

July 1, 2011

Supplemental Promotion and Tenure Guidelines

Department of Poultry Science

Auburn University

These guidelines will be used by the Department of Poultry Science in support of faculty promotions from Assistant Professor to Associate Professor; Associate Professor to Professor; and for granting tenure. The departmental Tenure and Promotion Committee comprised of faculty with the rank of Professor will provide oversight to ensure that these guidelines are followed as a supplement to those in the Auburn University Faculty Handbook, Chapter 3. All policies and procedures outlined in the faculty handbook shall take precedence over this document.

Scholarly activity appropriate to discipline and assigned responsibilities is expected of all faculty, tenured or untenured, and will be used to assess contributions made by an individual. Scholarly activity is defined broadly when considering efforts at institutions of higher learning and is most often captured in the concept of creating new knowledge and transferring knowledge to others. Each of the areas; research, teaching, extension/outreach, and service is addressed below.

A productive research program at a land-grant institution includes obtaining extramural funding in support of the candidate's program, production of peer-reviewed publications, mentoring and training of graduate students, and presentations at national and international meetings. In addition, a productive program includes serving as a peer reviewer of manuscripts and grants and serving on committees at the departmental, college, university, national and international levels.

The act of transmission of knowledge is designated as teaching and can include activities such as classroom instruction, distance education, and advising students. Some examples of activities associated with the transfer of knowledge are curriculum development, writing of textbook books and laboratory manuals, development of new courses, and adoption of innovative teaching techniques. Documentation of knowledge transfer via student and peer evaluations is important in assessing the candidate's activities in these areas. Scholarly activity in the area of teaching may also involve creative work such as obtaining grants related to teaching, presentations at national and international meetings, and publishing peer-reviewed manuscripts on teaching methods and outcomes.

The transfer of knowledge via an extension/outreach program may include activities such as publications, meetings, individualized instruction, and demonstrations. Activities associated with the transfer of knowledge using alternative approaches for adult and distance learners, support of the poultry and allied, and service to commodity organizations is important components of extension responsibilities. Scholarly activity in extension/outreach includes innovative and creative work, obtaining grants and publishing peer-reviewed papers, documentation of knowledge transferred through individual or group contacts, and documentation of a portfolio of achievements.

All faculty members are expected to participate in the governance of the department, college, and university by serving in various capacities on committees, boards, panels, task forces, and commissions. This is broadly known as service. Faculty members are expected to further their disciplines by providing service to their professional societies by serving as officers or on committees, serving on editorial or review panels for journals, governmental agencies and funding organizations.

Mentoring Junior Faculty

The need for mentoring a junior faculty member shall be established in consultation and agreement with the junior faculty, Department Head and senior faculty that are willing to share their expertise and resources. Mentoring a junior faculty member is not absolute nor is the junior faculty member under any obligation to be mentored. The opportunity to collaborate within and external to the Department provides a junior faculty member with opportunity and resources that will strengthen their scholarly program and produce a desirable outcome.

Departmental Third-Year Review Policy

The University mandates that tenure-track faculty be formally reviewed prior to completion of their third year for the purpose of determining their progress toward tenure. The department regards the third-year review as diagnostic and advisory in character. However, since the third-year review has been placed within the sequence leading to the eventual formal determination of a faculty member's tenure and promotion possibilities, the tenured faculty of the department will be given the opportunity to participate in the review process, and their participation will conclude with a secret ballot on whether or not, in their judgment, the candidate is making appropriate progress toward tenure. The result of the ballot will be announced at the meeting at which the vote takes place. Failure to demonstrate clear progress in teaching, research, extension/outreach, and service by the time of the third-year review may lead to the issuance of a letter of non-continuance at that time.

During spring semester, the department head will ask faculty in their third year to provide, using a standardized format, information and materials relevant to their academic accomplishments. The department head will make this information available to the tenured faculty and those holding rank superior to the individual candidate's, together with the candidate's teaching effectiveness evaluations from three classes and peer reviews from three classes, for the group's discussion. The candidate must affirm in writing that he or she has seen the dossier and acknowledged it to be complete before it is presented to the tenured faculty and those holding rank superior to the candidate's. The department head will convey the result of these discussions and the character of the vote of the tenured faculty to the individual candidate when the department head's own advice and assessment are given. Following the conference, a copy of the department head's report will be given to the faculty member, dated and signed by the department head confirming the review as a matter of record. The faculty member will sign the report and return it to the department head. Should the faculty member disagree with the report, he or she may write a response for the departmental record. The department head's report and the faculty member's response (if there is one) will be made available for review by the tenured faculty when the faculty member is a candidate for tenure; otherwise, both reports are to remain confidential to the extent permitted by policy and law.

Call for Recommendation of Candidate for Promotion and/or Tenure

The university sets the timing of the application for promotion and for tenure. There is no fixed requirement for years of service at a given rank before a faculty member can be promoted or tenured. The precise terms and conditions of each faculty member's tenure schedule is stated in writing and is in the possession of both the institution and teacher at the time of the initial appointment.

A faculty member should coordinate with the department head to comply with College of Agriculture submission deadlines. The department head should review carefully the appointment status of all non-tenured faculty members in relation to the criteria for tenure eligibility as described in Chapter 3 of the *Faculty Handbook*. It is strongly suggested that assistant professors recommended for tenure also be recommended for promotion to associate professor. Note that separate votes on promotion and tenure must be taken and recorded.

Deliberations on a candidate and information contained in the candidate's dossier should remain confidential as provided by policy and law. Dossiers are subject to legal review only under certain conditions. In preparing dossiers, candidates for Promotion and/or Tenure should follow the guidelines as stated in the General Instructions section of Chapter 3 of the *Faculty Handbook*. Faculty members should note the specification of supporting material called for. Faculty members are responsible for maintaining their own records and files of evidence, except when the responsibility is specifically assigned to the Department Head. The department head participates with the faculty in voting on each candidate.

Recommended Timeline for Promotion and/or Tenure Process

The following is a recommended timeline for the development, evaluation and submission of the candidate's Promotion and Tenure dossier within the Department of Poultry Science and should adhere to the Annual Call for Nominations schedule as published by the Provost.

March -- Meeting between faculty member to be promoted and/or tenured and the Department Head to initiate process. This meeting may be initiated by either the faculty member or Head.

July 1 – Candidate submits information to the Department Head according to the Faculty Handbook Section 11. Procedure for Promotion and Tenure; Part C. Information on the Candidate.

July/August – Department Head solicits and supplies information to the candidate's dossier according to Section 11. Procedure for Promotion and Tenure; Part C.3 Information to be Supplied by the Department Head.

August/September – Candidate's Dossier and supporting material is made available for review exclusively by faculty eligible to vote on the candidate.

Promotion and Tenure Seminar: Candidate will present a comprehensive seminar outlining scholarly achievements in the candidate's field of expertise. Senior faculty eligible to vote on the candidate should be in attendance.

Chairman of the Departmental Tenure and Promotion Committee to call a meeting of all eligible faculty to confidentially discuss the candidate's qualifications and take a secret ballot. Immediately following the faculty meeting, the Tenure and Promotion Committee under the leadership of the chairman develop a consensus departmental report incorporating discussions during the faculty meeting into the report. The consensus report shall include results of the secret ballot faculty vote as outlined in the faculty handbook.

October 1 – Candidate dossier and all support materials finalized, copied and submitted to the Dean, College of Agriculture for College for subsequent University action.

Criteria for Evaluation of Candidate's Dossier by Voting Faculty

Faculty evaluation of candidate will be based upon the candidate's assigned responsibilities as assigned and supplied by the Department Head along with other pertinent information. These responsibility areas will be Research, Teaching, Extension/Outreach, and departmental and/or Extension administrative assignments by the Department Head and/or Directors of Alabama Cooperative Extension System or Alabama Agricultural Experiment Station. Decisions on promotion to Associate Professor, on promotion to Professor, and on tenure depend on the candidate's sustained work of high quality in the areas of research, teaching, extension/outreach, and service. Recognition by peers as having an emerging stature as a regional or national authority is required for promotion to Associate Professor and professional peer-recognition of the candidate as an authority in their field and a respected national reputation is required for promotion to Professor. The following criteria will serve as a guideline in evaluating the candidate's achievements and accomplishments.

Promotion to Associate Professor and Tenure

Research and Creative Work

Research and creative work is one of the four areas that a candidate may be evaluated and will be a reflection of the candidate's assigned responsibilities. Several key issues with regard to the candidate's research and creative work include, but are not limited to:

- **Peer-reviewed publication:** The precise form of peer review should be appropriate to the candidate's area. Published work not subject to peer review is valued, but never as highly as peer-reviewed work.
- **Publications of substance:** Book and chapter-length projects, proceedings, popular press articles, scholarly articles, and major electronic or creative projects.
- **Significant individual or lead authorship:** Collaboratively authored work is of great value, but strong evidence of independent or lead authorship is vital.
- **Coherent programs of research and creative work:** Each candidate should articulate a program of continued effort and potential impact within their area of specialization, and the voting faculty should be able to discern evidence of progress and pattern in the candidate's publications, which still may be emerging in the work of candidates for tenure and promotion to associate professor.
- **Interdisciplinary:** The Department recognizes the special cost of interdisciplinary work, and values research programs that engage in such work. Cross-disciplinary

publication, when appropriately explained in the candidate's research or creative program, is valued at the same level as publication within the candidate's area.

- **Intellectual property:** The Department supports distinctive and creative works by an individual or group and recognizes these as patents, inventions, copyrights and trademarks that safeguard an individual's or group's efforts.
- **Electronic media:** The Department values and evaluates electronic publication and other digital work by the same criteria and as equivalent to print publication. Candidates should supply a statement of digital philosophy explaining the purpose, structure, and intended audience of their electronic publications.

An evaluation of the candidate's research and creative accomplishments will be based on productivity as measured in terms of outputs. The general expectation for a candidate to be promoted to Associate Professor with a research appointment would be to demonstrate quality of research by publishing in leading journals in their field of expertise. Research and publication in an area aligned with the candidate's time allocation are also considered worthy and could include refereed publications in the area of teaching methodology and extension (i.e. Journal of Extension). However, the exact number of publications will vary widely with appointment, and cannot be distilled to a concrete number.

In general, a candidate will develop an innovative program to address important state, regional, national, or international problems. Accomplishments related to collaborative research with other institutions (national and international), presentations at professional conferences, and joint publications are also valuable parts of a candidate's dossier. It is also expected that the candidate will secure external funding to support their research and that the level and competitiveness of this funding will depend on the type of research that the faculty member engages in and their appointment.

The candidate's dossier for promotion to associate professor will be judged on the following criteria, but is not limited to these categories. Where appropriate, the candidate's research and creative work efforts that extend beyond these criteria should be appropriately explained in the candidate's dossier.

Research

- Publication Record
 - Books/Book chapters/Reviews
 - Refereed journal articles indicating candidate's contribution and impact, where appropriate.
 - Abstracts presented at scientific meetings
 - Research reports published for popular consumption
 - Research publication partnerships with co-investigators where candidate is clearly the research team leader within their discipline area
- Presentations
 - Presentations at State, Regional, National, and International meetings, conferences, and symposia
- Funding
 - Grants received and funded as well as grants applied for but not funded

- Proposal partnerships where the candidate is clearly the research proposal PI and team leader
- Patents, Inventions, Copyrights, and Trademarks
 - Distinctive and creative works by an individual or group that provides a safeguard for their efforts
- Awards and Honors
 - College, University, State, National, and International awards
- Recognition as an expert in their discipline by
 - Editorships
 - Consultancy/Expert testimony
 - Leadership of a specific disciplinary program having national/international impact
 - Other types of recognition showing national/international reputation

Teaching

Teaching is one of the three missions of the University and may be a part of the candidate's appointment. Teaching is viewed as a faculty function that is as important as research and extension. Basically, instruction by any faculty member must include: 1) class meetings that are organized and informative, 2) a developed and comprehensive course syllabus and content, 3) student evaluation and peer review, and 4) continuous course updating that provides timely information. The candidate should demonstrate an effective teaching program, a commitment to student learning, and effective advising that guides the student to career-oriented development. Based on appointment, the candidate should also have a record that includes chairing or serving on graduate committees. Advising undergraduate research projects also represents meritorious contributions to the department's teaching mission

Candidates for promotion to associate professor must demonstrate a high level of performance as teachers where their sustained quality of teaching is addressed through annual reviews and the third year review. The department head is responsible for working with the candidate to arrange appropriate peer evaluations of teaching, as well as for providing the peer evaluations and teaching effectiveness surveys to the voting faculty. Evidence of teaching effectiveness should include the following items and the candidate should maintain appropriate documentation of teaching activities.

- Statement of teaching philosophy
- Syllabi, handouts, and examinations from a sufficient number of courses, taught in the preceding three years.
- Grade distributions (from the same courses, if possible)
- *Student evaluations*: Student evaluations for each course the candidate teaches will be evaluated and compared to the departmental average. Faculty voting on the candidate will take into account the ability and success of the candidate to transfer knowledge in an equitable manner.
- *Peer evaluations of teaching*: A team comprising of two faculty members, of higher rank than the candidate, appointed by the Department Head or Chairman of the Departmental Promotion and Tenure Committee shall evaluate teaching materials used in class as well

as the effectiveness of the candidate's classroom teaching. The effectiveness will be evaluated based on criteria such as conduct, speaking ability, classroom presence, knowledge of subject matter, up to date information, and organization. A team will evaluate and report on classroom teaching effectiveness at least once per year starting at year 3, before the 3rd year evaluation, and yearly after that time until the candidate is either tenured or leaves the university. Classroom effectiveness and teaching will be evaluated at least once after promotion to associate professor and before the candidate applies for promotion to the rank of full professor. The team will provide their report on teaching effectiveness during the voting faculty meeting.

Additional evidence of teaching effectiveness may be demonstrated by the candidate's contributions:

- In work as a program coordinator or administrator, including study abroad
- In work with master's and doctoral students, whether as major professor, committee member, outside reader, or examiner
- In developing new courses and curricula
- In significant new preparations or redevelopments of courses taught
- As a research supervisor, or as director of undergraduate research projects
- In the scholarship of teaching, whether through textbooks, articles, or the publication of high quality teaching materials
- In earning grants, honors, and awards related to teaching
- Through participation in teaching/learning conferences and symposia
- Through avenues other than those listed above

In examining the available evidence, the voting faculty evaluates the candidate's overall effectiveness as a teacher, considering issues of quality, rigor, and integrity, along with issues of innovation, continuing development, and student engagement.

The candidate's dossier for promotion to associate professor will be judged on the following criteria.

Teaching

- Evidence of innovative and effective teaching methods
- Awards and Honors in teaching
 - College, University, State, National, and International awards
- Publications related to teaching
 - Books/Book chapters/Reviews
 - Refereed journal articles indicating candidate's contribution and impact, where appropriate.
 - Abstracts presented at scientific meetings
 - Teaching reports published for popular consumption
 - Teaching partnerships with co-investigators where candidate is clearly the team leader within their discipline area
- Presentations at state, regional, national, and international meetings related to teaching

- Books/laboratory manuals written, edited and/or adopted by peers at other universities for teaching
- Distance education and on-line learning classes and resources developed or adopted
- Funding
 - o Local, state, national, and international teaching funds/grants/gifts acquired
- Copyrights and Trademarks
 - o Distinctive and creative works by an individual or group that provides a safeguard for their efforts
- Graduate student success/accomplishments
 - o Number of graduate students mentored by the candidate as
 - Committee Chairman
 - Committee Member
 - o Graduate students recognized by college, university, and/or national awards
 - o Job/career placement record of former graduate students in positions related to their degree
- Advising
 - o Number of undergraduate student advisees
 - o Successful completion of meetings and forms for undergraduate student advisees

Extension/Outreach

Outreach, according to the Auburn University *Faculty Handbook*, is the application of academic expertise for the direct benefit of external audiences in support of university and unit missions. The *Faculty Handbook* outlines that all of the following conditions must be met for faculty activities to be regarded as outreach scholarship for purposes of tenure and promotion:

- 1) there is a substantive link with significant human needs and societal problems, issues or concerns;
- 2) there is a direct application of knowledge to significant human needs and societal problems, issues, or concerns;
- 3) there is utilization of the faculty member's academic and professional expertise;
- 4) the ultimate purpose is for the public or common good;
- 5) new knowledge is generated for the discipline and/or the audience or clientele; and
- 6) there is a clear link/relationship between the program/activities and an appropriate academic unit's mission.

Outreach is not expected of all faculty. Participation in this function varies from major, continuing commitments, as is the case with the Alabama Cooperative Extension System, through intermittent engagement for individual faculty as needs and opportunities for a particular expertise arise, to no involvement at all. A candidate with a budgeted "Extension" appointment will be assessed differently than a candidate that participates in "Outreach", an important University function, but one that does not come with a funded salary appropriation. Extension includes defined and accountable activities such as publications, meetings, and other developed materials that communicate information to clientele. While "Outreach" may also produce such materials, it may also include broader definitions such as service to professional groups or program development for allied groups and community organizations

Candidates with an “Extension” appointment are responsible for providing expertise and statewide leadership in their respective discipline for educational programs supported by the Alabama Cooperative Extension System (ACES). The primary role is to develop creative and innovative educational programs and products and to communicate these programs to stakeholders. The candidate is responsible for producing educational curricula, publications, and educational materials; cooperating with colleagues, governmental agencies, and industry at the regional or national level to address problems or needs; and to facilitate the transfer of applied or adaptive research that will contribute to improvements or innovations in technology for clientele. Promotion will be based on program planning and implementation accomplishments, disciplinary competence, professional development, and leadership achievements.

The commitment of faculty time to “Outreach” is a decision to be made by the faculty member with the approval of the department in which the faculty member will seek tenure and/or promotion. It may be accomplished in the initial appointment, as is typically the case for Extension faculty, in annual work plans, or during the year in response to unexpected needs. In any case, this decision should be made with due consideration to the professional development of the faculty member, the expected public benefits of the outreach activities, and mission of the department and/or other supporting units. Departmental approval carries a commitment to assess and appropriately weigh outreach contributions in salary, tenure, and promotion recommendations.

It is important that the faculty member and the department head agree that the planned activity is outreach, and that the faculty member maintains appropriate records of outreach activities, scholarship, and impact on external audiences. The candidate for promotion and tenure is encouraged to confer with the department head before undertaking significant tasks in outreach. Appropriately arranged and documented efforts in outreach will contribute to a candidate’s tenure or promotion case as do their equivalents in research and creative work: that is, major outreach publications or administration of major programs will be highly valued; brief panels or presentations will have modest value. The expectations and demands for quality in outreach are the same as in teaching and research/creative work; however, outreach activities are different in nature from other activities and must be evaluated accordingly. The department head should request any material necessary from the candidate to facilitate faculty assessment of the type, quality, and effectiveness of the candidate's involvement in extension activities and evaluation of any resulting publications.

The candidate’s dossier for promotion to associate professor will be judged on the following criteria.

Extension/Outreach

- Publications

- Books/Book chapters/Reviews
- Refereed manuscripts directed toward Extension/Outreach indicating candidate’s contribution and impact, where appropriate.
- Abstracts presented at state, regional and national, and international meetings related to Extension/Outreach

- Alabama Cooperative Agricultural Extension System publications (i.e. Fact sheets, timely news articles) published for dissemination of knowledge to stakeholders.
- Popular press articles published with level of estimated impact.
- Other technologies and resources utilized to disseminate information to stakeholders with associated impact level.
- Presentations
 - Presentations at State, Regional, National, and International meetings, conferences, and symposia
- Funding
 - Grants received and funded as well as grants applied for but not funded in support of Extension/Outreach programs and demonstrations
 - Proposal partnerships where the candidate is clearly the research proposal PI and team leader
- Patents, Inventions, Copyrights, and Trademarks
 - Distinctive and creative works by an individual or group that provides a safeguard for their efforts
- Awards and Honors in Extension/Outreach
 - College, University, State, National, and International awards
- Program Development of Extension/Outreach activities
 - Level of the development and delivery of effective Extension/outreach programming.
 - Evidence of multidisciplinary collaboration with Extension peers
 - High level of interaction with stakeholders
 - Multiple program delivery methods that may include distance education, web sites, fact sheets, recorded deliveries, and popular press articles.
 - Estimated impact of program delivery to stakeholders
 - Solicitations from stakeholders for the delivery of programs
 - Collaboration with other faculty members in research, teaching within the department, or outside of the department, college, or university.
- Dissemination of Knowledge
 - Number of contacts from stakeholders requesting and number receiving information/advice/counsel
 - Evidence that the extension program reaches across a wide demographic area
 - Presentations targeted toward stakeholders or stakeholder groups
 - Estimated impact of program implementation by stakeholders

Emerging National Reputation

A candidate for Associate Professor in the Department of Poultry Science is expected to show *strong evidence of work in national contexts and venues*, thus demonstrating that he or she is building toward a national reputation within his or her field, and is likewise expected to demonstrate *the potential for continued growth as a scholar and expert in national or international contexts*.

The *primary* evidence of emerging national reputation exists in the quality and substance of the candidate's published work, as detailed below, and as evaluated by members of the department eligible to vote on the candidate. *Secondary* evidence of potential national reputation *must* include at least three confidential outside reviews assessing the candidate's work.

Additionally, secondary evidence of the candidate's emerging national reputation *may* include any of the following:

- Level and impact of the candidate's publications
- Level and impact of the candidate's research, teaching and/or extension/outreach accomplishments
- Invited lectures at national meetings
- National media exposure
- Editorial or advisory board positions on journals or other publications
- Evidence of the influence and citation of the candidate's work
- Evidence that the candidate's work is used in graduate and/or undergraduate classes at other universities
- Translation or reprinting of the candidate's published work
- National or international recognition of candidate's electronic media
- Consulting work by the candidate
- Candidate's work as an external reviewer or judge
- Candidate's leadership (in the specific field or in the profession) as signaled by positions of responsibility
- Honors and awards recognizing candidate's achievements
- Grants and fellowships

Evidence from the list above may contribute to this, but it is understood that candidates for associate professor will have had fewer opportunities to distinguish themselves on the national level. The letters from outside reviewers may provide stronger indications of the candidate's current and potential impact within the field. The *primary* evidence of an emerging national profile, however, should be found in the substance and quality of the candidate's work as evaluated by members of the faculty eligible to vote on the candidacy.

Outside Reviews

In addition to the candidate's credentials, three outside reviews must also be included in the candidate's dossier for promotion to Associate Professor and/or for tenure. The department head will invite the candidate and faculty members eligible to vote on the candidacy to suggest several names of potential outside reviewers. The department head will communicate to the candidate the list of potential reviewers and, if the candidate can show cause, will remove a name or names from that list. The department head is then responsible for obtaining confidential reviews from three persons on this list. Reviewers will receive, in addition to the candidate's dossier and publications, a copy of the Department's standards for promotion and tenure. Reviewers should be asked to comment specifically on the candidate's work and on the candidate's potential for national reputation, as well as on the substance, quality, and impact of candidate's accomplishments. These confidential reviews are added to the candidate's dossier.

Service

Academic and professional service generally occupies the smallest percentage of effort in a faculty member's workload, but the Department expects a candidate for promotion or for tenure to perform service tasks at a high level of quality. University service includes participating in departmental, college or school, and University governance and committee work, assisting in the recruitment of new faculty, and developing and assisting in the implementation of new academic programs. Faculty should note particularly distinctive contributions to University life on the part of the candidate, including service to the candidate's profession, such as offices held and committee assignments performed for professional associations and learned societies; and editorships and the refereeing of manuscripts.

In general, candidates for tenure and promotion to associate professor are expected to have performed limited service at the department, college, or university level. Modest professional service beyond the university is also reasonable, but candidate should consult with the department head before taking on demanding service roles. Successful performance of service roles for the University or one's profession is demonstrated over a sustained period by any of the following:

- Service as program coordinator, administrator, or responsible officeholder
- Service as chair or member of standing committees, search committees, or ad hoc committees
- Service as evaluator, reviewer, or judge
- Service on editorial boards
- Sponsorship or organization of professional conferences
- Sponsorship or organization of visiting speakers or events
- Grants, honors, or awards for meritorious service
- Scholarship of service, whether through books, articles, or the publication of high quality materials related to service
- Other contributions to service

The candidate should maintain documentation of service activities. In evaluating candidates, the voting faculty will consider the following aspects of their service: initiative and effectiveness, as well as attitude toward and engagement with the service activity.

The candidate's dossier for promotion to associate professor will be judged on the following criteria.

Service

- College and University committee service and leadership roles
- State, Regional, National, and International committee service and leadership roles in organizations, associations, and professional societies.
 - As member
 - As chairman

Tenure

The criteria for attainment of tenured status are described more fully in the *Faculty Handbook*. In addition to demonstrating quality in the areas of 1) teaching, 2) research/creative work, 3) outreach, and 4) as described in the *Faculty Handbook* under Promotion Criteria the candidate for tenure must demonstrate potential as a productive and collegial contributor to the Department. The *Handbook* notes that collegiality is a “professional, not a personal criterion,” and suggests the following as relevant questions:

- Are the candidate's professional abilities and relationships with colleagues compatible with the departmental mission and with its long-term goals?
- Has the candidate exhibited an ability and willingness to engage in shared academic and administrative tasks that a departmental group must often perform and to participate with some measure of reason and knowledge in discussions germane to departmental policies and programs?
- Does the candidate maintain high standards of professional integrity?

The *Faculty Handbook* goes on to remind faculty that concerns with collegiality should be shared with the candidate as soon as they arise, *not* at the moment of a tenure decision; collegiality should also be addressed in annual reviews and the third year review, and concerns should be communicated clearly to the candidate.

Promotion to Professor

The candidate for promotion to the rank of Professor will demonstrate continued accomplishment in all areas of effort, but the candidate’s accomplishments in research and creative work, teaching, and extension/outreach should meet the requirement of achieving a national reputation as specified in the *Faculty Handbook*. That is, a candidate for Professor in the Department of Poultry Science is expected to demonstrate *a respected national reputation within his or her field, along with evidence of continuing growth as a scholar and expert in national or international contexts*. Secondary evidence of national reputation *must* include at least three confidential outside reviews assessing the candidate’s work. Other secondary evidence of national reputation (from the list above) is also important in the evaluation of the candidate for promotion to Professor. But the *primary* evidence of the candidate’s national reputation should be found in the substance and quality of the candidate’s work as evaluated by members of the faculty eligible to vote on the candidacy.

Research and Creative Work

The accomplishments of the candidate for Professor should be comparable to previously successful candidates from the department and at peer institutions. The candidate’s work must show creativity, innovation, and impact as measured by scholarly contributions, which include publications, presentations, funding, awards and honors, and graduate student accomplishments. Candidates for Professor should demonstrate a level of sustained productivity in research that reflects a growth in stature at the regional, national, and international level. A candidate for Professor should have maintained a continued record of publication in journals related to their field and, in addition, should have publications that reflect a strong program of national or

international scope, such as books, book chapters, or invited papers in symposia or proceedings. It is expected that the candidate will have publications that reflect the faculty member's job description and area of expertise. Although the exact number and nature of publications will vary according to their appointment and expertise, the final evaluation will be subjected to members of the faculty eligible to vote on the candidate.

Teaching

In addition to demonstrating and sustaining a high level of performance as a teacher, a candidate seeking promotion to Professor must also demonstrate teaching competence through activities such as advising, course and material development, and teaching publications such as laboratory manuals and textbooks. The development of new or novel coursework in emerging areas is a mark of professional development. Leadership in teaching must also be demonstrated via receiving awards for excellence or service on teaching related committees. Teaching effectiveness may also be measured from the direction and advising of undergraduate and graduate students and service on other graduate student committees. In general, a candidate for Professor with a teaching appointment must demonstrate a long-term, consistent, and high-quality program in instruction of undergraduate and graduate students. In examining the available evidence, the voting faculty evaluates the candidate's overall effectiveness as a teacher, considering issues of quality, rigor, and integrity, along with issues of innovation, continuing development, and student engagement.

Extension

The candidate must demonstrate a sustained and productive level of accomplishment to support an effective Extension program, which includes program development, delivery, and impact as measured by peer and client evaluation of their programs, publications, and presentations. A strong national and emerging international reputation in the candidate's specialty area along with a demonstrated leadership role in Extension at the national level

Outreach

The commitment of faculty time to "Outreach" is a decision to be made by the faculty member with the approval of the department in which the faculty member will seek tenure and/or promotion. In any case, this decision should be made with due consideration to the professional development of the faculty member, the expected public benefits of the outreach activities, and mission of the department and/or other supporting units. Departmental approval carries a commitment to assess and appropriately weigh outreach contributions in salary, tenure, and promotion recommendations.

Service

Faculty members are expected to engage in some form of service to the department, college, university, profession, and community. Expectations of how much service will vary and is a function of an individual faculty member's career. Early in their career, the primary focus of any faculty member should be to establish a solid program in research, teaching, and extension/outreach while limiting their service responsibilities. As a faculty member increases in rank, the expectation of service increases where the institution's principles of shared governance and the faculty member's national and international reputation is, to an extent, simultaneously shaped and an obligation to professional service is established.

The following check sheet provides a summary of the candidate's achievements.

To be filled out by Department Head or Departmental Promotion and Tenure Committee Chair.

Candidate Name: _____

Percentage allocation: Teaching ____% Research ____% Extension/Outreach ____%

Achievements in Teaching

Evidence related to teaching	
Undergraduate credits taught annually	
Graduate credits taught annually	
Graduate committees chaired to completion	
Graduate committees served to completion	
Average student evaluation score	
Average number of undergraduate advisees annually	

	Authorship			
Publications or creative work	Senior	Junior as Directing*	Junior	Total
Books/Chapters/Reviews				
Refereed Journal and Abstracts				
Invited Papers				
Contributed Papers				
Non-refereed Publications				
Technical Reports				
Copyrights and Trademarks				
Electronic Media Products				
Other Teaching Products				
Invited Lectures Related to Teaching				
State and Regional				
National				
International				

*Candidate listed as Junior author when directing a graduate student as Senior author.

Achievements in Research

	Authorship			
Publication or creative work	Senior	Junior as Directing*	Junior	Total
Books/Chapters/Reviews				
Refereed Journal				
Refereed Abstracts				
Invited Papers				
Contributed Papers				
Non-refereed Publications				
Technical Reports				
Patents, Inventions, Copyrights				
Electronic Media Products				
Other Research Products				
Invited Lectures				
State and Regional				
National				
International				

*Candidate listed as Junior author when directing a graduate student as Senior author.

Achievements in Extension/Outreach

Publication or creative work	Authorship			Total
	Senior	Junior as Directing*	Junior	
Books/Chapters/Reviews				
Refereed Journal and Abstracts				
Invited Papers				
Contributed Papers				
Extension Publications				
Contributed Papers				
Non-refereed Publications				
Technical Reports				
Patents, Inventions, Copyrights				
Electronic Media Products				
Other Extension/Outreach Products				
Invited Lectures				
State and Regional				
National				
International				

*Candidate listed as Junior author when directing a graduate student as Senior author.

Achievements in Service

	Chair	Member
University, College, and Departmental Committees		
State and Regional Committees		
National Committees		
International Committees		
Editorships		
Other Service		

Grants and Contracts Funded (Amount in \$)

	Authorship		
Year (most recent first)	Senior	Junior	Total
2011			
2010			
2009			
2008			
2007			
2006			
Totals			