

OFFICE OF THE CHANCELLOR
LOUISIANA STATE UNIVERSITY AT ALEXANDRIA

SUBJECT: SELECTION, RETENTION, PROMOTION, TENURE, AND ANNUAL
REVIEW AND TERMINATION OF FULL-TIME FACULTY

PURPOSE: To define policies governing full-time faculty personnel actions.

I. Basic Principles	1
II. Roles and Responsibilities	2
III. Faculty Participation	3
IV. Initial Faculty Appointments	3
V. Reappointment	8
VI. Promotion	11
VII. Tenure.	18
VIII. Annual Review	24
IX. Termination and Disciplinary Actions	25
Definitions	26
Appendix I - Guidelines for External Review of Scholarly Work	28
Attachment 1 - Definition of Scholarship	31
Attachment 2 - Sample Letter	32
Appendix II - LSU System Promotion/Tenure Instructions and Forms	34

GENERAL POLICY

I. BASIC PRINCIPLES

Appointment, retention, promotion, tenure, non-renewal, annual review, and termination decisions have the most serious long-term implications for the quality of the faculty, and therefore for the university. All such decisions, not based on financial exigency or change in programs, shall be made solely on the basis of professional merit, quality of contribution to the university, and the competent and regular performance of assigned duties. Judgments may not be based on attributes of the candidate that are irrelevant to professional performance, such as race, color, religion, sex, national origin, age, handicap, marital status, veteran's status or exercise of ordinary citizen's rights.

Members of the faculty share certain rights, privileges, and responsibilities not shared by other employees of the university. Members of the faculty are responsible by regulation of the Board of Supervisors, for the determination of the educational policy of the university, subject to the authority of the Board of Supervisors. In addition, appropriate members of the faculty are expected to participate with administrative officers in the selection of new members of the academic staff and in decisions affecting retention, promotion, tenure and other personnel actions. This participation should be neither vague nor haphazard, but formal and positive, following ethical and impartial procedures clearly established for the advantage of the university.

LSUA is committed to the principle of academic freedom, which acknowledges the rights of teachers to explore fully within the fields of their assignments and to give in the classroom and elsewhere such exposition of their subjects as they believe to represent truth. This principle also includes the right of a member of the academic staff to exercise in speaking, writing, and action outside the university the ordinary rights of an American citizen, but it does not decrease the responsibility which the faculty member bears to the university, the state, and the nation. Among the many implicit responsibilities of academic freedom is that of refraining from insistence that students or others accept any controversial point of view as authoritative. Academic freedom does not extend to any kind of abuse or infringement of the rights of others.

II. ROLES AND RESPONSIBILITIES¹

The key administrative official in recommending appointment, promotion, tenure, non-renewal or termination is the department chair. In general, the faculty of a given department will provide the most reliable professional judgment as to whether promotion or tenure is deserved, and the department chair must therefore consult thoroughly with all appropriate members of the faculty. In all promotion decisions, department faculty senior to the individual being considered shall cast a vote on the action. For example, all associate professors and professors would vote on a candidate being considered for promotion to associate professor. All tenured faculty would vote on persons being considered for tenure. Although a department chair is required to consult with the faculty in the manner described above, he/she makes a separate and independent recommendation on all personnel actions.

¹ For library faculty the roles described for the reviewing and recommendation role ascribed to the department chair in academic departments is filled by the Director of Library Services. Recommendations from the Director of Library Services are made directly to the Provost and Vice Chancellor for Academic and Student Affairs.

Because LSU System regulations require that the Dean (where appropriate), the Vice Chancellor for Academic and Student Affairs, the Chancellor, the Vice President for Academic Affairs, and the President all review and act upon recommendations for promotion and tenure, candidates for appointment, promotion, tenure, or other personnel actions must therefore be careful not to assume that the faculty's or the department chairs's recommendations are final. Recommendations become official only when they have been approved by the LSU Board of Supervisors.

III. FACULTY PARTICIPATION

Participation of the faculty in personnel actions is a serious obligation. Careful consideration must be given to the role, scope and mission of the university in order to provide programs of instruction, service, research or scholarly activity of the highest order for the people of the community and state. LSUA's primary mission is quality instruction. Therefore, the faculty should make recommendations for personnel actions that support the instructional mission.

The University, in keeping with LSU System guidelines, appoints a University-wide tenure and promotion committee. The committee is made up of five individuals with tenure who advise the Vice Chancellor for Academic and Student Affairs on the merits of the applications for tenure or promotion. To the degree possible, members of the committee are selected from departments other than those from which applicants for tenure and/or promotion come. Every effort is made to ensure a broad representation of departments. The committee is appointed in the fall semester after the Vice Chancellor for Academic and Student Affairs has received notice of an intent to apply from faculty who intend to apply for tenure and/or promotion in that year. The membership of the committee will be published through appropriate internal communications.

Academic departments shall devise and carefully adhere to procedures which will ensure the participation of appropriate faculty members in the selection, re-appointment, promotion, and tenure process. Announcements of available positions must adhere to the university's Affirmative Action Plan bringing the position to the attention of as many potential applicants as possible.

IV. INITIAL FACULTY APPOINTMENTS

General System policy regarding appointments of the academic staff is set forth in PM-23. The criteria and procedures that follow are in accordance with that document. Because these guidelines are designed to apply to the entire university including the Library, they are stated with some generality.

A. Initial Appointment

Departmental faculties shall establish search committees for initial appointments. Membership of search committees shall be determined by the respective departments. Faculty in the same and closely related disciplines shall be represented on the search committee. In order to facilitate continuity and communication between the administration and the search committee, the department chair shall be a non-voting member of the committee. The search committee will consult with the appropriate departmental faculty, each of whom shall have access to the search committee's records. Proceedings and deliberations of each search committee shall be recorded. Faculty shall recognize the individual's privacy rights with respect to personnel records. The recommendations of the search committee will be submitted to the appropriate departmental faculty for their recommendation and subsequently to the department chair and other administrative officers. The appropriate departmental faculty shall determine the applicant's "fluency in the English language" as required by Act 754 of the 1991 Regular Legislative Session and the department chair will complete the memo certifying fluency in English (as prescribed by PS 232) for any candidate recommended to the Vice Chancellor for Academic and Student Affairs.

For an initial full-time appointment to any rank, a personal interview shall be conducted by the search committee, the departmental faculty, the department chair and other administrative officers including both the Vice Chancellor for Academic and Student Affairs and the Chancellor.

B. Credit Toward Tenure

After the conclusion of interviews, the department chairperson shall consult with the department faculty regarding an appointment. Recommendations from the department faculty are not binding on the department chairperson who makes an independent recommendation to the Vice Chancellor for Academic and Student Affairs who, in turn, will make a recommendation to the Chancellor. Once the Chancellor has approved a salary offer, the Vice Chancellor for Academic and Student Affairs will ask the department chairperson to make a verbal offer to the candidate. Once a candidate has given his/her verbal acceptance of the terms of the initial appointment, the appropriate documentation is forwarded to the Vice Chancellor for Academic and Student Affairs who, after review, will make a recommendation to the Chancellor. The formal letter of offer is issued over the signature of the Chancellor and can be issued only after appropriate documentation is submitted.

All candidates will receive a written tenure policy at the time of hire or no later than the first new faculty orientation subsequent to their hire. This policy will include the general expectations for tenure including requirements for scholarly research, teaching duties, service to the university, and service to the community. Candidates with prior

LSUA teaching experience may count time in service towards tenure if they choose to do so. Time in service shall be weighted with every 48 credit hours taught counting for one year towards tenure for a maximum of two-years service allowed for prior and continuous full-time faculty and full-time temporary faculty. An agreement on the amount of credit toward tenure must be in writing at the time of the initial tenure-track appointment. All candidates have the right to refuse credit for prior service if they choose to do so.

A candidate hired at or above the level of associate professor may be considered for tenure up to two years early, if he or she chooses to count the years of prior service at another University. An agreement on the amount of credit toward tenure from full-time teaching at another university must be in writing at the time of the initial tenure-track appointment at LSUA. All candidates have the right to refuse credit for prior service if they choose to do so.

The University reserves the right to hire people with full tenure only if the person is being hired at the level of full or associate professor. Such an approach will be rarely used and is generally reserved for the hiring of senior administration officials who have earned tenure at another University. Tenure, if granted at the time of initial employment, is as a faculty member and not as an administrator.

In certain special cases, a position may be advertised as fully tenured stating the requirements for full-tenure in the advertisement. These positions can be hired at either the associate professor or full professor level. These are contingent upon the needs of the university and only upon recommendation by the department and vice chancellor with final approval from the chancellor. Certain conditions include but are not limited to advanced levels of scholarly research or publications, prior or continuing grant approvals that benefit the university, community, or society, and/or special needs or limitations that restrict available qualified applicants.

C. Criteria by Rank

LSUA strives to hire faculty with the doctorate when appropriate and available. However, all individuals being considered for employment must meet the minimum qualifications of the Southern Association of Colleges and Schools. In general, this means they "must have completed at least 18 graduate semester hours in the teaching discipline and hold at least a master's degree or hold the minimum of a master's degree with a major in the teaching discipline.") Only in the most exceptional of circumstances will the university accept recommendations for appointment of candidates who do not meet the following minimum qualifications.

1. Library Associate
 - a. A bachelor's degree from a regionally accredited university or have extensive (4 or more years) library experience.
 - b. Library associates are expected to perform the simpler and specialized library routines under the supervision of a professional librarian.
2. Instructor
 - a. A master's degree with 18 graduate semester hours in the teaching field
 - b. Evidence of potential for effective teaching and advising of students in addition to the service expectations of all faculty appointments
 - c. When appropriate, evidence of successful practice in the discipline
 - d. Instructors are expected to teach a 12 credit hour load or equivalent. Instructors pursuing a terminal degree may receive consideration for that in lieu of service requirements.
3. General Librarian
 - a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by American Library Association.
 - b. Expected to perform, under supervision, library tasks of a complex nature and to exercise responsible judgement in administering library routine.
4. Assistant Professor
 - a. Doctoral degree in the subject matter area or a closely related area with 18 graduate semester hours in the teaching field (as recommended to the administration by the departmental faculty) from a regionally-accredited institution-- In exceptional cases, an applicant with a masters degree and years of related professional experience and/or professional licensure/certification may be appointed at the assistant professor rank.
 - b. Evidence of potential for effective teaching and advising of students
 - c. Evidence of potential for productive community service, research, and scholarly or creative activity
 - d. When appropriate, evidence of successful practice in the discipline
5. Assistant Librarian
 - a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by American Library Association.
 - b. Varied experience in college and/or university libraries is expected.
 - c. Individuals are under the supervision of a library administrator to supervise the work of professional and nonprofessional assistants and to aid in the development of materials and services to meet the instructional, research, and extension needs of the University.

6. Associate Professor
 - a. Doctoral degree in the subject matter area or a closely related area with 18 graduate semester hours in the teaching field (as recommended to the administration by the departmental faculty) from a regionally-accredited institution
 - b. Except in exceptional cases, current rank of associate professor at another regionally-accredited institution and at least five years service at the rank of assistant professor at that institution
 - c. Demonstrated record of effective teaching and advising of students
 - d. Demonstrated record of highly competent work in the following: administration; departmental/college or university committees; and professional organizations
 - e. Demonstrated record of effective community service and contributions to the development and progress of the university
 - f. Demonstrated record of productive scholarship, research or creative activity

7. Associate Librarian
 - a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by American Library Association.
 - b. A graduate degree in a subject field, in addition to the graduate degree in library science, is desirable for this rank.
 - c. This rank calls for proven administrative qualities of leadership, and other personal and academic qualifications should be contributing factors. The individual, as delegated by the Director of Library Services, assists in the administration of major areas of library service and contributes to the formulation and execution of an effective library program.

8. Professor
 - a. Doctoral degree in the subject matter area or a closely related area with 18 graduate semester hours in the teaching field (as recommended to the administration by the departmental faculty) from a regionally-accredited institution
 - b. Except in exceptional cases, current rank of professor at another regionally-accredited institution and at least five years service in the ranks of associate professor or professor at that institution
 - c. Demonstrated record of excellence in teaching and advising of students
 - d. Demonstrated record of exemplary service in one or more of the following: administration; departmental/college or university committees; professional organizations
 - e. Demonstrated record of exemplary community service and outstanding contributions to the development and progress of the university

- f. A consistent record of productive scholarship, and research or other creative performance of high order in his/her profession over a substantial period of time
9. Librarian
 - a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by American Library Association.
 - b. A graduate degree in a subject field, in addition to the graduate degree in library science, is desirable for this rank.
 - c. This rank calls for extensive administrative experience in which responsibility and judgment of an independent nature are required.
 - d. The individual should be capable of exercising the top administrative functions of the library.
 - e. Librarians assist in the administration of all aspects of library service and operation and share in the formulation and execution of policy.

V. REAPPOINTMENT

A. Criteria

All reappointments shall be made upon the same criteria, terms, and conditions as the candidate's preceding appointment unless expressly indicated to the contrary in the notification of a reappointment. Faculty are expected to demonstrate an increasing level of achievement in all aspects of their duties to earn reappointment.

B. Terms of Reappointment by Rank

1. Instructors, Library Associates, General Librarians
Instructors, library associates, and general librarians are appointed for terms not to exceed one year. They may be reappointed for any number of successive one-year terms.
2. Assistant Professors, Assistant Librarians
Assistant professors and assistant librarians are appointed for terms not to exceed one year. They may be reappointed for one-year terms for up to six successive years. Upon reappointment after seven years of service in rank, assistant professors and assistant librarians receive tenure beginning with the eighth year. A thorough review will be made during the sixth year of service so that notice of termination may be given, if necessary, no later than the end of the sixth year of service. LSUA will have the option of conducting the thorough review prior to the sixth year, provided that appropriate written notification is given to the faculty member.

3. Associate Professors, Associate Librarians
Associate professors and associate librarians who join the faculty at that rank may, after an initial term appointment, be reappointed on a term basis through not more than five years of total service at LSUA. Associate professors and associate librarians who are reappointed after five years of service at that rank at LSUA shall have tenure, that is, beginning with the sixth year. (See above.)
4. Professors, Librarians
Professors and librarians who join the faculty at that rank may, after an initial term appointment, be reappointed on a term basis through not more than five years of total service at LSUA. Professors and librarians who are reappointed after five years of service at that rank at LSUA shall have tenure, that is, beginning with the sixth year. (See above.)

C. Procedures

1. Implementation

To implement these policies, departments will observe the following procedures:

- a. At least a month in advance, the department chair must send written notification to each person eligible for consideration, stating that the review process is to begin and advising the candidate to provide any information he/she wishes to have considered. It is the candidate's responsibility to provide relevant information concerning his/her work. An up-to-date curriculum vita, Annual Faculty Plans/Reports, papers or presentations, published reports, books, newspaper articles, student evaluations, advising evaluations, information concerning personal qualities and ability to work harmoniously with colleagues and students are examples of material which could be used to support reappointment. Candidates are required to submit, at a minimum, results of the campus-wide student evaluations of teaching and advising for at least the two immediately prior semesters. Teaching evaluations should be from all courses taught in those two semesters. In the event of a first-year faculty member, teaching evaluations from one semester will be sufficient.
- b. These materials will be reviewed and discussed at a meeting, conducted by the department chair of all departmental faculty charged with the responsibility of participating in the evaluation process. Such a meeting will give appropriate faculty the opportunity to hear any additional information or comments which members of the group may have to contribute. Written notice of the meeting should be given at least ten working days in advance to appropriate faculty members along with a statement of the agenda. The meeting should be conducted so as to afford a reasonable opportunity to

- discuss the materials presented, to ask questions, and to offer further information and judgments. Confidentiality must be strictly maintained.
- c. The faculty of each department will develop its own system of recording the vote of the appropriate faculty on whether to recommend reappointment of the candidate. Whatever method is chosen, a verifiable record of the recommendation must be kept, and the result made known to the faculty and the candidate.
 - d. Following the faculty vote, the department chair will make a separate and independent recommendation and forward it to the Vice Chancellor for Academic and Student Affairs, together with the vote and the recommendation of the faculty.
 - e. A candidate whose reappointment is not being recommended by the department chair must be verbally informed within ten working days after the decision is made. Within ten working days following verbal notification, the department chair will provide written notification to the candidate. This written notification serves to formalize the department chair's decision and ensures that the unsuccessful candidate is not left in a state of uncertainty. A copy of this written notice is to be sent to the Vice Chancellor for Academic and Student Affairs.
 - f. Candidates whose reappointments are recommended by the department chair should be so advised within ten working days. They should be reminded of the review process that still remains before the recommendations become official.
 - g. The department chair will notify the departmental faculty of his/her recommendation within ten working days after the individual(s) has been notified.
 - h. A candidate whose reappointment is recommended by the department chair but subsequently refused by another reviewing official must be so notified by the department chair within ten working days after the department chair has been told of the decision.
2. Expiration of Appointment
- A term appointment or a series of term appointments carries no assurance of reappointment, promotion, or tenure, except as provided below. Reappointment is made solely at the initiative of the university. Although most probationary, tenure-track appointments are made in the hope that renewal and eventual promotion will be justified, in determining whether to reappoint a probationary faculty member the university must make a considered judgment of the availability of better-qualified persons, the faculty member's professional performance, the present and anticipated needs of the department, the role and scope of the university, and financial circumstances.

Upon expiration of a term appointment, the employee is a free agent to whom the University System has no obligation. The University System may reappoint the employee to the same or a different position. Non-reappointment carries no implication whatsoever as to the quality of the employee's work, conduct, or professional competence.

Written notice of the decision not to reappoint will be given to the affected employee in accordance with the LSU By-Laws and Regulations. This notice is in addition to any routine notice given faculty on their appointment forms. When an employee is not to be reappointed, written notice to the employee will ordinarily be provided in accordance with the following schedule:

- a. No later than March 1 of the first academic year of service, if the appointment expires at the end of the year; or, if an initial one-year appointment terminates during an academic year, at least three months in advance of its termination
- b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year
- c. At least 12 months before the expiration of an appointment after two or more years service on this campus

General System policy regarding promotions of the academic staff is set forth in PM-23. The criteria and procedures that follow are in accordance with that document. Because these guidelines are designed to apply to the entire university including the Library, they are stated with some generality.

VI. PROMOTION

All members of the faculty considered for promotion shall have contributed to the mission of the university through highly effective teaching, advising, community service, professional activities, participation in the work of university committees, and research or other creative work of high quality.

Decisions on promotion to the tenured ranks are most important; before recommending such a promotion, the department must be convinced that the candidate will be a highly valuable and productive member of the faculty for an indefinite period of time.

A. Criteria by Rank

Time in rank in a temporary appointment cannot be counted toward the minimum time in rank requirements for promotion. However the time in rank need not be continuous. A maximum of one year interruption due to leave of absence or to part-time service may be permitted. No credit toward years in rank will be earned during the leave of absence or part-time service period. In addition a faculty

member may choose to extend their time in rank by removing no more than one year from consideration for tenure and promotion. This provision allows for a faculty member who, due to family considerations, is able to perform all aspects of their appointment other than scholarly activity or community service but wishes to exclude the year that is not representative of their best effort from consideration. This policy should in no way force other faculty members to make up for the lesser effort of another department member in this status. It should be noted that mere length of service in one rank and competent performance of one's assigned duties do not in themselves constitute cause for promotion to the next academic rank. Promotions are always based upon merit and outstanding achievement. The quality of service is more important than the length of service.

1. Assistant Professor
 - a. Normally possess a doctoral degree in the subject matter area or a closely related area (as recommended to the administration by the departmental faculty) from a regionally-accredited institution
 - b. Normally not less than five years of service as instructor at LSUA
 - c. Evidence of highly effective teaching and advising of students
 - d. Demonstration of scholarship, research, creative activity and service to the community, the profession and the university

2. Assistant Librarian
 - a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by American Library Association.
 - b. Varied experience in college and/or university libraries is expected.
 - c. Individuals are under the supervision of a library administrator to supervise the work of professional and nonprofessional assistants and to aid in the development of materials and services to meet the instructional, research, and extension needs of the University.
 - d. Normally not less than five years of service as General Librarian at LSUA

3. Associate Professor
 - a. Doctoral degree in the subject matter area or a closely related area (as recommended to the administration by the departmental faculty) from a regionally-accredited institution
 - b. Five years service in the rank of assistant professor at LSUA or any other regionally-accredited institution; at least three of the five years as assistant professor must be served at LSUA
 - c. Continued record of highly effective teaching and advising of students

- d. Highly competent work in one or more of the following: administration; departmental/college or university committees; and professional organizations
 - e. Continued demonstration of highly competent service to the university, the profession, and the community
 - f. Continued demonstration of productive scholarship, research or creative activity appropriate to the academic discipline
4. Associate Librarian
- a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by the American Library Association.
 - b. A graduate degree in a subject field, in addition to the graduate degree in library science, is desirable for this rank.
 - c. This rank calls for proven administrative qualities of leadership, and other personal and academic qualifications should be contributing factors. The individual, as delegated by the Director of Library Services, assists in the administration of major areas of library service and contributes to the formulation and execution of an effective library program.
 - d. Five years service in the rank of assistant librarian at LSUA or any other regionally-accredited institution; at least three of the five years as assistant librarian must be served at LSUA
5. Professor
- a. Doctoral degree in the subject matter area or a closely related area (as recommended to the administration by the departmental faculty) from a regionally-accredited institution.
 - b. At least five years service in the rank of associate professor at LSUA or any other regionally-accredited institution. At least three of the years as associate professor must be served at LSUA
 - c. A sustained record of excellence in teaching and advising of students
 - d. A sustained record of exemplary service in one or more of the following: administration; departmental/college or university committees; professional organizations
 - e. A sustained record of outstanding contributions to the university, the profession and the community
 - f. A sustained record of productive scholarship, and research or other creative performance of high order in his/her profession during a substantial period of time

6. Librarian

- a. A master's degree in library science (MLS) from an institution that is both regionally accredited and accredited by American Library Association.
- b. A graduate degree in a subject field, in addition to the graduate degree in library science, is desirable for this rank.
- c. This rank calls for extensive administrative experience in which responsibility and judgment of an independent nature are required.
- d. The individual should be capable of exercising the top administrative functions of the library.
- e. Librarians assist in the administration of all aspects of library service and operation and share in the formulation and execution of policy.
- f. At least five years service in the rank of associate librarian at LSUA or any other regionally-accredited institution. At least three of the years as associate librarian must be served at LSUA.

B. Portfolio

It is the responsibility of the faculty and the department chair to present a compelling case for promotion including specific, detailed information that will allow reviewing officials to make an informed evaluation of the recommendation. For example, a statement that the candidate is an effective teacher should be documented by the results of peer evaluation, direct observation by the department chair, student evaluations of teaching and advising, letters or comments from former students or other evidence. The presentation should be written so that the merits of the case are fully apparent to persons who are not familiar with the discipline of the individual under consideration. While all of the above criteria must normally be met, it is conceivable, in special instances, that clearly superior performance in one category may carry sufficient weight to balance work that is adequate, but less than outstanding, in another.

An individual wishing consideration for promotion must prepare a portfolio. It is expected that the portfolio will be kept to a reasonable size such that the review committee and other reviewing bodies are able to give reasonable consideration to the contents.

The following list constitutes the expectations for a portfolio which must be submitted to the department chairperson in a time sufficient to provide for a full review.

1. Current curriculum vitae
2. Statement of teaching philosophy (three pages or less)
3. Faculty Plan – last three years only

4. Annual Student Evaluations – last three years only
5. Advising Evaluations – last three years only
Examples of instruction selected from courses reflective of teaching assignments (lower division as well as upper division, laboratory and/or clinical as well as lecture). Limit this aspect of the portfolio to representative work.
7. University Service – listing of university service with documentation of special services provided (leadership of a subcommittee or task force, for example)
8. Community Service – listing and representative examples
9. Scholarship and Research – listing in appropriate bibliographic form with representative examples. Portfolio need not include copies of grants, articles submitted for publication, publications themselves, etc. These will be requested if necessary.
10. Documentation of External Review of Scholarship and Research. See Appendix I for Guidelines for External Review of Scholarly Work.

The department chair will submit to the Vice Chancellor for Academic and Student Affairs the biographical data required by the LSU System. The LSU System instructions and format are shown in Appendix II. The LSU System forms can be obtained from the Office of Vice Chancellor for Academic and Student Affairs.

C. Procedures for Promotion

1. Department Chair

Every faculty member who meets the degree and time-in-rank requirements must be considered for promotion each year. It is the responsibility of the department chair to ensure that this is done. The exceptions are (1) that in any but the sixth year review (in the case of assistant professor) a faculty member may, at any point in the process, request in writing through the department chair that his/her case not be reviewed; (2) a faculty member who is tenured may choose to remain in his/her rank by not applying for promotion.

Recommendations for promotion should be made only after the members of the faculty (regardless of tenure status) senior in rank to the candidate have been consulted and have expressed themselves by vote on the recommendation to be made. Voting faculty for any action conferring indeterminate tenure will be all faculty with indeterminate tenure, regardless of rank. A separate vote will be taken for each action, when appropriate.

To implement these policies, departments will observe the following procedures:

- a. At least six months in advance, the department chair must send written notification to each person eligible for consideration, stating that the review process is to begin and advising the candidate to provide any information he/she wishes to have considered. In an effort to give timely notice to the University community that an individual plans to seek tenure and promotion and to facilitate the appointment of an appropriate mix of individuals to the University-wide tenure and promotion committee, any individual eligible for and seeking tenure and promotion should notify the office of the Vice Chancellor for Academic and Student Affairs of his/her intent no later than September 1 of the year in which they plan to seek tenure and/or promotion. It is the candidate's responsibility to provide the portfolio as shown in Section VI Part B of this policy statement.
- b. These materials will be reviewed and discussed at a meeting, conducted by the department chair of all department faculty charged with the responsibility of participating in the evaluation process. Such a meeting will give appropriate faculty the opportunity to hear any additional information or comments which members of the group may have to contribute. Written notice of the meeting should be given ten working days in advance to appropriate faculty members with a statement of the agenda. The meeting should be conducted so as to afford a reasonable opportunity to discuss the materials presented, to ask questions, and to offer further information and judgments. Confidentiality must be strictly maintained.
- c. The faculty of each department will develop its own system of recording the vote of the appropriate faculty on whether to recommend promotion of the candidate. Whatever method is chosen, a verifiable record of the recommendation must be kept, and the result made known to the faculty and the candidate.
- d. Following the faculty vote the department chair makes a separate and independent recommendation and forwards it, with written justification, to the Vice Chancellor for Academic and Student Affairs, together with the vote and the recommendation of the faculty.
- e. A candidate whose promotion is not being recommended by the department chair must be verbally informed within ten working days after the decision is made. At this time the department chair should counsel verbally with the candidate concerning the candidate's areas of weakness. Within ten days following verbal notification, the department chair will provide written notification to the candidate. This written notification serves to formalize the department chair's decision and ensures that the unsuccessful candidate is not left in a state of uncertainty. The

memorandum should be brief and simple but should relate the decision to the relevant criteria. A copy of this memorandum is to be sent to the Vice Chancellor for Academic and Student Affairs.

- f. Candidates whose promotions are recommended by the department chair should be so advised within ten working days. They should be reminded of the review process that still remains before the recommendations become official.
- g. The department chair will notify the departmental faculty of his/her recommendation within ten working days after the individual(s) have been notified.
- h. A candidate whose promotion is recommended by the department chair but subsequently refused by another reviewing official must be so notified by the department chair within ten working days after the department chair has been told of the decision.
- i. An unsuccessful candidate for promotion has the right to receive a verbal explanation of the reasons underlying the decision from the person who has made the unfavorable determination. If the candidate so wishes, a written explanation must also be provided. Unlike the verbal explanation, which serves as a counseling mechanism, the written explanation will be brief, categorical, and expressed as a judgment.

2. Vice Chancellor

Before making decisions on promotion/tenure recommendations, the Vice Chancellor for Academic and Student Affairs may conduct informal discussions with the department chairs. The Vice Chancellor may also choose to interview each candidate. The Vice Chancellor will appoint an advisory group composed of senior faculty, preferably full professors representing a broad spectrum of disciplines to review all candidates' materials and make recommendations to the Vice Chancellor. The Vice Chancellor will forward all recommendations, including those that he/she has endorsed, to the Chancellor. The Vice Chancellor will notify each department chairperson of the decisions that have been made.

Implicit in all of the above procedures is this basic fact, which deserves emphasis: Although a department chair is required to consult with the faculty and pass on to higher authorities the recommendations and vote of the appropriate faculty, the department chair makes a separate and independent judgment on whether to make a favorable recommendation. Although the Vice Chancellor for Academic and Student Affairs will have an advisory group, the decision whether to recommend a promotion is the Vice Chancellor's. Hence the authority and the responsibility for recommending promotion

rests with individual officials of the university, except that final approval is always reserved to the LSU Board of Supervisors.

D. Salary Adjustments Due to Promotion

Promotion in rank brings with it a salary adjustment; such salary adjustments are to an individual's "base pay" and are implemented in the fiscal year following approval of promotion. For 2007-2008, the following salary adjustments are in effect:

From Instructor to Assistant Professor:	\$1,500
From Assistant Professor to Associate Professor:	\$2,250
From Associate Professor to Professor:	\$3,500

Adjustments are budgeted by the University and do not, in themselves, diminish funding which might be available for other forms of salary adjustment. Promotion based salary adjustments are not to be confused with other adjustments which might occur from time to time to reflect completion of a terminal degree or market conditions.

VII. TENURE

A. Principle of Tenure

The purpose of tenure is to protect the individual faculty member against capricious dismissal or abuse, and thereby to protect academic freedom and the integrity of the university. Job security of the individual is a corollary benefit, but should not be viewed as the primary purpose of the policy. A faculty member who has been awarded tenure and who continues to perform his or her duties effectively can normally expect continuation in his or her position. Tenure is not an unconditional guarantee of lifetime employment, but it does provide that the faculty member will not be terminated except for cause and through due process, or for bona fide financial exigency or institutional change. Put another way, the burden of proof on whether to grant an individual tenure rests with the individual candidate; the burden of proof on whether to withdraw tenure from an individual rests with the University.

In determining whether to grant tenure, the university must make a considered judgment of the availability of better-qualified persons, the faculty member's professional performance, the present and anticipated needs of the department, the role and scope of the university, and financial circumstances.

B. Criteria for Tenure

Tenure shall be awarded only according to the criteria for appointment and promotion as stated in Section VI of this document. *Time in rank in a temporary appointment cannot be counted toward the minimum time in rank requirements for promotion.* However the time in rank need not be continuous. A maximum of one year interruption due to leave of absence or to part-time service may be permitted. No credit toward years in rank will be earned during the leave of absence or part-time service period. In addition a faculty member may choose to extend their time in rank by removing no more than one year from consideration for tenure and promotion. This provision allows for a faculty member who, due to family considerations, is able to perform all aspects of their appointment other than scholarly activity or community service but wishes to exclude the year that is not representative of their best effort from consideration. This policy should in no way force other faculty members to make up for the lesser effort of another department member in this status. It should be noted that mere length of service in one rank and competent performance of one's assigned duties do not in themselves constitute cause for promotion to the next academic rank. Promotions are always based upon merit and outstanding achievement. The quality of service is more important than the length of service.

C. Eligibility by Rank and Designation*

1. Instructors, Library Associates, General Librarians

Instructors, library associates, and general librarians may not acquire tenure.

2. Assistant Professors, Assistant Librarians

Assistant Professors and assistant librarians at LSUA may be tenured under the following guidelines:

Assistant professors and assistant librarians who are reappointed after seven years of service in rank at LSUA shall have tenure, that is, beginning with the eighth year. Such a tenured appointment at the rank of assistant professor and assistant librarian is made only after special justification on grounds of unique capabilities or contributions to the university. Non-tenured assistant professors and assistant librarians who are promoted to the rank of associate professor and associate librarian will normally attain tenure with the promotion.

*Neither periods of leaves without pay nor split appointment primarily (more than 50% salary) in a non-academic unit count toward establishing eligibility for tenure.

3. Associate Professors, Associate Librarians
Associate professors and associate librarians normally have tenure, except that initial appointments and subsequent reappointments through not more than five years total continuous service may be on a term basis. To qualify for tenure, associate professors and associate librarians must complete at least three years of outstanding service at LSUA. Associate professors and associate librarians who are reappointed after five years of service at that rank at LSUA shall have tenure, that is, beginning with the sixth year.
 4. Professors, Librarians
Professors and librarians normally have tenure, except that initial appointments and subsequent reappointments through not more than five years total continuous service may be on a term basis. To qualify for tenure, professors and librarians must complete at least three years of outstanding service at LSUA. Professors and librarians who are reappointed after five years of service at that rank at LSUA shall have tenure, that is, beginning with the sixth year.
 5. Administrative Designations
Once tenure has been awarded in a faculty rank in an academic department, it is not affected by acceptance of an administrative assignment. Furthermore, any administrative assignment carries no implication of tenure in that assignment.
 6. Part-time Personnel
Adjunct and part-time members of the academic staff are appointed for terms of one year or less and may not acquire tenure.
- D. Pre-tenure/Promotion Review (Third Year Review)
1. Purpose
The purpose of the pre-tenure/promotion review is to ensure that the faculty member acquires tenure or promotion only after evaluation by the appropriate departmental faculty, department chair, and other university officials.
 2. Procedure
Appointment on the tenure track represents a significant commitment by the University to an individual and an individual to the University. For the

University the commitment is to work with an individual to ensure progress toward tenure and progress in fulfilling the expectations of teaching, research and service. For an individual the commitment is to progress in the development of his/her faculty role such that the decision on tenure can be made in a timely and positive manner. To facilitate this process, each tenure-track faculty member will have a mentor who is a member of the department. If a tenured member of the faculty is available, that individual is preferable. The mentor will meet with the faculty member during the first semester and from time to time for questions and for providing guidance. Such mentorship should extend, as needed, through the initial years of service as a faculty member. While formal reports of mentorship activity are not necessary, it is expected that the mentor will keep his/her department chairperson informed as to any issues which are being addressed or which should be addressed if the tenure-track faculty member is to ultimately obtain tenure.

In the third year of service in a tenure track position or earlier if requested by a faculty member but in no case later than the third year, the tenured-full time faculty of a department will conduct a pre-tenure review for faculty expected to be eligible for tenure and promotion. Each department will develop a formal process. The pre-tenure review must include a meeting with or report to the faculty member from the tenured faculty who have evaluated the faculty member and who will share with the candidate their strengths and weaknesses toward tenure/promotion. The pre-tenure review may be completed in conjunction with the reappointment process but should be a separate activity. The department chair should facilitate the process.

At the conclusion of the pre-tenure review, the department chair will prepare a report on the third year review in which he/she notes progress of the candidate toward tenure and notes specific issues which must be addressed prior to a departmental recommendation on tenure. That report is to be shared with the candidate and will ultimately be part of the record as the University considers tenure.

If the third-year report is negative and it seems apparent that the candidate is not making sufficient progress toward tenure, the department should reflect that in its recommendations for reappointment. If an individual is not making sufficient progress and is non-reappointed, the University will notify the individual and the next contract year will be considered the “terminal” year for that individual.

If the third-year report is positive and it seems apparent that the candidate is making satisfactory progress toward tenure, the department chair will make a written record of that as part of the reappointment process.

It must be understood that a positive third year report does not guarantee tenure but merely affirms that an individual is making appropriate progress toward achieving tenure.

E. Tenure/Promotion Review (Final Review)

In the year in which an individual is eligible for and determines to apply for either tenure/promotion, the individual will be notified of his/her minimum eligibility. He/she must notify the Vice Chancellor for Academic and Student Affairs in writing by September 1 of their intent to apply for either tenure/promotion.

An individual wishing consideration for tenure must prepare a portfolio. It is expected that the portfolio will be kept to a reasonable size such that the review committee and other reviewing bodies are able to give reasonable consideration to the contents.

The following list constitutes the expectations for a portfolio which must be submitted to the department chairperson in a time sufficient to provide for a full review.

1. Current curriculum vitae
2. Statement of teaching philosophy (three pages or less)
3. Faculty Plan – last three years only
4. Annual Student Evaluations – last three years only
5. Advising Evaluations – last three years only
6. Examples of instruction selected from courses reflective of teaching assignments (lower division as well as upper division, laboratory and/or clinical as well as lecture). Limit this aspect of the portfolio to representative work.
7. University Service – listing of university service with documentation of special services provided (leadership of a subcommittee or task force, for example)
8. Community Service – listing and representative examples
9. Scholarship and Research – listing in appropriate bibliographic form with representative examples. Portfolio need not include copies of grants, articles submitted for publication, publications themselves, etc. These will be requested if necessary.

10. Documentation of External Review of Scholarship and Research. See Appendix I for Guidelines for External Review of Scholarly Work.

The department review process for tenure or promotion is in keeping with the annual review process. An individual prepares a portfolio which documents his/her teaching, service and scholarship. The scholarship of an individual will be externally reviewed. This is both an LSU System requirement and a University requirement. To be helpful that review should be conducted by individuals from comparable institutions and from the same discipline as the individual being reviewed. To assist candidates in securing a review of their scholarship, the department chairpersons have a list of peer institutions from which likely review may be found. It is expected that there be a minimum of two external reviewers for tenure and/or promotion portfolios.

The initial review of a portfolio is at the department level. For purposes of promotion, those individuals who have already been promoted to the next higher rank, will constitute the review committee. For purposes of tenure, those individuals with tenure, will constitute the review committee. After thorough review (including a department presentation if appropriate), the departmental review committee will make a recommendation to the department chairperson.

In some departments there may not be sufficient faculty who have either been previously promoted to a rank higher than the candidate and/or who are already tenured. In such instances, the department chairperson will work with the Vice Chancellor for Academic and Student Affairs to appoint a committee of at least three peers (from related disciplines) who will, in turn, make a recommendation to the department chairperson.

The outcome of this review will result in one of the following:

- a. Recommendation to award tenure at the rank of assistant professor.
- b. In the case of an assistant professor, recommendation for promotion to the tenured rank of associate professor.
- c. In the case of an assistant professor, recommendation for promotion to the rank of associate professor without tenure.
- d. In the case of a non-tenured associate professor, recommendation for tenure at that rank or promotion to professor with tenure.
- e. In the case of a non-tenured professor, recommendation for tenure at that rank.
- f. At any rank, the unsuccessful candidate shall be notified before his/her next review of any specific deficiencies which need correction before promotion and/or tenure is achieved.
- g. At any rank, notice to the candidate of non-reappointment.

At the conclusion of this review, the department chairperson will consider the results as he/she makes his/her recommendation to the Vice Chancellor for Academic and Student Affairs. The department chair will submit to the Vice Chancellor for Academic and Student Affairs the biographical data required by the LSU System. The LSU System instructions and format are shown in Appendix II. The LSU System forms can be obtained from the Office of Vice Chancellor for Academic and Student Affairs.

The Vice Chancellor will consult with a University-wide tenure and promotion committee appointed early in the fall semester. See Section III-A of this document. After such consultation, the Vice Chancellor will make an independent determination regarding tenure/promotion and will make a recommendation to the Chancellor. The Chancellor will, in turn, make an independent determination and make a recommendation to the Vice President for Academic Affairs of the LSU System who carefully considers all promotion and tenure recommendations before presentation to the LSU Board of Supervisors. Action of the Board of Supervisors is required before tenure and/or promotion can be granted. Typically such action occurs at the April meeting of the Board of Supervisors.

VIII. ANNUAL REVIEW

A. Purpose

To assist with decisions regarding reappointment, promotion, tenure and merit increases, the department chair annually shall make an evaluation of each faculty member. In order to make this review meaningful to the university and to the employee, the evaluation will be discussed with the faculty member so that he/she understands how his/her contribution is viewed by the department. The evaluation document shall be prepared annually by the department chair and submitted to the Vice Chancellor for Academic and Student Affairs for review and file.

B. Criteria

All annual reviews of performance evaluation shall be made according to the criteria, terms, and conditions set forth in this Policy Statement. Performance evaluations are filed in the appropriate administrative office. It is important that the process be inherently fair, systematic, and uniform within the department. The procedure should be without bias, and not consider in any way those attributes of the candidate that are irrelevant to professional performance. Evaluations must be built around an analysis of the tasks involved in the faculty position and must be limited to areas of consideration necessary to perform the responsibilities of the position. Explicit measurement standards will be utilized by each department or special instructional unit.

C. Procedure

The departments will utilize the university evaluation form plus any others they may devise. While departments may differ in the manner in which they conduct the annual review, the procedure devised should record accurately the individual's achievements. The review may also include the assessments of colleagues, the individual, the department chair, students, or others as appropriate. Faculty members shall have the right to know, in advance, how the different elements are weighted and how the review is to be conducted.

The department chair shall summarize and record the assessments in the form of a written report and discuss them with the individual at a conference. A record shall also be made of the conference between the department chair and the involved faculty member. The faculty member will sign the report to indicate that he/she has read it.

If a faculty member disagrees with the evaluation, he/she may submit a signed statement to that effect and may request and shall receive a review by the Vice Chancellor for Academic and Student Affairs. Both the statement and the results of the review shall become part of the record. After review by the Vice Chancellor for Academic and Student Affairs, the evaluations will be filed in the appropriate administrative office.

IX. TERMINATION AND DISCIPLINARY ACTIONS

A. Dismissal for Cause

Any appointment, whether tenured or term, may be terminated for cause. Adequate cause for dismissal will be related, directly and substantially, to the professional capacities of faculty members as teachers or researchers. Dismissal for cause shall proceed according to the AAUP definition of academic due process in such matters [Recommended Institutional Regulations on Academic Freedom and Tenure 5.(c), AAUP Policy Documents & Reports, 1990 edition]. Before consideration of dismissal for cause, a faculty member shall be entitled to have the charges stated in writing and to have a written description of the evidence supporting such charges with a list of witnesses and a brief summary of each witness' testimony, and to have a hearing, with counsel, before a special committee of the faculty appointed by the Chancellor. This committee will be charged to make a recommendation to the Chancellor with respect to dismissal of the faculty member. If the faculty member elects not to have a hearing, the Chancellor may provide for a hearing before a special committee of the faculty prior to taking action. If the Chancellor recommends dismissal for cause, the faculty member may request that the President hear an appeal.

B. Termination for Financial Exigency or Change in University Programs

All appointments, whether with tenure or for a term, are made subject to the continued need and availability of funds for the position. Any appointment may be terminated because of bona fide financial exigency or change in university programs. In such case every reasonable effort will be made to find some appropriate alternate assignment for the individual within the university. Policy Statement 220 (Procedures for Dealing with Financial Exigency) defines the policy and procedures to be followed in case of a financial shortfall so great that it impacts academic programs.

DEFINITIONS

Academic Unit - The basic budgetary and/or academic department organized for the purpose of teaching. The Library is included among academic units.

Appropriate Faculty - For initial appointments all departmental faculty who are appointed full time (excluding temporary appointments) for at least a one year period have the right to vote. For reappointment and non-reappointment recommendations, full-time departmental faculty with tenure have the right to vote. In the case of promotion, full-time departmental faculty senior in rank to the candidate shall have the right to vote. In tenure considerations all departmental faculty with indeterminate tenure shall have the right to vote. Since the department chair makes separate and independent judgments on all personnel actions, he/she shall not vote as a member of the faculty.

Continuous Service - Service uninterrupted by non-reappointment, resignation, or termination action. A series of term appointments for successive semesters, or academic or fiscal years is deemed to be continuous service. Faculty are defined as full-time members of the academic staff holding the rank of Instructor or higher and Library personnel holding equivalent ranks.

Non-reappointment - Upon expiration of a term appointment, the employee is a free agent to whom the University System has no obligation. The University System may reappoint the employee to the same or a different position. Non-reappointment carries no implication whatsoever as to the quality of the employee's work, conduct, or professional competence.

Pre-tenure Review - An evaluation of the service and potential of future service of non-tenured faculty.

Portfolio - A faculty portfolio is meant to include a representative sample of the work of an individual. It is not intended to be a compilation of all work of that individual. It is incumbent that, through a faculty portfolio, a candidate for promotion and/or tenure demonstrate that he/she has meant the expectations for instruction, university service, community service, scholarship

and research. Advising is considered an aspect of instruction but also has aspects which are university service.

Promotion - Advancement to a higher academic rank.

Community Service - Activities done on a voluntary basis through which the faculty member is actively involved with civic or professional groups or organizations in LSUA's service area. Examples of such activities are: addresses to school, civic, or community groups; free consultation to a community group; and active involvement in community organizations. Faculty members are not paid for community service activities. Membership alone does not constitute service. Faculty members must document active involvement. A faculty member may officially or unofficially represent LSUA through such activities.

Reappointment (Retention) - The option exercised by the university to continue employment of a person who completes a term appointment.

Split Appointment - The appointment of one person concurrently in two or more budgetary units of LSU Alexandria.

Tenure - The condition of indeterminate appointment to the faculty.

Term-Appointment - An appointment for a stipulated period.

Termination - An administrative action which ends a tenure appointment or a term appointment prior to its stated ending date.

APPENDIX I

Louisiana State University at Alexandria

Guidelines for External Review of Scholarly Work August 14, 2006

I. PURPOSE

- A. These guidelines represent a supplemental procedure in support of LSUA Policy Statement 202. When judging a candidate for promotion/tenure, the ultimate measure of his/her scholarship² (see Attachment 1) comes from peer review – most importantly that done by his/her department. A department will normally augment the information it uses for its decision by soliciting reviews of the candidate's work from respected members of the profession from outside the University.

External review may be waived if it is agreed that it will add no useful information to the decision process and such waiver is approved by LSUA and LSU System administrations. External review, when done, will follow these guidelines. These guidelines are not meant to replace in any way the general provisions of promotion and tenure detailed in P.S. 202.

- B. External review of scholarly work represents only one aspect of the entire promotion/tenure decision process. It is sought in order to provide additional input about the quality, relevance, and impact of a candidate's scholarly work. The external reviewers are only advisory to the department, the campus promotion/tenure review committee, and the Vice Chancellor of Academic and Student Affairs. The primary responsibility for promotion/tenure recommendations rests with the department which, following the criteria and procedures of the university, reviews all aspects of a candidate's career – teaching and service as well as scholarly work.

II. PROCEDURES

Each department should develop its own procedure for external review subject to the following general guidelines:

²The term scholarship is not limited to publications or conferences presentations but can include a number of professional activities where expertise in the discipline or in the area of professional education is utilized, demonstrated, or enhanced. The principal standards should always be quality, rather than quantity, and consistency with the mission and goals of the University.

- A. The reviewers will not be asked whether a candidate should be promoted and/or tenured.
- B. Each department shall develop its own timetables so that reviewers may be chosen, contacted, and reviews received in time to be used in the department's decision making.
- C. Responsibility for the administration of the external review process rests with the department chair in consultation with the Vice Chancellor for Academic and Student Affairs.
- D. Reviewers shall be chosen from professionals who should be expected to be familiar with the candidate's area of work. An external evaluator should have an appropriate record of scholarly work appropriate to the role, scope and mission of LSUA and be from a “peer” institution or equivalent research or outreach organization. Use of an external evaluator who does not work at a “peer” institution is considered to be an exception to the general practice and must be approved by the department chair, and Vice Chancellor for Academic and Student Affairs with full documentation of reasons for such a selection. Copies of the documented and approved exception must be appended to the promotion/tenure recommendation forwarded from the department to the Vice Chancellor for Academic and Student Affairs and higher approving authorities.

To ensure objectivity, all evaluators, to the maximum extent possible, should not be former colleagues, mentors, co-authors or fellow graduate students. Reviewers shall be selected as follows:

The candidate will develop a list of four qualified reviewers. This list of names shall be submitted to the Department Chair. The Chair shall send out a letter of request to all four persons on the list. A minimum of two reviews should be received.

- E. In the event a candidate for promotion and tenure is the Department Chair, then the Vice Chancellor for Academic and Student Affairs will fulfill the roll of the Chair in this process.
- F. A standard letter shall be used to request reviews (see Attachment 2). Modification of this letter may be made by departments with the approval of the Vice Chancellor for Academic and Student Affairs.

- G. In general, all the scholarly work submitted by the candidate will be sent out for review, unless the department and the candidate agree on a subset to be reviewed.³ In all cases a complete list of the candidate's scholarly work will accompany the items submitted to the reviewer.
- H. The reviews will not, as a matter of course, be made available to the candidate, but only to those involved in making or reviewing the decision.
- I. The department chair, when notifying the candidate of the decision, will provide him/her with a collective summary of the general contents of the reviews without reference to the individual reviewers. In particular, the candidate should be made aware of any significant negative comments made about his/her work. A copy of the chair's summary will be forwarded with the other promotion/tenure materials.
- J. At the completion of the campus decision process, the reviews will be deposited in the Vice Chancellor of Academic and Student Affairs's office in a promotion file which is separate from and is not considered a part of the candidate's personnel file.
- K. If a candidate's scholarly work has already been reviewed under this procedure within the past three years, the department will include these reviews as part of the current review documentation. Full external reviews will only be repeated when the candidate, the chair, and the Vice Chancellor for Academic and Student Affairs feel there is a need to update the reviews based on a significant change in the candidate's record.
- L. When there are circumstances unique to a discipline or area of a discipline, a department may propose modifications to the procedures regarding selection of reviewers and the nature of materials to be reviewed. Any such changes must be approved by the Vice Chancellor of Academic and Student Affairs. In particular, adaptations will be required in departments where it is impossible to send the actual work (e.g. the performing arts).

³ The material to be reviewed may include all or a substantial portion of one's published and unpublished work as well as non-publishable documents of a scholarly or pedagogical nature if it will have significance for the department's decision.

ATTACHMENT 1
Guidelines for External Review of Scholarly Work

Definition of Scholarship

Scholarship is not limited to publications or conferences presentations but can include a number of professional activities where expertise in the discipline or in the area of professional education is utilized, demonstrated, or enhanced. The principal standards should always be quality, rather than quantity, and consistency with the teaching mission of the University. Examples of scholarship may include, but are not limited to:

- a. professional awards and recognition
- b. Conferences presentations and publications, particularly those that are peer reviewed or invited, whether in the discipline or in professional education
- c. Active involvement in professional organizations through service as an officer or through conference participation as a panelist, discussant, or session chair
- d. Generation of creative products including recitals, compositions, exhibitions, patents, and other discipline appropriate artistic performance or creative activities
- e. Peer review, either in the discipline or professional education or publications, recitals, exhibitions, contests, performances, and other discipline appropriate activities.
- f. Submission of and/or participation in grants, fellowship programs, or other externally funded support for scholarship activities
- g. Guidance of student projects resulting in publications and/or presentations at professional meetings or guidance of student activities consistent with the teaching mission of the University.
- h. Participation in formal course work, special courses, and workshops to improve professional competencies, including emerging technologies
- i. Achievement of maintenance of professional certification or licensing pertinent to area of teaching or professional education.
- j. Continuation of practical experience outside of the University pertinent to teaching duties such as professional work with school and/or outside entities
- k. Other discipline-appropriate academic or developmental activities as defined by the respective units.

ATTACHMENT 2
Guidelines for External Review of Scholarly Work

Sample Letter

[Date]

[Heading]

Dear []:

[] is being considered for promotion to the rank of [] {and/or for tenure} in the Department of [] at Louisiana State University at Alexandria (LSUA). Because you are knowledgeable in [his/her] area of specialization, you have been selected as an appropriate reviewer of []'s scholarly work. At LSUA, the term scholarship is not limited to publications or conferences presentations but can include a number of professional activities where expertise in the discipline or in the area of professional education is utilized, demonstrated, or enhanced. The principal standards should always be quality, rather than quantity, and consistency with the mission of the University. While we are not asking your advice on the more general question of should we promote and/or tenure, your comments will be important to us in judging the scholarly contribution of []'s works.

We do not require reviews of each individual work, but of the body of research. We would particularly like your assessment of the quality of the work and of its relevance in terms of current scholarship in the field. An effective review need not take more than a page or two.

[] will be given a general summary of the contents of the reviews without reference to the individual reviewers. Otherwise your evaluation will be regarded as confidential and will be shared only with those individuals who are authorized to review and make recommendations on the candidate.

Please complete the enclosed form, sign and return. If you agree to assist us, appropriate materials will be sent to you. We would appreciate your review by (date).

Sincerely,

Chair, Department of []

ACKNOWLEDGMENT FORM

I have received your letter requesting that I act as a reviewer of [_____]'s scholarly work.

_____ I am willing to serve.

_____ I am unable to serve.

OBJECTIVITY STATEMENT

In the event that I know this candidate, or that I know of this work, I can remain objective in my review and that it does not pose a conflict of interest.

(signature)

(date)

Please return this form by [specify date] to: