

**THE UNIVERSITY OF SOUTH CAROLINA
COLLEGE OF ENGINEERING
DEPARTMENT OF MECHANICAL ENGINEERING
TENURE AND PROMOTION PROCEDURES**

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I. INTRODUCTION

Tenure and promotion procedures are set forth in The Faculty Manual of the University of South Carolina. While The Faculty Manual provides guidelines for department and college policy, it is the responsibility of each department to formulate specific criteria and procedures for tenure and promotion. This document details specific criteria to be used by the Department of Mechanical Engineering (hereafter designated as DME) to implement University guidelines.

Decisions to recommend promotion and/or tenure for faculty are the **most important** which this department must make, for these decisions will determine the quality and strength of the department for many years. For faculty in DME, the basis for these decisions will be evidence presented by the candidate of their activity in the areas of teaching, research and scholarly activity and professional service. In this regard, it is recognized that achievements in teaching, research & scholarly activity and professional service in the DME generally require a significant element of advisement and mentoring of both students and faculty. Hence, such activities are an integral part of a faculty member's activities and are important to the DME. Furthermore, as faculty develop and grow professionally, it is important that they contribute in a positive way to the overall strength of the DME.

Thus, it is the explicit intent of these criteria that excellence in all of these areas be encouraged, while recognizing that equal excellence in all areas for each individual is an exception. However, tenure and/or promotion will be awarded to those candidates that present evidence of high quality in teaching and research & scholarly activity as defined in this criteria, while maintaining a good record in service and contributing positively to the DME.

II. PROCEDURES

The DME procedures outlined below should be consistent with those given in "A Guide To USC-Columbia Tenure and Promotion Procedure; Revised 11/1/90" (hereafter designated as the UCTP Guide) and in the USC Faculty Manual. Each candidate is encouraged to read both documents carefully and discuss any questions that they have with the T&P Chairperson. If the procedures outlined below are in conflict with the USC Faculty Manual, then the candidate must follow the procedure(s) described in the USC Faculty Manual.

II.a. Tenure and Promotion Committee Composition

The DME has a tenure and promotion committee of the whole comprised of all tenured faculty. A T&P chairperson for the committee is elected by majority vote of the full professors on the committee of the whole for a two-year period. The chairperson must be a tenured full professor. If the T&P chairperson-elect is unable to fulfill his/her duties, then the Department Chair shall appoint a full professor to serve as interim T&P Chairperson until a new T&P Chairperson can be elected.

The duties of the T&P Chairperson are to (a) call meetings as necessary to conduct committee business, (b) appoint committee members to assist in performing committee duties, (c) maintain the security of all candidate's files, (d) maintain a list of referees supplied by the faculty, (e) secure letters from candidates' referees, (f) make files of the candidates available to all eligible faculty for examination, (g) conduct annual review of faculty, (h) arrange for peer evaluation of teaching for faculty, when requested to do so, (i) maintain a log which faculty members must initial to indicate their having reviewed the file, (j) arrange for any absentee voting, including faculty on sabbatical, (k) conduct the T&P

Committee meeting prior to the deadline mandated by the university calendar, ensure that the balloting process is finished on schedule and complete each candidate's file, (l) forward completed files to the Departmental Chairperson, (m) keep adequate files of the tenure and promotion committee, including past and current minutes, criteria and procedures, information on referees, university documents related to tenure and promotion and letters from referees and (n) assure that any letters or other materials that must remain confidential are filed in a manner and place that ensures confidentiality.

To evaluate a candidate for tenure, all tenured faculty of equal or higher rank on the committee will comprise the T&P committee. To evaluate a candidate for promotion, all faculty of higher rank than the candidate will comprise the T&P committee. The Departmental chair and Dean shall not serve as a member of the T&P Committee.

The T&P committee for each candidate must have at least five members. In consultation with other T&P committee members, the T&P Chairperson will add members of appropriate rank and tenure from other appropriate academic units of the university when this minimum number is unavailable from its own faculty.

II.b. Approximate Schedule for T&P Process

Each year, the University-wide T&P schedule will be transmitted to the DME by the Dean's office. Each faculty member can request a copy of the Annual T&P Schedule from the Provost's office, the DME Chairperson or the DME T&P Chair. To assist faculty in the DME in understanding the T&P process, a synopsis of the yearly T&P process is provided in the remainder of this section.

(a) The DME T&P Committee will meet approximately four weeks before the end of the spring semester of each year to elect the DME T&P chairperson for a two-year term (every other year). The DME T&P chairperson's term begins on the day after the spring term ends.

(b) Approximately three weeks before the end of the spring semester, the Departmental Chairperson will notify all eligible faculty in writing that they may apply for promotion and/or tenure during the fall semester. "Eligible faculty" means all tenure track faculty who are not tenured (eligible for tenure) and all faculty below the rank of full professor (eligible for promotion).

(c) As soon as possible after notification and no later than two weeks after written notification has been given, faculty must (c.1) notify the Departmental Chair and Dean indicating whether or not they will apply for tenure and/or promotion in the fall and (c.2) in the event that they are applying, submit the names of five or more referees including the address, name of employing organization, rank, and area of expertise for each person. The primary role of the referees will be to review and evaluate the candidate's scholarship and research.

(d) Prior to the end of the spring semester, the T&P Chairperson will send a request to all faculty asking that they recommend potential referees to be added to the list of referees. Faculty will be asked to provide person's name, employing institution, rank and area of expertise for each person they suggest.

(e) During the summer and after consultation with T&P committee members, the T&P Chairperson will select a minimum of four referees from the total list (maximum of six) supplied by the faculty and candidate. A minimum of two of the referees shall be selected from the list supplied by the faculty. The T&P Chairperson will contact the referees and obtain their agreement to review the files. Additional referees will be chosen by the T&P Chairperson in

consultation with other T&P committee members to replace those who do not wish to review the file. Referees should be impartial relative to the candidate.

Typically, the referees will be (e.1) tenured faculty in an ABET accredited engineering department and of a rank equal to or higher than that of the candidate or (e.2) researchers at a national laboratory who have established a strong publication or (e.3) industrial researchers who have clearly demonstrated quality in their research endeavors. (This list is not exhaustive. However, the quality of the referees from other areas who evaluate the candidate should be verified by the T&P Chairperson)

(f) During the summer, the candidate must prepare his/her file and five files for the external referees. It is the responsibility of the candidate to assemble his/her files. The primary file, which is sent forward for review by the unit, college and university, must be assembled according to the format distributed by the Provost's Office. However, the T&P Chairperson and the Departmental chairperson are available to assist the candidate in preparing his/her files (see Section II.c. for additional information on both the primary and external referees' files).

(g) During the latter part of the summer, the T&P Chairperson will send to the referees a portion of the candidate's file. Materials to be reviewed by referees shall include at least (g.1) criteria under which candidate is to be reviewed, (g.2) updated curriculum vitae publications and other scholarly efforts and any additional information the candidate chooses to include.

(h) In early fall semester, all letters and additional information will be added to the candidate's file by the T&P Chairperson to complete the file.

(i) At about midterm in the fall semester, the T&P Committee will meet and vote. After the vote has been finalized, each candidate will be notified by the T&P Chairperson of the results of the unit vote regarding tenure and/or promotion. A negative recommendation may be appealed by the candidate as specified in the USC Faculty Manual.

If the recommendation is favorable for tenure and/or promotion or if a faculty member appeals a negative decision, the Departmental Chairperson will notify faculty that they may submit letters for inclusion in the candidate's file.

(j) The T&P Chairperson will add any additional letters from faculty to the file, along with the ballots and justifications and send the file to the Departmental Chair (approximately one week after the T&P Committee meeting).

(k) The Departmental Chair will add his/her letter to the file and forward the file to the Dean, College of Engineering (approximately one week after receiving file).

(l) The Dean of Engineering will add his/her letter to the file and forward the file to the Provost with all support materials (about three weeks after receiving file).

(m) The Provost will add his/her letter to the file and forward the file to the University Committee on Tenure and Promotion (January/February of the next year).

(n) The University Committee on Tenure and Promotion will add their evaluation/decision to the file and forward the file to the President (about April 1).

(o) The candidate should consult the university's annual tenure and promotion calendar (can be obtained directly from the Dean's office) for all dates, including schedule for mid-year decisions.

(p) See USC Faculty Manual for additional information on any item.

II.c. Candidate's File

As noted above, it is the responsibility of the candidate to assemble his/her file. The file must be assembled according to the format distributed by the Provost's Office. However, the T&P Chairperson and the Departmental chairperson are available to assist the candidate in

preparing his/her file. The candidate will prepare one primary file for the DME and University T&P Review. In addition, the candidate should prepare at least five files to be reviewed by external referees. The candidate should try and complete the referee's files as soon as possible, but no later than the second week in August (to ensure that all external referees have sufficient time to review the file, it is recommended that the candidate complete the files to be sent to the external referees by mid-July).

The primary file prepared by the candidate must include at a minimum (1) a copy of the criteria under which candidate is to be reviewed, (2) an updated curriculum vitae, (3) evaluations of teaching performance, (4) complete listing of publications and other scholarly efforts, (5) complete list of proposals written, proposals funded and amount of funding obtained and (6) a single summary of all student evaluations of teaching performance since the date of hiring or last promotion. Also, the candidate's file may include (7) additional supporting documentation, (8) letters of reference, (9) copies of annual performance review(s) and (10) any additional, pertinent information the candidate chooses to include.

The files prepared by the candidate for the external referees' review shall include at a minimum (1) a copy of the criteria under which candidate is to be reviewed, (2) an updated curriculum vitae, (3) complete list of publications and other scholarly efforts and (4) complete list of proposals written, proposals funded and amount of funding requested and obtained. Also, the referees' files may contain any additional, pertinent information the candidate chooses to include.

The candidate must deliver the primary file and the external referees' copies for review to the T&P Chairperson no later than the due date specified on the current university tenure and promotion calendar. However, as noted above, to ensure that all external referees have sufficient time to review the file, the candidate should deliver these files to the T&P Chairperson at least one month before the due date specified on the current calendar. Before the candidates' file is reviewed by the committee, it is the responsibility of the T&P Chairperson to include specific items in the file such as (a) an interpretation and summary of teaching evaluations, (b) any letters not supplied by the candidate and (c) letters from external referees.

After the candidate has turned in his/her files, and prior to the T&P Committee vote on the candidate's file, the candidate shall not add additional information to the files. However, after the unit vote, the candidate and/or the T&P Chairperson may provide the following information to the T&P Chairperson for addition to the file prior to further consideration; (a) letters from outside referees solicited before but received after the unit vote, (b) notification of an award received after the due date for the file, (c) notification of acceptance of a manuscript referred to in the file, (d) publication of articles/books which had been accepted prior to the unit vote and (e) published reviews of the candidate's work which appear after the unit vote.

II.d. Committee Consideration of Files

The tenure and promotion committee will meet to consider and discuss files before the deadline date for unit vote, based on the appropriate University tenure and promotion calendar.

Committee members, who are responsible for reviewing all files prior to consideration by the committee, will meet and discuss each file. After discussion, ballots and envelopes will be distributed to eligible faculty by the T&P Chairperson for each issue. Each eligible faculty member will vote in secret and must return to the T&P Chairperson their ballot with justification in the individual signed and sealed envelopes no later than three days after the committee meeting. However, the ballots need not be signed by the individual committee members. The

"justification" denoted above (required for each ballot) is a written rationale, specifically related to the criteria, to support their votes.

Committee members may vote "yes," "no," or "abstain" on each issue. Votes (ballots) of individual committee members need not be signed. Proxy votes are not allowed.

For any faculty member who must be absent from the meeting for a legitimate reason, the T&P Chairperson will provide ballot(s) (see next paragraph for special consideration of faculty on sabbatical).

However, for eligible faculty members who will be on sabbatical leave during the proceedings of the T&P committee, special rules apply; for such faculty to be eligible to vote, they must provide notification in writing to the Departmental Chairperson or College Dean of their desire to do so before beginning their leave. If notification is provided, then the faculty may choose to have any or all candidates' curriculum vitae and other pertinent information mailed to him/her. Included in this mailing, if appropriate, will be ballots identical to those used by other members of the tenure and promotion committee. The faculty member on sabbatical leave must respond in writing and his/her ballots must be received prior to the deadline given above.

Ballots received after the deadline and any oral votes will be counted as abstentions.

Votes will be counted by the T&P Chairperson and one other member of the current T&P Committee. The additional member shall be selected by majority vote of the T&P committee prior to beginning discussion of the files. In the absence of the elected member, a committee member appointed by the T&P chairperson will assist in counting the votes.

A positive vote of at least 2/3 of eligible faculty will be necessary for a recommendation for tenure and/or promotion. Abstentions are included in the vote count. A negative recommendation for tenure or promotion is without prejudice to subsequent consideration.

II.e. Third Year Review

All untenured faculty, regardless of rank, will undergo a performance review between the third and fourth years at their current rank in accordance with University procedures as given in Appendix A.

II.f. Annual Review

The T&P Criteria outlined in Sections III for evaluation of faculty for tenure and promotion in the DME will be used by the T&P Committee (see Section II.a.) and DME Chairperson to evaluate both the (a) yearly performance and (b) overall performance of faculty on an annual basis.

All untenured faculty and tenured faculty below the rank of full professor shall submit annually a cumulative T&P file. The cumulative file will be used each year for consideration of promotion and/or tenure, as outlined in the USC Faculty Manual, as well as for the annual review. Information for the current year should be clearly identified (e.g. underlined) within the cumulative file to facilitate the yearly evaluation process.

II.g. Retention/Reappointment of Untenured Faculty

The T&P Criteria given in Sections III for evaluation of faculty for tenure and promotion in the DME will be used by the T&P Committee (see Section II.a.) to evaluate the progress of untenured faculty for retention (reappointment) in the DME.

II.h. Procedures for Recommending Changes in this Document

To recommend changes in this document, a positive vote of at least 2/3 of eligible faculty will be necessary. The voting process will be by written ballot. Proxy votes and oral votes are counted as abstentions. Abstentions are part of the total vote count.

III. TENURE AND PROMOTION IN DME

III.a. Background

Faculty in the DME have duties in three primary areas; teaching, research and scholarship, and service. Therefore, evaluation of each faculty member's performance in these three interrelated functions will be considered in any decision regarding retention, promotion, or tenure of faculty members in the DME.

It is the explicit intent of these criteria that excellence in all of these areas be encouraged, while recognizing that equal excellence in all areas for each individual is exception. However, tenure and/or promotion will be awarded to those candidates that present evidence of high quality in teaching and research & scholarly activity, while maintaining a good record in service and contributing positively to the DME. Hence, it is the intent of these criteria that high quality in performance be rewarded.

In all three of the major areas of consideration, the performance of the applicant will be reviewed for the entire academic career of the candidate with primary attention given to the period during which the candidate was at the current rank. It is the expectation of the DME that performance of the candidate reflects consistent growth and improvement over the years.

In addition, the candidate's contribution to the unit and cooperation in performance of tasks in the unit may be considered.

III.b. Eligibility for Tenure and Promotion

It is generally assumed that faculty members in a tenure-track position hold an earned doctorate in mechanical engineering or in a closely-related field. To be awarded tenure and/or promotion, faculty members shall have had relevant experiences in a college or university. The DME follows the guidelines in the USC Faculty Manual (pp 27-28) relative to time in rank.

An assistant professor in a tenure track position may be considered for promotion to associate professor and/or for tenure during any year prior to the sixth year of the probationary period. For those faculty who have exceptional records, the DME may recommend promotion and/or tenure prior to the sixth year. However early promotion and/or tenure is not the norm in the DME.

An associate professor in a tenure track position may be considered for promotion to full professor at any time after the effective date for promotion to associate professor. For those faculty who have exceptional records, the DME may recommend promotion and/or tenure prior to their fourth year at their current rank. However early promotion is not the norm in the DME.

Faculty members may be hired into the DME at any rank and with/without tenure. The granting of tenure for a newly-hired faculty member must be in accordance with the USC Faculty Manual and each prospective faculty member must meet the requirements set forth in this document to be hired into the DME with either tenure or any rank above assistant professor.

III.c. Evaluation Areas for Tenure and Promotion

III.c.1 Teaching

Teaching includes a full range of activities engaged in by the faculty member. A record of sustained, effective involvement in this area is required of all tenure and promotion candidates. Any/all of the following activities are considered a part of the teaching function;

- (a) teaching of graduate and/or undergraduate courses,
- (b) development of laboratory for educational/research purposes,
- (c) advising and mentoring of students and/or faculty,
- (d) establishing and maintaining effective teaching relationships with students,
- (e) course development which includes innovative teaching, preparation of new courses and participation in developing the course organization and
- (f) engaging in planned activities to improve teaching effectiveness.

The above list is not exhaustive and candidates need not have supporting information for all areas listed. However, the candidate must supply information on at least item (a).

Evidence of effectiveness of teaching and supervision will be judged by information supplied by the candidate in any/all of the following areas. The areas are;

- (a) student evaluations of teaching performance from questionnaires and/or rating scales; only statistically valid summaries should be submitted,
- (b) peer evaluations of teaching performance derived from class observations. Classroom visits may be conducted (b.1) at the invitation of the instructor, (b.2) at the request of the T&P Chairperson and/or (b.3) by the DME Chairperson or her/his designee. Each peer evaluation should be documented by forwarding a written evaluation to the T&P Chairperson (with a copy to the DME Chairperson),
- (c) written statements from former students and/or faculty members identifying the candidate as having made a significant contribution to their professional development,
- (d) documentation of participation in activities designed to improve teaching effectiveness,
- (e) teaching awards,
- (f) documented new course development, including copies of syllabi and other supporting materials for courses developed and taught and
- (g) other supporting materials submitted by the candidate.

The above list is not exhaustive and a candidate need not have supporting information for all areas listed. However, validated summaries of student evaluations and peer evaluations are required.

III.c.2 Research and Scholarly Activity

Mechanical Engineering as a discipline has both applied and original science. Original research is defined as expanding the existing knowledge base through theoretical developments and/or experimentation and/or original thought. Applied research involves the constructive application of existing principles to current problems. Therefore, scholarly activity involves both (a) the formulation and dissemination of new knowledge and (b) the sound application of existing principles to solve modern problems. Hence, scholarly activity is judged in terms of both quality and quantity of the work presented by the candidate. Support for the quality of scholarly activity may be evidenced by (1) statements from T&P committee members, (2) statements from external referees and (3) other appropriate items. As an essential part of

the research/scholarly activity process, it is important that the candidate demonstrates the ability to develop and maintain a research program for his/her area(s) of interest.

Furthermore, any exception to the content of a candidate's scholarly activity outlined herein must be documented and justified by the candidate and the unit. It is important to note that the DME fully recognizes that legitimate area(s) of research and/or scholarly activity can include educational issues facing the technical community.

The following items may serve as evidence for the quality and quantity of scholarly activity (this list is not exhaustive and candidates need not be supported by all items listed. However, each candidate must give evidence of peer-reviewed publications and presentations of scholarly work). In roughly decreasing order of weight, the items are;

- (a) publication of high quality, peer-reviewed articles in professional publications,
- (b) publication of monographs, books or book chapters,
- (c) publication of high-quality, national laboratory research reports,
- (d) documentation of presentations at professional and/or scholarly meetings, research seminars, and/or colloquia at universities,
- (e) supervision of completed theses and dissertations,
- (f) written evidence for the quality of the candidate's work by other authors, including (f-1) citations of the candidate's work, (f-2) evaluations of the candidates' scholarly work by recognized researchers from academia, industry or government which indicate that the candidate has produced high quality work (especially from outside referees), (f-3) proposal reviews from grant agencies that use peer review of proposals,
- (g) activities related to (g-1) advising and mentoring of graduate students and/or faculty and/or (g-2) supervision of completed independent study projects and comprehensive projects.
- (h) awards for scholarly research work
- (i) minimally-refereed publications such as abstracts or extended abstracts,
- (j) editing of published books or book reviews

The following items may serve as evidence that the candidate is developing and maintaining a research program in the department (this list is not exhaustive and candidates need not be supported by all items listed). However, funding and sincere efforts to obtain funding of a candidate's research program must be documented. The items are;

- (a) continued development of expertise by the candidate, either through work with graduate students or through personal development, in his/her areas of research,
- (b) list of research and/or training grants/awards from non-department sources for which candidate has written the proposal, including an indication of the status of each grant/award,
- (c) list of useable educational/research equipment obtained from non-departmental sources,
- (d) financial support for graduate students on research projects.

III.c.3. Service

A documented record of sustained, effective service is required of all tenure and promotion candidates. Documentation of the quality of the service can be of several forms, including but not limited to the following items;

- (1) documentation by the candidate that may include reports from individuals who were the recipients of the service or who were otherwise knowledgeable about the service,
- (2) local, state, national or international award or recognition for service, (3) recognition by election or appointment to a leadership position in a professional or community organization.

Service activities may be engaged in within one or more of the following settings; profession, department/university, community/society. In general, the DME encourages an increasing record of service with increasing rank. Examples of service activities are provided below. The items are (the list is not exhaustive; candidate's file need not be supported by all items listed) organized by area.

Professional

The items are;

- (a) appointment to serve as an editor of professional/scientific journal,
- (b) appointment to serve on a grant review panel requiring technical expertise,
- (c) election or appointment to serve as an officer of international, national, regional or state professional organization or association,
- (d) election/appointment to serve on state/national/international technical committees,
- (e) appointment/election to serve as committee chair or member for international, national or state professional association,
- (f) demonstrated leadership in professional conference or institute.

Department/University

The items are;

- (a) participation in or chair of a departmental/college/university committee,
- (b) director of department/college/university program, clinic, center or institute,
- (c) advising and mentoring of students and/or faculty and
- (d) other service activities.

Community/Society

The items are;

- (a) pro bono consultation with industry,
- (b) consultation to local, state, federal, or international agency,
- (c) engagement in professional practice in the community which advances the candidate's teaching and scholarly competence,
- (d) uncompensated participation in agency board of directors, community task force and/or committee,
- (e) presentation to community group,
- (f) participation on a national or state professional task force or committee.

III.d. Criteria for Evaluating Areas for Tenure and Promotion

III.d.1 Criteria for Awarding of Tenure

For the award of tenure, it would normally* be expected that a candidate has demonstrated either (a) outstanding performance in research & scholarship and at least satisfactory performance in teaching and service or (b) a very good performance in teaching and research & scholarship and at least satisfactory performance in service. In addition, it is expected that a candidate for tenure has satisfactorily performed the duties and responsibilities of the appointment at USC. Furthermore, the candidate must show promise for continued growth and development in quality of professional performance in the areas of research & scholarship, teaching and contributions to the quality of the DME for the balance of the candidate's academic career.

III.d.2 Criteria for Promotion to Associate Professor

For promotion to the rank of associate professor, it would normally* be expected that a candidate has demonstrated either (a) outstanding performance in research & scholarship and at least satisfactory performance in teaching and service or (b) very good performance in teaching and research & scholarship and at least satisfactory performance in service.

III.d.3 Criteria for Promotion to Full Professor

For promotion to the rank of full professor, it would normally* be expected that a candidate has demonstrated outstanding performance in research and scholarship, very good performance in teaching and very good performance in service.

III.e. Definitions of Key Descriptive Terms Used in the Criteria

The following definitions for the descriptive terms used in the criteria noted above will be consistently applied to evaluate teaching, research and scholarship and service.

III.e.1. Teaching

The assessment of teaching performance is based on the T&P committee's evaluation of the candidate's total teaching record documented in the file, including summaries of student ratings, peer evaluations and other relevant data. **Satisfactory** in this context means that *the*

* Whenever an exception is made from applying the criteria in the manner normally expected, an explanation of the reason for the deviation from the normal procedure must be included in the candidate's file.

candidate is performing their teaching duties effectively and at the level expected for faculty in the DME.

Outstanding Candidate's teaching is assessed to be among the best in the DME. The candidate is involved in a wide variety of teaching-related activities and assumes leadership in the development of courses and curriculum matters. Thus, the candidate is performing their teaching duties effectively and well above the level that is expected for faculty in the DME.

Very Good Candidate's teaching is assessed to be above the Satisfactory level in the DME. The candidate is involved in a wide variety of teaching-related activities and is performing their teaching duties effectively and above the level expected for faculty in the DME.

Satisfactory Candidate's teaching is assessed to be at the Satisfactory level in the DME. The candidate is performing their teaching duties effectively and at the level expected for faculty in the DME.

Unsatisfactory Candidate's teaching is assessed as being below the Satisfactory level for the DME. The range of teaching activities is very limited. The faculty member is not performing their teaching duties at the level of effectiveness expected for faculty in the DME.

III.e.2. Research & Scholarly Activity

The assessment of performance in this area is based on evaluations of the candidate's total record for Research and Scholarly Activity documented in the file by both the T&P committee and external referees, with particular emphasis placed on peer-reviewed articles (including book chapters) and presentations at conferences/meetings.

Outstanding Candidate is actively and consistently engaged in original and/or applied research, with resulting productive scholarship. The candidate's publication and presentation record should include high productivity (quality and quantity), including (a) published articles in recognized, peer-reviewed publications and (b) presentations at conferences of national or international scope. In addition, the candidate has clearly shown the ability to develop and maintain a research program in his/her area of expertise. Outside referees should indicate that the candidate's publications, presentations, and grant award record (a) ranks in quality and quantity with that of their better colleagues of the current rank and (b) is consistent in quality and quantity with the entry-level performance of most colleagues at the rank to which the candidate aspires in DME at similar universities.

Very Good Candidate is actively and consistently involved in original and/or applied research, with resulting productive scholarship. The candidate's publication and presentation record should include substantial productivity both in publication of articles in recognized peer-reviewed publications and in presentations at conferences of national or regional scope. In addition, the candidate has begun to demonstrate the ability to develop and maintain a research program in his/her area of expertise. Outside referees should indicate that the candidate's publication, presentation, and grant record is consistent in quality and quantity with the entry-level performance of most colleagues at the rank to which the candidate aspires in DME at similar universities.

Marginal Candidate is somewhat involved in research or scholarship. The candidate's publication and presentation record includes some publications in peer-reviewed publications and some presentations with national, regional or state scope, with many of candidate's papers in non-refereed publications. In addition, it is not clear that the candidate will be able to develop and maintain a research program in an area of interest. Outside referees indicate that the candidate's publication, presentation, and/or grant record does not compare favorably in quality and quantity of scholarly production with most colleagues of the same rank in DME at similar universities.

Unsatisfactory Candidate's involvement with research and scholarship is limited. Publication and presentation record exists but is limited primarily to non-refereed publications, monographs, reports and presentations. In addition, there is minimal documented evidence that the candidate has begun developing a research program in an area of interest. Outside referees indicate that the candidate's publication, presentation, and/or grant record is recognizably less in quality and quantity than that of colleagues of the same rank in DME at similar universities.

III.e.3. Service

The assessment of service performance is based on the T&P committee's evaluation of the candidate's total service record documented in the file.

Outstanding Candidate's service record in quality and quantity is recognizable among the best in the DME in scope and recognition. The candidate's service record indicates a contribution to both the profession and practice which has significance at the national and/or international level as well as the state and local level.

Very Good Candidate's service record in quality and quantity is above average in the DME and indicates a contribution to the profession and to practice and which has significance at both the state level and local level.

Satisfactory Candidate's service record in quality and quantity compares well with the DME average contribution and is predominantly at the local level, with either professional or community agencies.

Unsatisfactory Candidate's service record in quality and quantity is recognizably lower than the average in the DME.