



PROMOTION AND TENURE GUIDELINES

1.1 PURPOSE

The promotion and tenure process provides a thorough and objective review of the substance and merits of each faculty member's case following customary methods. The review must be sufficient in its depth and character to support action in the best interests of the university, whatever the decision reached. To accomplish this, the evaluation process comprises an independent review at multiple levels. The recommendations at each level reflect the professional judgment of each of those involved, with the president making the final decision.

This document defines overall expectations regarding promotion and tenure for the College of Social Work and Criminal Justice. Criteria for tenure and promotion focus on achievements and promise in the broad areas of Instruction, Research, Creative Activity, and Service. Standards need to be established in each of these areas that are clear and measurable and accurately reflect the current goals and objectives of the unit. A promotion and tenure system should be: 1) sufficiently clear to provide guidance to those whose careers will be judged by it and to those who sit in judgment, and 2) sufficiently flexible enough that it can change in response to changes in disciplines and in the university.

1.2 TENURE

Tenure is the most significant commitment that the university can grant to a faculty member. Decisions on tenure are different in kind from those on promotion. Tenure, in fact, is more exacting. In addition to demonstrating quality in the areas of Instruction, Research and Creative Activity, and Service, the candidate for tenure must demonstrate a willingness to share in the tasks, activities and goals of the unit and do so with professional integrity. The awarding of tenure is not a simple summing of annual evaluations. Tenure is recommended when the university's academic community agrees that the faculty member is committed to the mission of the university and will

make significant contributions to them across his or her career. It is a decision that must involve a thorough scrutiny of every aspect of the candidate's career. A judgment must be made that the faculty member's record represents a pattern indicative of a lifetime of continued accomplishment and productivity. In all cases, the guiding question is a simple one: "Will the university be made better and stronger by its relationship with this professor over the remainder of her or his academic career?" Criteria for tenure should reflect the accomplishments appropriate to the rank of the candidate seeking tenure. All candidates for tenure must be evaluated on the basis of their annual assignments.

Tenure within the College of Social Work and Criminal Justice is the recognition that the person so honored is an established member of the academic profession, possessing a terminal degree or qualification appropriate to the discipline, and having clearly demonstrated the commitment and ability to continue to be a scholar, contributing to the field of knowledge through original work and quality teaching in the best traditions of the professorate. A candidate for tenure will also have a demonstrated commitment through service to the University and, if appropriate, the community and profession. In making tenure recommendations, faculty should keep in mind that the successful candidate for tenure will assume what may be an appointment of 30 years or more in the department/school/college.

Tenure shall be considered during the sixth year of continuous service unless the candidate's letter of offer contains documentation of prior service credit. If the employee was credited with tenure-earning service at the time of hire, they may request that all or a portion of such credit be withdrawn once, prior to formal application for tenure to the department, which requires a written request from the candidate, a recommendation from the Director and Dean, and approval of the Vice Provost of Academic Personnel.

EARLY TENURE: A decision to submit a ePortfolio for tenure earlier than the sixth year needs to be made by the candidate in consultation with the Director, senior faculty (Professors and Associate Professors) and the Dean. The final decision is made at the college level. Once the decision is made and documented by the Dean, no further justification in the ePortfolio is required. No candidate may submit a ePortfolio for tenure more than twice. If the employee began employment at mid-year, the letter of offer needs to specify if the tenure application will cover 4.5 or 5.5 years of service at the University.

1.3 THE ROLE OF THE FACULTY

The College of Social Work and Criminal Justice acknowledges three broad areas of faculty activity. These are:

1. Activities of research, scholarship and/or other creative activity include all those endeavors leading to the creation of new knowledge and expertise. It includes the development of new

insights or results appropriate to the field, and the presentation of those insights or results after peer evaluation by others in the discipline. Community Engagement and Undergraduate Research is also included.

2. Activities of Instruction include all of those endeavors by which a faculty member contributes to the learning and intellectual growth of the students. These include, among others: (a) teaching regularly scheduled classes; (b) instructional development activities (e.g., new courses, new approaches to existing courses); (c) utilizing unique teaching practices and ideologies; (d) working with students outside of regularly scheduled courses (e.g., mentoring students, guiding graduate students in thesis or dissertation preparation, working with graduate and undergraduate students in DIS, internships, or other formats, and/or serving as an academic advisor or students); and (e) community engaged teaching
3. Activities of Service include all those endeavors related to the university (i.e., department, college, and university), the local community, public organizations, and the professions. Community engaged service is also included.

1.4 THE COLLEGE PROMOTION AND TENURE CRITERIA COMMITTEE

The CSWCJ Promotion and Tenure Committee consists of four members, two elected by each school. The elected members should hold the rank of Professor. Under unique circumstances, where the School does not have a Full Professor to be elected as a member, an Associate Professor may serve on the Committee but may not vote on any candidate aspiring to a higher rank than Associate Professor. In those instances, when there are fewer than three Professors serving on the College P&T Committee, the Dean will appoint an Ad Hoc Committee that includes Professors from CCJ or SW or other schools in the University in a similar discipline if there are no additional full professors in CCJ and SW.

The elected members serve a two-year term. The Chair of the College P&T Committee is elected by secret ballot at large from the College faculty assembly. In the event a member of the P&T Committee is under consideration for promotion, the department/school shall elect another member to substitute for that deliberation only. The College Promotion and Tenure Criteria Committee reviews all promotion and tenure recommendations and forwards its independent recommendation to the Dean. The Committee also reviews and makes recommendations to the Dean regarding tenure on all new appointments with tenure as a condition of appointment.

1.5 THE COLLEGE PROMOTION AND TENURE SYSTEM

The overall goals of the College promotion and tenure system are:

1.5.1 To link promotion and tenure evaluations and assessments to FAU's annual faculty assignments and annual faculty evaluation. This ensures that annual assignment and evaluation processes are an effective guide for individual faculty career development and a required component of the promotion and tenure process. It is essential that Annual Evaluations be conducted within the context of the CSWCJ promotion criteria, with the goal of guiding the faculty toward successful achievement.

1.5.2 To develop, nurture, and maintain promotion and tenure procedures that are based on the highest commonly held notion of excellence of faculty activities. It is recognized that promotion decisions are based on mission-oriented achievements. Tenure decisions are based upon a shared perception of tenured colleagues that the candidate will continue to embrace and perform all faculty roles and that the individual's needs and skills are vital to the effective functioning of the unit. Candidates for tenure and promotion are expected to provide evidence that they possess the characteristics of a tenured faculty member in terms of professional values and practices as well professional achievements.

1.5.3 To develop profiles of acceptable accomplishments for tenure, promotion to Associate Professor, and Professor.

2. FACULTY EVALUATION AND PROMOTION AND TENURE

2.1 ANNUAL EVALUATION AND PROGRESS TOWARDS TENURE

All tenured and tenure earning faculty are evaluated annually. The P&T Criteria of the College and the annual assignments are the basis for evaluating performance and progress towards tenure. The Director of each school will rate each faculty member's performance on the annual evaluation in the areas of research/creative activity, instructional activity and service. This rating may be done with input from the School's personnel committee or by the Director alone.

Appraisal of Progress Towards Tenure

An Annual Progress Toward Tenure Appraisal Form needs to be completed for every tenure track faculty member. The summary statement of the Director to the probationary faculty member is that

"you are" or "you are not" making satisfactory progress. Candidate must understand that positive annual evaluations (or a positive successful third year review) does not guarantee that tenure will be recommended by any reviewer or granted by the President. There is no guarantee of continued employment at the University, and tenure track faculty remain subject to all non-reappointment policies and collective bargaining agreement articles until tenure is granted.

Neither a third year review nor an annual progress toward promotion is require for professors. However, at any time, faculty or the faculty's direct supervisor may request an appraisal of their progress toward promotion to Professor. If an appraisal of progress toward promotion to Professor is requested, it should be conducted at the time of Annual Evaluation. The summary statement of the Director to the faculty member is that "you are" or "you are not" making satisfactory progress toward promotion.

Annual evaluations that are not meeting expectations must be accompanied by a corrective action plan created between the Director and the faculty member.

2.2 PROCEDURES FOR FACULTY ANNUAL PERFORMANCE EVALUATION

The evaluation of faculty performance consists of the following steps:

The faculty member to be reviewed will prepare an annual self-assessment report by the deadline that the provost sets. The report, with commentary prepared by the faculty member being reviewed, addresses accomplishments in research and/or other creative activity, instructional activity, and service.

The School's Director will review the faculty member's report and complete a written evaluation and provide this evaluation to the faculty by the deadline that the provost sets of the current academic year, based on the evidence provided and containing summary judgments for each faculty role.

The written evaluation will be conveyed to the individual faculty member through the Director who may add her/his own assessment of accomplishments and deficiencies.

2.3 THIRD YEAR REVIEW FOR UNTENURED FACULTY

During their third year of employment, untenured faculty will undergo a review. For assistant professors, the expectation for instructional activity is that faculty will have a fully developed ePortfolio of teaching. It is the responsibility of the Director to assist in meeting this criteria through the annual assignment of teaching. The teaching ePortfolio will document activity and accomplishments related to the courses that the faculty has offered over the three-year period. The expectations for research and service can be found below in the criteria section.

3. CRITERIA, STANDARDS, AND PROCEDURES FOR PROMOTION

3.1 PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR

The successful candidate will clearly demonstrate ability for: teaching and related instructional activity; peer-reviewed research and/or creative activity in the relevant field(s) of knowledge; and responsible and conscientious service to the university, the community, and the profession.

Promotion to the rank of Associate Professor is based on recognition that the person has made substantive contributions to advance and disseminate knowledge in the discipline; has demonstrated achievement in both research and teaching, and has demonstrated commitment to service in the College and University. Candidates for the rank of Associate Professor shall evidence willingness and ability to make significant and sustained contributions to the quality of the University, the College of Social Work and Criminal Justice and the profession through teaching, research and service.

Candidates for tenure at the associate level are expected to have demonstrated a commitment to participating as an active member of the community of scholars of the College as a whole. Decisions for tenure are made through consideration of not only the candidates past performance but the anticipation of their future sustained contributions to the discipline, the College and the University.

Promotion to the rank of Associate Professor is recognition that the faculty member has reached a status in the discipline appropriate to a life-long member of the academic world. This means that the person will clearly demonstrate the commitment and ability to continue to be a scholar, contributing to the relevant field(s) of knowledge through original work and quality teaching in the best traditions of the professorate. The candidate must demonstrate commitment to and ability in teaching and related instructional activity, as well as demonstrating the ability to contribute successfully and continuously to the scholarship of Social Work and Criminal Justice. Instructional activities shall be rigorously evaluated. Although the typical Assistant Professor will have only a modest assignment to service, promotion to Associate Professor requires that the candidate have a record of responsible and conscientious participation in service activities.

Promotion decisions shall consider:

Evidence of achievement in scholarship in research and the scholarship in teaching will primarily be scholarly activity, normally demonstrated through publication of scholarly books, refereed articles and refereed papers. The broadest range of appropriate scholarly or creative activity shall be considered in the criteria, including participation and leadership in appropriate professional activities. The quality of instructional activity shall be evaluated by students and peers, as well as through administrative and self-assessment.

Evidence of commitment to service. This may be through contributions to the effective functioning, administration and development of department/school, college or university programs, college and university, and, if assigned, externally, through uncompensated use of scholarly knowledge or creative talent in the work of the public schools, professional organizations, community agencies, other such nonprofit or public organizations, and in the community.

3.2 PROMOTION FROM ASSOCIATE TO PROFESSOR

Promotion to the rank of Professor is recognition of demonstrated achievement and distinction over the span of an individual's academic career, with evidence of longstanding leadership and substantial contributions both within and outside the university. The route to Professor will be based on achievements in scholarship/research/creative activity in the appropriate discipline(s). Distinction may also be demonstrated in the areas of teaching and related instructional activity evidenced through scholarship in these areas. While distinction must be demonstrated in scholarship the candidate must demonstrate commitment to and excellence in the others. While the decision involves the candidate's entire career, the candidate's record shall demonstrate significant additional achievement beyond that demonstrated at the time of promotion to Associate Professor. While demonstrated merit, not years of service, shall be the primary factor in determining the case for promotion to Professor, no earlier than five years completed in rank from the year that the promotion became effective, may be considered the norm for promotion from Associate to Professor. Years in rank and sustained productivity at FAU are particularly important.

Evidence for fulfilling these standards is listed in section 4.2.

3.3 PROCEDURES FOR PROMOTION CONSIDERATIONS

Internal evaluation for promotion from Assistant Professor to Associate Professor begins in the fall of the sixth year of continuous employment at FAU. The evaluation for promotion from Associate Professor to Professor begins in the Fall of the annual promotion cycle. It is highly suggested that faculty begin preparation of their ePortfolio the Spring prior to submitting their packet to allow for enough time to receive the required external letters prior to the Fall. The candidate will follow the University Guidelines for nominating potential external reviewers. While it is the Director's responsibility to procure the external letters, it is also the faculty's responsibility to assist in the

process. As such, if a faculty member does not prepare the necessary documents required for the external reviewers, the external letters may fail to meet the ePortfolio deadline and, therefore will not be able to be moved forward in the process.

School evaluations of candidates for promotion should be made after the School Promotion and Tenure meeting that includes discussion of the case and consideration of the appropriate criteria. When evaluating faculty going up for promotion to Associate Professor and/or for tenure, the decision should be made by secret ballot of all tenured faculty members holding the rank of Associate Professor or higher. When evaluating faculty going up for promotion to Professor, the decision should be made by secret ballot of all the faculty members holding the rank of Professor or higher.

Candidates for promotion should acquaint themselves with the relevant documents. They should review:

- (1) the most current FAU Provost Document, Guidelines for Appointment, Promotion and Tenure of Faculty, Florida Atlantic University;
- (2) the most current FAU Provost Document, Principles for Creating Criteria for Promotion and Tenure;
- (3) this document;
- (4) the UFF/BOT Agreement;
- (5) the most recent requirements for tenure and promotion files issued by the Office of the Provost and Vice President for Academic Affairs;
- (6) any existing Departmental/School and College personnel policies, and
- (7) the University Faculty Handbook.

By Tuesday after Labor Day of the academic year in which promotion is considered, candidates submit their e-ePortfolio, consistent with current FAU guidelines. The School Director will attest to the completion of the packet and forward it to the School P&T committee for review.

School-Level Review

The materials that are reviewed at the school level should include all of the materials that will be submitted to the university level as stipulated in the Provost's Memorandum on ePortfolio preparation. The school committee will issue a memorandum to the director, reporting the names of the faculty voting, the numerical results of the poll of the faculty eligible to vote and, as best as can be discerned, the reasons for the vote, preserving the anonymity of the faculty members' individual votes. A copy will be sent to the faculty member, who may attach a brief response within 5 days of receipt of the material. School requirements or subordinate criteria may not conflict with college or university criteria.

After the school committee has voted, the school director shall send a letter of recommendation to the Dean which shall include a detailed analysis and evaluation of the work of the faculty member

and a clear statement of support or non-support. That letter shall include the use of the appropriate school or college criteria to evaluate the record of the faculty member. A copy will be sent to the candidate who may attach a brief response within 5 days of receipt of the material. The school recommendation and vote and chair/director letter are only recommendations to be considered in the process, and are not definitive.

College-Level Review

The College Promotion and Tenure Committee shall review the appropriate criteria, the candidate's file, and the recommendation made by the school and the director of the school. The committee shall vote on the case and make a written recommendation to the Dean. The written recommendation will report the names of the faculty voting, the numerical results of the poll of the Committee and, as best as can be discerned, the reasons for the vote, preserving the anonymity of the committee members. A copy will be sent to the faculty member who may attach a brief response within 5 days of receipt of the material.

The Dean of the College shall review the recommendation of the school and the director of the school, ensuring that the criteria for promotion and/or tenure have been appropriately applied and that annual assignments and performance evaluations have been considered in the recommendation. The Dean shall also review the recommendation of the College Promotion and Tenure Committee. The Dean shall consider the candidate's record, annual assignments and evaluations, and the written college and/or department/school goals and criteria for promotion and/or tenure. In tenure cases, he or she shall consider the needs of the department/school, college and university, and the contributions the employee is expected to make to the institution. College requirements or subordinate criteria may not conflict with university criteria.

The Dean shall make a recommendation to the Provost. The Dean's letter shall include an evaluation of the candidate's record on the basis of appropriate criteria. A copy will be sent to the faculty member, who may attach a brief response within 5 days of receipt of the material. The college recommendation and Dean's letter are only recommendations to be considered in the process, and are not definitive.

- A candidate who does not meet the relevant criteria for promotion to Associate Professor is not eligible for tenure at Florida Atlantic University. As tenure is linked to promotion to the rank of Associate, an Assistant Professor must go up for promotion and tenure at the same time with positive votes for promotion dictating a vote on tenure.

3.5 PROCEDURES FOR GRANTING TENURE

Tenure shall be considered during the sixth year of continuous service unless: the candidate's letter of offer contains prior service credit; or the Provost or the Provost's designee agrees to the employee's written request for earlier consideration; or the Provost or the Provost's designee agrees to the employee's written request for consideration prior to the sixth year.

The Dean of the College is responsible for providing each new faculty member with the following or for directing them to the latest versions accessible from FAU, BOT, and/or SUS online: (1) a copy of the current FAU Promotion and Tenure documents; (2) a copy of the current FAU Provost Guidelines; (3) this document; (4) the UFF/BOT Agreement; (5) the most recent requirements for tenure and promotion files issued by the Office of the Provost and Vice President for Academic Affairs; (6) any existing Departmental/School and College P&T policies; and (7) the University Faculty Handbook

EPORFOLIO: The tenure process must consider annual assignments, annual performance evaluations, annual progress towards tenure evaluations (if applicable), annual progress towards promotion to Associate Professor evaluations (if applicable), third year reviews of progress towards promotion to Professor (if third year review was requested by the Professor), and the third-year review for Assistant Professors. Department/School evaluations of candidates for tenure should be made after a unit meeting that includes discussion of the case and consideration of the appropriate criteria and a secret ballot polling all tenured members of the appropriate unit. Materials reviewed at the Department/School level will include all material to be submitted to the University level, and minimally contain: (1) a current curriculum vita; (2) the outcome of evaluation of instructional activity by students, peers, and self; (3) the distribution of the evaluative scores earned by other faculty, broken down by course, course level, or by Department/School, as appropriate; (4) documentation and examples of relevant research, scholarly or and/or other creative work, as well as of instructional materials; (5) a minimum of two letters from referees from outside this University who are acceptable to both the candidate and his/her chairperson. (6) If the candidate chooses, the record of her/his tenure and promotion appraisal(s), including any response by the faculty member.

After the School Promotion and Tenure Committee vote, the Director shall send a letter of recommendation to the Dean. This letter shall include the use of the appropriate School or College criteria to evaluate the record of the faculty member. It shall attest to the documentation of the achievement, which supports any positive recommendation for tenure. It shall include the results of the School ballot. The College's P&T Committee will review the appropriate criteria, the candidate's file, and the recommendation made by the Director of the School. The committee shall vote on the case and make a written recommendation to the Dean. The written

recommendation shall preserve the anonymity of the committee members but shall convey, as best as it can be discerned, the reasons for the vote. The Dean shall review the recommendations of the Chair/Director of the Department/School, ensuring that the criteria for tenure have been appropriately applied and that annual assignments and performance evaluations have been considered in the recommendation. The Dean shall also review the recommendations of the College's P&T Committee. The Dean shall consider the candidate's record, annual assignments and evaluations, and the written College and/or Department/School goals and criteria for tenure. The Dean shall also consider the needs of the Department/School, College, and University, and the contributions the employee is expected to make to the institution. Finally, the Dean shall make a recommendation to the Provost. The Dean's letter shall include the vote of the College's P&T Committee and an evaluation of the candidate's record on the basis of appropriate criteria.

6.0 AMENDMENTS

Amendment of this document shall follow the same procedures for amending the College of Social Work and Criminal Justice By-laws.

7.0 ENACTMENT

These policies will take effect after approval, by secret ballot, of the majority of the faculty of the College of Social Work and Criminal Justice and final authorization by the FAU Office of Academic Affairs.



OUR COLLEGE'S PHILOSOPHY TOWARD TENURE & PROMOTION

The development and application of these criteria reflects a shared philosophy that includes the following:

1. When an individual is appointed to a tenure track position in the College, we expect the individual to succeed, and it is our responsibility to assist as peers and mentors to develop and nurture new faculty.
2. We have a responsibility to inform candidates about what is expected of them by communicating all relevant performance categories, standards for performance, and providing regular, detailed, and honest performance feedback.
3. We have a responsibility not only to be fair and impartial in our application of these relevant criteria, but also to realize that individuals perform varying roles and contribute in different ways, and that each promotion and tenure decision is unique and shall be made with sensitivity to individual dimensionality and the specific role and context within which each individual performs.

Criteria and Requirements for Tenure and Promotion

Florida Atlantic University is committed to excellence in the performance of the following primary functions: research, teaching and service. It is necessary that performance of these three functions be considered in any decision for tenure or promotion of faculty in the College of Social Work and Criminal Justice. Research and teaching are weighed most heavily in tenure and promotion decisions. Service is necessary but not sufficient for tenure and/or promotion.

Promotion from Assistant to Associate Professor

The successful candidate will clearly demonstrate for a record of:

- a. Sustained and consistent scholarship and show promise of continuing scholarship
- b. Peer-reviewed research in the relevant field(s) of knowledge is required;
- c. c. The peer reviewed publications must include only those accepted or published while employed at Florida Atlantic University (unless awarded years credited toward promotion when hired);
- d. Commitment and ability for teaching, learning and related instructional activity;
- e. Responsible and conscientious service to the School, College, the community at large, and the profession.

Evidence for fulfilling these standards is listed in *Criteria & Evidence of Achievement*.

Promotion from Associate to Professor

Florida Atlantic University Policy states that Promotion to Professor is recognition of the candidate's academic maturity. Because of the nature of academic careers and institutional needs, there is more variability in the kinds of candidates who will be promoted to Professor than those promoted to Associate Professor. In addition, Promotion to Professor is largely based on accomplishments since promotion to Associate.

In the area of research, the criteria for promotion to the rank of Professor includes a clearly defined focus of scholarship, which has brought recognition as an expert, including a record of:

- a. Sustained and consistent scholarship beyond that of the Associate level, in the form of publications;
- b. A body of work that is well regarded by peers at other academic institutions;
- c. Research that has made a significant, original, or seminal contribution to the appropriate discipline;
- d. Research that is continuous and broadly disseminated;
- e. National and international reputation (or reputation) as a leader in one's field based on research;
- f. Continued demonstration of attendance at and participation in national and international conferences.

In the area of teaching and other instructional activities, the criteria for promotion to the rank of Professor may include: (a) continued demonstration of the commitment and abilities beyond the rank of Associate Professor, including:

- a. Demonstration of commitment and ability in the development of programs and other curricular efforts;
- b. A high level of competence in undergraduate and graduate teaching;
- c. Commitment and ability to teaching, learning and instructional activities;
- d. Commitment and ability to take a leadership role on curriculum and related matters;
- e. Promotion of the field by involvement in curriculum design, development of new courses, and/or promotion of interdisciplinary teaching approaches, (add demonstrated mastery of at least two content areas as applicable for Social Work) or other appropriate innovations in pedagogy.

In the area of service, the criteria for promotion to the rank of Professor includes:

- a. Continued demonstration of the commitment and abilities required beyond that of Associate Professor;
- b. Extensive work in service to the School, College, community at large, and professional organizations.

Evidence for fulfilling these standards is listed in *Criteria & Evidence of Achievement*.

Criteria & Evidence of Achievement

Research and Scholarship

Both independent and collaborative work is valued, and the committee will consider the relative contribution of the candidate to scholarly products. The relative amount and quality of first or sole-authored work in relation to the overall corpus of scholarly work will be considered but will not be treated as the only indicator of independent scholarship. This activity is judged in terms of both quality and quantity of products, with emphasis on quality. The following items may serve as evidence of scholarly activity.

Generally, publications are valued more than presentations, and lead authorship (or other evidence that the candidate's intellectual contribution was major) is valued highly.

Research and Scholarship Primary Materials include the Following (candidacy need not be supported by all items listed):

- a. Refereed peer reviewed journal articles;
- b. Authored books that show evidence of original or re-conceptualized work;
- c. Monographs that advance knowledge or systematic review of existing knowledge;

- d. Book chapters that show evidence of original work;
- e. Grant and technical reports that show evidence of original work and analysis;

Supplemental materials include the following and other similar products. (This is not an exhaustive list and candidacy need not be supported by all items listed.)

- a. Presentations at professional and scholarly meetings, particularly national or international;
- b. Colloquium presentations at other universities;
- c. Research related activities, including organizing and participating symposia or workshops.

Evidence of quality and quantity of scholarly activities may be judged by the following. (The list is not exhaustive; candidacy need not be supported by all items listed.)

- a. Peer reviewed publications;
- b. First authorship or other evidence of candidate's intellectual contribution;
- c. A substantial body of publications in a focused area;
- d. Measurable indicators of impact and influence of the candidates work (citations or other metrics);
- e. Grant support for the candidate's research from agencies that use peer review of proposals;
- f. Invitations, based upon scholarly merit, to submit articles, chapters, and other scholarly works;
- g. Documentation of presentations at professional meetings or research seminars by submission of papers.

For additional evidence of quantity and quality, please refer to the University documents that can be found on the Provost's website.

Instructional Activities

Caution should be exercised when interpreting the results of formal student evaluation instruments and should account for no more than 50% of the final assessment of faculty performance in teaching. While students may be appropriate evaluators of classroom delivery, some teaching strategies, and appropriate conduct toward students, students are inappropriate evaluators of course knowledge, and many other dimensions

A record of sustained, effective involvement in this area is required of all tenure and promotion candidates. Teaching includes a full range of activities engaged in by the

faculty member. The following activities fall within this area. This list is not exhaustive; candidacy need not be supported by all items listed.

- a. Teaching of undergraduate courses;
- b. Teaching of graduate courses;
- b. Supervising independent studies; projects; master's theses; and, doctoral capstones;
- c. Serving as field liaison and/or field supervisor;
- d. Participating in course developments.

The College recognizes certain behaviors that characterize effective teaching, and these are to be addressed in evaluations of teaching effectiveness. The effective teacher:

- a. Maintains up-to-date knowledge in his/her topic areas;
- b. Covers required material, adhering to course syllabi and Florida Atlantic University's curriculum policies;
- c. Uses a variety of techniques and employs technology appropriately;
- d. Responds appropriately to questions from students;
- e. Maintains rigor, teaching at the appropriate level;
- f. Evaluates students fairly and appropriately.

For additional evidence of quantity and quality, please refer to the University documents that can be found on the Provost's website.

Service

A record of sustained, effective service is required of all tenure and promotion candidates. In general, the College of Social Work and Criminal Justice encourages an increasing level of responsibility and leadership with increasing rank. Faculty are expected to make a regular, conscientious, valuable contribution to the College, University, community, profession, and/or larger society and to bring credit to the University. Effective service within the College, including participation in the intellectual life of the College, is essential. Examples of service activities are provided below. (The list is not exhaustive; candidacy need not be supported by all items listed.)

School, College and University Service as Applicable to Rank

- a. Participating on or chairing School committees;
- b. Supervising dissertations, thesis and comprehensive projects (chairing/serving);
- c. Participating on or chairing College committees;
- d. Participating on or chairing University committees.

Professional, Community and Societal Service

- a. Serving as an officer of international, national, regional, or state professional organizations;
- b. Serving as a committee chair or member of international, national, or state professional associations;
- c. Serving on an editorial board or review panel;
Serving as an editor for a peer-reviewed journal or guest editor for a special issue;
- d. Serving as an associate editor for a peer reviewed journal with the same duties as the editor;
- e. Providing consultation to local, state, federal, or international organizations;
- f. Serving on an agency's board of directors, community task force, and/or committee.

For additional evidence of quantity and quality, please refer to the University documents that can be found on the Provost's website.

The College of Social Work and Criminal Justice's evaluation of faculty for tenure and/or promotion is based on a candidate's record in the areas of scholarship, teaching and service as described above. The level at which a candidate shall be granted tenure at, or promoted to, associate or full professor shall be based on the quality and quantity of activities in each area, with quality being the primary consideration.