

PERSONNEL DOCUMENT

Evaluation Criteria, Guidelines, and Procedures for Initial Appointment, Successive Appointments, Promotion, Tenure, and Annual Review of Faculty

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**Dale Bumpers College
of Agricultural, Food and Life Sciences
University of Arkansas – Fayetteville**

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ON
Evaluation Criteria, Guidelines, and Procedures
for Initial Appointment, Successive Appointments,
Promotion, Tenure, and Annual Review of Faculty

Dale Bumpers College of Agricultural, Food and Life Sciences
University of Arkansas

This document governs the procedures of the Dale Bumpers College of Agricultural, Food and Life Sciences in the selection, retention, promotion, granting of tenure, and evaluation of faculty, effective April 30, 2004. The central purpose of these procedures is to support efforts to recruit and retain the highest quality faculty possible. These procedures have been reviewed and accepted by the faculty and administration of the College and the University.

Policies herein are consistent with those of the University as set forth in three Campus Policy statements; those on (1) University Professorships, (2) Distinguished Professorships, and (3) Evaluative Criteria, Procedures, and General Standards and Initial Appointments, Successive Appointments, Promotion and Tenure, and Board of Trustees Policy 405.1. Where appropriate, those policies are referenced rather than repeated. In case of conflict, authoritative sources in descending order are: the Board policy, the University policy, and the College policy. Copies of the University and Board policy documents are available in the Faculty Handbook, but revisions occur regularly, and care should be taken to consult the current document. In addition, the Division of Agriculture publishes periodic "Policy and Management Guidelines" that affect faculty holding joint appointments in the Agricultural Experiment Station and/or Cooperative Extension Service. A copy of this personnel document shall be retained in each Unit of the College. This document will be periodically reviewed and updated.

The Campus Council of the University of Arkansas, Fayetteville, does not condone discriminatory treatment of students or staff on the basis of age, disability, ethnic origin, marital status, race, religious commitment, sex, or sexual orientation in any of the activities conducted upon this campus. Members of the faculty are requested to be sensitive to this issue when, for example, presenting lecture material, assigning seating within the classroom, selecting groups for laboratory experiments, and assigning student work. The University faculty, administration, and staff are committed to providing an equal educational opportunity to all students.

APPROVALS

_____ Dean	_____ Date
_____ Vice Chancellor for Academic Affairs	_____ Date
_____ Chancellor	_____ Date
_____ President	_____ Date

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I. INTRODUCTION

A goal central to success of the Dale Bumpers College of Agricultural, Food and Life Sciences (hereafter referred to as “College”) is to seek, employ, and retain a faculty with the greatest possible abilities in teaching, research and other creative scholarly activities, and academically related service. The College provides due process for consideration for promotion and tenure of quality 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 University; 2) identify basic criteria for evaluation of performance and accomplishments of tenure-track faculty; and 3) provide a mechanism for the review of decisions, including an appeal process.

Faculty performance is evaluated each year by the Units in the College and recommendations for promotion and/or tenure originating in the Units 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 is granted by the President and tenure rights apply to the area or areas of the faculty member’s expertise and in the academic unit or units at the University of Arkansas, Fayetteville in which his or her position is budgeted. For example, tenure rights will apply in the Unit or Units within the College in which the faculty member’s position is budgeted. Attainment of tenure requires meeting performance expectations in (a) teaching, (b) research or other creative scholarly activity, and (c) academically related service. All decisions in selection, retention, promotion, and termination of faculty shall be made solely on the basis of performance of assigned duties, professional merit and quality of contribution to the University, except as outlined in Board Policy 405.1. Judgments may not be 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* (<http://www.uark.edu/admin/vcacsey/facultyhandbook/>) and University of Arkansas Board of Trustees’ policies (<http://www.uark.edu/admin/vcfainfo/systempp/systemindex.html>).

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, these policies. No later than 30 days after beginning employment in connection with 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 his or her work. It is also the faculty member’s responsibility to become familiar with these policies. Written copies of these policies shall be maintained by each Unit of the College and shall be made available to the faculty during normal working hours. The document will also be accessible on the College Home Page (<http://www.uark.edu/depts/dbcafls/>). The principal responsibility for implementing these policies and procedures and for formulating unit recommendations rests with the Unit Heads and the Dean.

II.B. Unit

The Unit is the basic discipline administrative unit for both the College and the Experiment Station (hereafter “Station”). The Unit Head has the responsibility for initial and subsequent annual evaluations of faculty teaching, research/creative activity, and service. When faculty are located off campus, the evaluation shall be made jointly by the Unit Head and the appropriate Center or Institute Director. Each Unit faculty will provide the formal means for expression of tenured and tenure-track faculty opinions and advice to the Unit Head on personnel decisions concerning recommendations for initial appointments, tenure, promotion, and emeritus and adjunct status. In addition, each Unit shall select a faculty committee to assist in the annual review of promotion and tenure status of assistant and associate professors. Its recommendations shall be made, in writing, to the Unit Head.

In addition, an annual merit-based performance evaluation must be conducted for all faculty. This annual review

must include peer and, where appropriate, student input as an integral part of the recommendations for annual salary increments as well as (cumulatively) for promotion and/or tenure. Recommendations for tenure (from a Unit faculty) shall be formulated by tenured faculty members. Although the advice of non-tenured-tenure-track, non-tenure-track, temporary, adjunct, or emeritus faculty members is welcomed, such advice and counsel have no formal or official role in the evaluation process.

The Unit Promotion and Tenure Committee shall be elected by the Unit Faculty. Although elected, the committee should be proportionally composed of faculty in tenure track and non-tenure track positions and those serving in AES/CES split appointments in the Division of Agriculture or must elect a separate committee for non-tenure track appointments according to the guidelines established for the Division of Agriculture (<http://division.uaex.edu/promotion/default.htm>).

II.C. College

Each Unit faculty on the Fayetteville campus will annually elect one of their tenured members to serve on the College Promotion and Tenure Committee. Only tenured and tenure-track faculty may vote in this election. 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 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 the committee's deliberations. The chair of the College Promotion and Tenure Committee will be elected by members of the committee as set forth by the College Faculty By-Laws and will function as set forth in Board Policy 405.1.

II.D. Dean

The Dean — also Associate Vice President for Agriculture-Research — in concert with the Unit Heads who hold joint appointments in the College and Station, has overall responsibility for facilitating and ensuring consistency in faculty evaluations for teaching, research, and service (See Section III.B.).

III. CRITERIA AND STANDARDS FOR INITIAL APPOINTMENT AND REAPPOINTMENT

III.A. The Position Description

The following are generalized guidelines and expectations. Section IV contains suggested criteria for evaluation of candidates for appointment and reappointment. However, specific expectations are stated in the written descriptions of positions for which specific faculty members are recruited and in Campus Policy (<http://www.uark.edu/admin/vcacsey/vcaa/pdf/evaluative.pdf>). The position description, when a faculty member is hired, will form the basis for development of the job description for the faculty member and represents the expectations against which performance will be judged. The job description will be reviewed annually by the faculty member and his/her Unit Head and any appropriate changes recommended to the Dean for final approval.

The following guidelines emphasize professional outcomes upon which faculty can be evaluated. Again, the specific nature and relative importance of individual criteria are dependent upon expectations stated in the job description. The publication of research in technical journals does not preclude the importance of reporting research to farmers, 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 and the Dean to assure that all job descriptions support the missions of the Unit, College, and University.

In addition, promotion to a specific rank or awarding of tenure requires that candidates satisfy the criteria and standards of expectation of all faculty. These criteria and standards are expressed in Section IV.

III.B. Split Appointments

It is advantageous for certain faculty members to hold joint appointments in the Arkansas Agricultural Experiment Station, and/or in the Arkansas Cooperative Extension Service (ACES). In these cases, as with faculty not on split appointment, the expected scholarly achievements are the same and the job description will serve as the basis for all considerations of promotion and/or tenure in the College.

III.C. Tenure-Track Faculty

Assistant Professor — The minimum requirement for appointment to this rank is the doctoral degree. In areas where the doctorate is not usually given or where the doctoral degree requirement would place a Unit in an untenable position for filling a specified position, this requirement may be waived. A candidate for this rank should be able to demonstrate an aptitude for teaching and research or scholarly activity and support the institutional, professional, and public service goals of the College and University.

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 consistent performance; distinguished overall performance in a specific area; and excellence in teaching, research/creative activity, and service. The candidate must have directed graduate students, particularly M.S. degree students where applicable; and contributed to the academic improvement and reputation of the Unit, the College and the University as outlined in the job assignment. Experience with industry or governmental units may be considered. A person initially appointed as an Associate Professor must also meet the established criteria of the Unit, College, and University for promotion to 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, and service; 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, and University for the rank. Experience with industry or government units may be considered.

University Professor and Distinguished Professor — Definitions of these appointments are found under University and Distinguished Professors at (<http://www.uark.edu/admin/vcalsey/vcaa/policies.html>)

III.D. 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 — Appointments are usually for one semester or one year, may be full-time or part-time, and are for teaching. 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.

Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor — These ranks are used to appoint for one semester or one year persons who meet the general criteria and standards for appointment to the corresponding professional rank without the prefix "Visiting." Appointments at these ranks are to be used to enrich the learning and research environment through periodic access of students and faculty to scholar-teacher-artists who normally have permanent employment elsewhere.

Non-tenure-track Assistant Professor, Associate Professor, and 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. However, the expectations for faculty holding these ranks are the same as for tenured 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. Individuals holding these ranks may not be appointed to the College Tenure and Promotion Committee, but may participate in deliberations dealing with promotion in their Unit and are expected to participate in the evaluation of faculty. Upon recommendation of the Unit, and approval of the Dean and Provost, these positions may be converted to tenure track. Faculty with their primary appointment in the Division of Agriculture fall under the Guidelines for Appointment and Promotion (<http://division.uaex.edu/promotion/>) established for non-tenure track faculty.

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.”

Emeritus ranks — Emeritus ranks are conferred by the Board of Trustees according to Board policies. 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 (see section III.A.) and be consistent with Campus Policy (<http://www.uark.edu/admin/vcacsey/vcaa/pdf/evaluative.pdf>). The following list is not all inclusive. Items may be added or deleted as appropriate for a specific assignment as dictated by the job description.

IV.A. Teaching (Including Advising)

Evidence of accomplishment in teaching is characterized by preparation, planning, and execution of the teaching assignment in a manner that brings recognition to the individual and institution. Examples of performance with measurable outcomes in this area include, but are not limited to, the following:

1. Number of different course(s) taught, level of courses, frequency of teaching each course, number of students enrolled, student contact hours, and/or credit hours per course.
2. Quality of undergraduate and graduate advising, numbers of students advised.
3. Innovative techniques employed in instruction and advising, such as new education exhibits, lecture charts, slide sets, teaching technology, curriculum development, etc.
4. Teaching and/or advising awards and/or special recognition.
5. Revised course outline(s) or other evidence of updating course materials.
6. Examples of classroom evaluation methods.
7. Teacher, course, and advising evaluations by students.
8. Evidence of responsiveness to constructive suggestions.
9. Availability to students outside of regularly scheduled classroom periods; availability for formal and informal advising.
10. Publication of teaching methodology, innovative and scholarly procedures, or experimental procedures used in the classroom.
11. Participation in off-campus teaching assignments.
12. Evidence of committee work that enhances the instruction-advising program of the Unit, College, or University.
13. Participation in faculty development activities, such as teaching and advising workshops, conferences, and seminars.
14. Number of graduate student theses and dissertations supervised and completion of degree requirements by graduate student(s).
15. Contributions to interdisciplinary or team-taught courses (see section V.D.2.d).

16. Distance education courses taught.

Campus policies require that students be afforded the opportunity to evaluate each instructor and that a summary of student perceptions be incorporated into the evaluation of faculty performances. These summaries are to be part of the materials considered by the Unit Heads in annual reviews and will be noted as student evaluations of the faculty member.

IV.B. Research and Other Scholarly Activity

Research/creative activity is characterized by preparation, planning, execution, and presentation of results that bring state, regional, national, and international recognition to the individual and the Unit, College and University and contribute to the overall missions of the Unit, College and University. Special provisions are used to apply these criteria in the context of interdisciplinary research (see section V.D.2.d.). Examples of performance to be documented in this area include, but are not limited to, the following:

1. Scholarly contribution to science as well as contribution to Arkansas' agricultural and allied industries.
2. Quality of publications (as determined by candidate's Unit).
3. Number and nature of publications (peer reviewed, popular articles, etc.).
4. Software developed.
5. Patents or other intellectual property rights applied for and received, consultants, varieties released, etc.
6. Significance of research/creative activity and evidence of its acceptance in the field.
7. Demonstrated grantsmanship, amount of competitive grant funds received and intellectual property income. The availability of funds for a specific area will be taken into consideration in this evaluation.
8. Honors and awards received for research/creative activity (included in the latter group would be shows and exhibits in interior design, furniture design, textile and costume design, etc.).
9. Publication of a graduate student's thesis or dissertation research. The fact that the student is listed as first author should not detract from credit the major advisor receives. Review documents containing publications of graduate students should carry a special notation so as to reflect the proper credit for the major advisor.
10. Papers presented at professional meetings and seminars.
11. Invited scientific papers, presentations and consultations.

IV.C. Service

Professional activities that enhance the local, state, regional, national, and/or international professional image of the individual, the Unit, the College, and the University will be given serious consideration. Examples of performance with measurable outcomes include:

1. Service to Arkansas' agricultural, food and life sciences and allied industries.
2. Advising or assisting University clubs or other affiliated groups.
3. Student recruiting.
4. Public presentations.
5. Conferences for the benefit of the public.
6. Active service on Unit, College, Division and University committees.
7. Offices or committee participation in international, national and regional professional or University organizations.
8. Service on editorial boards and participation in peer reviews for journal publications, books and other publications.
9. Assistance with judging teams both within and outside the University.
10. Assistance with special events such as fairs, cooking schools, dress reviews, etc.
11. Service activities such as answering consumer or producer requests for information, feed ration formulation, veterinary assistance, plant disease or insect diagnosis, soil testing, pesticide assistance, etc., associated with the overall relationships of the Unit, College, or University with the community.
12. Participation in peer reviews of grant applications.

V. PROCEDURES FOR ANNUAL REVIEW AND REAPPOINTMENT

The faculty and Head of each Unit may adopt specific criteria and procedures, subject to approval of the Dean and administration as specified in the job description (see section III.A. and below), for initial appointment and annual review of all faculty. The specific criteria and procedures must be provided in writing to each faculty member in the respective Units and attached to a copy of this document.

Recommendations on reappointments will be forwarded to the Dean 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 will be reviewed by the Unit and College Promotion and Tenure Committees. The recommendations of these committees will be recorded on the Nomination for Tenure form (http://www.uark.edu/admin/vcalsey/AcaPolicySeries/academic_policies.html) and shall be in writing.

The annual performance review (section V.D.) shall be the basis for reappointment, merit salary increase, work assignment/reassignment, non-reappointment, or dismissal. The period covered by the review shall be the calendar year, January 1 through December 31. Each faculty member shall be 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 basis for this review.

V.A. Notifications

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. No later than September 1 of each year, each faculty member must receive written notification of the annual review criteria, procedures, and instruments for the current fiscal year as outlined in this document and the current *Faculty Handbook*. In addition, each faculty member will receive written notification of that year's assignments and the review schedule (Faculty Handbook, Policies Governing Faculty Service; Appointments, Promotion, Tenure, Non-Reappointment and Dismissal of Faculty; Board Policy 405.1; and Evaluative Criteria, Procedures and General Standards for Initial Appointment, Successive Appointments, Annual and Post-tenure Review, Promotion and Tenure, Campus Faculty; (<http://www.uark.edu/admin/vcalsey/facultyhandbook/>)).

Non-tenure-track faculty members within the College shall be notified in writing of non-reappointment or dismissal on a time schedule and procedure similar to that for tenure-track faculty.

V.B. Job Description

Each faculty member will have 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 teaching, research or other scholarly activities, and service responsibilities and proportion of assignment to each. The job assignment shall be reviewed and updated annually by the Unit Head in concert with the faculty. As the job assignment changes during the course of employment, the Unit Head, in consultation with the faculty member, will revise the job description to accurately reflect the current assignment. If common agreement cannot be reached, the faculty member may appeal the decision (Faculty Handbook, Policies Governing Faculty Service; Appointments, Promotion, Tenure, Non-Reappointment and Dismissal of Faculty; Board Policy 405.1; and Evaluative Criteria, Procedures and General Standards for Initial Appointment, Successive Appointments, Annual and Post-tenure Review, Promotion and Tenure, Campus Faculty; (<http://www.uark.edu/admin/vcalsey/facultyhandbook/>)). The Dean will review all job assignments and changes in job assignment, and none shall be made without the Dean's approval.

V.C. Annual Plan of Work

Each faculty member will submit a calendar year plan of work on or before January 15 for approval by the Unit Head and the Dean. The Plan of Work (<http://www.uark.edu/depts/dbcafls/pmgmanual.pdf>) will include sections on research/scholarly activities, teaching/ advising, service and, if applicable, extension. The Plan of Work may be modified during the year as situations dictate. All modifications must be approved by the Unit Head and Dean.

V.D. Annual Performance Reviews

Each faculty member will undergo an annual review. The annual review shall be the basis for reappointment, merit

salary increase, work assignment/reassignment, non-reappointment, or dismissal. The period covered by the review shall be the calendar year, January 1 through December 31. The criteria for annual review and successive reappointments will be as enumerated in the Faculty Service Review Form (FSRF) (<http://www.uark.edu/depts/dbcafls/pmgmanual.pdf>). The FSRF may be modified to better suit the needs of specific Units. All modifications must be approved by the Dean. The FSRF must have sections for written comments by the employee and Unit Head. The evaluation will be the responsibility of the Unit Head (and appropriate Center or Institute Director in case of off-campus faculty). 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).

An annual review of each faculty member will be conducted in accordance with the faculty member's job description and current written assignment. These performance reviews are to be the basis of recommendations for successive appointments; changes in job assignment; promotion; tenure; and merit salary increases. The annual review schedule can be found under Academic Policy 1405.101 (http://www.uark.edu/admin/vcacsey/AcaPolicySeries/academic_policies.html).

V.D.1. Annual Administrative and Peer Review

The Unit Head is responsible for initiating and conducting the evaluation of each College faculty member in his/her Unit and for initiating the process of deciding whether to recommend successive appointment of each nontenured, tenure-track and non-tenure-track faculty member. However, the Unit Head's recommendation regarding successive appointment is to be made only after consultation with the faculty member involved and after receiving the evaluation of the Unit Promotion and Tenure Committee. Peer review must be a component of the Unit review/evaluation.

All non-tenured faculty in tenure-track positions shall be notified of successive appointment recommendations following the procedure and schedule as outlined in Board Policy 405.1, Section IV (http://www.uark.edu/admin/vcacsey/AcaPolicySeries/academic_policies.html). Non-tenure-track College faculty will be notified of successive appointments.

“Before submitting to the Dean his or her recommendation and that of the Unit committee or group, the Head shall meet with the faculty member to discuss issues related to the review. A copy of the summary of the discussion and a copy of the Head's draft of the proposed recommendation regarding reappointment and of the committee's recommendation shall be provided by the Head 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 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 temporary faculty member who is appointed for a term of a year or less, the letter of appointment will serve as notification of termination by specifying the terms and responsibilities of the appointment and stating that the contract does not extend beyond the end of the appointment period, the title used will be a title which is non-tenurable (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.) When such letters are sent by a Unit Head, a copy will be sent to the Dean.

When it becomes necessary to recommend non-reappointment of tenure-track, non-tenured or non-tenure track faculty members, except those on temporary appointment as described above, the procedures and deadlines prescribed by Section IV.B. of the section on Appointment, Promotion, Tenure, Non-Reappointment, and Dismissal of Faculty in Board Policy 405.1 must be followed in every detail. The Unit Head will recommend non-reappointment by a letter to the Dean with a copy to the faculty member.

The Unit Head or Dean recommending a non-tenured or non-tenure-track faculty member for nonreappointment will notify the faculty member in writing in accordance with the schedule provided by the Office of Academic Affairs and will include a copy of the pertinent section of the *Faculty Handbook* with the letter of non-reappointment.

V.D.1.a. 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, personnel decisions such as reappointment, merit salary increases, and promotion are made. The College follows the Campus Policy on post-tenure review (<http://www.uark.edu/admin/vcacsey/vcaa/pdf/evaluative.pdf>). Each Unit will determine (with concurrence of the Dean) the definition of satisfactory performance, as referenced in the post-tenure review policy, as a part of its faculty evaluation procedure.

V.D.1.b. Review of Faculty by the Dean

Following the third full year of employment and upon notification from the Dean, tenure track and non-tenure track faculty with the rank of assistant professor will submit an evaluative document following the criteria published in the Faculty Handbook (<http://www.uark.edu/admin/vcacsey/facultyhandbook/>) or Division Guidelines for Appointment and Promotion (<http://division.uaex.edu/promotion/default.htm>). Following review of the document, a meeting will be scheduled with the faculty member and Unit Head(s) to review progress towards promotion. A written summary will be submitted to the faculty member following the review meeting. Subsequent annual reviews may be requested at the discretion of the Dean.

V.D.2. Evaluation System Criteria as Related to Procedures

V.D.2.a. General

Salary increases will be based on individual performance and accomplishment in the areas of teaching (including advising), scholarship (including research and creative or artistic endeavors), and service. The weighting of a faculty member's evaluations will be in accordance with the job description as modified by the written annual assignment. The job descriptions and annual assignments will be reviewed by the Dean to assure equitable application across the College.

A uniform set of criteria applicable to all disciplines in the College is virtually impossible to specify. The College has identified a minimal set of criteria to be considered in the annual evaluation of faculty members for promotion and/or tenure (see section IV).

Recommendations for adjustments in salary for reasons in addition to performance may also be allowed. Reason(s) for adjustments include, but are not limited to, inequities among faculty members. These salary adjustments, which do not relate to performance during the year of adjustment, are meant to recognize meritorious performance in general not previously recognized or reflected in salary level as compared to that of peers with comparable overall performance. Ultimately, all recommendations must be performance based, unless otherwise mandated by the Board of Trustees. Whatever the basis for the salary adjustment, 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 unacceptable performance of assigned duties and the basis(es) for such an evaluation must be carefully documented in the recommendation from the Unit Head.

V.D.2.b. Unit

Each faculty member will provide input to the evaluation process by completing the Faculty Service Review Form (FSRF) (<http://www.uark.edu/depts/dbcafls/pmgmanual.pdf>) annually, covering all activities for the previous calendar year. The completed FSRF, including the comments of the Unit Head, (and appropriate Center or Institute Director in case of off-campus faculty) and faculty member, will be forwarded to the Dean. At the end of the annual review conference with each faculty member, both the faculty member and Head will sign all evaluation instruments. These signatures indicate that the annual review conference was completed. The Dean 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 shall be made available to the faculty member upon his or her request.

Each faculty member's performance in carrying out his/her job description will be evaluated. Teaching, research/creative activity, and service are lifelong pursuits and are difficult to compartmentalize into twelve-month periods. Evaluations should emphasize the performance during the previous year, but past patterns of performance must also be considered.

Each Unit will 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. Faculty members will be evaluated on the basis of their job description. In addition, faculty members are expected to provide service to the Unit, College, University, state and nation. Items to be considered as a general minimum in evaluating the performance of research/creative activity, teaching (including advising), and service are found in Section IV. The list is a guide to those seeking tenure and/or promotion but should not be considered all inclusive.

V.D.2.c. Peer Evaluations

The College-approved peer review policy and peer evaluation form is provided by the College. (<http://www.uark.edu/depts/dcafls/pmgmanual.pdf>). Units may develop an alternative form or evaluation procedure that satisfies the needs of the Unit, College, University and state law. However, any deviations from the College-approved procedure must be approved by the Dean prior to implementation. Completed annual peer evaluations are to be maintained in the Unit.

V.D.2.d. Interdisciplinary Activities

Increasingly, problem-solving research and, in certain cases, effective instruction require the talents of faculty from several disciplines. Although interdisciplinary activities should not supplant independent creativity in teaching and research, it is important to document the contributions of faculty to teams when considering them for promotion and/or tenure. Nominations for promotion and/or tenure will contain a statement by the Unit Head describing the participation of faculty in interdisciplinary teaching and research. In addition, the nomination shall contain statement(s) by one or more individuals other than his/her discipline Unit Head who have special knowledge of the candidate's contributions. In cases where the candidate participates in an Institute or Center, the Director of the Institute or Center shall submit a statement evaluating the effectiveness of the candidate. The candidate may wish to mark by special notation those activities, especially publications and courses, that result from interdisciplinary efforts.

V.D.2.e. Unit Appeal Procedure

The appeal procedures for successive appointments of non-tenured, tenure-track faculty are outlined in Board Policy 405.1, Section IV.B.

Each Unit will use the Unit Promotion and Tenure Committee to hear appeals concerning annual evaluation or changes in job description. The specific appeals process shall be established by the Unit faculty and approved by the Dean. If the appeal is not resolved in the Unit, the evaluative instruments and recommendations of the Head and Unit Promotion and Tenure Committee shall be forwarded to the Dean for review and resolution. If not resolved, an appeal may be made to the Provost. All records will be forwarded for review. The decision by the Provost shall be binding on all parties.

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

Each faculty member wishing to be considered for promotion and/or tenure or appointment to University or Distinguished Professor should submit materials according to the University's Faculty Review Checklist <http://www.uark.edu/admin/vcacsey/vcaa/policies.html> following the format exactly. Faculty in non-tenure track appointments supported by the Division of Agriculture must follow the format and procedures as stated in the Guidelines for Appointment and Promotion <http://division.uaex.edu/promotion/default.htm>). 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. Because the Faculty Review Checklist must be used when nominations are submitted to the Vice Chancellor for Academic Affairs, each Unit Head shall ask that the original submissions follow this checklist. A current resumé is also required at the Unit and College levels and is considered essential by the College Promotion and Tenure Committee in evaluating candidates. It is recommended that the package contain a one-page executive summary prepared by the candidate.

VI.B. Unit Heads as Candidates

When a Unit Head is being considered for promotion and/or tenure, the Dean shall appoint a faculty member outside the Unit to head the proceedings and 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. Deadlines

On or before September 1 of each year, the Unit Head, with the assistance of the Unit Promotion and Tenure Committee, will determine those faculty members to be considered for promotion and/or tenure. No later than September 1, the Unit Head shall inform in writing each faculty member who is being considered for promotion or tenure. No later than September 15, any faculty member (whether so informed or not) may submit to the Unit Head a written request for nomination for promotion and/or tenure or appointment to University Professor or Distinguished Professor; such a request shall be honored by the Unit Head. In order to obtain essential outside evaluation, the Unit Head should begin discussions with individual faculty members earlier than September 15.

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 and/or tenure, the package should include the Faculty Review Checklist and the material listed in Campus Policy <http://www.uark.edu/admin/vcacsey/vcaa/pdf/evaluative.pdf>.