

**MARSHALL UNIVERSITY  
COLLEGE OF ENGINEERING AND COMPUTER SCIENCES (CECS)**

**Policy No. 2**

**CECS PROMOTION AND TENURE GUIDELINES**

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**1. General Information**

- a. Effective Date: August 17, 2022
- b. MUBOG Authority: Salary Increases for Tenured and Tenure Track Faculty, MUBOG Policy No. AA-7  
Annual Evaluation of Faculty, MUBOG Policy No. AA-22  
Faculty Promotion, MUBOG Policy No. AA-26  
Faculty Tenure, MUBOG Policy No. AA-28
- c. Controlling Over: These procedures will apply to all CECS faculty seeking promotion three years after the effective date. These procedures will apply to all CECS faculty hired after the effective date.
- d. History: Replaces CITE Promotion/Tenure Application and Portfolio Guidelines, updated December 7, 2009.

**2. Introduction**

The following Marshall University Board of Governors (MUBOG) policies apply to faculty seeking tenure and/or promotion:

- MUBOG Policy No. AA-7 governs Salary Increases for Tenured and Tenure Track Faculty
- MUBOG Policy No. AA-22 governs Annual Evaluation of Faculty
- MUBOG Policy No. AA-26 governs Faculty Promotion
- MUBOG Policy No. AA-28 governs Faculty Tenure

Faculty seeking promotion and/or tenure should become familiar with the definitions, requirements and procedures outlined therein. CECS Policy No. 2 (Promotion and Tenure Procedures) supplements these MUBOG policies.

The personnel policies and procedures of the College of Engineering and Computer Sciences allow flexibility in weighing areas of faculty performance in order to accommodate a range of disciplinary specialties and department needs. It is the responsibility of each department to use credible means to establish and convey written guidelines and performance criteria that distinguish *exemplary* performance from *professional* performance for purposes of promotion and tenure recommendations consistent with CECS policy.

Regarding the order of promotion and tenure decisions, MU-BOG policy (AA-26) specifically states that *only faculty members who have been granted tenure are eligible for promotion*. When a faculty member applies for promotion and tenure concurrently, the tenure decision precedes the decision on promotion. A negative tenure decision automatically results in a negative promotion decision.

The award of tenure and promotion to the rank of Associate Professor requires a record of professional recognition that transcends campus activities, as well as evidence of sustained scholarly productivity and increasing reputation in field. The candidate must have demonstrated professional performance in all three areas of faculty responsibility, which must include evidence of responsible university citizenship in each area. In addition, the candidate must demonstrate exemplary performance in Teaching and Advising or in Research, Scholarship, and Creative Activities. Each candidate must demonstrate sustained examples of responsible university citizenship.

Promotion to the rank of Professor requires evidence of substantial professional participation in regional, national, and/or international organizations and a significantly higher level of sustained, impactful scholarly productivity than is required for promotion to lower rank. In addition, promotion to full Professor requires demonstrated and sustained exemplary achievement in two of the three areas of faculty responsibility. If the candidate's contract includes an addendum specifying the area of exemplary performance, this area will be used in evaluating the promotion and tenure application. To achieve professional performance in an area of responsibility, a faculty member must include evidence of responsible university citizenship. Each candidate must demonstrate sustained examples of responsible university citizenship.

### **3. Areas of Responsibility**

Faculty members contribute to the missions of the department, college, and university and their work is to be evaluated in the light of the impact of that work on advancing those. The general areas of responsibility for all faculty members are "Teaching and Advising", "Research and Scholarly Activity", and "Service". MUBOG Policy Nos. AA-26 and AA-28 describe criteria for promotion and tenure, including requisite levels of performance in areas of faculty responsibility.

Applications for tenure will be reviewed both for achievement while at Marshall and for evidence that the candidate will successfully sustain achievement in the three areas of faculty responsibility. Attention will be given to the quality and caliber of professional accomplishments, and to the faculty member's future promise as an educator, scholar, and responsible university citizen. Evaluations of a faculty member's performance for tenure and promotion will be based solely on a complete encompassing assessment of the evidence provided in the portfolio.

#### **4.1. Teaching and Advising**

Effective teaching is critical to the mission of CECS. Characteristics of effective teachers include competence, integrity, independence, dedication to improvement, ability to transfer knowledge, ability to communicate ideas, respect for differences and diversity, and the ability to stimulate student learning and enthusiasm.

Effective student advising is important for student retention and to support efficient student progression toward degree completion. Faculty members are expected to provide thoughtful academic advising to students, and to proactively seek career advising opportunities. Faculty members are encouraged to involve students in research, and to participate in advising roles related to capstone courses, thesis, dissertation, and comprehensive project/exam committees.

Sustained achievement in teaching and advising is required for both tenure and promotion in CECS. Supporting documentation for the evaluation of teaching, advising, and continuous improvement may include, but are not limited to, student course evaluations and peer teaching evaluations, examples of course content, evidence of continuous evaluation and improvement of courses, products of assessment activities, participation in teaching workshops or seminars, scholarship of teaching and learning, and other evidence that may help to illustrate the faculty member's efforts. Evidence for exemplary performance includes, but is not limited to increasing average teaching evaluations, willingness to take on new course preparations, development and/or implementation of innovative methods that enhance student learning, or teaching awards at the college, university, or national level.

Peer teaching evaluations are an important part of faculty development and evaluation. Consequently, probationary faculty members are required to obtain at least one peer teaching evaluation per semester, undertaken by a tenured faculty observer chosen by the selection procedure established by his/her department. Evaluations must be completed using the CECS Peer Teaching Evaluation Form. All peer teaching evaluations that have been conducted must be included in the pre-tenure portfolio, as described in the Promotion and Tenure Portfolio Guidelines (Appendix 1).

#### **4.2. Research and Scholarly Activity**

Faculty members must remain current in their specific disciplines, and the primary mechanism for maintaining expertise is through the establishment and maintenance of an active program of scholarship. This could be discipline-focused and individual, or it may be interdisciplinary and collaborative, depending on the faculty member's preferences and area(s) of investigation.

In CECS disciplines, refereed publications in impactful media and external funding are the most important forms of evidence for this area of responsibility. Refereed conference proceedings, and presentations at conferences and workshops, supervision of theses or dissertations, and intellectual property are also important forms of evidence.

The quantity, quality, significance, and impact of publications, presentations, and funding will be considered in the evaluation of the portfolio. Productivity in this area of responsibility must exhibit sustained effort and a positive trajectory to be granted tenure and promotion to Associate Professor in CECS. Exemplary performance for the promotion to Professor in CECS requires a faculty member to establish a research program with sustained funding and a significant number of refereed publications, establishing them as recognized scholar in their respective field. Discipline-specific guidelines will be determined by the faculty members in that department.

#### *4.3. Service*

Faculty members constructively participate in service activities at the department, college, and university levels, service to their profession, and service to the community. Service to the department, college, and university includes contributions to the efficiency and effectiveness of those units. Examples include but are not limited to ACTIVE contributory participation in university governance or administrative duties, student recruitment and retention efforts, program evaluation and accreditation activities, outreach efforts, and development or institutional advancement efforts.

External service activities involve the application of professional expertise to address the needs of the community and the profession. Service to the community includes but is not limited to involvement as an official university representative or doing pro bono service (not compensated) to governmental, educational, business, or civic organizations, or to the public. Service to the profession includes, but is not limited to a variety of activities, such as holding an office in a professional organization and serving as a reviewer or editor for journal manuscripts and grant applications.

The quantity, quality, significance and impact of service activities will be considered in the evaluation of the portfolio. Service should be evaluated based on the extent to which it meets the needs of those served, induces positive change, improves performance, or helps solve societal problems or issues.

#### *4.4. University Citizenship*

Collegiality is an important aspect of citizenship. Faculty members must interact in an atmosphere of mutual respect with integrity, honesty, and regard for academic freedom. They should work with each other responsively in a productive fashion that furthers the mission of the department, college, and university and the success of students and colleagues.

Faculty members must provide a description of their university citizenship, including efforts to address the requirements outlined in MUBOG Policy No. AA-28. Opportunities to demonstrate university citizenship include but are not limited to volunteering for K-12 educational outreach, showing leadership and teamwork to enhance department, college, or university mission, interdisciplinary research collaboration with other departments and colleges, mentoring of both students and faculty colleagues, impactful community service in one's technical discipline, and value-added contributions in committee work (beyond simple meeting attendance).

### **5. Role of Annual Evaluations in Promotion and Tenure Process**

Annual evaluations of faculty are governed by MUBOG Policy No. AA-22, which includes performance level language that is consistent with MUBOG Policy Nos. AA-26 and AA-28. However, the desired activity levels to achieve those performance levels for the purpose of annual evaluations could differ from the desired activity levels for the purpose of promotion and tenure. Therefore, favorable annual evaluations do not guarantee the granting of tenure or promotion.

## **6. Pre-Tenure Review**

CECS fulfills the pre-tenure review responsibility by requiring faculty members who are under review to prepare a portfolio in accordance with the promotion and tenure guidelines contained within this policy and referenced policies.

Pre-tenure review portfolios are reviewed by the faculty member's Department Committee, Department Chair, College Personnel Committee, and Dean. Recommendation letters are prepared by the Department Committee, Department Chair, and College Personnel Committee and placed in the portfolio. Following the review of the portfolio, a meeting shall be held that includes the faculty member, Department Chair, Dean, and the College Personnel Committee representatives to discuss the results of the review and respond to questions from the faculty member. The Department Chair produces a written "Pre-Tenure Review Summary" that incorporates feedback given to the faculty member about their progress toward tenure and any recommendations for improvement. Within two weeks of receipt of the "Pre-Tenure Review Summary," the faculty member must prepare and submit an "Action Plan" to the Department Chair with copies to the Dean and College Personnel Committee. The "Pre-Tenure Review Summary" and "Action Plan" are to be submitted with the future tenure portfolio.

MUBOG Policy No. AA-28 provides that an exceptional evaluation (exceeding normal expectations as defined by a faculty member's college and department tenure guidelines), may result in a salary increase when verified by the relevant Dean and the Chief Academic Officer. Refer to MUBOG Policy No. AA-7 for more details. CECS faculty who exhibit achievement of, or sufficient progress toward, exemplary criteria in the areas of both "Teaching and Advising" and "Research and Scholarly Activity" will be considered. The CECS Personnel Committee will base a recommendation that an evaluation was exceptional upon a majority vote, to be held immediately following the pre-tenure review meeting.

## **7. External Reviews**

External reviews of excellence in research and scholarly activity will be solicited for all promotions to Professor. External reviewers should be selected from full professors and/or experts in the field equivalent to full professor at peer or peer plus institutions. External letters should be independent and impartial evaluations of the candidate's work as viewed from outside Marshall University. Candidates and department committees will provide a list of potential reviewers for consideration of selection as an external reviewer. Candidates may also provide a list of reviewers not to be included in the selection. The Department Chair will select an equal number of final reviewers from each list of candidates provided and is responsible for soliciting the review. Candidates for promotion are prohibited from contacting potential reviewers during the evaluation process.

## **8. Timeline**

The following general deadlines have been established by the university and CECS to facilitate the review of all portfolios. The Division of Academic Affairs publishes a Personnel Calendar each year with the italicized due dates specifically defined, which are the official due dates. Deadlines not established in the Personnel Calendar will follow the guidelines shown below. If a date falls on a weekend or holiday, the following business day will be used as the deadline for:

Timeline for Tenure and/or Promotion Applications shall follow the university approved timeline. In the absence of specific guidance, the following timeline will be used:

- |          |  |
|----------|--|
| May 1    | On or before May 1 of the year before a faculty member's pre-tenure review or tenure decision date, the Dean will request that the faculty member confirm their intent to prepare and submit a portfolio for review.     |
| August 1 | Candidates for promotion to Professor will submit a list of 5-10 potential external reviewers to the Department Chair, along with a list of any external reviewers with conflicts of interest that should not be chosen. |

- August 8 The Chair of the Promotion Committee in the Department will convene the committee to develop a list of potential external reviewers not on the candidates list and provide that list to the Department Chair.
- August 15 The Department Chair will select at least 3 names from both lists of potential external reviewers and contact them to determine their willingness to provide the external review.
- August 15 Deadline for candidate to notify the Dean (with CC to Dean's administrative secretary) and Department Chair of intent to apply for tenure and/or promotion.
- August 15 Deadline for candidate to provide documents to be shared with external reviewers for their consideration. This will include a full CV, as well as selected published works and/or successful grant proposals.
- September 1 Deadline for the department Chair to send requests, along with candidate's packet, to the selected external reviewers (a subset of the full list)
- October 15 Deadline for receipt of external review letters that will be inserted into the candidate's completed portfolio at its end before the departmental evaluation begins.
- October 31 Candidate submits completed portfolio IAW Appendix 1 to Department Chair.
- November 30 Deadline for Department Committee to provide recommendation to the Department Chair.
- December 15 Department Chair submits portfolio and recommendation to Dean's Office (per MUBOG Policy Nos. AA-26, AA-28) and Dean makes portfolio available to CECS Personnel Committee for evaluation.
- January 31 College Personnel Committee submits portfolio with recommendation to the Dean.
- February 28 Dean submits portfolio and recommendation to Provost (per MUBOG Policy Nos. AA-26, AA-28)
- April 22 Provost submits recommendation to President (per MUBOG Policy Nos. AA-26, AA-28)
- April 30 President informs all candidates of decision by letter (per MUBOG AA-26, AA-28)

#### Timeline for Pre-Tenure Review

- February 28 Candidate submits completed portfolio IAW Appendix 1 to the Personnel committee.
- March 31 Personnel Committee completes review of portfolio and reports results to the candidate, department chair and the dean. Department Chair summarizes the results in a letter to the candidate.

## Appendix 1 – Promotion and tenure Portfolio Guidelines

### Introduction

Portfolios submitted for applications for pre-tenure review, tenure, and/or promotion must follow the guidelines contained within this document. Failure to follow these guidelines could be a liability for the candidate. Information in the portfolio should be organized in a way that all required information and supporting materials are provided in a standard format so that they are easily found, read, and evaluated. Lack of thorough documentation and clarity in presenting the information are also liabilities for the candidate.

Portfolio guidelines will follow the university guidelines for electronic submission.

The inclusion of material that are not described in the following sections is discouraged. Candidates are prohibited from including letters of recommendation in the portfolio. Once the candidate submits the portfolio to the Department Chair, no material may be added to or removed from the portfolio, other than the recommendation/review letters added by the Department Promotion & Tenure (P&T) Committee, Department Chair, CECS P&T Committee, and Dean.

### Required Portfolio Content

For a candidate seeking tenure, the portfolio will be evaluated based on achievements since joining Marshall University, unless stated otherwise in their offer letter addendum. For a candidate seeking promotion to Professor, the portfolio will be evaluated based on achievements at the rank of Associate Professor since joining Marshall University, unless stated otherwise in their offer letter addendum. Therefore, the material submitted in the portfolio should primarily cover the applicable period. Candidates are permitted to submit material documenting achievements from previous appointments at other universities if it is to be considered in the decision per the offer letter addendum.

The following sections must be included in the portfolio using the headings and section numbering shown. Items that are separate documents (e.g., offer letter addendum) do not need to be numbered. If the candidate does not have any material to submit for an item in Sections 2-6, it must still be listed with “none” or “not applicable”.

**Portfolio Cover Insert.** The portfolio cover should indicate the name and rank of the candidate, College and Department, intent of the application (e.g., Application for Promotion to Associate Professor with Tenure or Promotion to Professor), and date the application is submitted.

**Application for Promotion and/or Tenure.** This is the first page of the portfolio for promotion and tenure applications (omitted for pre-tenure applications). This is a standard university form that must be completed by the candidate (top section only). This form should be inserted into a clear sleeve for protection and easy removal for signatures. The current version of the form may be downloaded from the Division of Academic Affairs website.

**Promotion & Tenure Summary.** This is the second page of the portfolio for all applications. This is a standard university form that must be completed in its entirety by candidates for tenure and/or promotion. The candidate is required to clearly indicate on this form the area(s) of exemplary performance for which they are requesting evaluation. Pre-tenure applications should include all relevant information on this form, particularly the brief summary of exemplary performance. This form should be inserted into a clear sleeve for protection. The current version of the form may be downloaded from the Division of Academic Affairs website.

**Recommendation Letters.** The subsequent pages of the portfolio will be the inserted recommendation letters from the Department Promotion and Tenure Committee, Department Chair, CECS Personnel Committee, and Dean. In the case of pre-tenure portfolios, the review letters will be inserted from the Department Promotion and Tenure Committee, Department Chair, and the CECS Personnel Committee.

1. **Biographical and Background Information.** The candidate must provide the following background information.
  - a. A letter of application in which the candidate makes the case how his or her achievements merits tenure and/or promotion (or progress toward tenure for pre-tenure reviews), based on evidence in the submitted portfolio. In the letter, the candidate will discuss his or her achievements in each of the areas of faculty responsibility – Teaching and Advising, Research and Scholarly Activity, Service – and demonstrate how those achievements demonstrate Exemplary and/or Professional performance. In addition, the candidate should provide evidence of good University Citizenship. The letter of application cannot exceed 8 pages.
  - b. A current academic vita with activities during the period since first appointment or last promotion in rank (whichever is most recent) highlighted.
  - c. A copy of his or her offer letter and any addendums (or changes) in effect which were provided at the time of employment.
  - d. A copy of the pre-tenure review recommendation letters from the Department Promotion and Tenure Committee, Department Chair, and CECS Personnel Committee, if applying for tenure.
  - e. A copy of the “Pre-tenure Review Summary” and “Action Plan” that was produced as part of the pre-tenure review, if applying for tenure.

2. **Teaching and Advising.** The candidate must summarize his or her teaching, advising, and related activities in each of the following categories during the period since first appointment (for tenure) or since appointment to the rank of Associate Professor at Marshall University (for promotion to Professor).
  - a. Course evaluation scores (computed on a 4-point scale) must be summarized in a single table following the format shown in Table 2-a. All courses since first appointment or last promotion in rank must be reported. The course evaluation (CourseEval) results for all courses taught must be provided in Section 6.a, including both the numerical summaries and the written student comments. The Course Evaluation Instructor Summaries must be provided in Section 6.b.

Table 2-a. Summary of Student Course Evaluations (Example)

| Semester Year                          | Course Number | Course Title | Credit Hours | # Students Enrolled | Response Rate | Rescaled Mean <sup>(a)</sup> |
|--|---------------|--------------|--------------|---------------------|---------------|------------------------------|
| Spring 20XX                            | CRS 100       | <Title>      | 3            | 20                  | 75%           | 3.80                         |
| Spring 20XX                            | CRS 200       | <Title>      | 3            | 40                  | 65%           | 3.35                         |
| Spring 20XX                            | CRS 300       | <Title>      | 1            | 20                  | 40%           | 3.72                         |
| Overall Weighted Average               |               |              |              |                     |               | 3.55 <sup>(b)</sup>          |
| Weighted Average (3 most recent years) |               |              |              |                     |               | 3.55 <sup>(b)</sup>          |

- (a) as provided on rescaled mean reports from the Office of Institutional Research and Planning.
- (b) 
$$= \frac{\sum \# \text{ Students Enrolled} \times \text{Response Rate} \times \text{Rescaled Mean}}{\sum \# \text{ Students Enrolled} \times \text{Response Rate}} \times 100$$
- b. Peer Teaching Evaluation scores must be summarized in a single table following the format shown in Table 2-b. Candidate must calculate the last three columns for input into this table. All Peer Teaching Evaluations must be provided in Section 6.c.

Table 2-b. Summary of Peer Teaching Evaluations (Example)

| Semester Year   | Course Number | Course Title | Credit Hours | Evaluator Name | % of Rating 3-5 <sup>(a)</sup> | % of Rating 5 <sup>(b)</sup> | Overall Mean <sup>(c)</sup> |
|-----------------|---------------|--------------|--------------|----------------|--------------------------------|------------------------------|-----------------------------|
| Spring 20XX     | CRS 100       | <Title>      | 3            | < Name>        | 60.0%                          | 40.0%                        | 4.20                        |
| Fall 20XX       | CRS 200       | <Title>      | 3            | <Name>         | 55.0%                          | 30.0%                        | 4.05                        |
| Spring 20XX     | CRS 300       | <Title>      | 3            | <Name>         | 75.0%                          | 50.0%                        | 4.50                        |
| Overall Average |               |              |              |                | 65.0% <sup>(d)</sup>           | 40.0% <sup>(e)</sup>         | 4.28 <sup>(f)</sup>         |

Calculations:

- (a) = (Total Count of 3's, 4's and 5's for all Questions ÷ Number of Questions) x 100
- (b) = (Total Count of 5's for all Questions ÷ Number of Questions) x 100
- (c) = (Sum of Ratings for all Questions ÷ Number of Questions)
- (d) = Mean of % of Rating 3-5 for each evaluation
- (e) = Mean of % of Rating 5 for each evaluation
- (f) = Mean of Overall Means for each evaluation

- c. A written discussion, provided by the candidate, of their continuous evaluation and improvement of teaching and evaluation strategies, in response to the student and peer feedback that has been received. Note: Faculty Course Assessment Reports (FCARs) are to be provided separately in Section 6.d.
- d. New courses or programs developed or implemented. Provide titles, dates taught, and enrollment. Explain whether courses are required for a degree program or an elective and identify any collaborators that contributed to developing these courses or programs.
- e. Development and teaching of: Multicultural, International, Writing Intensive, Critical Thinking, Honors or other university directed special content courses. Provide titles, dates taught, and enrollment.
- f. Student advising statistics must be summarized in a single table following the format shown in Table 2-c. Advisee numbers by semester should be obtained from MUBERT.

Table 2-c. Summary of Academic Advisees (Example)

| Semester Year | # of Undergraduate Advisees | # of Graduate Advisees |
|---------------|-----------------------------|------------------------|
| Fall 20XX     | 25                          | 10                     |
| Spring 20XX   | 30                          | 12                     |

- g. Involvement in undergraduate projects (e.g., independent study, capstone project, research project, or internship.) Provide titles, dates taught and average enrollment; for student supervision include student's name and date of graduation/expected graduation, the semester in which work was performed, and a title of the work performed.
- h. Involvement in graduate projects (e.g., thesis, dissertation, comprehensive project, and comprehensive exam committees.) Provide the student name, type of project, project title, degree, graduation date, and role (chair or committee member).
- i. Attendance at meetings of academic/professional societies related to teaching, learning or advising. List name, venue, date, and brief summary of applicability.
- j. Participation in faculty development programs or workshops devoted to teaching, learning or advising. List name, venue, date, and brief summary of applicability.
- k. Awards, honors and other recognition of instructional or advising performance. Indicate sponsoring organization, title and purpose of award or honor and date it was made.
- l. Development of effective innovative approaches to student success.
- m. Other activities related to teaching and advising not covered by the previous sections.

- 3. Research and Scholarly Activity.** The candidate must summarize his or her research and scholarly activity in each of the following categories during the period since first appointment (for tenure) or since appointment to the rank of Associate Professor at Marshall University (for promotion to Professor).
- a. Published works of significance. List citations for each of the following categories with the candidate's name in bold if multiple authors. Note: Section 6.e, 6.f, and 6.g must include only the first page of each article, which should show the name of the publication/journal, author(s), title, date of publication and abstract. If the candidate has several multi-author publications, the candidate should include associated narrative describing his or her relative contributions. The Department Promotion and Tenure Committee, Department Chair, and CECS Personnel Committee reserves the right to request a copy of the full article for review.
    - i. Published peer-reviewed articles in journals.
    - ii. Published peer-reviewed conference proceedings (full paper). Clearly indicate whether the submission was accepted for oral presentation or a poster session.
    - iii. Published peer-reviewed conference proceedings (abstract only). Clearly indicate whether the submission was accepted for oral presentation or a poster session.
    - iv. Peer-reviewed articles and conference proceedings accepted and publication pending.
  - b. Other published work (e.g., books, book chapters, patent applications, etc.). Include full bibliographic reference with all co-authors' names if any, as they appear in the published work.
  - c. Work submitted for publication, but not yet accepted. Indicate the name and sponsoring organization of the publication, the full bibliographic reference for the article with all co-authors' name, if any, as they will appear in the published work. Note: Submit first page of submitted draft in Section 6.h.
  - d. External Proposals, Grants & Contracts. List the agency, funding program, project title, candidate role, name of Principal Investigator (if different), start and end dates, total amount awarded/requested, their percent contribution to the proposal and project, and whether it was a national, regional or local competition.
    - i. Awarded Projects. List all projects completed, active, and accepted (pending award). The candidate should briefly describe their role and contributions.
    - ii. Pending Proposals. List proposals that have been submitted with decision pending. Include the expected timeline for decision.
    - iii. Rejected Proposals. List all proposals that were submitted and rejected. Candidates should provide copies of rejected proposals and reviewer comments in Section 6.i. This is highly recommended for candidates that have not satisfied the external funding criteria in order to provide evidence of proposal quality and effort.
  - e. Internal Proposals, Grants & Contracts. List the department/college/university funding program, project title, candidate role, name of Principal Investigator (if different), start and end dates, total amount awarded/requested, amount for candidate (if multiple investigators).
    - i. Awarded Projects. List all active and completed projects. The candidate should briefly describe their role and contributions.
    - ii. Pending Proposals. List all pending proposals.
    - iii. Rejected Proposals. List all proposals that were submitted and rejected. Candidates should provide copies of rejected proposals and reviewer comments in the Section 6.j.
  - f. Academic/professional consultation – list subject, clients, dates.
  - g. Academically/professionally-related presentations – list subject, venue, date and whether participation was by invitation.
  - h. Participation in meetings of academic/professional societies, institutes, workshops and seminars – list subject, venue, sponsoring organization and date. Briefly describe the nature of the participation (e.g. chairing sessions, presenting papers, service on panels, etc.) and whether participation was by invitation. Indicate whether event was local, regional/state, national, or international.
  - i. Activities related to gaining/retaining professional licensure/certification.
  - j. Awards, honors and other recognition of scholarly and creative activities. Indicate, sponsoring organization, title and purpose of award or honor and date it was made.
  - k. Other activities related to research and scholarly activity not covered by the previous sections.

4. **Service.** The candidate must identify and describe his or her service activities in each of the following categories during the period since first appointment (for tenure) or since appointment to the rank of Associate Professor at Marshall University (for promotion to Professor).
  - a. Service on university committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
  - b. Participation in other activities on behalf of the university.
  - c. Service on college committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
  - d. Participation in other activities on behalf of the college.
  - e. Service on division committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
  - f. Participation in other activities on behalf of the division.
  - g. Service with student organizations. List organization name, nature of service (e.g., faculty advisor) and dates of service.
  - h. Service to the community that involved faculty member's professional skills. List organization name, nature of service, dates of service and whether voluntary or appointed.
  - i. Offices held or committee assignments in academic/professional societies. Indicate whether elected or appointed, by whom and term of office. Indicate whether professional society is local, regional/state, national, or international.
  - j. Service to the profession, including reviewing manuscripts and proposals.
  - k. Participation in other activities on behalf of the community. List organization name, nature of service, dates of service and whether voluntary or appointed.
  - l. Other service activities not covered by the previous sections.
5. **University Citizenship.** The candidate must include a written summary of evidence indicating significant and positive university citizenship.
6. **Supporting Documentation.**
  - a. [Required] (CourseEval) reports including all numerical summaries and written comments, listed in chronological order, for each course taught during (see Section 2.a) during the review period (i.e., since one's appointment at Marshall University for those applying for tenure or promotion to Associate Professor, and since tenure or promotion to Associate Professor, for those applying for promotion to Professor).
  - b. [Required] Course Evaluation Instructor Summaries (i.e., rescaled mean reports) for individual courses and overall courses (see Section 2.a) during the review period.
  - c. [Required] All Peer Teaching Evaluation forms that have been received during the review period, listed in chronological order (see Section 2.b).
  - d. [Required] Sample Faculty Course Assessment Reports (FCAR); a minimum of one for each course assessed during the review period (see Section 2.c).
  - e. [Required] Published peer-reviewed journal articles or an active URL to the publication (see Section 3.a.i).
  - f. [Required] Published peer-reviewed conference proceeding or an active URL to the publication (see Section 3.a.ii and 3.a.iii).
  - g. [If Applicable] Peer-Reviewed articles and conference proceedings accepted for publication or an active URL to the publication (see Section 3.a.iv).
  - h. [If Applicable] Work submitted for publication and pending decision (see Section 3.c).
  - i. [Optional] Rejected external proposals and reviewer comments (see Section 3.d.iii).
  - j. [Optional] Rejected internal proposals and reviewer comments (see Section 3.e.iii)
  - k. [Optional] Other supporting documents.