, or significant evaluated study in an appropriate discipline.
- 8.2.1.14 Creates a tangible product or process that is judged as creative by his/her peers.
- 8.2.1.15 Obtains appropriate professional certification.

8.2.2 Assistant Professor

For appointment to the rank of Assistant Professor, the faculty member is expected to provide documented evidence that he/she has met (or demonstrates through credentials and/or experience the probability of meeting) at least four of the standards listed in the Documentation section (8.2) above.

Note: "met at least... of the standards" means that an individual standard can be met more than once to total the minimum number of standards. For example, a faculty member could publish four peer-reviewed articles and that would count as having met four standards.

8.2.3 Associate Professor

For appointment or promotion to the rank of Associate Professor, the faculty member is expected to provide documented evidence that he/she has met at least six of the standards listed in the Documentation section (8.2) above since promotion to Assistant Professor. An Assistant Professor is expected to show consistency in their activities and make progress towards Associate Professor. At least four of the standards must come from the following and two of these must be publications:

- 8.2.3.1 Delivers peer-reviewed lectures, papers, speeches, or presentations at colleges or universities, professional meetings, conventions, and conferences, workshops, or training sessions in business and industry.
- 8.2.3.2 Publishes the results of scholarly activity in peer-reviewed or other publications appropriate to the profession.

- 8.2.3.3 Creates a tangible product or process that is judged as creative by his/her peers.

8.2.4 Professor

For appointment or promotion to the rank of (Full) Professor, the faculty member is expected to provide documented evidence that he/she has met at least eight of the standards listed in the Documentation section (8.2) above since appointment or promotion to Associate Professor. An Associate Professor is expected to show consistency in their activities and make progress towards Professor. At least six of the standards must come from the following:

At least four from:

- 8.2.4.1 Delivers peer-reviewed lectures, papers, speeches, or presentations at colleges or universities, professional meetings, conventions, and conferences, workshops, or training sessions in business and industry.
- 8.2.4.2 Publishes the results of scholarly activity in peer-reviewed or other publications appropriate to the profession.
- 8.2.4.3 Creates a tangible product or process that is judged as creative by his/her peers.

At least one from:

- 8.2.4.4 Writes proposals for and/or receives grants and awards.

At least one from:

- 8.2.4.5 Obtains recognition regionally, nationally, or internationally for contributions to a particular field of study.
- 8.2.4.6 Completes a postdoctoral fellowship, an additional degree, or significant evaluated study in an appropriate discipline.
- 8.2.4.7 Obtains appropriate professional certification.

9 SERVICE ACTIVITIES EXPECTED FOR EACH RANK

9.1 Definitions

Institutional service consists of serving on departmental, school and university standing and ad hoc committees.

9.1.1 Professional service consists of serving, in some official capacity, (officer, committee member, discussant, reviewer, session chairperson, editor, etc.) the needs of a professional society or organization related to some degree to the discipline area of expertise of the faculty member.

9.1.2 Professional service also includes consulting relationships with government, business, education, or industry, whether compensated or not. The key is recognized expertise that has been sought.

9.1.3 Community service literally includes that remainder of the myriad of activities that faculty perform for the local and regional community in which they live that are related to university expertise or affiliation.

9.2 Services provided through a vocational interest or associated with some special talent or skill not related to one's professional competence or assignment may be considered for promotion.

9.3 Documentation: Service items, which meet the above conditions, must be identified by area of service, service date(s), description of service, and expected or known results.

9.4 Service Activities

9.4.1 Institutional Service:

9.4.1.1 Serves on departmental, school, or university committees.

9.4.1.2 Officer of a departmental or school committee.

9.4.1.3 Officer of a university committee.

9.4.1.4 Assumes administrative responsibilities (not part of load) related to either the academic or support services of the university community.

9.4.1.5 Conducts studies or prepares proposals for the department, school, or university.

9.4.1.6 Sponsors and/or advises a student club, society, or professional organization.

9.4.2 Professional Service:

9.4.2.1 Serves as a committee member of a professional organization related to his/her expertise.

9.4.2.2 Acts as a conference planner/organizer/chair at the local, regional, national, or international levels.

9.4.2.3 Serves as a committee chair or officer of a professional organization related to his/her expertise at the local, regional, national, or international levels.

9.4.2.4 Consults as requested by government, business, and industry or other educational institutions in the area of his/her expertise.

9.4.3 Community Service:

9.4.3.1 Participates in off-campus programs for the community such as non-credit continuing education related to his/her expertise.

9.4.3.2 Makes presentations to community groups in areas related to his/her expertise.

9.4.3.3 Contributes services to the community that are relevant to the faculty member's role in the university or her/his expertise.

9.5 Assistant Professor

For appointment to the rank of Assistant Professor, the faculty member is expected to provide documented evidence that he/she has met (or demonstrates through credentials and/or experience the probability of meeting) at least four of the standards listed in the Service Activities section (9.4) above. The four standards must come from at least two of the three service categories, i.e., institutional, professional and community.

9.6 Associate Professor

For appointment or promotion to the rank of Associate Professor, the faculty member is expected to provide documented evidence that he/she has met at least four of the standards listed in the Service Activists section (9.4) above since promotion to Assistant Professor. An Assistant Professor is expected to show consistency in their activities and make progress toward Professor. At least two standards of the following must come from:

- 9.6.1 Officer of a university committee.
- 9.6.2 Assumes administrative responsibilities (not part of load) related to either the academic or support services of the university community.
- 9.6.3 Conducts studies or prepares proposals for the department, school, or university.
- 9.6.4 Acts as a conference planner/organizer/chair at the local, regional, national, or international levels.
- 9.6.5 Serves as a committee chair or officer of a professional organization related to his/her expertise at the local, regional, national, or international levels.
- 9.6.6 Consults as requested by government, business, and industry or other educational institutions in the area of his/her expertise.
- 9.6.7 Contributes services to the community that are relevant to the faculty member's role in the university or her/his expertise.

9.7 Professor

For appointment or promotion to (Full) Professor, the faculty member is expected to provide documented evidence that he/she has met at least six of the standards listed in the Service Activists section (9.4) above since appointment or promotion to Associate Professor. An Associate Professor is expected to show consistency in their activities and make progress towards Professor. At least four of the standards must come from the following:

- 9.7.1 Officer of a university committee or serves as a member of the Executive Committee of the University Faculty Senate.
- 9.7.2 Assumes administrative responsibilities (not part of load) related to either the academic or support services of the university community.

- 9.7.3 Acts as a conference planner/organizer/chair at the local, regional, national, or international levels.
- 9.7.4 Serves as a committee chair or officer of a professional organization related to his/her expertise at the local, regional, national, or international levels.
- 9.7.5 Consults as requested by government, business, and industry or other educational institutions in the area of his/her expertise.

10 APPLICATION ROUTING AND TIMELINE

Application forms and documents (materials) may be required for (a) annual evaluation of Probationary faculty, (b) promotion and/or tenure evaluation, and (c) annual evaluation of Tenured faculty members.

- 10.1 Following is the routing, with accompanying timeline and comments, for the tenure and/or promotion evaluation. Due dates when set by the university, e.g., Faculty Senate or Provost, shall supercede timelines in this document.
 - 10.1.1 The individual faculty member is responsible for preparing their promotion and/or tenure application. The application materials need not include complete works, e.g., books and full-text articles, student evaluations, or course materials. Summaries, abstracts, title pages, and similar evidence should be included. When not included in the application, full-text complete materials will be available, e.g., in the faculty member's department, for reviewers. The application, in addition to any required forms, is to include (a) a copy of the original appointment letter, and (b) copies of past annual probationary reviews since appointment as a tenure-track faculty member or (if already tenured) annual reviews for the last four years. The application is due to the faculty member's department chair no later than eight weeks before the faculty member's application is due to the provost's office.
 - 10.1.2 Upon receipt of the faculty member's application, the faculty member's department chair shall within two working days notify the department committee that they are to convene and evaluate the application. The department chair will forward the materials to the department committee. The department committee and the department chair are to make independent evaluations and recommendations. The department committee is to transmit their recommendation to the department chair. The chair then makes a recommendation. The evaluations and accompanying recommendations are to be completed, appended to the faculty member's application, and transmitted to the faculty member in writing no later than six weeks before the faculty member's application

is due to the provost. The faculty member's annual goals and professional development activities will also be verified in writing and appended to the annual evaluation before the evaluation is transmitted to the Dean. In the event of a negative recommendation by the committee or department chair, the faculty member may append rebuttal or clarification materials to their application. Neither the personnel committee nor the department chair may respond to a faculty member's rebuttal. A faculty member's rebuttal should be appended to their application before the application is evaluated at the School level. The faculty member's department chair will forward the faculty member's application to the Dean no later than five weeks before the application is due to the Provost. The department chair will provide the department committee with a copy of the evaluation performed by the department chair.

- 10.1.3 Upon receipt of the faculty member's application, the Dean shall within two working days notify the School Promotion and Tenure Committee that they are to convene and evaluate the application. The School Committee and the Dean are to make independent evaluations and recommendations. The Dean will forward the materials to the school committee. The School Committee is to transmit their recommendations to the Dean two weeks before the application is due to the Provost. The Dean then makes a recommendation. The evaluations and accompanying recommendations are to be completed, appended to the faculty member's application, and transmitted in writing to the faculty member no later than one-week before the application is due to the Provost.

In the event of a negative recommendation by the School Committee or the Dean, the faculty member may append rebuttal or clarification materials to their application. Neither the School Committee nor the Dean may respond to a faculty member's rebuttal.

A faculty member's rebuttal should be appended before the Provost evaluates the application.

The Dean will provide the School Committee and the department chair with a copy of the Dean's evaluation and recommendation. The Dean will provide a copy of the school committee's recommendation to the department Chair. The department chair will forward a copy of the Dean's and school committee's evaluations to the department committee.

- 10.2 The application routing and timeline for the probationary formative review are the same as the tenure evaluation. For the probationary formative review the materials are not sent forward to the Provost.

10.3 The application and routing for the annual probationary reviews (excepting the formative review) are same as the tenure evaluation. For the annual probationary reviews the School Committee does not review the candidate's materials.

10.4 Appeals please refer to the University Handbook for the specific appeals process. The following is excerpted from the University policy.

If the recommendation from the Provost and Vice-President for Academic Affairs is negative, candidates may elect to a) terminate the review process, or b) formally appeal negative recommendations to the University Promotions and Tenure Oversight Committee. In choosing to terminate the process, a candidate for tenure also withdraws from consideration for further regular faculty appointment at Indiana State University beyond one academic year following the year of the process.

11 ELECTION of PROMOTION and TENURE COMMITTEES

Election of department and School Committee members shall be by ballot per the School Constitution and Handbook. Service on the School or Department Committees is restricted to tenured faculty members. Dean's, chairs, and other administrators may not serve on a committee. No person can make a recommendation on a faculty member more than once. No person may make a recommendation about themselves.

12 EXCEPTIONS to STANDARDS

Any standard (teaching, scholarly activities, or service) may be waived when the department committee, department chair, appropriate School committee, and the School Dean agree that such action is warranted. This action will be utilized for exceptional cases only.

13 IMPLEMENTATION DATE

This policy shall take effect when approved by the appropriate University body but no sooner than July 1, 2003.

research or other contract purposes without prior authorization by the appropriate vice president's office using the Fiscal Employee Approval Form.

It is proposed that the overload teaching pay rate for full-time tenured or tenure-track faculty members be more closely aligned with the stipend floor per credit hour for temporary faculty with a rate of \$1,000 per credit hour effective with the fall semester of the 2004-05 year.

Recommendation: Approval of the University Handbook language change and the overload teaching pay rate for full-time tenured or tenure-track faculty members of \$1,000 per credit hour, effective August 19, 2004.

On a motion by Dr. Zielow, seconded by Mr. Alley, the recommendation was approved.

K. ACADEMIC LABORATORY/COURSE SPECIFIC FEES (Dr. Maynard)

The following corrections are to be made to the academic laboratory/course specific fees that were approved at the April 23, 2004 Board meeting.

GEOL 161L should be GEOL 160L

SCED 396 should be SCED 396L

SCED 398 should be SCED 398L

SCED 525 should be SCED 595

Recommendation: Approval of the corrections to the Academic Laboratory/Course Specific Fees as approved at the April 23, 2004 Board meeting.

On a motion by Mr. Shagley, seconded by Dr. Zietlow, the recommendation was approved.

L. AGREEMENT WITH EDUCATIONAL MARKETING GROUP, INC.
(Dr. Bouse)

Following a review of marketing firms on both the local and national level, Indiana State University began working with the Educational Marketing Group, Inc. (EMG) last year on the development of a comprehensive integrated marketing program. EMG specializes in developing integrated marketing

Promotion from assistant professor to associate professor and tenure are tied together at Indiana State University. The candidate for promotion and tenure submits to their department materials documenting their achievements. These materials are reviewed by the department and chairperson. Candidates are notified of these recommendations and their rationales.

The candidates' material and recommendations are forwarded for college consideration. The candidates' materials are evaluated independently by their college committee and dean. Candidates are notified of the committee and dean's recommendations and rationales.

The recommendations are forwarded with the candidate's material to the Office of the Provost. If the recommendation from the Provost is negative, candidates may elect to terminate the review process or formally appeal negative recommendations to the University Promotion and Tenure Oversight Committee (PTOC). PTOC makes a recommendation and sends this to the President. The university president conveys his/her recommendation together with the recommendation from the department level review, from the college level review, from the University Promotions and Tenure Oversight Committee and from the Provost to the ISU Board of Trustees, which makes the final decision regarding promotions and the awarding of tenure.