

Personnel Document
On Evaluative Criteria, Procedures and General Standards for
Initial Appointment, Successive Appointments, Promotion,
Tenure, Annual Review, and Post-Tenure Review of Faculty

Dale Bumpers College of Agricultural, Food and Life Sciences

This document governs the Dale Bumpers College of Agricultural, Food and Life Sciences (DBCAFLS) in the selection, retention, promotion, granting of tenure to, and evaluation of faculty effective as of the date of the President's approval. It has been approved by the Dale Bumpers College of Agricultural, Food and Life Sciences, the Dean, the Provost, the Chancellor, the Vice President of the Division of Agriculture, and the President of the University of Arkansas, as indicated by the signatures below.

These policies are required to be consistent with the policies of the university as set forth in Board of Trustees policy 405.1¹, President Sugg's June 26, 2008 Letter to Bumpers College Faculty, Staff and Administration² and in three campus policy statements: (1) Evaluative Criteria, Procedures and General Standards for Initial Appointment, Successive Appointments, Promotion and Tenure³, (2) University Professorships⁴, and (3) Distinguished Professorships⁵. In case of conflict, the Board Policy, President Sugg's Letter, the campus policy and Division of Agriculture policy (for those in Division lines), college, school, or library policy, and the department policy shall have authority in that order. Copies of these documents are available online, as referenced in the *Faculty Handbook*, at the UA web site <https://provost.uark.edu/faculty-handbook> or <http://www.uaex.edu/division/policies.aspx> for Division of Agriculture policies.

It is the policy of the University of Arkansas, Fayetteville, and the Division of Agriculture (hereinafter referred to as the Division) to provide equal employment opportunity to all qualified persons; to prohibit discrimination against any employee or applicant for employment because of race, color, religion, sex, age, national origin, sexual orientation, marital or parental status, veteran's status, or disability, and to promote the full realization of equal employment opportunity through a positive, continuing program of affirmative action.

¹Available at: <http://www.uasys.edu/leadership/board-of-trustees/board-policies/>

²Available at: <https://www.uaex.edu/division/docs/policies/pmgs-08-2%20Tenure-Letter-Sugg.pdf>

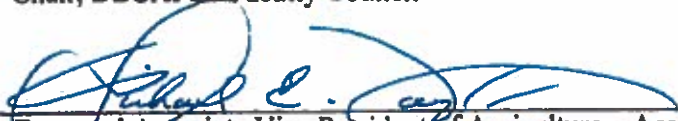
³Available at: <http://provost.uark.edu/policies/140511.php>

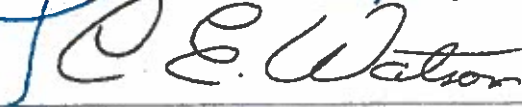
⁴Available at: <http://provost.uark.edu/policies/140513.php>

⁵Available at: <http://provost.uark.edu/policies/140513.php>

APPROVALS

 23-4-16
Chair, DBCAFLS Faculty Council Date

 3-8-2016
Dean and Associate Vice President of Agriculture – Academics Date

 3/16/16
Associate Vice President, Division of Agriculture – Research Date

 3-18-16
Associate Vice President of Agriculture – Extension Date

 3/31/16
Provost and Vice Chancellor for Academic Affairs Date

 4/8/2016
Chancellor Date

 5/3/16
Vice President, Division of Agriculture Date

 4/20/16
President Date

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I. INTRODUCTION

A goal central to the success of the Dale Bumpers College of Agricultural, Food and Life Sciences (hereafter referred to as “College”) is to seek, employ, and retain faculty with the greatest possible abilities in teaching, research and other creative scholarly activities, collegiality and academically related service. The College seeks to develop and sustain nationally and internationally prominent programs in teaching and research/creative activity. A faculty dedicated to high national standards is essential to this effort. The College’s standards for promotion and tenure reflect these high expectations. Ordinarily, attainment of tenure requires outstanding performance in teaching and research/creative activity. Merely good or satisfactory performance is not considered sufficient for a favorable tenure and/or promotion decision. Attainment of tenure requires a high standard of performance in both teaching and research/creative activity and a clear indication that such a performance level will be maintained over a career as a faculty member of the University. The College provides due process for consideration for promotion and tenure (when appointment is tenure-track) of faculty members. The objectives of this document are to: (1) provide criteria, guidelines, and procedures for appointment, promotion, and tenure that are consistent with the policies of the Campus and University; (2) identify basic criteria for evaluation of performance and accomplishments of tenure-track and non-tenure-track faculty; and (3) provide a mechanism for the review of decisions/recommendations, including an appeals process.

Faculty performance is evaluated each year by the units in the College. Recommendations for promotion and/or tenure originate in the units and are reviewed at the College level. College policies are designed to reward meritorious professional performance and recognize the potential for and progress toward continued high performance by promotion and/or granting tenure. Tenure rights apply to the area or areas of the faculty member’s expertise and reside in the faculty member’s primary unit at the University of Arkansas, Fayetteville.⁶ Attainment of tenure in the College requires the demonstration of sustained productivity and recognition by external, nationally or internationally recognized disciplinary peers in: (1) teaching, (2) research or other creative scholarly activity, (3) extension activity, (4) academically related service and (5) collegiality relevant to personal performance. Relevance and relative importance of the categories is indicated by the job description.⁷ All decisions in selection, retention, promotion and termination of faculty shall be made on the basis of performance of assigned duties, professional merit and quality of contribution to the University, subject to all applicable Board of Trustees and University policies. Candidates may not be discriminated against based on attributes of the candidate that are irrelevant to professional performance such as age, disability, ethnic origin, marital status, race, religious commitment, gender, or sexual orientation. These policies and procedures will be revised as needed, consistent with established procedures in the University of Arkansas–Fayetteville *Faculty Handbook*⁸, University of Arkansas Board of Trustees’ policies⁹, and the Provost’s Academic Policy Series.¹⁰

⁶ A faculty member’s primary unit (where tenure resides) is designated in the offer letter at time of appointment. A tenure-track faculty member has tenure rights in one unit and one unit only.

⁷ Units may require additional criteria to these College criteria for the granting of tenure.

⁸ Available at: <http://provost.uark.edu/faculty-handbook/index.php>

⁹ Available at: <http://www.uasys.edu/leadership/board-of-trustees/board-policies/>

¹⁰ Available at: <http://provost.uark.edu/policies/index.php>

The College has a complex employment structure. This document applies to two groups of University non-classified faculty employees within the College. The first group of employees includes those whose budget lines are slotted in the College budget (both tenure-track and non-tenure-track). The second group includes those employees whose budget lines are slotted in the Division and who are in tenure-track positions. All employees who are assigned to College units but whose budget lines are slotted in the Division and are not tenure-track, are subject to the Division's personnel procedures.

II. RESPONSIBILITIES FOR IMPLEMENTATION

II.A. General

It is the unit head's responsibility to make each faculty member aware of, and provide access to, relevant employment related policies. No later than 30 days after beginning employment in connection with the first appointment, each faculty member shall be advised in writing by his or her unit head of the criteria, procedures and instruments that are to be used in assessing the faculty member's work. The unit head may provide such documents in hard copy or, alternatively, provide the faculty member with appropriate URLs to the relevant documents. It is also the faculty member's responsibility to become familiar with these policies. The principal responsibility for implementing these policies and procedures and for formulating unit recommendations rests with the unit heads and the Dean and relevant Associate Vice Presidents for Agriculture.¹¹

A minimum of three voting members is required for all committees subject to this document. If the number of voting members of a committee falls below three due to conflicts of interest or other reasons, the appropriate faculty group will elect additional members as needed to serve on the committee. If a minimum of three eligible faculty are not available within the unit for any particular matter, the Dean and relevant Associate Vice Presidents may appoint members from faculty from other units within the College.

II.B. Unit

The "unit" is the basic, administrative grouping for both the College, the Experiment Station (hereafter referred to as "Station") and the Cooperative Extension Service (hereafter referred to as "Extension Service"). Units are largely distinguished by disciplinary focus. The unit head has the responsibility for initial and subsequent annual evaluations of faculty teaching, research/creative activity, extension, collegiality and service. For faculty located off-campus, the evaluation is made jointly by the unit head and the appropriate Center or Institute Director. Each unit faculty must have a formal means for tenured, tenure-track and non-tenure-track faculty to express opinions and advice to the unit head on personnel decisions concerning recommendations for initial appointments, emeritus and adjunct status. In addition, each unit shall elect a faculty committee (herein referred to as the unit committee). Among other duties, the unit committee assists in the annual review of promotion and/or tenure status of all assistant professors (excluding visiting and adjunct assistant professors) and makes recommendations to

¹¹An Associate Vice President is relevant if the candidate has a nonzero appointment in the Associate Vice President's administrative unit.

guide professional progress. The unit committee's recommendations shall be made, in writing, to the unit head. Pre-tenure, tenure-track faculty must undergo annual review by the unit head and the unit committee for progress toward tenure.¹² Associate professors may be reviewed by the unit committee for progress toward promotion at the associate professor's or unit head's request.

The unit head annually evaluates faculty performance relative to assigned duties. The annual evaluation is distinct from the review of professional progress toward promotion/tenure. The annual evaluation is mandatory for all faculty and is the basis for merit-based salary increases. This annual review requires the Faculty Service Review form be filled out by faculty and the review must include peer and, where appropriate, student input as an integral part(s) of the recommendations for annual salary increments.

The unit Promotion and Tenure Committee (unit committee) is elected by the unit faculty. Although elected, the committee should be proportionally composed of faculty in tenure-track and non-tenure-track positions (including those serving in off-campus Station/Extension Service appointments). Alternatively, units may elect a separate committee for non-tenure-track appointments according to the guidelines established for the Division of Agriculture.¹³ Only associate professors, professors, University and Distinguished Professors can serve on the unit committee(s). Professors holding those titles modified by adjunct, visiting or emeritus cannot serve on the unit committee. Research and clinical professors are candidates for membership on the unit committee.

Unit recommendations for tenure shall be formulated by tenured faculty on the elected unit committee and a committee of all unit, tenured faculty members. These two committees make separate recommendations. Although the advice of non-tenured, tenure-track, and non-tenure-track faculty members on the unit committee is welcomed, only tenured faculty shall vote on matters of tenure for a candidate for tenure.

II.C. College

Each unit faculty on the Fayetteville campus annually elects one of their tenured members to serve as the unit representative on the College Promotion and Tenure Committee. Units elect the representative with all eligible faculty (as defined by the unit) voting. Additionally, the tenured (and tenure-track) off-campus faculty will annually elect one off-campus, tenured faculty member to be a member of the College Promotion and Tenure Committee. The election of the off-campus member will be conducted by the DBCAFLS Faculty Council Chair.

No candidates for promotion, tenure, appointment or any combination thereof may serve as a departmental representative on the College Promotion and Tenure Committee nor participate in any of that committee's deliberations. The chair of the College Promotion and Tenure Committee will be elected by members of the committee.¹⁴ Only current members of the College Promotion and Tenure Committee can be candidates for chair.

¹² See Provost's Evaluative Criteria II.B.6.

¹³ Available at: <http://www.uaex.edu/division/docs/policies/pmgs-03-1.pdf>

¹⁴ See Faculty BYLAWS for further detail at:

http://bumperscollege.uark.edu/College_Faculty_Bylaws_18Dec2012.rev.pdf

II.D. Dean and Associate Vice Presidents

The Dean, who also serves as the Associate Vice President for Agriculture - Academic Programs, and relevant Associate Vice Presidents for Agriculture in concert with the unit heads, have overall responsibility for facilitating and ensuring consistency in faculty evaluations for teaching, research, extension, service and collegiality.

III. CRITERIA AND STANDARDS FOR INITIAL APPOINTMENT AND REAPPOINTMENT

III.A. The Position Description

The following are generalized guidelines and expectations. Section IV references suggested criteria for evaluation of candidates for appointment and reappointment. However, more detailed expectations are stated in the written position descriptions for which specific faculty members are recruited and in Campus Policy.¹⁵ The position description, when a faculty member is hired, forms the initial basis for development of the job description for the faculty member and represents the expectations to be used for judging faculty performance. The job description will be reviewed annually by the faculty member and his/her unit head and any appropriate changes recommended to the Dean and relevant Associate Vice Presidents for final approval.

The following guidelines emphasize professional outcomes for evaluating faculty. Again, the specific nature and relative importance of individual criteria depend upon expectations stated in the job description which may change over the course of a faculty member's employment to meet the unit's needs. The publication of research in technical journals does not preclude the importance of reporting research to stakeholders, the public and other users of the information (i.e., applied technology transfer), and vice versa. The evaluation process should be conducted such that the performance of the faculty member is compared against a set of expectations as set forth in the job description. It is the responsibility of the unit head, the Dean and other relevant Associate Vice Presidents to assure that all job descriptions support the missions of the unit, College, Campus, Division and University.

In addition, promotion/appointment to a specific rank or awarding of tenure requires that candidates satisfy the criteria and standards expected of all faculty for the specific rank and/or for holding tenure. These criteria and standards are referenced in Section III.B. and Section IV and can be augmented by individual departments.

III.B. Tenure-track Faculty

Assistant Professor — The minimum requirement for appointment to this rank is the doctoral degree. In areas where the doctorate is not the terminal degree, the pool of strongest candidates is likely to include persons who have not attained a doctorate so this requirement may be waived. A candidate for this rank should be able to demonstrate an aptitude for teaching, research or scholarly activity, extension and support the institutional, professional, and public service goals of the unit, College, Campus and University in proportion to the position description. The candidate must show promise of helping the College achieve the goals in Section I, first paragraph.

¹⁵ Available in section I.A.1-3 at: <http://provost.uark.edu/140511.pdf>

Associate Professor — The criteria outlined for appointment to Assistant Professor apply to an initial appointment at the rank of Associate Professor. In addition, candidates for appointment or promotion to this rank must have demonstrated sustained productivity and recognition by national, disciplinary peers in (1) teaching, (2) research or other creative scholarly activity, (3) extension activity, and (4) academically related service as appropriate to the position description. The candidate must have directed graduate students, particularly M.S. degree students where applicable; and be able to contribute to the academic improvement and reputation of the unit, College, Campus and the University as outlined in the position description. Experience with industry or governmental units may be considered as part of professional reputation. A person initially appointed as an Associate Professor must also meet the established criteria of the unit, College, Campus and University for the rank.

Professor — In addition to fulfilling the criteria established for the appointment to Associate Professor, candidates for appointment or promotion to the rank of Professor must have demonstrated excellence or distinguished performance in teaching, research/creative activity, extension and service as appropriate to the position description; have demonstrated an ability to direct graduate students, including training of doctoral students where applicable; be recognized nationally in their field of work; and meet the criteria of the unit, College, Campus and University for the rank. Experience with industry or government units may be considered as part of professional reputation.

University Professor and Distinguished Professor — These appointments are honors in recognition of outstanding contributions only for the most meritorious faculty; they are not promotions in due course. Procedures for appointment and substantive criteria follow campus guidelines.¹⁶ Units may establish more demanding criteria in addition to those in the Evaluative Criteria.

III.C. Non-Tenure-track Faculty

Non-tenure-track faculty may be appointed on a temporary basis or for specific terms or on a basis subject to reappointment and promotion but not for tenure. Conditions of the appointment will be stipulated in the letter of offer for the position.

Lecturer — Appointments are usually for one semester or one year, may be full-time or part-time, and are for teaching. Normally, appointees will hold a master's degree or equivalent. Evidence of potential for excellence in teaching is required.

Instructor — This appointment is designed for faculty involved solely in a unit's teaching mission. Appointments vary from short-term, one semester or one year, to more extended periods of time as stipulated in their letter of appointment. The appointment may be full-time or part-time. A master's degree or equivalent is required, and study beyond the master's level is desired. Evidence of excellence in teaching is required as is evidence of continuing professional and scholarly interest in the academic discipline of the appointment. Instructors are expected to participate with other unit faculty in the ongoing updating and design of teaching programs and to assist with other teaching functions such as student advising, unit committee work and other student activities.

¹⁶Available at: <http://provost.uark.edu/140513.pdf>

Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor — These ranks are used to appoint for one semester or one year up to a maximum of three years, persons who meet the general criteria and standards for appointment to the corresponding professional rank without the prefix “Visiting.”

Non-tenure-track Research Assistant Professor, Research Associate Professor, and Research Professor — These ranks are used to appoint persons who meet or exceed the criteria and standards for appointment at the corresponding tenure-track professorial rank. Appointments may include teaching and student advising. Appointments at these ranks are non-tenure track. However, the expectations for faculty holding these ranks are the same as for tenure-track faculty except that they do not participate in the processes associated with the evaluation of candidates for tenure and do not possess other attributes of tenure including, but not limited to, the right of continuous appointment. Non-tenure-track faculty with the titles of Research Associate Professor, Research Professor, and Distinguished Professor may be elected to their unit’s committee to participate in unit committee deliberations and voting for promotion, but may not vote on recommendations for tenure.

Non-tenure-track Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor — Clinical faculty are non-tenure track faculty who are primarily assigned to teaching or clinical/service-based settings. Appointments may include teaching and student advising. Although clinical faculty appointments are primarily (or totally) teaching and service-based, promotion to higher ranks requires some evidence of scholarly contribution to their discipline. Appointments at these ranks are non-tenure track. Clinical faculty do not participate in the processes associated with the evaluation of candidates for tenure and do not possess other attributes of tenure including, but not limited to, the right of continuous appointment. Clinical faculty are expected to perform their duties at the same level of quality as tenure-track faculty allowing for differences in job assignment proportions. Clinical faculty with the titles of Clinical Associate Professor and Clinical Professor may be elected to their unit’s committee to participate in unit committee deliberations and voting for promotion, but may not vote on recommendations for tenure. Promotion procedures are identical to those of tenure-track faculty. College policy on clinical faculty is consistent with Academic Policy 1405.102.¹⁷

Non-Tenure-Track faculty (Instructor, Assistant Professor, Associate Professor, Professor or Distinguished Professor or one of the preceding titles modified by “research”) whose budget slot is in the Division budget and whose appointment is non-tenure-track, fall under the Division Guidelines for matters of initial appointment, evaluation and promotion.¹⁸ Promotion procedures for non-tenure-track faculty whose budget slot is in the College follow the guidelines in this document.

Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor — These ranks are used to establish official association of a scholar-teacher-artist with a unit in the College to accomplish some specific purpose for a specified time and must be recommended by the unit faculty and approved by the Dean. An appointment to an adjunct title requires meeting the criteria and standards for appointment to the rank without the prefix “Adjunct.”

¹⁷ Available at: <http://provost.uark.edu/policies/1405.102.php>

¹⁸ Available at: <http://www.uaex.edu/division/docs/policies/pmgs-03-1.pdf>

Emeritus ranks — Emeritus ranks are conferred by the Board of Trustees according to Board policies.¹⁹ Recommendations for appointments to emeritus ranks originate with the unit, and a positive recommendation requires meritorious service at the rank and at lower faculty ranks for an appropriate number of years as specified by Board policies. Nominees for this rank must be recommended by resolution from the unit faculty and approved by the Dean.

IV. CRITERIA FOR ANNUAL EVALUATION

Items considered in annual evaluations (or a nomination for promotion and tenure) shall be based on the job description and annual plan of work and be consistent with Campus Policy.²⁰ In addition to campus policy referred to in the prior sentence, specific indicators of accomplishment in teaching, research, extension and service are enumerated in the Faculty Service Review Form²¹ (FSRF) for annual evaluation and the Faculty Review Checklist²² for promotion and tenure. In addition to the annual achievements, the annual evaluation may also consider the overall arc of the faculty member's career accomplishments and how they portend for the future.

V. PROCEDURES FOR INITIAL APPOINTMENT, ANNUAL REVIEW AND REAPPOINTMENT

The faculty and head of each unit may adopt specific criteria and procedures, subject to approval of the Dean, relevant Associate Vice Presidents, for initial appointment and annual review of all faculty. Such policies must be consistent with this Personnel Document and all applicable University policies. The specific criteria and procedures should be part of departmental personnel documents and readily available to all faculty members in the respective units.

Recommendations on reappointments are forwarded to the Dean and the relevant Associate Vice Presidents by the unit head. New appointees at the rank of Associate Professor or Professor may be granted immediate tenure if appropriate criteria and standards as outlined in Sections III and IV are met and with approval of the President, University of Arkansas System. All new appointments with tenure are reviewed by the unit and College Promotion and Tenure Committees. The recommendations and vote totals of these committees are recorded on the Nomination for Tenure form.²³ Subject to all applicable policies at the University, the annual performance review (section V.D.) is the basis for reappointment, merit salary increase, work assignment/reassignment, non-reappointment, or dismissal. The period covered by the review is the calendar year, January 1 through December 31. Each faculty member is evaluated by his/her unit head (and Center or Institute Director in the case of off-campus faculty) following established procedures. The Faculty Service Review Form will be used as the primary information source for this review.

¹⁹ Available at: <http://provost.uark.edu/1475.10.pdf>

²⁰ Available at: <http://provost.uark.edu/140511.pdf>

²¹ Form PMGS 03-9 available at: <http://www.uaex.edu/division/policies.aspx>

²² Available at: <http://provost.uark.edu/policies/faculty-review-checklist.pdf>

²³ Academic Policy Series 1405.10 available at: <http://provost.uark.edu/131.php>

V.A. Notifications

By May 1 of each year, each faculty member shall be informed in writing by the chairperson of the promotion and tenure review schedule, criteria, procedures, requirements, and instruments for the upcoming promotion/tenure/appointment cycle. Whenever there is a change in criteria, workload assignment, procedures, or instruments, each faculty member shall be informed by the chairperson in writing within four weeks of the change. Each faculty member shall also be provided with any standard review forms upon which the faculty member is expected to submit information regarding professional activities, and shall be informed that he or she may submit as a part of his or her promotion/tenure packet a written list of three to five potential reviewers with a brief rationale for each nominee. The phrase “in writing” means that faculty will either receive such documents in written or electronic form or given URLs to such documents as is convenient for the unit head. Each new faculty member must receive copies of all previously listed information no later than 30 days after the effective date of the initial appointment.

Subject to all University policies, non-tenure-track faculty members whose appointment is funded (slotted) by Campus funds in the College budget shall be notified in writing of non-reappointment or dismissal on a time schedule and procedure similar to that for tenure-track faculty as outlined in the Evaluative Criteria, Section II, second paragraph.²⁴

V.B. Job Description

Each faculty member shall be provided an approved, written job description within 30 days of the initial appointment (see Section III.A.). The job description should be formed from the position announcement. The job description will be part of the Promotion and Tenure documentation and, therefore, should specify expectations for teaching, research or other scholarly activities, extension and service responsibilities and proportion of assignment to each. The job description shall be reviewed and updated annually by the unit head in concert with the faculty member. As the job assignment changes during the course of employment, the unit head, in consultation with the faculty member, should revise the job description to accurately reflect the current assignment. If common agreement cannot be reached, the faculty member may appeal the decision. The Dean and the relevant Associate Vice Presidents will review all job descriptions and changes in job descriptions, and none shall be made without approval of the Dean and other relevant Associate Vice Presidents.

V.C. Annual Plan of Work

Each faculty member shall consult with their unit head to develop annually a plan of work for the calendar year, for approval by the unit head, Dean and other relevant Associate Vice Presidents. The Job Description/Plan of Work includes sections for specific expectations and assignments regarding research/scholarly activities, teaching, advising, extension, and service. The Plan of Work may be modified by the unit head in consultation with the faculty member during the year based on the best interests and needs of the department and the University as a whole. All modifications must be approved by the Dean and other relevant Associate Vice Presidents.

²⁴ Available at: <http://provost.uark.edu/140511.pdf>

V.D. Performance Reviews

Each faculty member is reviewed annually. Subject to all applicable University policies, the annual review is the basis for reappointment, merit salary increase, work assignment/reassignment, non-reappointment, or dismissal. The annual review covers the calendar year, January 1 through December 31. The criteria for annual review and successive reappointments are as listed in the Faculty Service Review Form. The evaluation is the responsibility of the unit head (and appropriate Center or Institute Director in case of off-campus, College faculty). However, it is the responsibility of the faculty member to provide all information required each year in order to conduct and write the evaluation, and to do so consistently with established deadlines. The completed evaluation will be reviewed by the faculty member (and, if appropriate, Center or Institute Director). Signatures on the evaluation will include those of the employee and unit head (and, if appropriate, Center or Institute Director). The faculty member's required signature indicates acknowledgement of the review, not concurrence; faculty may submit a letter of rebuttal to the evaluation.

An annual review of each faculty member will be conducted in accordance with the faculty member's job description and plan of work. The written evaluations are part of the supporting documentation for promotion and tenure candidates. The annual review schedule can be found under Academic Policy 1405.101.²⁵ The College provides this schedule in greater detail annually to unit heads for distribution to faculty.

V.D.1. Annual Administrative and Peer Review

The unit head is responsible for initiating and conducting the evaluation of each faculty member in his/her unit and for initiating the process of deciding whether to recommend successive appointment of non-tenured, tenure-track and non-tenure-track faculty members. The unit committee provides a recommendation to the head regarding Annual Review (including but not limited to successive reappointment) of faculty members. Before submitting to the Dean and the relevant Associate Vice Presidents his or her recommendation on reappointment (or non-reappointment) the head meets with the faculty member to discuss issues related to the review. A copy of the summary of the discussion, a copy of the head's draft of the proposed recommendation regarding reappointment will be given to the faculty member who shall be given a reasonable (five working days) opportunity to submit a written response before the head prepares his or her final recommendation. A copy of the head's final recommendation to the Dean and the relevant Associate Vice Presidents shall also be provided to the faculty member, who shall be given a reasonable opportunity to submit a written response to be forwarded to each subsequent level of review.

Letters of appointment and all subsequent personnel letters will clearly state whether the appointment/ reappointment is tenure-track or non-tenure-track. For a non-tenured faculty member, the letter of appointment will serve as notification of termination by specifying the terms of the appointment and stating that the appointment does not extend beyond the end of the appointment period, the title used will be a title which is non-tenure-track (e.g., Visiting Assistant Professor, not Assistant Professor), and the letter will include the sentence, "This is not a tenure-track appointment." (Such a statement does not preclude future appointment.) All appointment letters shall also state that the appointment is subject to all policies of the University

²⁵Available at: <http://provost.uark.edu/policies/140511.php>

including, but not limited to, all policies of the Board of Trustees of the University of Arkansas. When such letters are sent by a unit head, a copy will be sent to the Dean and the relevant Associate Vice Presidents.

When it becomes necessary to recommend non-reappointment of non-tenured, tenure-track faculty members, the procedures and deadlines prescribed by Evaluative Criteria Section II.B. 6-7 and Section IV.B. of the section on Appointment, Promotion, Tenure, Non-Reappointment, and Dismissal of Faculty in Board Policy 405.1 must be followed. The unit head will recommend non-reappointment by a letter to the Dean and the relevant Associate Vice Presidents with a copy to the faculty member following consultation with the unit committee and meeting with the faculty member as described in more detail in the referenced policies and will provide the faculty member with a copy of Board Policy 405.1 Section IV.B. Terminations/non-reappointments are governed by Board Policies 405.1 and 405.4 as well as the Evaluative Criteria to the extent applicable.

All non-tenured faculty in tenure-track positions shall be notified of successive appointment recommendations following the dates given in Academic Policy Series 1405.101 and as presented in greater detail by the Dean and the relevant Associate Vice Presidents.

V.D.1.a. Third-Year Review of Non-Tenured, Tenure-Track Faculty

As part of the process to provide non-tenured, tenure-track faculty members guidance and assistance in their professional development and academic responsibilities, a review of their professional performance and progress towards tenure will be conducted during the third probationary year.²⁶ The third-year review is meant to serve as an opportunity for pre-tenure, tenure-track faculty to organize their research, teaching, service, and/or extension activities and accomplishments in a manner that is parallel with the formal promotion and tenure dossier format to facilitate constructive feedback from faculty peers and administrators. The third-year review process is meant to identify areas of strengths and weaknesses for the candidate. This review is in addition to the annual review conducted by the unit head. The specific purpose of the review is to assess the candidate's progress towards tenure and to provide the candidate with advice and analysis resulting from the review. The results of pre-tenure review(s) provide(s) a foundation for non-reappointment decisions and for future deliberations on awarding tenure. Subject to all applicable Board and campus policies, the review results in one of following outcomes:

Currently making satisfactory progress—appointment is continued for the fourth and fifth years, subject to all University policies;

Less than satisfactory progress is being made with mandatory counseling by the unit head and unit committee in the department to address identified weaknesses. A fourth year review is required which will be the basis for consideration for reappointment for the fifth year; or

Notice of non-reappointment subject to procedures outlined in Board Policy 405.1(IV) (B), with

²⁶ “An initial appointment of one-half year (academic or fiscal) or less will not be included in the probationary period.”

Board Policy 405.1, IV.A.4 available at: <http://www.uasys.edu/policies/405.1.PDF>

the fourth year as the terminal year (letter to candidate by end of May semester, if on nine-month appointment; letter to candidate by June 30 if on twelve-month appointment)

Procedures

The process of the third-year review is described in detail below. The review shall be conducted during the candidate's third probationary year. The dates shown below are the latest time for each step to be completed:

- September 1: In consultation with the unit head, pre-tenure, tenure-track faculty should be identified and notified that a third-year review will be conducted.
- January 31: Faculty member submits his/her dossier to the unit head who reviews it for completeness. The dossier shall be consistent in content and format with that for tenure including (i) an executive summary; and (ii) all previous annual evaluations. External letters of evaluation are not required.
- February 15: The unit head submits the dossier to the chair of the department's unit committee for review by that committee.
- March 15: The unit committee submits to the unit head a written letter acknowledging that the third-year review was conducted and evaluated the faculty member's overall progress toward tenure, specifically commenting on the candidate's past performance record and on progress in research, teaching, service, and/or extension accompanied by strengths and weaknesses in all areas of their appointment (i.e., research, teaching, service, and/or extension). The letter will also convey the committee's recommendation and result of a formal vote among committee members for one of the three aforementioned potential outcomes. Due to the developmental aspect of this review, both areas of excellence and areas needing improvement are to be identified within the unit committee's letter, along with suggested plans of action to address the areas needing improvement.
- March 24: The unit head prepares a letter concurring with or dissenting from the unit committee's review recommendation and the basis for her/his recommendation. The unit head meets with the faculty member and provides him/her with a copy of both letters and discusses both letters with the faculty member. The faculty member may forward to the unit head a written response to the letters within five (5) days of meeting with the unit head.
- April 8: The unit head submits the faculty member's dossier, the unit committee and unit head letters, and the faculty member's response, if applicable, to the Dean and relevant Associate Vice Presidents for Agriculture. A formal meeting may be scheduled, if necessary, between the Dean and/or relevant Associate Vice Presidents, unit head, and the faculty member for further discussion.
- April 22: The Dean and relevant Associate Vice Presidents prepare an assessment to be given to the faculty member that integrates the feedback from the process, noting areas of excellence, identifying performance areas needing improvement, and

communicating the final outcome of the review. If the third-year review results in non-reappointment, the Dean and relevant Associate Vice Presidents shall notify the faculty member in accordance with the provisions of Board Policy 405.1. The written feedback by the unit committee, the unit head, and the Dean and relevant Associate Vice Presidents, and the faculty member's response, if any, shall become a part of the faculty member's permanent personnel record.

V.D.1b. Post-Tenure Review

Each year the performance of every tenured and tenure-track faculty member is reviewed and evaluated by their unit head. Based on this annual review and evaluation (in addition to other evaluations, where applicable, such as those by the unit committee) personnel decisions such as reappointment, merit salary increases, and promotion are made. The College follows the Campus Policy on post-tenure review as given in the Evaluative Criteria, Section II.C. Each unit determines (with concurrence of the Dean and the relevant Associate Vice Presidents) the definition of satisfactory performance, as referenced in the post-tenure review policy, as a part of its faculty evaluation procedure.

The following provisions apply in post-tenure review. These provisions provide greater detail on various aspects of the post tenure review process.

Length of time to complete the plan

Upon written notification by the unit head to the tenured faculty of the need to develop a professional development plan, the tenured faculty member will have 90 calendar days to give the unit head a draft plan. The draft plan is then reviewed by the unit head and unit committee. These two entities must respond to the request for review within fifteen working days. The tenured faculty member then responds to the comments and suggestions of the unit head and unit committee within 90 calendar days of giving the unit head the draft plan. If the faculty member wishes further review of the revised draft by the unit committee and the head, the faculty member must allow enough time for the subsequent review to meet the 180 calendar day requirement for filing a completed plan. The faculty member gives completed plan to the unit head.

Plan acceptability

The unit head, unit committee, Dean and relevant Associate Vice Presidents have 30 working days to accept or reject the completed plan. The unit head and unit committee will give advice to the Dean and relevant Associate Vice Presidents, who shall decide if the plan is acceptable, needs revision within 30 working days, or is unacceptable. If found unacceptable, the Dean and relevant Associate Vice Presidents will recommend a one - year terminal contract and dismissal for cause, after which the dismissal process outlined in Board Policy 405.1 will be followed (as defined in Section IV. C of the policy). The Dean and relevant Associate Vice Presidents' decision may be appealed to the Provost and Vice President for Agriculture

Criteria for successfully implementing the plan

Once the professional development plan is approved, a senior faculty member in the unit will be appointed as a mentor to the involved faculty member to help facilitate attainment of the professional development plan goals and annual reporting of progress. The involved faculty member is expected to prepare an annual progress report to be submitted to and evaluated by the unit committee, unit head, Dean, and the relevant Associate Vice Presidents. Upon advice from

the unit committee and unit head, the Dean and the relevant Associate Vice Presidents shall determine if the involved faculty member has failed to demonstrate the required improvement as indicated in the professional development plan by the completion of the development plan period which cannot exceed three years. The faculty member may appeal this decision to the Provost and Vice President for Agriculture.

V.D.2. Evaluation System Criteria and Related Procedures

V.D.2.a. General

Salary increases are based on individual performance and accomplishment in the areas of teaching (including advising), scholarship (including research, creative or artistic endeavors, and external fund acquisition), extension, service and collegiality. The weighting of a faculty member's accomplishments is proportionate with the job description time allocations as modified by the written Plan of Work. The job descriptions and annual Plan of Work are reviewed by the Dean and the relevant Associate Vice Presidents to assure equitable application across the College.

A uniform set of precise criteria applicable to all disciplines in the College is virtually impossible to specify. The College has identified criteria to be considered in the annual evaluation of faculty members for promotion and/or tenure as referenced in section IV. Annual evaluations are rated using the spreadsheet rubric found in Policy and Management Guidelines (PMGS) 07-3 with criteria more precisely defined in PMGS 07-2. It is required that such rubric and successive revisions of it will have the category of "unsatisfactory" as a possible Evaluation Rating. The existence of an "unsatisfactory" rating is necessary since it is fundamental in the procedure of post-tenure review in section V.D.1b.

Recommendations for salary adjustments for reasons in addition to annual performance may also be allowed. Reason(s) for adjustments include, but are not limited to, inequities among faculty members. These salary adjustments are meant to recognize meritorious performance in general not previously recognized or reflected in salary level as compared with that of peers with comparable overall performance responsibilities and duration of service. The unit head shall submit detailed documentation to explain and justify the proposed adjustment.

The unit head is required to document the performance of each faculty member relative to assigned duties. Inferior or unsatisfactory performance of assigned duties and the reason(s) for such an evaluation should be carefully documented in the unit head's recommendation.

V.D.2.b. Unit

Each faculty member will provide input to the evaluation process by completing the FSRF annually, covering all activities for the previous calendar year. The completed FSRF, including the comments of the unit head and recommendations from the unit committee, (and appropriate Center or Institute Director in case of off-campus faculty) and faculty member, will be forwarded to the Dean and the relevant Associate Vice Presidents. At the end of the annual review conference with each faculty member, both the faculty member and unit head sign all evaluation instruments. These signatures indicate that the annual review conference was completed. The Dean and the relevant Associate Vice Presidents will be notified upon completion of all evaluations.

The annual review forms, summaries of annual discussions between the unit head and faculty member, recommendations, and all other materials used in or resulting from the annual reviews of the faculty member shall be maintained as long as the faculty member is employed by the University and for at least three years thereafter. These materials are available to the faculty member upon his or her request.

Each unit may develop specific criteria and evaluative instruments that conform with the specific circumstances to augment but not supplant any developed by the College. The criteria and evaluative instruments must be approved by the Dean and the relevant Associate Vice Presidents. Faculty members are evaluated on the basis of their job description. In addition, faculty members are expected to provide service to their unit, College, Campus, Division, University, discipline, state and nation. A minimal list of items to be considered in evaluating the performance of research/creative activity, teaching (including advising), extension, service and collegiality are referenced in Section IV.

V.D.2.c. Peer and Student Evaluations

The College-approved peer review policy and peer evaluation form is provided by the College/Division.²⁷ Units may develop an alternative form or evaluation procedure that satisfies the needs of the unit, College, Campus, University and State law. However, any deviations from the College-approved procedure must be approved by the Dean and the relevant Associate Vice Presidents prior to implementation. Completed annual peer evaluations are to be maintained in the unit.

For faculty whose assigned responsibilities include formal teaching, the annual evaluation must include consideration of student teaching evaluation and such faculty must participate in the University's student evaluation process.

V.D.2.d. Appeal Procedure for Changes in Job Description

Each Unit will use the unit committee to hear appeals concerning changes in job description. The unit committee will provide advice to the unit head on whether the appeal should be approved or denied. The specific appeals process shall be established by the unit faculty and approved by the Dean and the relevant Associate Vice Presidents. If the appeal is not resolved in the unit, the recommendations of the head and unit committee shall be forwarded to the Dean and the relevant Associate Vice Presidents for review and final resolution.

VI. PROCEDURES FOR PROMOTION AND/OR TENURE

VI.A. General

When evaluating a faculty member for promotion and/or tenure, consideration should be given to his/her specific job description in light of the resources, extramural and internal, available in his/her area of endeavor. The recommendation for promotion and/or tenure should include statements relative to assigned responsibility and availability of resources. Effectiveness of faculty in obtaining resources is a legitimate criterion for evaluation. Some off-campus faculty members may not have an opportunity to teach formal courses because of the nature of their

²⁷ Available at: <http://www.uaex.edu/division/docs/policies/forms/pmgs-03-10.pdf>

appointments and/or locations. However, when the opportunity arises, these faculty members are expected to participate in teaching courses, supervising special problems, serving as major professors, and/or serving on graduate student advisory committees as opportunities arise.

Each faculty member wishing to be considered for promotion and/or , or appointment to University or Distinguished Professor, should submit materials according to the University's Faculty Review Checklist following the format exactly if their position is slotted in the College or they are tenure-track.²⁸ Faculty in non-tenure-track appointments whose position is slotted in the Division of Agriculture budget must follow the format and procedures as stated in the Division Guidelines for Distinguished Professor. The unit may require additional documentation to satisfy their specific criteria for evaluation for promotion and tenure. Board Policy 405.1 allows promotion and awarding of tenure to be independent events. Because the Faculty Review Checklist must be used when nominations are submitted to the Provost/Vice Chancellor for Academic Affairs and the Vice President for the Division of Agriculture, each unit head shall require that the original submissions follow this checklist. A current, career resume is also required at the unit and College levels and is considered essential by the College Promotion and Tenure Committee in evaluating candidates. The package must also contain a one-page executive summary prepared by the candidate. A template for this summary is presented in Appendix A. It is the responsibility of the candidate to ensure that the dossier is complete, and is successfully loaded onto SharePoint.

VI.B. Unit Heads as Candidates

When a unit head is being considered for promotion and/or tenure, the Dean and the relevant Associate Vice Presidents shall appoint a faculty member outside the unit to serve in all roles designated for the "unit head" in the promotion and/or tenure process. Otherwise, the procedures will be the same as for any faculty member.

VI.C. Procedures and Deadlines for Promotion, Tenure, and Appointments to University or Distinguished Professor

The promotion/tenure/appointment cycle is a multistage process in which various entities (administrators and up to three committees) make recommendations supporting or not supporting promotion/tenure/appointment to the University President and Board of Trustees as appropriate. A candidate can appeal an entity's recommendation by providing a letter contesting the recommendation or findings of one entity to the next entity in the chain of recommendation within five working days of receiving the memo from the entity making a recommendation. Such appeal letters become a permanent part of the promotion/tenure/appointment document and are for consideration at all subsequent stages of the process.

The following deadlines are subject to adjustment as required by Campus policies and schedules. Additional detail regarding procedural steps is provided in Evaluative Criteria which should be consulted by unit heads, committee chairs, the Dean and relevant Associate Vice Presidents.

²⁸ Available at: <http://provost.uark.edu/policies/faculty-review-checklist.pdf>

April 1-15: Each unit will elect a unit promotion and tenure committee, also previously referred to herein as the unit committee, whose purpose is to evaluate and make recommendations on candidates for promotion and/or tenure. No candidate for promotion/tenure/appointment in a given, annual promotion cycle can serve on the College Promotion and Tenure Committee in that cycle. Only members of the unit committee who are tenured can vote on recommending tenure for a tenure-track candidate.

All tenured members of a unit committee are candidates to serve on the College Promotion and Tenure Committee. The unit must elect one of the tenured unit committee members to serve as the departmental representative to the College Promotion and Tenure Committee.

April 16-30: The unit head shall confer with the unit committee or its representative on which faculty members should be considered for promotion/tenure/appointment in the annual promotion cycle. The Chair of the Faculty Council will conduct an election of the College Promotion and Tenure Committee Chair. College Promotion and Tenure Committee members vote on the chair and the chair must be one of the College Promotion and Tenure Committee members.

May 1: Last day to inform faculty members in writing (or direct to relevant URLs) by the unit head of the promotion/tenure/appointment review schedule, criteria, procedures, requirements and instruments for the current year. Whenever there is a change in criteria, procedures or instruments, each faculty member shall be informed by the unit head in writing within four weeks of the change. Each faculty member shall also be provided (or directed to relevant URLs) with any standard review forms upon which the faculty member is expected to submit information regarding professional activities. Last day for the unit head to inform, in writing, each faculty member who is to be considered for promotion/tenure/appointment that he or she is to be considered.

May 5: Last day for faculty members to nominate themselves for promotion/tenure/appointment for the upcoming promotion cycle. Any potential candidate should declare by this date or they eliminate themselves from further consideration in the coming promotion cycle. Candidates can withdraw from further consideration at any point in the promotion cycle.

May 10: Last day for unit committee, unit head and candidate to begin external reviewer selection process. All external reviewers must lack: (1) a familial relationship with the candidate, (2) a former student/teacher relationship with the candidate, (3) College or Division of Agriculture affiliation, and (4) any apparent or actual conflict of interest. To assist in maintaining reviewer confidentiality, the candidate and the unit committee will each produce a list of three to five potential external reviewers. The unit committee chair is encouraged to consult the unit head for her/his input on potential reviewers.

May 20: Both candidate and unit committee must produce their reviewer lists. Given the candidate's and the unit committee's lists, each having three to five reviewers, the candidate may then strike two of the reviewers without cause within five working days to produce the combined, reduced list.

May 27: The unit committee will identify a minimum of three candidates from the combined, reduced list and at least one of these three reviewers must be from the candidate's list. The

combined, reduced list and a minimum of three selected reviewers will then be given to the unit head. The unit head shall commence contacting the three or more identified reviewers. The unit committee will identify additional candidates, if needed, to ensure obtaining at least three completed responses.²⁹ The unit head has the sole responsibility for contacting reviewers, collecting reviewer letters and sending the letters to the Dean and relevant associate vice presidents for redaction. After external letters have been received and redacted, all correspondence thereafter regarding the candidate should seek to protect the confidentiality of the reviewers. Candidates have the right to review the redacted comments/written narrative of the outside reviewers' letters. All letters and reviewer short bios sent by reviewers must become part of the candidate's promotion document.³⁰ The external reviewers should be peers (and stakeholders if appropriate to the candidate's job description). These responses should be based on the reviewer's knowledge of the complete record of the candidate, including a description of responsibilities with a breakdown of teaching, research and extension assignments during the time period being evaluated.

August 8: Candidates must submit their materials electronically to their department head to ensure adequate time for departmental assistants to successfully upload materials onto SharePoint. These documents will be in electronic form as indicated by the Provost's policy for a given promotion cycle.

August 10: It is the responsibility of the candidate to ensure that the dossier is complete and is successfully loaded onto SharePoint. Once the August 10 deadline is reached, the documents cannot be altered or submitted late. Candidates may subsequently place addenda into the document. Such addenda could be appeal letters, notices of publication acceptances, other noteworthy achievements or errata in the previously submitted documents.³¹ Unit head commences sending promotion documents to outside reviewers.

September 15: External reviewer letters transmitted from unit heads to the Dean and the relevant Associate Vice Presidents. Unit heads will also enter un-redacted external reviewer letters into both written and electronic promotion documents.

September 20: Unit promotion committees may commence promotion document evaluation but cannot take a recommendation vote until after October 8.

October 1: Last day for candidate to be provided with redacted copies of external reviewer letters prior to unit committee review.

²⁹ A model letter for soliciting external reviews is given in Appendix B of this document. It is expected that unit heads will modify the model letter where indicated to suit individual candidacies. However, any letter sent must contain the following language: "The University of Arkansas makes every effort to maintain the anonymity of external reviewers. Under University policy, candidates for promotion and/or tenure will consider a list of potential reviewers from which final reviewers are selected (but remain unknown to the candidate). Additionally, candidates for tenure and/or promotion may read the external letters of review, but identifying information, such as the letterhead and signature, will be redacted. In the event a candidate requests a copy of an external review letter under the Arkansas Freedom of Information Act, s/he would be entitled to receive a copy of the unredacted recommendation as a part of his or her personnel file."

³⁰ Note: The original letters, not the redacted letters, and reviewer bios are entered into the candidate's promotion document.

³¹ Any addenda are for the use by recommending entities that have not made a recommendation prior to the submission of the addenda. Such entities will evaluate prior entities' recommendations conditioned on knowing that prior entities did not have the benefit of the addenda.

October 8: Deadline for candidate to respond in writing to any substantive issues raised in external reviewer letters.

October 22: Unit committee sends to the unit head and the candidate, under separate cover, a copy of their recommendation (including vote totals) and statement of rationale. In accordance with Evaluative Criteria III.B.9, a committee of the unit's tenured faculty sends to the unit head and the candidate, under separate cover, a copy of their recommendation (including vote totals) and statement of rationale.

October 31: Unit head sends the Dean/Associate Vice President—Academic Programs and the candidate under separate cover a copy of her/his recommendation and statement of rationale. The Dean then permits the College Promotion and Tenure Committee and relevant Associate Vice Presidents to read the candidates' electronic files. In case of a split appointment between/among units, the unit head(s) with the minority appointment(s) will submit a letter(s) of recommendation to be included into the document.³² The unit head submits in hard copy the original and three copies of complete candidate documentation including her/his letter of recommendation, the unit committee's recommendations and statement of rationale and the other promotion documentation to the Dean.

November 21-27 (Wednesday preceding Thanksgiving Day): The College Promotion and Tenure Committee sends to the Dean and relevant Associate Vice Presidents, the unit head and candidate, under separate cover, a copy of their recommendations (including vote totals) and statement of rationale.

December 10: The Dean sends the Provost, Vice President for Agriculture, the unit head and the candidate, under separate cover, a copy of her/his recommendation and statement of rationale. All relevant Associate Vice Presidents will individually make a recommendation about the candidacy but can provide their rationale in a joint memorandum.

January 28: Provost notifies Dean and candidates of her/his recommendation and the rationale for it in writing under separate cover.

February 14: Last day for candidate with negative promotion and/or tenure recommendation from provost to submit in writing to the Provost a request for review by the campus Appointment, Promotion and Tenure Committee.

February 16: Last day for the complete file of materials to be submitted to the chairperson of the Appointment, Promotion, and Tenure Committee on behalf of candidates requesting a review.

March 4: Last day for Appointment, Promotion, and Tenure Committee to provide the Chancellor with a written statement of its recommendation and rationale with copies to the provost, the candidate and the candidate's Dean and unit head.

³² If the candidate is tenured or tenure-track, the head of the unit where tenure resides is the primary head regardless budgeted appointment in the unit.

Post March 5: Vice President for Agriculture notifies relevant Associate Vice Presidents, unit head and candidate in writing of her/his recommendation accompanied by her/his rationale. The Chancellor notifies the Provost, Dean, unit head and candidate of her/his recommendation (and provides a rationale) only if s/he does not make a positive recommendation in concurrence with a positive recommendation by Provost or the Campus Appointment, Promotion, and Tenure Committee.

April-May: Recommendations are acted upon by the President or the Board of Trustees.

July 1: Promotions, granting of tenure and appointments approved by the President or the Board of Trustees become effective.

VI.D. Guidelines

Each Unit will implement the procedures specified in this document. To complete the package of materials supporting a candidate's nomination for promotion/tenure/appointment, the package should include the Faculty Review Checklist and the material requested in the SharePoint Promotion and Tenure electronic files.

Appendix A. Executive Summary Template

**This template is meant to be an example, not the exact final format. Modify headings/tabulated information as appropriate for job description; modify margins/font size if necessary; fill in appropriate information for any underlined, italicized, and/or blank portions of this template*

Executive Summary (year to year)

**Name, Rank (Appointed to current rank month year)
Teaching/Advising, Research, Extension, Funding, and Service**

Teaching and Advising (xx % of time)

Course	Title	Times Taught	Average	Average Rating

§ Successfully advised x Ph.D. and x M.S. students to completion. Currently advising x M.S., x Ph.D., and x undergraduate students. Currently serving on x M.S. and x Ph.D. graduate student committees

§ *List other important teaching/advising accomplishments or highlights*

Research (xx % of time) - Publications and Presentations

Type of Publication/Meeting	# Published	# Presented Only
Peer-reviewed journal articles		
Non-peer-reviewed, national conference proceedings		
Selected papers at regional, state, or local meetings		
Invited talks/seminars		
Other publications		

§ *List other important research accomplishments or highlights such as varieties released, patents filed/granted, license agreements issued for inventions, intellectual-property-rights-related income*

Extension (xx % of time)

Extension Activities	#	Impact
Individual presentations/training sessions		
Extension publications		
County agent in-service trainings		
Extension newsletters		
Field visits/problem solving for <u>crop(s)</u>		
Newspaper/radio/television interviews		
Demonstrations/research trials in <u>crop(s)</u>		

§ *List other important extension accomplishments or highlights*

Funding

Type of Project	As PI		As Co-PI		Total	
	Amount (\$)	# Projects	Amount (\$)	# Projects	Amount (\$)	# Projects
Federal						
Non-Fed./Other						
Funding Agencies					-	

Service (xx % of time)

§ Committee Assignments (past and present): Department - x; College - x;
 University/Division - x; National Societies - x

§ *List other important service accomplishments or highlights*

Appendix B. Model Letter from Head to External Reviewers

The model letter below is to be used by unit heads in soliciting external reviewer evaluations. The unit head is expected to customize the letter appropriately for the individual recipient and candidate. This requires making appropriate modifications by selecting phraseology in front of brackets [] or within the brackets. Wording included in parentheses must be maintained in the letter. In particular, the paragraph in the section titled “For either academic peer or stakeholder:” contains language mandated by the Provost. This language begins with the fourth sentence through the next to the last sentence of the paragraph.

It is expected that unit heads will remove the section titles and select the appropriate paragraph depending on whether the reviewer is an academic peer or a stakeholder. The unit head may add a paragraph of her/his own composition as demanded by the circumstances of a particular candidacy.

Dear X:

The Department of _____ in the Dale Bumpers College of Agricultural, Food and Life Sciences and the Division of Agriculture at the University of Arkansas requires extramural reviews by established and respected scholars and /or stakeholders in the candidate’s area as part of the evidence supporting promotion [and/or tenure]. We request your help in providing such a review of [John Q. Faculty] for promotion to [Associate Professor of Agriculture]. The University of Arkansas is dedicated to evaluating candidates for promotion [and/or tenure] based on their annual job description[s].

For an academic peer:

Enclosed are the resume and documents compiled by the candidate and submitted in support of her [his] candidacy. Could you, please, give us your evaluation of the candidate’s record and whether the record supports promotion [and/or tenure]? In your opinion, does the record show professional accomplishment which would indicate that the candidate is likely to continue an active, nationally recognized career in this field? Would the candidate likely be promoted [and/or tenured] at your institution [or, if more appropriate for the particular external reviewer like a non-academic, at a major public research university] if they were to go up with this record at this point in their careers? We would also appreciate knowing of any special circumstances that you have for evaluating their accomplishments.

For a stakeholder:

Enclosed are the resume and documents compiled by the candidate and submitted in support of his/her candidacy. Could you, please, give us your evaluation of the candidate’s record and whether the record supports promotion [and/or tenure]? In your opinion, does the record show professional accomplishment which indicates that the candidate is likely to continue job-related activities that will have a positive and substantial impact on the wellbeing of the state [or nation]? In particular, you are viewed as a stakeholder in the DBCAFLS [and/or Division]. Have the candidate’s accomplishments had an impact on the stakeholder community (generally and/or specifically) that lead you to believe that her [his] program is generating output that benefits stakeholders in a significant way?

For either academic peer or stakeholder:

To include your recommendation with [Dr. Faculty's] other promotion materials, we will need your comments by September 15. We also need a short—no more than two or three pages—bio summarizing your career. Please send them to me at the above address. The University of Arkansas makes every effort to maintain the anonymity of external reviewers. Under University policy, candidates for promotion and/or tenure will consider a list of potential reviewers from which final reviewers are selected (but remain unknown to the candidate). Additionally, candidates for tenure and/or promotion may read the external letters of review, but identifying information, such as the letterhead and signature, will be redacted. In the event a candidate requests a copy of an external review letter under the Arkansas Freedom of Information Act, s/he would be entitled to receive a copy of the unredacted recommendation as a part of his or her personnel file. Your un-redacted letter and your bio will become part of the candidate dossier that is evaluated by faculty committees and relevant administrators.

We very much appreciate the effort and the time from a busy schedule that are required for you to prepare this evaluation.

If you have any additional questions concerning this request, please feel free to contact me.

Sincerely yours,
[Janet V. Head]
[Head, Department of Agriculture]

Appendix C. College Promotion and Tenure Flowchart

