

Approved by Department November 2018

**DEPARTMENT OF ECONOMICS APPOINTMENT, SALARY, PROMOTION,
AND TENURE POLICIES FOR CALENDAR YEAR 2019**

Mission Statement

Illinois State University is a multi-purpose university committed to expanding the horizons of knowledge among students, colleagues, and the community. The Department of Economics shares this mission; therefore, we define the primary roles of faculty to be the mutually supportive activities of teaching, scholarly productivity, and service. We seek to engage in these activities in a manner that promotes professional development and is characterized by cooperation and collegiality among faculty members

At the undergraduate level, we seek to provide a learning experience that attracts external recognition for its high-quality curriculum and instruction and that emphasizes the application of economic principles to real-world problems. At the graduate level, we will continue to develop and refine a program with an applied emphasis that serves specific clientele and that is recognized externally for its unique and valuable contributions. We will also provide non-majors, through our participation in the General Education program and other activities, instruction that contributes to the development of well-educated citizens. To fulfill these goals, we will continue to develop a program of study, approaches to learning, and faculty expertise that meet the needs of our students.

Maintaining a high-quality faculty capable of delivering outstanding courses to students requires a commitment to scholarship. In addition to being a worthy endeavor in and of itself, scholarly activity underpins excellent teaching and serves as a signal of quality, enabling us to recruit additional highly qualified faculty members, attract good students, and attract outside funding. It is therefore essential that we maintain a national reputation for scholarly productivity among non-Ph.D.-granting departments by adequately supporting research-related activities.

Though not so central to our mission as teaching and scholarly productivity, the Department also values service, both externally to professional associations, business, government, non-profit enterprises, and the public, and internally to the Department, College, and University.

I. SELECTION, ORGANIZATION, AND RESPONSIBILITIES OF DFSC

A. Composition and Term

The Department shall have a Department Faculty Status Committee (DFSC). The DFSC shall consist of four probationary or tenured faculty members and the Department Chairperson who shall chair the DFSC and have full voting rights. The majority of the DFSC must be tenured.

1. Department probationary and tenured faculty members shall elect faculty members on the DFSC for two-year staggered terms. Two-year terms begin on August 16 of the election year and end on August 15 two years later. Faculty members may not serve more than two consecutive terms, regardless of the length of each term.
2. Vacancies created by faculty members resigning from the DFSC prior to the beginning of their term or during the academic year will be filled by a special election if the resignation occurs more than 30 days prior to the next regularly scheduled election. The special election, conducted as described below, will be held as soon as possible to replace the resigning member. A person so elected to the DFSC will serve out the remainder of the resigning member's term. If by such an arrangement, an individual serves more than 6 months, then that individual is considered to have served one term on the DFSC; otherwise, such service will not count as a term on the DFSC.
3. Any member of the DFSC who resigns from the University will, at the time of notification of resignation to the University, also resign from the DFSC. If the resignation occurs more than 30 days prior to the next regular election, then the procedures in the previous section will be followed.
4. An untenured faculty member shall not be elected to a term that coincides with the year in which the DFSC is considering the individual for tenure.
5. Should a sitting DFSC member decide to apply for promotion to full professor, they will resign from the DFSC and a special election will be held to replace them following departmental guidelines.
6. The DFSC shall act in accordance with the current University Appointment, Salary, Promotion and Tenure Policies and the College of Arts and Sciences ASPT Standards.

B. Procedures for Selection of Members

1. Eligibility to Vote for DFSC Members
 - a. All full-time probationary and tenured faculty members of the Department are eligible to vote for DFSC members.
 - b. Voting by proxy will be permitted, provided the faculty member who will be absent notifies the Chair prior to the meeting and identifies who will vote the faculty member's proxy.

2. Election Process

Each year the chairperson shall determine in advance of the election the required qualifications of the candidates for replacement to the DFSC, taking into account the University requirement that the majority of the members of the DFSC be tenured and the prohibition of membership for those whose term may coincide with their tenure year.

- a. Election of DFSC members shall be held at a meeting on or before May 1 of each academic year and shall be by secret ballot.
- b. Nominations for the vacant positions will be made during the meeting. Upon the close of nominations, a secret ballot will be conducted. Each eligible faculty member will have one vote, which will be cast for no more than one nominee. Election to the DFSC requires a minimum of one-third of the votes cast in the election. Should no person attain the vote required for election, the person(s) having the lowest number of votes will be dropped from the list of eligible nominees and another secret ballot will be conducted. Should someone be elected on a ballot, nominations will again be made for the next ballot. These procedures will be followed until the vacancies are filled. If, before any ballot, it is apparent that two non-tenured members will serve on the next DFSC, nominations for that ballot and any subsequent ballot will be restricted to tenured faculty members, and the above voting procedure repeated.

C. DFSC Responsibilities

1. The DFSC shall be responsible for conducting pre-tenure reappointment reviews and summative reviews of each faculty member's activities and performance for purposes of determining performance-evaluated salary increments, formulating recommendations for promotion and tenure, for completion of post-tenure reviews and for disciplinary actions.
2. The DFSC shall be responsible for making recommendations regarding faculty contracts and appointments, for reappointment and non-reappointment, for performance evaluation, for salary adjustments and for promotion, tenure and disciplinary actions.
3. In cases of tenure and promotion, the DFSC shall notify the candidate of its intended recommendation and rationale before submitting its recommendation to the CFSC and shall provide an opportunity for the candidate to meet with the DFSC in accordance with University policies.
4. Members of the DFSC shall not participate in deliberations concerning their own evaluation, appointment status or salary. In all such discussions of a DFSC member, the member shall leave the meeting while such discussions take place.

D. DFSC Reporting Requirements

1. The DFSC shall inform Departmental faculty members in writing of its recommendations and the Chairperson's recommendations, in accordance with University ASPT Policies, pertaining to their rank, tenure status, and salary

increments within the University-established calendar for such purposes. All materials used in arriving at a recommendation shall be forwarded to the CFSC. The DFSC shall observe strict confidentiality regarding its recommendations and deliberations.

2. The DFSC shall report its recommendations regarding performance evaluations, promotions, and tenure to the CFSC in accordance with University ASPT policies.
3. The DFSC shall follow the University ASPT policies in terms of annual changes, reviews, and approvals by the departmental faculty of the policies and procedures for appointment, reappointment, performance evaluation, promotion, tenure, and post-tenure reviews. At least every five years, the DFSC will invite faculty members to participate in a general planning process to undertake a systemic review and revision of said policies and procedures.

II. APPOINTMENT POLICIES

- A. The Search Committee consists of the Chairperson and no more than four tenured and tenure-track faculty members. The Chairperson, in consultation with the DFSC, will solicit and appoint members to the Search Committee.
- B. Tenured and probationary faculty appointments shall have the approval of the majority of all DFSC members.
- C. The DFSC and the Chairperson shall make appointment recommendations to the College Dean in accordance with University ASPT Policies.

III. FACULTY ASSIGNMENTS

- A. In accordance with University ASPT Policies, the Chairperson shall, in consultation with each faculty member, communicate in writing to each faculty member the faculty member's assignment for the coming year. At a minimum, each faculty member's assignment will include a list of the courses to be taught by the faculty member and will identify the relative weights to be attached to the faculty member's ratings in each of the areas of teaching, scholarly productivity and service. The weights, which are to be a function of such factors as number of courses and preparations, new course preparations, extraordinary service commitments, special research assignments and so on, will be used in the evaluation process described in Section IV. The assignment will also describe specific duties and expectations in certain circumstances, e.g., program director or special teaching or research projects.

Faculty assignments are integral to the Department's goal of achieving excellence in teaching, scholarship and service, and should be designed to facilitate the achievement of the highest-quality performance, at the Department level, in all three of these areas by maximizing the contributions of individual faculty members. Consequently, faculty members should be allowed and encouraged, to the extent

possible, to specialize in specific areas, both in a single year and over time. The process of making individual assignments, however, is subject to the following constraints.

1. The degree to which individual faculty members are able to specialize in any particular area is constrained by the Department's need to maintain an appropriate schedule of courses for its undergraduate and graduate programs and achieve levels of scholarly and service productivity consistent with the Department's mission.
 2. All faculty members are expected to maintain a minimum level of activity in all three areas over longer periods of time.
 3. Probationary faculty members may not specialize during their probationary period except in special circumstances or if their position description requires some specialization. The College of Arts and Sciences ASPT Standards require that a candidate for promotion or tenure must present evidence of high quality achievements in teaching, high quality peer-reviewed publications and consequential service.
- B.** The Chair will present all initial faculty assignments and weights to the DFSC for comment and review. Appropriate proportional adjustments to the weights (standard weights of 0.45, 0.45, and 0.10 for teaching, research, and service, respectively) will be made for reassignment of duties (a) from teaching to service for undergraduate and graduate program directors, (b) in cases of course buyouts, depending on the buyout terms, and (c) reassignment of time determined by the Chair. The assignments and weights for each faculty member will then be distributed to all faculty members. The ultimate responsibility for faculty assignments rests with the Chair.
- C.** Prior to Departmental performance evaluations, faculty members shall provide to the DFSC reports specific to their assignments.

IV. ANNUAL PERFORMANCE EVALUATION POLICIES

- A.** An annual performance review shall be conducted by the DFSC of each faculty member. In doing so, the DFSC shall conduct such reviews in light of the annual assignments provided to each faculty member by the Chairperson. The DFSC shall review faculty performance in both the short term and long term.
- B.** In accordance with the University's ASPT calendar, faculty must submit materials to the DFSC for purposes of an annual performance evaluation of their activities and accomplishments of the prior year. In addition, a completed Faculty Productivity Report provided by the College must also be submitted.
- C.** Members of the DFSC shall not be present at or participate in the deliberations concerning their own performance.
- D.** Evaluation Criteria

1. Evaluation of Teaching

- a. Teaching will be rated, like scholarly activity, on 0-10 scale.
- b. The primary criteria for the rating will be (a) the effectiveness with which the subject matter is taught, and (b) the learning of the subject matter by the students. In general, the rating will take into account the following types of evidence:
 - i. Faculty member's self-assessment of teaching performance
 - ii. Syllabi for each course with clearly defined course objectives
 - iii. Format and frequency of tests, homework assignments, quizzes and other graded material
 - iv. Student evaluations of teaching performance
 - v. Grade distributions
 - vi. Development of students' analytical and critical thinking capabilities relative to economic concepts/issues
 - vii. Breadth and level of coverage of the subject matter reflects up-to-date disciplinary knowledge, and introduces an appropriate level of rigor
 - viii. Organization of the course and the quality of delivery
 - ix. Faculty accessibility and interaction with students outside the classroom
 - x. Faculty involvement with student research
 - xi. Inclusion of an appropriate degree of a writing component in the course, especially where the primary test format consists of multiple-choice questions. Broadly speaking, in terms of written work, a rough guide to the expected writing component is as follows: one 10-page paper (or two or more papers that sum to 10 pages) for a 400-level course; one 10-page paper (or two or more papers that sum to 10 pages) for a 300-level course in addition to the capstone project; one 5-page paper for a 200-level course; and two 2-3 page papers for a 100-level course where multiple choice is the primary test format. These expectations may be modified for large sections, depending on the enrollment level and availability of graders.
 - xii. Faculty effort toward improvement in teaching of the subject matter. In addition, pedagogical innovations, teaching workshop presentations, text or software reviews provide evidence in the enhancement of teaching.

It is the faculty member's responsibility to provide the DFSC all materials for evaluation of in-class teaching performance and out-of-class teaching activities. DFSC members will provide due diligence in the evaluation of the entirety of the faculty member's materials, not just focusing on one or a few items in their evaluation.

2. Evaluation of Scholarly Productivity

- a. Like teaching, scholarly productivity includes many activities, as illustrated in the University's ASPT policies.

- b. Based on each faculty member's scholarly productivities, a rating will be assigned on a 0-10 scale. The primary scholarly rating is reflected in refereed journal publications, obtaining external grants, publication of books, and book chapters. An appropriate amount of scholarly productivity credit may be given for internal grants, refereeing, published book reviews, paper presentations, and pedagogical innovations.
3. Evaluation of Service
- a. The University's ASPT Policies provide a list of the diverse service activities that a faculty member may perform. An alphabetical rotation list will be used for nomination of faculty to committees solicited by the College and University. Nominations will be made with the consent of the faculty member. It is expected that all probationary and tenured faculty members agree to be nominated at least once and preferably no more than twice in an academic year.
 - b. Based on each faculty member's service activities, a rating will be assigned on a 0-10 scale. The DFSC will assign points for the various committees at the University, College, and Department level. Serving as Chair of any University, College, or Department committee increases the score by 1.5 to 2 points. Service activities outside the Department must be documented by the faculty member serving on the committee with respect to number of times the committee met and tasks of the committee. Other things being equal, compensated external service activities will count less than uncompensated external service activities. For credit toward a committee or other service activity, besides the extent of the faculty member's participation in the committee's work or service activity, the DFSC may also consider whether the service was rendered for the whole year or for part of the year.
 - c. The evaluation of "assigned" service rendered by the undergraduate and graduate program directors (and in other similar cases) will be conducted by the Chair in consultation with the DFSC. Program directors will be assigned extra weight in the service category and their performance will also be rated on a 0-10 scale. Program directors will provide the DFSC with a list and assessment of their accomplishments.
4. Overall Evaluation
- a. As indicated above, each faculty member is assigned a numerical rating by the DFSC on a 0-10 scale for each of the three evaluation categories: teaching, scholarly productivity, and service. The ratings for each category are weighted by their relative importance in the faculty member's assignment as described in Section III. The resulting ratings in teaching, scholarly productivity, and service are summed to create an overall rating for each faculty member. The rating on the 0-10 scale overall will generate the following descriptive performance categories that may be used in the salary incrementation process and for cumulative post-tenure review of tenured faculty:

Below 2.00	Unsatisfactory
2.00 to 10.0	Satisfactory, including the subcategories:
2.00 to 3.50	Very Low Merit
3.51 to 5.00	Low Merit
5.01 to 7.00	Merit
Above 7.00	High Merit

b. In evaluating a faculty member's performance in teaching, scholarly productivity, and service, in addition to a consideration of the activities during the year under review, appropriate account should also be taken of the faculty member's long-term performance. The long-term perspective is particularly relevant to the determination of the performance-based salary adjustment (Section IX). Five year moving averages of ratings may constitute fair indicators of the faculty members' long-term performance in each area and overall.

- E. Annual letters will include an assessment of progress towards tenure and promotion or progress towards promotion as specified in University Policy VII.E.
- F. A faculty member's DFSC performance evaluation may be appealed in accordance with University ASPT Policies

V. PRE-TENURE REAPPOINTMENT POLICIES

- A. The DFSC will conduct a pre-tenure review for each probationary faculty member, in accordance with the calendar established by the University ASPT Policies, to determine whether the faculty member should be reappointed. Such reviews will consider the faculty member's overall performance and progress toward tenure. Each candidate for tenure will undergo a mid-probationary tenure review conducted by the DFSC in the candidate's third year in order to assess the candidate's progress toward tenure. If an individual is credited with tenure-earning service at the time of the initial appointment, the review will be conducted at the approximate mid-point of the probationary period. Details of mid-probationary review are outlined in the Appendix.
- B. A recommendation of non-reappointment of a probationary faculty member prior to a tenure decision shall be made by the DFSC in consultation with the Dean and the Provost in accordance with University ASPT Policies. Non-reappointment can also be the result of a negative tenure decision.

VI. TENURE POLICIES

- A. The DFSC shall follow the University's ASPT Policies and the College of Arts and Sciences ASPT Standards regarding tenure policies, criteria, procedures, and

appeals.

- B.** In general, a strong record of accomplishments in scholarly productivity and teaching and consequential service during the probationary period, and the expectation of a strong and sustained record in all three areas in the future, will be essential for a favorable tenure recommendation. Except in special cases, a faculty member who is not considered suitable for promotion to (or holding) the rank of Associate Professor will not be recommended for tenure.
- C.** Each probationary faculty member will be informed every year of the DFSC's judgment regarding the progress being made toward a favorable tenure decision and the kind of steps that the faculty member may take to enhance the chances of a favorable tenure decision.
- D.** The scholarship of each candidate for tenure will be evaluated by three scholars from his or her discipline and external to Illinois State University. Guidelines for such evaluations are outlined in the Appendix.
- E.** In accordance with the calendar established by the University, the DFSC will conduct a summative tenure review for each probationary faculty member and, considering the faculty member's performance during the probationary period and the faculty member's expected performance, make a recommendation for or against tenure. The DFSC shall notify the faculty member of its intended recommendation and rationale before transmitting its recommendation to the CFSC, and shall provide the faculty member an opportunity to meet with the DFSC to discuss the intended tenure recommendation. If the faculty member believes that relevant factors or materials have been ignored or misinterpreted, an opportunity to present arguments and to supplement the materials before final recommendation is made by the DFSC will be provided.

VII. PROMOTION POLICIES

- A.** The DFSC shall follow the University's ASPT Policies and the College of Arts and Sciences ASPT Standards regarding promotion policies, criteria, procedures, and appeals.
- B.** The scholarship of each candidate for promotion will be evaluated by three scholars from his or her discipline and external to Illinois State University. Guidelines for such evaluations are outlined in the Appendix.
- C.** For promotion from Assistant Professor to Associate Professor, the faculty member's continuing professional growth and professional activities should be of sufficiently high quality to merit the promotion. In particular, the faculty member should have a meritorious record in teaching and scholarly productivity and at least a satisfactory record in service.

- D. For promotion from the rank of Associate Professor to Professor, the faculty member's professional activities should demonstrate an excellence of quality that reflects sustained meritorious past performance, particularly in teaching and scholarly productivity, and is indicative of a similar meritorious performance in the future.
- E. The DFSC will make a reasonable judgment in each promotion case on the basis of evidence concerning the faculty member's past performance, particularly in teaching and scholarly productivity, and expected future performance.
- F. In accordance with the University's policies and procedures, the DFSC will arrive at a recommendation for promotion for each eligible faculty member at the appropriate time. The DFSC shall notify the faculty member of its intended recommendation and rationale before transmitting its recommendation to the CFSC, and shall provide the affected faculty member an opportunity to meet with the DFSC to discuss the intended recommendation. If the faculty member believes that relevant factors or materials have been ignored or misinterpreted, an opportunity will be provided to present arguments and to supplement the materials before the DFSC makes the final recommendation.

VIII. POST-TENURE REVIEWS

All faculty shall undergo post-tenure review. Per University Policy V.C.2.c, the post-tenure review process may be satisfied with the annual review letters. In accordance with the University's ASPT policies, faculty members who receive an overall unsatisfactory performance rating, as defined by the ASPT guidelines during this annual process for any two years of a three-year period are required to undergo a cumulative post-tenure review which will be conducted in a manner consistent with the University's ASPT policies.

IX. SALARY REVIEW

Faculty ratings based on the evaluation procedures outlined in Section IV provide an objective starting point in the final evaluation of faculty and the determination of recommended annual salary increments for faculty. This section indicates additional factors that will be considered in making adjustments to the initial ratings to arrive at the faculty member's final evaluation and salary increment recommendation. The procedures that the Chair and DFSC will follow in making adjustments to the ratings based on the Section IV evaluation and in determining salary increment recommendations are also outlined in this section.

- A. The DFSC shall conduct an annual salary review of all faculty members.
 - 1. The annual salary review shall be directed toward ensuring that faculty salaries are consistent with performance and contributions to the Department's mission, in both the short term and long term. For each year, out of the salary adjustment funds received by the Department for distribution through the ASPT system, 20% will be distributed, as an equal percentage increase, to all faculty members whose

performance is rated as satisfactory. The remaining 80% will be distributed to all raise-eligible faculty (who receive a satisfactory performance rating) on performance-based criteria that include the following:

- a. The general principle is that the adjusted salary should reflect as closely as possible the faculty member's contribution to the Department's mission.
 - b. Considerable weight will be given in the salary incrementation process to the faculty member's overall performance evaluation during the year under review.
 - c. To the extent the annual evaluation does not include long-term performance, such performance will be appropriately taken into consideration. This would tend to generate for each faculty member a "compensation path" that should ideally reflect the faculty member's broad career performance. One rationale for considering long-term performance is to reduce the weight for annual evaluations that may sometimes lead to a focus on short-term projects and lower incentives for projects that are important but slow to mature and produce tangible outcomes.
 - d. The adjustments may also address situations in which a faculty member's salary level is unusually high or low for reasons that are unrelated to performance. This may be treated as one type of situation that merits an "equity adjustment." Such adjustments shall not conflict with the URC Equity Review Process.
 - e. The adjustments may also address cases in which the performance evaluation is unable to capture fully some unusual contribution made by the faculty member. This may happen when the activity is unusual or unforeseen and thus cannot be adequately captured in the performance evaluation in any category.
2. The Chair shall present to the DFSC a set of recommendations regarding the distribution of increment funds. As required by the University ASPT Policies, twenty percent of the Department's allocation will be distributed as an equal percentage of base salary to all raise-eligible faculty members who receive at least a satisfactory performance rating. To receive a merit pay increase beyond the across-the-board increment, a faculty member must meet the minimum satisfactory performance requirements in each of the three evaluation areas of teaching, scholarly productivity, and service and demonstrate low merit performance or better in at least one of the three areas. Part of the remaining eighty percent will be distributed to faculty members as a percentage of their base salaries and the remaining part will be distributed in absolute dollars. Generally, raises based on long-term evaluations, equity adjustments, compression, or comparisons to peer-institution faculty salaries will be in absolute dollars. The DFSC is responsible for consideration and final approval of salary recommendations in consultation with the Chair.

3. In accordance with University ASPT Policies, the Chair will notify each faculty member of the components of the faculty member's salary increment and the number of dollars awarded to each component. The aggregates for the components for the Department will also be provided upon completion of the salary increment process.
4. Members of the DFSC shall not participate in the deliberations concerning their own salary increments. In such cases, each member whose salary increment is under discussion shall leave the meeting while such deliberations take place.

X. FACULTY DISCIPLINARY ACTIONS AND DISMISSAL POLICIES

The Department will follow the policies specified in the University ASPT policies.

XI. ETHICAL CONDUCT

Allegations of unethical conduct by a faculty member shall be handled by the DFSC in accordance with University policies, guidelines and procedures.

APPENDIX MID-PROBATIONARY REVIEW

It is the responsibility of the DFSC and Department Chair to include a progress toward tenure review as part of the annual evaluation for all faculty in the probationary period of tenure. For those faculty appointed with the full probationary term, a more extensive pre-tenure review will be conducted during the third year. If an individual is credited with tenure-earning service at the time of the initial appointment, the review will be conducted at the approximate mid-point of the probationary period. The mid-point review will be conducted by the DFSC.

All mid-probationary reviews shall address the performance of annual assignments, including teaching, research/creative activity, and service occurring during the preceding tenure-earning years of employment. In addition, all reviews should critically assess overall performance and contributions in light of mid-probationary expectations. The mid-probationary review will not be as extensive as the formal tenure review that occurs later (e.g. no external reviews are necessary) but should be based on a set of documents which would include: the College-approved Tenure/Promotion Application; a current vita; annual evaluations; student/peer evaluation of teaching; selected examples of teaching materials and scholarship; and a brief self-evaluation by the faculty member. The mid-probationary review becomes a part of the candidate's personnel file.

The mid-probationary review is intended to be informative and to be encouraging to faculty who are making solid progress toward tenure, instructional to faculty who may need to improve in selected areas of performance, and cautionary to faculty where progress is significantly lacking.

EXTERNAL REVIEWS OF RESEARCH AND CREATIVE ACTIVITY

External reviewers should be selected so as to minimize the possibility of conflicts of interest: actual, potential, or apparent. Generally, outside reviewers should not be selected from among those with whom the candidate has had familial or close personal relationships, or those who have been current or past colleagues, major professors, coauthors, etc. Reviewers should be highly regarded and recognized scholars in the candidate's field and able to evaluate the quality, productivity, and significance of his/her research/scholarly/creative activity. Letters from faculty, staff and/or administrators, who are employees of Illinois State University, are not considered to be "external reviewers" and will not be considered in evaluating the applicant.

Candidates should recommend at least five reviewers to their department chair. Recommendations should be accompanied by brief statements supporting the choices and stating any current or previous relationship. The statements should include brief bios of the proposed reviewers indicating their appropriateness as reviewers in the case at hand. If reviewers who have had significant previous contact with the candidate are recommended, reasons for that choice should be presented in sufficient detail to facilitate a reasonable and fair decision about the approval of the reviewer. The chair will select three persons from whom reviews will be

solicited. The chair should seek the counsel of the DFSC. Contact with reviewers should be by the Chair only.

In the event the chair believes additional recommendations are desirable or necessary, then (1) the candidate should be requested to make supplementary recommendations, and (2) the Chair may suggest additional reviewers to the candidate. Ordinarily this process should result in a list of reviewers acceptable to the candidate and to the Chair. Should agreements not be reached in this fashion, the candidate will select two preferred reviewers and the Chair will select two, so as to lead to three external reviews.

The candidate will provide copies of a current vita, annotated research bibliography, and samples of selected research for an external review of research/scholarly/creative activity. The Chair will solicit the agreed upon reviewers to serve as external reviewers. Reviewers willing to provide external reviews will receive these materials along with copies of the Department, College and University Mission Statements and a written description of the candidate's assignment of efforts and activities for the entire time span being evaluated. The process should be scheduled to ensure adequate time for the reviews to be returned and be considered by the departmental and college committees.

Written external evaluation letters will not be considered if the reviewer provides a written waiver of confidentiality permitting the faculty member access to the evaluation letter.