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

Original document approved by the Faculty Council
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Dale Bumpers College
of Agricultural, Food and Life Sciences
University of Arkansas – Fayetteville
This document governs the procedures of the Dale Bumpers College of Agricultural, Food and Life Sciences (DBCAFLS) in the selection, retention, promotion, granting of tenure, and evaluation of faculty, effective March 16, 2012. 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 of Arkansas at Fayetteville hereafter referred to as the Campus.

Policies herein are consistent with those of the University as set forth in four Campus/Board Policy statements: (1) University Professorships,\(^1\) (2) Distinguished Professorships,\(^2\) and (3) the Provost’s Evaluative Criteria, Procedures, and General Standards and Initial Appointments, Successive Appointments, Promotion and Tenure (herein referred to as the Provost’s Evaluative Criteria)\(^3\) and Board of Trustees Policy 405.1 (herein referred to as Board Policy 405.1).\(^4\) Where appropriate, these policies are referenced rather than repeated. In case of conflict, authoritative sources in descending order are: Board Policy 405.1, Campus policies, and College policies. Copies of the Campus and Board policy documents are available at the web sites given in footnotes 1-4. Revisions of these referenced documents occur irregularly, and care should be taken to consult the current documents. In addition, the Division of Agriculture publishes periodic “Policy and Management Guidelines” that affect faculty holding partial or total appointments in the Agricultural Experiment Station and/or Cooperative Extension Service. Of major importance is the document titled “Guidelines for Appointment and Promotion” (PMGS-03-1 herein referred to as the Division Guidelines).\(^5\) A copy of this present Personnel Document is available at the DBCAFLS web site.\(^6\) This document is 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, gender, or sexual orientation in any of the activities conducted upon this campus. Faculty members are requested to be sensitive to these issues 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.

\(^1\)Available at: http://www.uark.edu/admin/vcaacy/vcaac/UnivDistProfessorships.doc.
\(^2\)Available at: http://www.uark.edu/admin/vcaacy/vcaac/UnivDistProfessorships.doc.
\(^3\)Available at: http://provost.uark.edu/EvaluativeCriteria.pdf.
\(^4\)Available at: http://vcfa.uark.edu/Documents/BOTPol_0405_1.PDF.
\(^5\)Available at: http://division.uaex.edu/policy_management/promotion/Non-Tenure.PDF.
\(^6\)Available at: http://bumperscollege.uark.edu/personneldocument.pdf.
## APPROVALS

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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, and academically related service. The College provides due process for consideration for promotion and tenure (when appointment is tenure-track) 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 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 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 reside in the faculty member’s primary unit at the University of Arkansas, Fayetteville.7 Attainment of tenure in the College requires the demonstration of sustained productivity and recognition by external, disciplinary peers in: (1) teaching, (2) research or other creative scholarly activity, (3) Extension activity, and (4) academically related service with each of the four categories weighted as appropriate to the job description.8 All decisions in selection, retention, and promotion 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. Any action involved in termination must be in accordance with 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 Handbook9, University of Arkansas Board of Trustees’ policies10, and the Provost’s Academic Policy Series.11

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.12

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7 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.
8 Units may require additional criteria to these College criteria for the granting of tenure.
9 Available at:  http://provost.uark.edu/88.php.
10 Available at:  http://vcfa.uark.edu/741.php.
11 Available at:  http://provost.uark.edu/131.php.
12 An Associate Vice President is relevant if the candidate has a nonzero appointment in the Associate Vice President’s administrative unit.
II.B. Unit
The “unit” is the basic, administrative grouping for both the College, the Experiment Station (hereafter “Station”) and the Cooperative Extension Service (hereafter “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 and service. When faculty are located off campus, the evaluation shall be made jointly by the unit department head and the appropriate Center or Institute Director. Each unit faculty will design a formal means for expression of tenured, tenure-track and non-tenure-track faculty opinions and advice to the unit head on personnel decisions concerning recommendations for initial appointments, and 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. Its recommendations shall be made, in writing, to the unit head. Tenure-track faculty in the probationary period must undergo annual review by the unit’s department head and the unit committee for progress toward tenure. The unit committee shall make recommendations in writing to the unit head to guide the professional progress of assistant professors. Associate professors may be reviewed by the unit committee for progress toward promotion at the faculty member’s or unit head’s request.

The review of professional progress toward promotion/tenure is distinct from the annual unit head evaluation of faculty performance relative to assigned duties which is mandatory for all faculty, and which constitutes the basis for any merit-based salary increases, when available. This annual review must include peer and, where appropriate, student input as an integral part(s) of the recommendations for annual salary increments as well as (cumulatively) for promotion and/or tenure.

The unit Promotion and Tenure Committee (unit 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 off-campus Station/Extension Service 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.13 Only associate professors, professors, University and Distinguished Professors can serve on the unit committee. Professors holding those titles modified by adjunct, visiting or emeritus cannot serve 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 can vote on matters of tenure for a candidate for tenure.

II.C. College
Each unit faculty on the Fayetteville campus will annually elect one of their tenured members serving on the unit committee to serve on the College Promotion and Tenure Committee. Units may elect the representative with all eligible faculty (as defined by the unit) voting or let the unit committee elect the representative. 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 that committee’s deliberations. The chair of the College Promotion and Tenure Committee will be elected by members of the committee as set forth in the College Faculty By-Laws.

13 Available at: http://division.uaex.edu/policy_management/promotion/default.htm.
II.D. Dean
The Dean — also 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 and service.

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, precise expectations are stated in the written position descriptions for which specific faculty members are recruited and in Campus Policy. The position description, when a faculty member is hired, forms the 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 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. 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 Vice Presidents to assure that all job descriptions support the missions of the unit, College, Campus 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.

When hiring new faculty is contemplated, the unit head must consult the unit’s eligible faculty (as defined by the unit) for advice on the suitability of the recommended candidate(s).

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 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, 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.

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

14 Available at: http://provost.uark.edu/140511.pdf.
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 are appointments and an honor in recognition of outstanding contributions for only the most meritorious faculty. Procedures for appointment and qualifications follow campus guidelines.15

### 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. 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.

**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 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, University 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. Faculty (Instructor, Assistant Professor, Associate Professor, Professor, University or Distinguished Professor or one of the preceding titles modified by “clinical” or “research”) whose slot is assigned to the Division of Agriculture budget and whose appointment is non-tenure-track fall under the Division Guidelines for matters of initial appointment, evaluation and promotion.

15 Available at: [http://provost.uark.edu/140513.pdf](http://provost.uark.edu/140513.pdf)
Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor — These ranks are used to establish official association of a scholar-teacher-scholar-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 and annual plan of work and be consistent with Campus Policy. 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 Form (FSRF) for annual evaluation and the Faculty Review Checklist 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 and administration as specified in the job description (see section III.A. and below), for initial appointment and annual review of all faculty. The internet locations of specific criteria and procedures must be provided to each faculty member in the respective units.

Recommendations on reappointments will be 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 will be reviewed by the unit and College Promotion and Tenure Committees. The recommendations and vote totals of these committees will be recorded on the Nomination for Tenure form. 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 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

By May 1 of each year, each faculty member shall be informed in writing by the unit head of the annual review schedule, criteria, workload assignment, procedures, requirements, and instruments for the current

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16 Available at: http://provost.uark.edu/147510.pdf.
17 Available at: http://provost.uark.edu/140511.pdf.
18 Available at: http://provost.uark.edu/74.php.
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 with any standard review forms upon which the faculty member is expected to submit information regarding professional activities. 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.

Non-tenure-track faculty members whose appointment is funded (slotted) by Campus funds to 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 Provost’s Evaluative Criteria, Section II, second paragraph.20

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 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, will 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 will articulate with their department 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 department Head in consultation with the faculty member during the year as situations dictate. All modifications must be approved by the Dean and other relevant Associate Vice Presidents.

V.D. Annual Performance Reviews
Each faculty member is reviewed annually. 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). 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 plan of work. These performance reviews provide 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 1405.101.21 The College provides this schedule in greater detail annually to unit heads for distribution to faculty.

20 Available at: http://provost.uark.edu/140511.pdf.
21 Available at: http://provost.uark.edu/1405101.pdf.
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. Before submitting to the Dean and the relevant Associate Vice Presidents his or her recommendation on reappointment (or non-reappointment) and that of the unit committee (which serves as the source of peer review of the successive appointment evaluation), 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 and a copy of the unit committee’s recommendation to the head (which shall be provided by the unit committee chair to the faculty member), 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 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-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.) 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 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. 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.

The unit head or Dean and the relevant Associate Vice Presidents recommending a non-tenured or non-tenure-track faculty member for non-reappointment will notify the faculty member in writing in accordance with the schedule provided by the Provost and will direct the faculty member to Board Policy 405.1 Section IV.B.

All probationary 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.1a. 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 as given in the Provost’s Evaluative Criteria. 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.

V.D.1b. Third-Year Review of Probationary Faculty

Following the third full year of employment and upon notification from the Dean and other relevant Associate Vice Presidents, probationary (non-tenured, tenure-track) faculty with the rank of assistant
professor submit an evaluative document following the criteria published in the Faculty Review Checklist.\textsuperscript{22} After the Dean and the relevant Associate Vice Presidents review the document, a meeting is scheduled with the faculty member and unit head(s) to review progress toward promotion and tenure. The Dean and the relevant Associate Vice Presidents will provide a written summary to the faculty member following the review meeting. Subsequent annual reviews may be conducted at the Dean’s and the relevant Associate Vice Presidents’ discretion.

\section*{V.D.2. Evaluation System Criteria and Related Procedures}

\subsection*{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 and service. 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 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.

Recommendations for salary adjustments 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 with that of peers with comparable overall performance. All recommendations must be performance based, unless otherwise mandated by the Board of Trustees. 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 unit head’s recommendation.

\subsection*{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 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

\textsuperscript{22} Available at:  http://provost.uark.edu/74.php.
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 and service are referenced in Section IV.

V.D.2.c.Peer Evaluations
The College-approved peer review policy and peer evaluation form is provided by the College/Division. 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.

V.D.2.d.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 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 and the relevant Associate Vice Presidents. If the appeal is not resolved in the unit, the evaluative instruments and recommendations of the Head and unit committee shall be forwarded to the Dean and the relevant Associate Vice Presidents for review and resolution. If not resolved, an appeal may be made to the Provost/Vice Chancellor for Academic Affairs. All records will be forwarded for review. The decision by the Provost/Vice Chancellor for Academic Affairs is 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 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, 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 courses, supervising special problems, serving as major professors, and serving 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 following the format exactly. 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. 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 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 contain a one-page executive summary prepared by the candidate. A template for this summary is presented in Appendix A.

23 Available at: http://www.uaex.edu/division/docs/policies/forms/pmgs-03-10.pdf.
24 Available at: http://provost.uark.edu/74.php.
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 by all higher decision making entities.

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.

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 the three selected reviewers will then be given to the unit head. The unit head may commence contacting the three or more identified reviewers and may, at her/his election, contact additional reviewers from the combined, reduced list to ensure obtaining at least three completed responses. The unit head has the sole responsibility for contacting reviewers, collecting reviewer letters and sending the letters to the Dean for redaction. After external letters have been received and redacted, all correspondences thereafter regarding the candidate must 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. 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 10:** Faculty promotion/tenure/appointment documents are due to the unit head. These documents will be in electronic form as indicated by the Provost’s policy for a given promotion cycle. Once the August 10 deadline is reached the documents cannot be altered. Candidates may 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. 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 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.

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25 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 un-redacted recommendation as a part of his or her personnel file.”

26 Note: The original letters, not the redacted letters, and reviewer bios are entered into the candidate’s promotion document. Candidates do not have the right to read reviewer original letters or bios even though those letters and bios are part of the promotion document.

27 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 such 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.

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. 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 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.

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 the Campus Appointment, Promotion, and Tenure Committee.29

28 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.

29 Except in the case of the Chancellor reversing a positive recommendation by the Appointment, Promotion, and Tenure Committee, the Chancellor does not communicate with lower level administrators or the candidate until after the President and Board of Trustees have acted. However, the Chancellor is a signatory (recommender)on the Nomination for Promotion, Tenure and Appointment to University or Distinguished Professor forms.
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)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Times Taught</th>
<th>Average</th>
<th>Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 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

<table>
<thead>
<tr>
<th>Type of Publication/Meeting</th>
<th># Published</th>
<th># Presented</th>
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</thead>
<tbody>
<tr>
<td>Peer-reviewed journal articles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-peer-reviewed, national conference proceedings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selected papers at regional, state, or local meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invited talks/seminars</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other publications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 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)

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

- List other important extension accomplishments or highlights.

Funding

<table>
<thead>
<tr>
<th>Type of Project</th>
<th>As PI</th>
<th>As Co-PI</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount ($)</td>
<td># Projects</td>
<td>Amount ($)</td>
</tr>
<tr>
<td>Federal</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Non-Fed./Other</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

**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, she [he] would be entitled to receive a copy of the un-redacted recommendation as a part of her [his] 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1-15</td>
<td>Unit promotion committee (UC) elected.</td>
</tr>
<tr>
<td>April 16-30</td>
<td>Unit head confers with UC to identify potential promotion/tenure/appointment candidates. College Promotion and Tenure Committee elects its Chair.</td>
</tr>
<tr>
<td>May 1</td>
<td>Unit heads notify potential promotion/tenure/appointment candidates.</td>
</tr>
<tr>
<td>May 5</td>
<td>Last day for potential candidates to nominate themselves for promotion/tenure/appointment.</td>
</tr>
<tr>
<td>May 10</td>
<td>Last day for candidate and UC to commence external reviewer selection process.</td>
</tr>
<tr>
<td>May 20</td>
<td>Candidate reviews two lists of external reviewers and may remove two of them by May 27.</td>
</tr>
<tr>
<td>May 27</td>
<td>Combined, reduced list of external reviewers forwarded to unit head. Unit head may commence contacting potential external reviewers.</td>
</tr>
<tr>
<td>August 10</td>
<td>Promotion documents due to unit head. Commence sending documents to external reviewers.</td>
</tr>
<tr>
<td>September 15</td>
<td>Last day to receive external reviewer letters.</td>
</tr>
<tr>
<td>September 20</td>
<td>UCs may commence deliberations but do not vote until after October 8</td>
</tr>
<tr>
<td>October 1</td>
<td>Last day for candidate to be provided with a redacted copy of external reviewer letters prior to UC review.</td>
</tr>
<tr>
<td>October 8</td>
<td>Deadline for candidate to respond in writing to any substantive issues raised in external reviewer letters.</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>October 22</td>
<td>UC sends recommendation letter to unit head and candidate.</td>
</tr>
<tr>
<td>October 31</td>
<td>Unit head submits her/his letter and documents to Dean's office; unit head’s letter also sent to candidate. Dean commences distribution of documents to College Promotion and Tenure Committee (CPTC) and relevant Associate Vice Presidents.</td>
</tr>
<tr>
<td>November 21-27 (Wednesday before Thanksgiving)</td>
<td>CPTC sends its recommendations to relevant Associate Vice Presidents and candidates under separate cover.</td>
</tr>
<tr>
<td>December 10</td>
<td>Relevant Associate Vice Presidents send their recommendations to Vice President for Agriculture and/or UAF Provost (as appropriate), relevant unit heads and candidate under separate cover.</td>
</tr>
<tr>
<td>January 28</td>
<td>Provost communicates recommendation to Vice President, Dean, unit heads and candidate under separate cover.</td>
</tr>
<tr>
<td>February 14</td>
<td>Candidate may request Provost for a review by campus Committee on Appointment, Promotion and Tenure (CAPT) Committee.</td>
</tr>
<tr>
<td>March 4</td>
<td>CAPT provides Chancellor with recommendation.</td>
</tr>
<tr>
<td>Post March 5</td>
<td>Vice President for Agriculture communicates recommendation to relevant Associate Vice Presidents, unit heads and candidate under separate cover. Chancellor notifies Provost, Dean and unit head and candidate if Chancellor recommends against a positive CAPT recommendation.</td>
</tr>
<tr>
<td>April-May</td>
<td>Recommendations are acted upon by the President or the Board of Trustees.</td>
</tr>
<tr>
<td>July 1</td>
<td>Promotions, granting of tenure and appointments approved by the President or the Board of Trustees become effective.</td>
</tr>
</tbody>
</table>