

TENURE AND PROMOTION HANDBOOK

**A Compilation of Tenure and Promotion
Policies and Procedures
for Faculty**

2021

**Midwestern State University
Wichita Falls, Texas**

I. Introduction

This handbook contains information on tenure and promotion. It includes all the eligibility requirements and criteria for each process.

The granting of tenure means that the faculty member is considered to be an asset to this academic community, especially to the discipline in which he or she teaches. Tenure is the assurance that an experienced faculty member may expect to continue in the present academic position unless financial exigency or adequate cause for dismissal is demonstrated in a fair hearing, following established procedures of due process (Policy OP 06.07). A major tenet of the tenure system is the assurance of academic freedom within the context of academic responsibility. It signifies not only the entitlement to continuing appointment as a member of the faculty but also presumes a reciprocal commitment by the faculty member to the goals and mission of the university.

Promotion in rank is recognition of the achievements of the individual being considered for promotion. In addition, advancement in rank signifies expectation of continuing professional growth, greater achievement, and assumption of increasing responsibility on the part of the individuals thus distinguished.

The handbook reflects and further details the information related to the granting of tenure and promotion in rank that is contained in the *Midwestern State University Operating Policies and Procedures Manual*, OP 06.05. If information in this handbook contradicts that in the *Manual* policy, the *Manual* policy will prevail.

This handbook contains (1) a schedule of development for tenure-track faculty, (2) a guide to assist junior faculty members to mature as scholars and teachers and to achieve a level of performance that will qualify them for both tenure and promotion, (3) the eligibility requirements and criteria upon which decisions for tenure and promotion will be based, and (4) an explanation of the tenure and promotion process.

II. Procedures for Revision

The tenure and promotion regulations set forth in this handbook and in the *MSU Operating Policies and Procedures Manual* will be comprehensively reviewed once every five years. The review will be undertaken by a representative Tenure and Promotion Policies and Procedures Review Committee, which will be an ad hoc committee in the university whose members are appointed by the President of the University following nomination by the Provost in consultation with college deans and the chair of the Faculty Senate during the spring prior to the committee's review. The Tenure and Promotion Policies and Procedures Review Committee will elect its chair and review current guidelines to determine if changes are needed.

During the review process it will solicit opinions concerning possible revisions from the University Tenure and Promotion Committee, the Faculty Senate, College Deans, Department Chairs, and College Tenure and Promotion Committees. Assessing information from these sources in the context of its own views, the Tenure and Promotion Policies and Procedures Review Committee will, if necessary, draft recommendations for change. The Tenure and Promotion Policies and Procedures Review Committee will report to the Provost. Committee recommendations will be discussed by the Senate and Academic Council before being submitted to the President and Board of Regents.

III. Structure of the Tiered Tenure and Promotion System

Tiered System

Before submitting an application for tenure or promotion, the faculty member will verify that all essential materials are included by completing the portfolio check-off form. A tiered system is used to evaluate the faculty member for promotion and/or tenure. The faculty member's application for promotion and/or tenure will be reviewed within the context of departmental and college guidelines at the following levels in the order indicated: (1) the Department Chair, (2) the College Tenure and Promotion Committee, (3) the College Dean, (4) the University Tenure and Promotion Committee, (5) the Provost, (6) the President, and (7) the Board of Regents.¹ The accumulation of two recommendations against advancement as the application proceeds through the first five levels will terminate the process for that year.

Department Chair

The Department Chair will initiate the development and periodic review of department-wide guidelines for the evaluation of satisfactory performance, ensure that all faculty members are aware of the guidelines, and add a copy of the guidelines to each application portfolio. These guidelines shall be in accord with, and shall further detail, the college guidelines. These guidelines serve to clarify and explain University policy as it relates to the department but should not increase the expectations and never supersedes University stated expectations. After reviewing the candidate's portfolio, the Department Chair will prepare a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, add these documents and a copy of the departmental guidelines to the candidate's portfolio,

¹ If the Department Chair is the candidate, evaluation of their portfolio will begin with their College Tenure and Promotion Committee. The Chair's portfolio will be submitted first to the Dean. The Dean will transfer the portfolio to the College Tenure and Promotion Committee. If the Dean is the candidate, their portfolio will be transferred from the College Tenure and Promotion Committee to the Provost. The Provost will transfer the Dean's portfolio to the University Tenure and Promotion Committee.

and send a copy of the evaluation forms and written recommendations to the applicant. The chair will forward the portfolio to the College Tenure and Promotion Committee.²

College Tenure and Promotion Committee

The College Tenure and Promotion Committee will consist of at least three senior, tenured members of the faculty. Whatever the total, there must be an odd number of members on the College Tenure and Promotion Committee. At the discretion of the College Dean, the committee may be either elected by the college faculty or appointed by the College Dean based on recommendations from the College Council. Representatives will serve two-year staggered terms. The members must hold at least the rank of associate professor, be tenured, and have a record of continuing professional activity. In the event that one of those serving is being considered for promotion, an alternate will be selected to serve one year of the term. The College Dean may not serve on the committee. The Department Chair may not serve on the committee if a faculty member from that chair's department is being considered for promotion and/or tenure. No member of the College Tenure and Promotion Committee may serve concurrently on the University Tenure and Promotion Committee. The committee will elect a chair from among its members. The committee will prepare a separate written recommendation of the candidate to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, add these documents and a copy of the departmental guidelines to the candidate's portfolio, and send a copy of the evaluation forms and written recommendations to the applicant. The chair will forward the portfolio to the College Tenure and Promotion Committee.³ A copy of the College Tenure and Promotion Committee's evaluation form and recommendation will be sent to the applicant and the Department Chair.

College Dean

The College Dean will initiate the development and periodic review of college-wide guidelines for the evaluation of satisfactory performance, ensure that all faculty members are aware of the guidelines, and add a copy of the guidelines to each application portfolio. Those guidelines shall be in accord with, and shall further

² If the Department Chair is the candidate, evaluation of his/her portfolio will begin with their College Tenure and Promotion Committee. The Chair's portfolio will be submitted first to the Dean by the First Friday in the Fall semester deadline. The Dean will transfer the portfolio to the College Tenure and Promotion Committee by the Fourth Friday in the Fall semester deadline. The Chair should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for his/her department. The Chair may also mark NA in the space on the Check-Off Form designated for the Chair's evaluation form and written recommendation.

³ If the Dean is the candidate, his/her portfolio will be transferred from the College Tenure and Promotion Committee to the Provost by the Eight Friday in the Fall semester deadline. The Provost will transfer the Dean's portfolio to the University Tenure and Promotion Committee by the Twelfth Friday in the Fall semester deadline. As part of their initial preparation of their portfolio, the Dean should supply the materials called for under "Applicant" on the Portfolio Check-Off form as well as the Tenure and Promotion Guidelines for their college. The Dean may also mark NA in the space on the Check-Off Form designated for the Dean's evaluation form and written recommendation.

detail, the university-wide guidelines defined in this handbook. These guidelines serve to clarify and explain University policy as it relates to the colleges but should not increase the expectations and never supersede University stated expectations. After reviewing the candidate's portfolio, the College Dean will provide a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, add these documents and a copy of the college guidelines to the candidate's portfolio, and send a copy of the evaluation forms and written recommendations to the applicant and the Department Chair. The Dean will forward the portfolio to the University Tenure and Promotion Committee unless there are two negative recommendations within the first three evaluations (Department Chair, College Tenure and Promotion Committee, and College Dean), in which case the College Dean will send the portfolio directly to the Provost and Vice President for Academic Affairs.

University Tenure and Promotion Committee

The University Tenure and Promotion Committee will consist of senior, tenured members of the faculty. Each college shall be represented by one tenured committee member for each twenty line-item, full-time positions, or major fraction thereof. Members of the committee are elected within their college. All representatives will be elected for two-year staggered terms. In a college with two or more representatives, the terms will be staggered so as not to run concurrently. No academic department may have more than one elected representative. The members must hold at least the rank of associate professor, be tenured, and have a record of continuing professional activity. In the event that one of those elected is being considered for promotion, an alternate will be elected from that college to serve one year of the term. No faculty member can serve more than two consecutive terms. A College Dean, the Provost, or the University President may not serve on the committee. A Department Chair may serve on the committee, provided that no faculty member from that chair's department is being considered for tenure and/or promotion. No member of the University Tenure and Promotion Committee may serve concurrently on the College Tenure and Promotion Committee. As it concludes its work, the committee will annually elect a chair for the next year from those members not serving the final year of a two-year term and who are not likely to apply for promotion in the subsequent year.

A candidate's application may be considered only if a representative of the candidate's college is present. After reviewing the candidate's portfolio, the committee will prepare a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, and add these documents to the candidate's portfolio. The Committee will record the result of its votes, but will not indicate the number of yes and no votes. The chair will send a copy of the evaluation forms and written recommendations to the applicant, the Department Chair, and the College Dean, and

forward the portfolio to the Provost and Vice President for Academic Affairs.

Provost, President, and Board of Regents

The Provost and Vice President for Academic Affairs will inform those candidates whose portfolios contain two negative recommendations in writing that the application process has been terminated and send a copy to the Department Chair and the College Dean.

Unless the portfolio contains two negative recommendations, the Provost and Vice President for Academic Affairs, after reviewing the candidate's portfolio, will evaluate the applicant's performance within the context of the departmental and college guidelines, and make a recommendation to the President. The President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents. Once the President has decided whether or not to forward the application to the Board of Regents, the Provost and Vice President for Academic Affairs will so inform the candidate in writing, with copies to the Department Chair and College Dean. After the Board of Regents has made the final decision, the President will inform the applicant of the Board's decision in writing, with copies to the Department Chair, the College Dean, and the Provost and Vice President for Academic Affairs.

IV. Definition of Terminal Degree

Deans will initiate discussions in their colleges on which degrees will be considered terminal and forward their recommendations to the Provost. The Provost will forward these recommendations to the President, who will rule on the recommendations. The list will be maintained in the Office of the Provost.

V. Development Schedule for Tenure-Track Faculty

Tenure-track faculty members are subject to the following categories of evaluation: (1) teaching, (2) research and scholarly activity, and (3) service. A thorough discussion of expectations implicit in these categories is presented in the *Requirements and Criteria for Tenure* presented later in this handbook.

Tenure Application Timeline

Academic Year

1	2	3	4	5	6	7
Four years MSU experience as Assistant Professor or above				Initial application occurs at beginning of fifth year.	1. Successful applicant is tenured at beginning of sixth year. 2. Final application for tenure at beginning of sixth year.	All applicants must either be tenured or receive terminal contract.
One year credit as Asst. Prof. or above	Three years MSU experience as Asst. Prof. or above					
Two years credit as Asst. Prof. or above		Two years MSU experience as Asst. Prof. or above				

Beginning with a full-time nine-month academic appointment at the rank of assistant professor or higher, the probationary period for considering a faculty member for tenure shall not exceed six years. A faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or above before being eligible for application for tenure. If another institution of higher education has employed a faculty member, prior service toward tenure at Midwestern State University may be agreed upon in writing between the individual and the university at the time of employment. In no case will the faculty member be eligible for application for tenure prior to completion of a minimum of two (2) years of full-time academic experience at Midwestern State University.

The schedule below is an example intended to guide the applicant, department, and college in facilitating the continuous development of faculty members toward their achievement of tenure.

Academic Year 1

1. Development of *Tenure and Promotion Application Portfolio*:

Each faculty member should begin creating their portfolio during the first year of employment at Midwestern State University. While the faculty member is in a tenure-track position, the development of all aspects of their professional life should be reflected in the portfolio. Elements that bear witness to achievement at each stage of the faculty member's career should be included. Specific tenure and promotion requirements are discussed later in this handbook.

2. Guiding Principle:

Faculty members should conduct themselves in a respectful, civil, and courteous manner with other faculty, staff, administrators, and students in attaining the goals of the department, college, and University. Faculty should not address this guiding principle in the APR narrative or the narrative of the tenure and promotion application. Instead, the department chair will evaluate each faculty member as part of the Annual Personal Report. The included APRs in the application will provide evidence of meeting this guiding principle.

3. Teaching:

Teaching is the most important function performed by a faculty member at MSU. For this reason, each faculty member is expected to attain a high level of quality and effectiveness in their teaching activities. From the beginning, a faculty member should focus on sustaining excellence or improving performance in all areas of teaching: course design/instruction, out-of-class academic support, continuing development, and collegiality. In assessing teaching effectiveness, student evaluations of teaching will be considered, together with any other forms of evaluation agreeable to faculty and administrators within the college. The university's expectations for effective teaching are reflected in the *Eligibility Requirements and Criteria for Tenure*.

4. Research and Scholarly Activity:

Scholarly and creative activities should be initiated in the first year. These activities should include the development of scholarly and/or creative interests, research within these areas of interest, and professional contributions as a scholar. Each college should develop specific criteria that are communicated to new tenure-track faculty members through written documents and explained by Department Chairs and/or senior, tenured faculty members. More detailed information is available in the *Eligibility Requirements and Criteria for Tenure*.

5. Service:

Minimal service activities are expected during the first year. Any accomplishments in this area should be clearly evaluated. Major elements of the service component are (1) service to the university, (2) service to the profession/community. For additional information see *Eligibility Requirements and Criteria for Tenure*.

6. Evaluation:

Each faculty member is responsible for preparing an Annual Faculty Personal Report that forms the basis for an annual evaluation by the Department Chair and/or College Dean.

Academic Year 2

1. Guiding Principle:

Faculty members should conduct themselves in a respectful, civil, and courteous manner with other faculty, staff, administrators, and students in maintaining the goals of the department, college, and university.

2. Teaching:

The faculty member should sustain excellence or improve performance in all facets of teaching effectiveness. Quality of teaching should remain excellent or improve.

3. Research and Scholarly Activity:

Projects initiated in the first year should be continued, if not completed.

4. Service:

The department chair should begin to assign departmental responsibilities and committee participation. Student advising, mentoring, and/or recruiting duties should be initiated and increased gradually.

5. Evaluation:

The faculty member's Annual Faculty Personal Report should reflect sustained excellence or improvement in teaching effectiveness, research/scholarly activity, and service.

Academic Year 3

1. Guiding Principle:

Faculty members should conduct themselves in a respectful, civil, and courteous manner with other faculty, staff, administrators, and students in attaining the goals of the department, college and university.

2. Teaching:

Sustained excellence or improvement in all the facets of teaching effectiveness continues.

3. Research and Scholarly Activity:

The faculty member should continue scholarly research and/or creative activities. Some external evaluation of work should be evident via scholarly submissions, conference participation, and appropriate venues for creative expression.

4. Service:

The faculty member should be active in departmental and college activities and committees. The faculty member should assume full responsibility for student advising and/or mentoring. Participation in departmental curriculum development

should begin, as should community involvement if relevant. Where possible, the faculty member should begin participating in university committees.

5. Evaluation:

The faculty member should undergo an intensive self-evaluation and peer evaluation by the Department Chair, the College Dean, and senior, tenured faculty members in the department and/or college during the third year of probationary service as stipulated by departmental and college guidelines. Annual Faculty Personal Reports will provide significant information for academic years 1-3. The objective of these evaluations is to identify strengths and weaknesses in order to enhance the former and eliminate the latter. Each third-year faculty member should be given a thorough appraisal of their work. On the basis of this review, a candid judgment of the feasibility of continuing to seek tenure should be provided in writing by the Department Chair and College Dean.

Academic Year 4

1. Guiding Principle:

Faculty members should conduct themselves in a respectful, civil, and courteous manner with other faculty, staff, administrators, and students in attaining the goals of the department, college and university.

2. Teaching:

The faculty member should demonstrate a growing mastery of the subject matter and the ability to present it effectively in the classroom.

3. Research and Scholarly Activity:

Scholarly and creative work should become more important in years four and five. The faculty member must show evidence of external recognition in terms of securing grants, participating in conferences, writing manuscripts or producing creative works, or having manuscripts or creative works accepted for publication/presentation.

4. Service:

The faculty member should continue to be actively involved in professional organizations, should actively participate in university committees, should be fully engaged with student advising and/or mentoring, and should begin to create new courses where appropriate within their areas of expertise. The faculty member may serve on university committees and effectively participate within the Midwestern State University academic community.

5. Evaluation:

The faculty member and members of the department should work closely together to ensure that all requirements for attaining tenure are being achieved. The faculty member will begin preparation of the *Tenure Application Portfolio*.

At the end of the fourth year, the Provost will notify in writing the faculty members who meet the eligibility requirements for tenure.

Academic Year 5

1. The faculty member seeking tenure may apply (for the first time) in the beginning of the fifth academic year of probationary service following the procedures outlined in the *Eligibility Requirements and Criteria for Tenure*. Applicants for tenure will be notified of the tenure decision after the Board of Regents has met, unless there are two negative recommendations within the first five tiers of evaluation (Department Chair, College Tenure and Promotion Committee, College Dean, University Tenure and Promotion Committee, and Provost) or unless the President decides not to forward the application to the Board of Regents, in which case the Provost will notify the candidate.
2. If the faculty member is awarded tenure, their sixth-year contract will reflect the tenured status.
3. A faculty member who is denied tenure may re-apply for tenure in the sixth academic year.
4. A faculty member may choose not to apply for tenure in the fifth academic year.

At the end of the fifth year, the Provost will notify in writing the faculty members who meet the eligibility requirements for tenure.

Academic Year 6

1. All faculty members who are re-applying for tenure or applying for tenure for the first time must do so in the beginning of the sixth academic year. Applicants must follow the procedures outlined in the *Eligibility Requirements and Criteria for Tenure*.
2. Faculty members who are awarded tenure will receive notification from the President. The faculty member's tenured status will be indicated in their seventh-year contract.
3. Faculty members who are not awarded tenure will receive notification from the President (or the Provost if there are two negative recommendations within the first five tiers of evaluation) and will be given a terminal contract for the seventh year.

VI. Procedures for Tenure and Promotion Application

Each faculty member is responsible for initiating the process of applying for tenure and/or promotion in rank. Upon notification of eligibility, the applicant will prepare the portfolio as described below. An electronic copy of the appropriate template for the narrative can be obtained from the Office of the Provost website and the MSU Forms Library https://forms.msutexas.edu/library/tblFormLibrary_list.asp

Once the application has been submitted, it will continue through the tiered tenure and promotion system to the President of the University and the Board of Regents unless (1) withdrawn by the applicant or (2) there are recommendations against advancement at any two of the previous levels.⁴

The annual calendar for the process will be fixed according to the following dates (or the first business day following these dates if they fall on a weekend or holiday):

Timeline for all Tenure and Promotion Submissions in 2021-2022

Process Step	Due Date 2021-2022
Notification of Eligibility	May 15 (previous academic year)
Portfolio due to the Department Chair	October 1, 2021
Portfolio due to the Office of the College Dean for transfer to the College Tenure and Promotion Committee	October 15, 2021
Portfolio due to the College Dean	November 15, 2021
Portfolio due in the Office of the Provost for transfer to the University Tenure and Promotion Committee	January 10, 2022
Portfolio due to the Provost	February 20, 2022
Recommendation due to the President	March 25, 2022
Recommendation due to the TTU Board of Regents	May 2022

Timeline for all Tenure and Promotion Submissions beginning 2022

Process Step	Due Date
Notification of Eligibility	May 15 (previous academic year)
Portfolio due to the Department Chair	1st Friday (Week One), Fall Semester
Portfolio due to the Office of the College Dean for transfer to the College Tenure and Promotion Committee	4 th Friday, Fall Semester
Portfolio due to the College Dean	8 th Friday, Fall Semester
Portfolio due in the Office of the Provost for transfer to the University Tenure and Promotion Committee	12 th Friday, Fall Semester
Portfolio due to the Provost	17 th Friday, Fall Semester
Recommendation due to the President	2 nd Friday of Spring Semester
Recommendation due to the TTU Board of Regents	Last Friday of January

⁴ The President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents.

The Tenure and Promotion Application Portfolio

The narrative and all supporting documentation should be contained in one (1) three-ring binder with tabs for each section identified below. The final Tenure and/or Promotion Application Portfolio must include all of the following sections:

1. **Section 1** in all portfolios will include the following:
 - a. Letter of notification showing eligibility for tenure and/or promotion from the Provost
 - b. Letters of recommendation and evaluation forms from the Chair of the Department, the College Tenure and Promotion Committee, the College Dean, and the University Tenure and Promotion Committee (to be added by the appropriate individual or committee)
 - c. Departmental and college guidelines (to be added by the Department Chair and College Dean, respectively)
2. **Section 2** in all portfolios must include an up-to-date, detailed curriculum vitae showing degrees earned along with dates, teaching experience at various universities along with dates, positions held along with dates, published and unpublished research along with dates, and creative works along with dates (an outline of the format for the curriculum vitae can be found in Appendix C).
3. **Section 3** in all portfolios must contain a well-drafted copy of the appropriate narrative in which the applicant comments in detail about all areas (teaching, research/scholarly activity, and service).
4. **Section 4** must document relevant information regarding achievements in teaching effectiveness including:
 - (1) The applicant's statement of teaching philosophy.
 - (2) Copies of the applicant's Annual Faculty Personal Reports and Evaluations for the past five years or every year on contract at Midwestern State University if fewer than five years.
 - (3) Summaries of student evaluations for the past five years or every year on contract at Midwestern State University if fewer than five years and an explanation of the grade distribution.

- (4) Summaries of grade distributions for the past five years or every year on contract at Midwestern State University if fewer than five years.
5. **Section 5** must document all relevant information regarding achievements in research/scholarly activity.
6. **Section 6** must document all relevant information regarding achievements in service.

Process for Tenure or Promotion Application Consideration

The applicant will verify that all sections of the portfolio are complete by filling out the portfolio check-off form and will submit the portfolio to the Department Chair by the First Friday of the Fall semester.

The Department Chair will evaluate the portfolio, fill out the evaluation form and the portfolio check-off form, write a letter recommending whether the candidate should or should not receive tenure and/or a promotion in rank, and add a copy of the departmental tenure/promotion guidelines to the portfolio.⁵ The Department Chair will send a copy of the evaluation form and the letter of recommendation to the candidate. It is the responsibility of the Department Chair to ensure that the application is complete before forwarding it to the College Tenure and Promotion Committee.⁶

The Department Chair will forward the portfolio to the College Dean for transfer to the College Tenure and Promotion Committee. The College Tenure and Promotion Committee will evaluate the portfolio, fill out the evaluation form and the portfolio check-off form, and write a letter recommending whether the candidate should or should not receive tenure and/or a promotion in rank.⁷ A copy of the evaluation form and the letter of recommendation will be sent to the candidate and the Department Chair. The committee will report the result of its votes, but not the number of yes and no votes. It is the responsibility of the College

⁵ If the Chair has new information to impart, the information should be included in the Chair's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

⁶ If the Department Chair is the candidate, evaluation of their portfolio will begin with their College Tenure and Promotion Committee. The Chair's portfolio should be submitted first to the Dean by the First Friday of the Fall semester deadline. The Dean will transfer the portfolio to the College Tenure and Promotion Committee by the Fourth Friday of the Fall semester deadline. The Chair should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for their department. The Chair may also mark NA in the space on the Check-Off Form designated for the Chair's evaluation form and written recommendation.

⁷ If the College Tenure and Promotion Committee has new information to impart, the information should be included in the committee's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

Tenure and Promotion Committee to ensure that the application is complete before forwarding it to the College Dean.

The College Tenure and Promotion Committee will forward the portfolio to the College Dean. The College Dean will evaluate the portfolio, fill out the evaluation form and the portfolio check-off form, write a letter recommending whether the candidate should or should not receive tenure and/or a promotion in rank, and add a copy of the college tenure/promotion guidelines to the portfolio.⁸ A copy of the evaluation form and the letter of recommendation will be sent to the candidate and the Department Chair. It is the responsibility of the College Dean to ensure that the application is complete before forwarding it to the University Tenure and Promotion Committee.⁹ If there are two negative recommendations within the first three evaluations (Department Chair, College Tenure and Promotion Committee, and College Dean), the College Dean will send the portfolio directly to the Provost, and the Provost will notify the candidate.

The University Tenure and Promotion Committee will evaluate each portfolio separately within the context of departmental and college guidelines, fill out the evaluation form and the portfolio check-off form, and vote. A quorum must be present before the committee takes votes. The results of votes will be reported, but not the number of yes and no votes. A candidate's portfolio may be considered only if a representative of the candidate's college is present. Each application, along with the evaluation form and a letter from the committee recommending whether the candidate should or should not receive tenure and/or a promotion in rank, will be forwarded to the Provost.¹⁰ A copy of the evaluation form prepared by the University Tenure and Promotion Committee and of its letter of recommendation will be sent to the candidate, the Department Chair, and the Dean. It is the responsibility of the University Tenure and Promotion Committee to ensure that the application is complete before forwarding it to the Provost.

If there are two negative recommendations within the first four evaluations (Department Chair, College Tenure and Promotion Committee, College Dean, and

⁸ If the Dean has new information to impart, the information should be included in the Dean's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

⁹ If the Dean is the candidate, the portfolio will be transferred from the College Tenure and Promotion Committee to the Provost by the 8th Friday of Fall semester deadline. The Provost will transfer the Dean's portfolio to the University Tenure and Promotion Committee by the 12th Friday of the Fall semester deadline. As part of the Dean's initial preparation of their portfolio, the Dean should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for their college. The Dean may also mark NA in the space on the Check-Off Form designated for the Dean's evaluation form and written recommendation.

¹⁰ If the University Tenure and Promotion Committee has new information to impart, the information should be included in the committee's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

University Tenure and Promotion Committee), the Provost will notify the candidate, and the application will be terminated. The Provost will review all other applications and recommendations and make recommendations to the President. The President will review these applications and recommendations and decide whether or not to recommend tenure and/or a promotion in rank to the Board of Regents.¹¹ The Provost will inform each candidate of the President's decision in writing, with copies to the Department Chair and College Dean. The final decision concerning tenure and/or a promotion in rank will be made by the Board of Regents. The President will inform the candidate of the Board's decision in writing, with copies to the Department Chair, the College Dean, and the Provost.

Disposition of the Tenure and Promotion Application Portfolio

The portfolio of each candidate, exclusive of support materials, will be maintained in a permanent archive, in hard copy or a magnetic medium, as part of the faculty member's permanent personnel file. Supporting material will be returned to the faculty member when the process has been completed.

¹¹ The President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents.

VII. Eligibility Requirements and Criteria for Tenure and Promotion

ELIGIBILITY REQUIREMENTS FOR TENURE

The criteria for tenure are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A. The faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or above before being eligible for application for tenure. Two of the four years may be awarded for experience at another institution. The award will be decided at the time of employment and included in the contract. Two of the four years *may* be awarded for experience at Midwestern State University in a full-time, non tenure-track position at the rank of assistant professor or above. NOTE: If the contract for a faculty member hired prior to the implementation of this policy reads that he/she may choose to apply for tenure during his/her fourth year, that agreement will be honored under the new policies and procedures.

Faculty members may apply for tenure during their fifth and/or sixth year. Faculty members who are not awarded tenure at the beginning of their seventh year will be given a terminal contract for the seventh year.

Under extenuating circumstances not under the control of the faculty member, the President, after consulting the relevant chair, dean, and the Provost and Vice President for Academic Affairs, may extend the probationary period.

- B. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily the doctoral degree but possibly a master's degree if it is acknowledged to be a terminal degree in the particular field). A related doctoral degree may be substituted if approved in writing with accompanying justification by the College Dean, Provost, and President. If a bachelor's degree is the highest degree available in the discipline, a faculty member must have completed a related master's degree approved in writing by the College Dean, Provost, and President.

ELIGIBILITY REQUIREMENTS FOR PROMOTION TO ASSISTANT PROFESSOR

The criteria for promotion to Assistant Professor are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A. The faculty member must have completed a minimum of seven years of full-time academic experience in higher education (two of which may be awarded for experience at another institution) before being eligible for application for promotion to assistant professor.
- B. The faculty member must have completed a master's degree (not the highest degree available in the discipline of his/her primary teaching responsibility). NOTE: If a faculty member with the rank of instructor completes the highest degree in their discipline, the applicant will become eligible for promotion to Assistant Professor at the beginning of the next academic year following documented completion of all requirements.

ELIGIBILITY REQUIREMENTS FOR PROMOTION TO ASSOCIATE PROFESSOR

The criteria for promotion to Associate Professor are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A. The faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or equivalent experience in the field before being eligible for application for promotion to associate professor. Two of the four years may be awarded for experience at another institution or equivalent experience in a non-academic setting. If credit for non-academic experience is awarded, the College Dean must provide documented evidence of equivalent experience in the field to the Provost and the President for final approval. The award will be decided at the time of employment and included in the contract.
- B. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily the doctoral degree but possibly a master's degree if it is acknowledged to be the terminal degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost, and President.

Faculty with Non-Terminal Master's Degrees: Faculty members on contract at MSU who earned tenure with a non-terminal master's degree under an earlier system of tenure and promotion may still invoke the following policy concerning promotion to associate professor:

NOTE: A faculty member holding a master's degree when it is not the highest degree in the field of primary responsibility may be considered for promotion to associate professor if he/she

- (1) Has completed a minimum of thirty (30) hours of course work beyond the master's degree in the subject matter area that has been approved in writing by the College Dean, Provost and Vice President for Academic Affairs, and President.

And

- (2) Has a minimum of ten (10) years of full-time teaching experience in higher education.

And

- (3) Has exhibited significant evidence of continued scholarly and professional development. This development should demonstrate a professional competence equivalent to that required to earn the highest degree in the field.

ELIGIBILITY REQUIREMENTS FOR PROMOTION TO PROFESSOR

The criteria for promotion to Professor are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A.** The faculty member must have completed a minimum of five (5) years of full-time academic experience in higher education at the rank of Associate Professor or equivalent experience in the field before being eligible for application for promotion to professor. Three of the five years may be awarded for experience at another institution or equivalent experience in a non-academic setting. If credit for non-academic experience is awarded, the College Dean must provide documented evidence of equivalent experience in the field to the Provost and the President for final approval. The award will be decided at the time of employment and included in the contract.
- B.** The faculty member must have completed the highest degree available in the discipline of his or her primary teaching responsibility (ordinarily a doctoral degree but possibly a master's degree if it is acknowledged to be the highest degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost, and President. If a bachelor's degree is the highest degree available in the discipline, a faculty member must have completed a related master's degree approved in writing by the College Dean, Provost, and President.

CRITERIA FOR TENURE AND/OR PROMOTION

This section delineates the criteria that are used for tenure and all levels of promotion once the eligibility requirements have been met. The specific criteria that must be met for each type of application are shown in the chart below.

	Instructor to Assistant Professor	Tenure	Assistant Professor to Associate Professor	Associate Professor to Professor
Guiding Principle	Required	Required	Required	Required
Teaching				
1. Course design – demonstrates the practical application of teaching philosophy	Required	Required	Required	Required
2. Out-of-Class academic support – demonstrates regular and meaningful feedback on student academic work	Required	Required	Required	Required
3. Continuing Development – continuously develops professional knowledge and, where appropriate, incorporate into teaching	Required	Required	Required	Required
4. Collegiality – demonstrates working with others through teaching activities	Required	Required	Required	Required
Research and Scholarly Activity				
1. Scholarly and Creative Endeavors – demonstrates consistent scholarly involvement through traditional or applied endeavors	Required	Required	Required	Required
2. Scholarly and Creative Recognition – receives recognition both inside and outside Midwestern State University	Not Required	Not Required	Not Required	Required
Service				
1. University				
a. Effective participation in administration of department/college activities	Must meet at least one (1) of requirements a and b	Must meet at least one (1) of requirements a and b	Must meet at least one (1) of requirements a and b	Must meet both a and b
b. Effective participation within Midwestern State University academic community				
2. Profession/Community				
a. Profession – makes professionally meaningful contributions with their expertise and actively engages in professional academic activities	Not Required	Must meet at least one (1) of requirements a and b	Must meet at least one (1) of requirements a and b	Must meet both a and b
b. Community – provides meaningful services to the community connected to the mission of Midwestern State University				

C. Teaching

Quality and effectiveness in teaching, as demonstrated through course design, instruction, continuing development, and collegiality, are expected for consideration in tenure and promotion decisions. Submitted materials must include (a) a statement of the faculty member's teaching philosophy, (b) copies of the Annual Faculty Personal Report and Evaluation for the past five years or for every year on contract if the faculty member has served MSU for fewer than five years, including copies of grade distributions and course evaluations, (c) representative copies of course syllabi, (d) a summary of student evaluations of the faculty member for the past five years or for every year on contract if the faculty member has served for fewer than five years, and (e) a summary and explanation of grade distributions for each course taught. Additional materials representative of teaching effectiveness beyond those suggested above, such as peer evaluations, may also be included.

All supporting documentation should be inserted in Section 4 of the portfolio.

1. Course Design

Faculty members should demonstrate the practical application of their teaching philosophy into course design and excellence in instruction. To this end, they should demonstrate the ability to develop and implement pertinent and applied course objectives; design a coherent and appropriate series of class topics and exercises; utilize instructional approaches that encourage independent and critical thinking; and create suitably rigorous course assignments/assessments appropriate to the course level.

In addition, faculty members should explain how they use student learning outcomes and measures of student learning in their courses to shape and/or adapt their approach to teaching their subject matter.

Faculty members who promote diversity in their course content, modify instruction for diverse populations or to include multi-cultural or diversity topics, and/or develop new courses focused on diversity, equity and inclusion topics and issues should make special notation of this work as a furthering of MSU Texas' commitment to DEI.

Supporting documentation may include examples of syllabi, class assignments, field trips, debates, papers, bibliographies, case analyses, student performances, etc. The documentation should point to the faculty member's ability to present topics in a clear, organized, and enthusiastic manner; to explain and apply abstract ideas and theories; to motivate students to work and participate in course activities; and to present a researched and informed treatment of subject matter. Faculty members will use one to three specific courses to exemplify their skills in this area.

2. Out-of-Class Academic Support

Faculty members will provide specific examples of out-of-class academic support of students by offering regular and meaningful feedback on student academic work, providing effective out-of-class instruction/supervision, completion of research related to coursework, independent studies, and/or being available to students outside of class (i.e. faculty supervision of EURECA).

3. Continuing Development

Faculty members will continuously develop their pedagogical and professional knowledge and, where appropriate, incorporate this knowledge into their teaching. Faculty should provide examples of professional knowledge and teaching development (e.g. professional readings, conference attendance, participation in continuing education seminars, acquisition of professional certification, and successful completion of advanced coursework). Faculty members will provide two to three specific examples of how this knowledge informed their teaching and learning.

4. Collegiality

Where applicable, faculty should demonstrate that they work with colleagues to effectively coordinate and collaborate on curricular matters. Collegiality may be demonstrated through team teaching; interdisciplinary teaching; demonstrating willingness to teach at odd times and in a variety of formats (e.g. online and other distance courses, concurrent courses, and honors courses); volunteering to develop and teach new classes; contributing to the development, maintenance, and teaching of multiple-section courses; presenting guest lectures when appropriate; substituting and/or guest teaching for peers when the need arises; relating to others in a respectful and courteous manner inside and outside the classroom; cooperating in the preparation of course/teaching schedules; contributing to the development of common syllabi; sharing resources; and following prescribed curricula.

D. Research and Scholarly Activity

Consistent with its mission, Midwestern State University recognizes that scholarship may take diverse forms depending on the discipline.

Traditional forms include (1) ongoing research through continuing publication of books, book contributions, textbooks, articles in refereed journals in the faculty member's field (printed or electronic), or refereed conference proceedings, (2) presentations of papers at professional meetings, and (3) work demonstrating continuing professional commitment to the visual, performing, or literary arts through creative performances and/or presentations, (4) scholarly achievement in the professional disciplines.

Applied forms include such activities as (1) basic research conducted for immediate practical application rather than for publication, (2) the integration of information across disciplines or research accomplished to assist organizations, (3) special pedagogical applications of existing or original research, (4) application of existing or original research to artistic pursuits and projects, (5) special applications of technology to scholarly or artistic endeavors, (6) development of educational materials and/or software, and (7) primary responsibility (verified in writing by the Chair and/or Dean) for collection, analysis, and reporting of information or data in connection with assessment and accreditation self-studies.

Creative forms may be either traditional or applied in nature, so they may include any of the above and/or other activities as defined in the college and departmental guidelines.

In addition to the forms listed above, faculty may include (1) documentation of internal or external research grants (including authoring of substantial unsuccessful grant requests) and (2) research/creative projects involving students where both the faculty member and student serve as authors. (Supervision of student research outside of faculty publication or presentation falls under the area of service.)

College and departmental guidelines will define and clarify traditional or applied research and creative endeavors more specifically for the faculty member's particular discipline.

All supporting documentation should be inserted in Section 5 of the portfolio.

1. Scholarly and Creative Activities

Faculty members should show consistent scholarly/creative involvement through regular completion of traditional research, creative activity, applied endeavors, grant writing and/or presentations. Traditional research, creative activity, and applied endeavors should demonstrate intellectual breadth or depth as well as originality and creativity. Intellectual breadth may be documented either by cross-disciplinary involvement or by research activity, artistic endeavors, or scholarship that demonstrates professional diversity. Intellectual depth may be documented by research activity, artistic endeavors, or scholarship in specialized areas that demonstrates continuing development of skills and knowledge.

Faculty members may include documentation of internal or external research grants that support their individual scholarly or creative inquiry or that benefit their department, college, or the university. Unsuccessful authoring of substantial grant requests may also be included.

Presentation of papers and/or posters, performances, exhibitions, and

workshops at professional meetings should be included here. Participation in the Midwestern State University Faculty Forum may be counted as part of an applicant's presentations.

Faculty members may include research/creative projects/presentations and/or publications involving students if both the faculty member and student serve as authors. Projects in this category should be work done collaboratively with students, not supervision of student work. (Supervision of student research outside of faculty publication falls under the area of service.)

Faculty members who actively conduct research focused on diversity, equity and inclusion related issues should make special notation of this work as a furthering of Midwestern State University's commitment to DEI.

2. Scholarly and Creative Recognition

Faculty members' work receives recognition both inside and outside Midwestern State University. This recognition may take the form of invited papers, performances, or exhibitions; reprint requests; citations of the faculty member's work in the published literature; awards; and other accolades deemed meritorious by the department or college. The quality, originality, and creativity of the faculty member's research and scholarly activity will be assessed at each level of review but must be addressed in detail by the College Tenure and Promotion Committee or a recognized group of scholars in the applicant's fields.

E. Service

Ongoing, meaningful, and collegial service is required of all full-time faculty members at Northwestern State University. Service may be demonstrated on a number of levels: contributions to the faculty member's department, contributions to the college, university-wide involvements, and professional/community efforts.

All supporting documentation should be inserted in Section 6 of the portfolio.

1. Service to the University

- a. **Effective participation in, and administration of, department/college activities.** This category may include activities associated with undergraduate and graduate instructional programs; committees; student and faculty recruitment; curriculum development; preparation of government documents; and *assistance with* collection, analysis, and reporting of information or data in connection with assessment and accreditation self-studies. NOTE: *Primary responsibility* (verified in writing by the Chair and/or Dean) for assessment and accreditation activities may be reported as applied research.
- b. **Effective participation within the Northwestern State University academic community.** This category may include university committee work; service on Faculty Senate; university-sponsored public service programs; activities as seminars, panel discussions and judging, sponsorship of professional or scholarly activities on campus, and participation in the formulation of academic policies.

2. Service to the Profession/Community

- a. **Profession** – Faculty should make professionally meaningful contributions using their expertise. They should actively engage in professional academic activities, for instance reviewing and/or refereeing papers for conferences and publications; adjudicating artistic presentations/performances; serving on the editorial boards of professional or scientific organizations/journals; consulting in one's area of expertise; and/or evaluating external theses and/or grant proposals, or tenure and promotion applications at other institutions. Other professional activities may include ongoing and active involvement in professional organizations, such as organizing and chairing conference sessions; serving as a state or regional representative; holding offices; and/or serving on regional, state, or national committees. The faculty member should explain how their professional service activities contribute to the betterment of the discipline, profession, and university.

- b. Community – Faculty should engage in meaningful service to the community that is connected to the mission of Midwestern State University. Faculty members provide such service through community involvement; pro bono consulting for non-profit and for-profit organizations; providing or participating in community clinics and workshops; and/or engaging in other public and community service activities.

Faculty who actively participate in service promoting diversity, equity, and inclusion in the profession and/or community should make special notation of this work as a furthering of Midwestern State University's commitment to DEI.

APPENDIX A

Tenure and Promotion Evaluation Forms

EVALUATION FORM: TENURE AND/OR ASSOCIATE PROFESSOR
2021 Criteria; (MSU OP 06.05)

	Description	Meets	Does Not Meet
Portfolio	Guiding Principle: Must meet (addressed in APRs)		
	Portfolio Must Include:		
4.1	Teaching philosophy		
4.2	Annual faculty reports (5 years)		
4.3	Examples of course syllabi (at least 3)		
4.4	End-of-course evaluations (5 years)		
4.5	Grade distributions and summary (5 years)		
	Teaching: Must meet all (criteria)		
4.6	Course design/instruction (V.D.2.a)		
4.7	Out-of-class academic support (V.D.2.b)		
4.8	Continuing development (V.D.2.c)		
4.9	Demonstration of collegiality in teaching V.D.2.d)		
	Research/Scholarly Activity: Must meet 5.1 (criteria)		
5.1	Scholarly and creative endeavors (V.D.3.a)		
5.2	Scholarly and creative recognition (V.D.3.b)		
	Service to the Midwestern State University Academic Community: Must meet 6.1.a or 6.1.b (criteria)		
6.1.a	Effective and collaborative participation in administration of department/college activities, including but not limited to academic advising and/or recruitment (V.D.4.a.1)		
6.1.b	Effective participation in Midwestern State University academic community (V.D.4.a.2)		
	Service to Profession/Community: Must meet 6.2.a or 6.2.b (criteria)		
6.2.a	Profession – professionally meaningful contributions based on expertise and active engagement in professional academic activities (V.D.4.b.1)		
6.2.b	Community – meaningful service to the community connected to the mission of Midwestern State University (V.D.4.b.2)		

_____ Recommend for associate professor and/or for tenure

_____ Do not recommend for associate professor and/or for tenure

Submitted by _____ Date _____

EVALUATION FORM: ASSISTANT PROFESSOR

Requirements	Description	Meets	Does Not Meet
Criteria	Guiding Principle: Must meet		
Criteria	Teaching: Must meet all		
C1	Course design/instruction		
C2	Out-of-class academic support		
C3	Continuing development		
C4	Demonstration of collegiality in teaching		
Criteria	Research/Scholarly Activity: Must meet D1		
D1	Scholarly and creative endeavors		
D2	Scholarly and creative recognition		
Criteria	Service to the Midwestern State University Academic Community: Must meet E1A or E1b		
E1a	Effective and collaborative participation in administration of department/college activities, including but not limited to academic advising and/or recruitment		
E1b	Effective participation in Midwestern State University academic community		
Criteria	Service to Profession/Community		
E2a	Profession – professionally meaningful contributions based on expertise and active engagement in professional academic activities		
E2b	Community – meaningful service to the community connected to the mission of Midwestern State University		

_____ Recommend for assistant professor

_____ Do not recommend for assistant professor

Submitted by _____

Date _____

EVALUATION FORM: PROFESSOR**2021 Criteria; (MSU OP 06.05)**

	Description	Meets	Does Not Meet
Portfolio	Guiding Principle: Must meet (addressed in APRs)		
	Portfolio Must Include:		
4.1	Teaching philosophy		
4.2	Annual faculty personal reports (APRs) (5 years)		
4.3	Examples of course syllabi (at least 3)		
4.4	End-of-course evaluations (5 years)		
4.5	Grade distributions and summary (5 years)		
	Teaching: Must meet all (criteria)		
4.6	Course design/instruction (V.D.2.a)		
4.7	Out-of-class academic support (V.D.2.b)		
4.8	Continuing development (V.D.2.c)		
4.9	Demonstration of collegiality in teaching (V.D.2.d)		
	Research/Scholarly Activity: Must meet all (criteria)		
5.1	Scholarly and creative endeavors (V.D.3.a)		
5.2	Scholarly and creative recognition (V.D.3.b)		
	Service to the Midwestern State University Academic Community: Must meet all (criteria)		
6.1.a	Effective and collaborative participation in administration of department/college activities, including but not limited to academic advising and/or recruitment (V.D.4.a.1)		
6.1.b	Effective participation in Midwestern State University academic community (V.D.4.a.2)		
	Service to Profession/Community: Must meet all (criteria)		
6.2.a	Profession – professionally meaningful contributions based on expertise and active engagement in professional academic activities (V.D.4.b.1)		
6.2.b	Community – meaningful service to the community connected to the mission of Midwestern State University (V.D.4.b.2)		

_____ Recommend for professor

_____ Do not recommend for professor

Submitted by _____ Date _____

APPENDIX B

Portfolio Check-Off Form

Portfolio Check-Off Form

DOCUMENTATION VERIFICATION	APPLICANT	DEPARTMENT CHAIR	COLLEGE TENURE/PROMOTION COMMITTEE	COLLEGE DEAN	UNIVERSITY TENURE/PROMOTION COMMITTEE
Letter of eligibility notification (Section 1 of portfolio)					
Faculty member's CV (Section 2 of portfolio)					
Statement of teaching philosophy (Section 4 of portfolio)					
Annual Faculty Personal Reports and Evaluations for past five years or every year on contract if fewer than five years (Section 4 of portfolio)					
Summaries of student evaluations for past five years or every year on contract if fewer than five years (Section 4 of portfolio)					
Grade distributions for past five years or every year on contract if fewer than five years (Section 4 of portfolio)					
Completed evaluation form and written recommendation from Department Chair (Section 1 of portfolio)					
Department tenure and promotion guidelines (Section 1 of portfolio)					
Completed evaluation form and written recommendation from College Tenure and Promotion Committee (Section 1 of portfolio)					
Completed evaluation form and written recommendation from College Dean (Section 1 of portfolio)					
College tenure and promotion guidelines (Section 1 of portfolio)					
Completed evaluation form and written recommendation from University Tenure and Promotion Committee (Section 1 of portfolio)					

APPENDIX C

Tenure and Promotion Format for Curriculum Vitae

Education and Professional Certifications

All degrees, what field, where received, when received (in reverse chronological order)

Professional Experience

Positions held, where held, when held (in reverse chronological order)

Teaching Responsibilities

List of courses taught while untenured or since last promotion

Research and Scholarly Activity (in reverse chronological order by category)

Publications

Books

Refereed journals

Works in press

Works in progress

Creative works

Works completed

Works in progress

Presentations

Applied research

Professional involvement (offices held, sessions given, etc.)

Consultations

Service (in reverse chronological order by category)

University

Profession, Discipline, and/or Community

Awards and Honors