

GUIDELINES FOR EVALUATION OF FACULTY FOR **APPOINTMENT, MERIT, TENURE, AND PROMOTION**

College of Applied and Natural Sciences

Louisiana Tech University

Effective: August 18, 2023



Annual Timeline (specific dates will be announced annually)

August 1	Unit Heads notify College of Candidates for Tenure and/or Promotion and Mid-Tenure Review
October 1	Dossiers for Tenure and/or Promotion due to Unit Heads
December 1	Dossiers for Mid-Tenure Review due to Unit Heads Unit Head submits materials for all candidates to Unit Committees
February 1	Unit completes action and reports votes Unit Head recommends to College Committee
March 1	College Committee completes action and report the vote to the Dean Mid-Tenure Review is shared with candidates
May	University recommends to Board of Regents
August	Board of Regents provides final vote on recommendation

I. INTRODUCTION

This is a multi-purpose document that identifies requirements for faculty seeking appointment, tenure, promotion and/or merit. These guidelines are intended to supplement statements found in the current Louisiana Tech University *Manual of Policies and Procedures*, herein referred to as the *Policy Manual* (<https://www.latech.edu/administration/policies/>). Nothing in these College guidelines is to be interpreted as negating, canceling, or replacing any statements in the *Policy Manual*.

All recommendations concerning appointment, tenure, promotion, and merit will be forwarded to the Dean for consideration and action by the Provost, the President, and the University of Louisiana System Board of Supervisors.

II. PROCEDURES FOR APPOINTMENT

When a full-time position is to be filled, the academic unit head shall appoint a screening committee with preference given to tenured faculty. (Screening committees for academic unit head positions will be appointed by the Dean). Members of the screening committee in cooperation with the unit head will perform their duties according to affirmative action guidelines. In summary, they will:

- prepare a job description,
- prepare an advertisement,
- place the advertisement in media appropriate for the discipline,
- in consultation with the faculty and unclassified staff of the unit, identify a pool of applicants who are qualified for the position, and
- arrange interviews for selected persons in the pool of qualified applicants.

The committee forwards to the unit head one or more names. After endorsement, the unit head should forward the candidate name(s) and credentials to the Dean.

III. DEFINING THE FACULTY ROLE

The Policy Manual (Policy 2109) states: "Faculty have the responsibility to remain current in their disciplines so that they can fulfill the duties assigned to them at the graduate and undergraduate levels. Failure to do so impedes the efficiency of the University and its ability to fulfill its role, scope, and mission. Each person with faculty rank is expected to be engaged in the University's main functions of instruction, research, and service. The level of emphasis among these three areas may vary by academic discipline and level of degree program(s) offered in the discipline. Also, the percentage of effort to be allocated to each faculty member in each of these three areas may vary because of functions such as administrative responsibilities and the level at which the person is teaching." Also, "Faculty are to conduct themselves in a professional and collegiate manner consistent with being a productive citizen of the department, college, and University community".

Both undergraduate education and graduate education are high priorities for Louisiana Tech University and the College of Applied and Natural Sciences. The challenge is to support and expand strong graduate programs while maintaining high quality undergraduate education. To meet this challenge, doctoral tenure track faculty are expected to achieve and maintain graduate faculty status. Graduate program activities are a part of the workload of doctoral tenure track faculty and are considered in tenure, promotion, and merit decisions. Information on Graduate Faculty appointments can be found in Appendix F.

Each faculty member is evaluated for merit, tenure, or promotion, as in each case is appropriate, with an emphasis placed upon guidelines related to their percentage allocations in instruction, research/scholarly activity, and/or service. The percentages are determined at the time a person is employed. Changes in these percentages must be negotiated with the academic unit head (typically during the annual evaluation).

IV. EVALUATION OF FACULTY

Each faculty member must be evaluated annually. The requirements for the evaluation are described in the section "Faculty Evaluation" in the *Policy Manual (Policy 2108)*. The evaluation, which occurs during spring quarter, covers the one-year time frame from spring quarter of the previous year through winter quarter of the current academic year. The evaluation is to be based on goals set by the faculty member, in congruence with their individual appointment allocation (e.g. instruction, research/scholarly activity, service, and administration, where appropriate, for all tenure track faculty and instruction and service for non-tenure track faculty), and agreed upon by the unit head and dean, during the previous annual evaluation. Faculty who are hired at the beginning of the academic year or at alternate times will be asked to set their goals during their first month of employment. These will be the goals on which faculty will be evaluated during their first formal faculty evaluation. Sometimes, faculty members will need to revise goals midway through the evaluation period, based on new assignments and/or grants received. In such cases, goals should be revised in writing and approved by the unit head.

Faculty are required to use the College Goals and Accomplishments Template for quarterly and annual evaluations, located at <https://ans.latech.edu/faculty-resources/>. The 2019 template combines the previous Goals and Accomplishments and Courses Taught Forms. Goals for the next year are identified in spring quarter during the annual performance appraisal. The Goals and Accomplishments section provides the mechanism for faculty to record progress toward goals on a quarter-by-quarter basis. At the same time, faculty are expected to record office hours for the next quarter and to verify the ability to continue classes using Moodle in the case of an emergency. These are due to the Academic Unit Head the first week of the quarter. Unit heads review the goals and accomplishments quarterly to assess progress towards goals. They are forwarded to the Dean by the 12th class day each quarter.

The Annual Evaluation Package for the College of Applied and Natural Sciences will be prepared accordingly:

1. Components of the Annual Evaluation Package

- a. Self-Evaluation provides evidence documenting goals and accomplishments in instruction, research/scholarly activity, service (and administration where appropriate), using the Goals and Accomplishments form. This form is completed quarterly, and at the end of winter quarter, faculty will have summarized accomplishments for the year. The Courses Taught section of the form includes a column for student rating of instructor and a column to record number of students completing the evaluation. The University provides an online mechanism for administering the evaluations. It is the individual instructor's responsibility to encourage students to complete the evaluations in a proper and timely manner. The student rating of faculty is one of several tools that can be used to evaluate overall instructional effectiveness. However, usefulness of this tool is dependent on the number/percentage of students in each class completing the evaluation. Because the response rate is typically low, student ratings of faculty should not be used as the deciding factor in merit, tenure, and promotion decisions.

Each faculty member will be responsible for preparation of this self-evaluation. One copy of the Goals and Accomplishments form will be submitted to the academic unit head. After completion of the annual review process, the original copy, with all required signatures will be held in the unit head's office.

- b. Administrative Evaluation of each faculty member will be performed annually by the unit head, as described in the *Policy Manual (Policy 2108)*. Each administrative evaluation culminates with a statement addressing each of the appointment areas evaluated (e.g. Instruction and advising, research/scholarly activity, service, and collegiality). Statements used are Meets expectations (for rank and assignment), Needs improvement (for rank and assignment), or Unsatisfactory performance (for rank and assignment). In the event a "Needs improvement" or "Unsatisfactory performance" evaluation is given in one area, the overall summative evaluation will be "Needs improvement." If a "Needs improvement" or "Unsatisfactory performance" is given in more than one area, the overall summative statement will be "Unsatisfactory performance." Faculty members receiving summary evaluations of "needs improvement" or "unsatisfactory performance" will be required to submit a Plan of Improvement, outlining plans to address areas of concern in the next evaluation period. The Plan of Improvement, signed and approved by the unit head, should be submitted to the Dean of the College prior to spring quarter commencement. The Plan of Improvement becomes a part of the faculty member's permanent personnel file in the office of the unit head and the office of the Dean.

2. Evaluation Documents

- (1) The Annual Evaluation Package is a confidential document and will be maintained in the faculty member's personnel file in the office of the unit head and the office of the Dean.
- (2) In addition, copies of all components should be retained by faculty members as a continuing record of accomplishment and, where applicable, for preparation of the Tenure and Promotion Dossier.

REQUIRED STANDARDS of performance are defined for all faculty positions to be eligible for merit, tenure, or promotion for the appropriate faculty rank. Meeting all REQUIRED STANDARDS does not assure merit, tenure, or promotion but does indicate that the faculty member may be worthy of consideration when appropriate. All faculty will strive for the ENCOURAGED STANDARDS in their areas of evaluation. It is expected that each faculty member achieve ENCOURAGED STANDARDS in at least one area (instruction, research/scholarly activity, or service) while being productive and collegial in all relevant areas.

Where appropriate, the REQUIRED STANDARDS will include working with graduate and undergraduate students in instruction, research/scholarly activity, and service. Unless specifically documented during the annual evaluation and planning conference with the unit head, each graduate faculty member is expected to meet REQUIRED STANDARDS for the graduate program.

V. PERFORMANCE STANDARDS FOR THE EVALUATION OF MERIT FOR NON-TENURE TRACK

FACULTY

Non-tenure track faculty includes those holding the rank of Instructors, Lecturers, Skills Laboratory Instructors, Laboratory Supervisors, and Laboratory Technicians. Faculty must meet ALL REQUIRED STANDARDS unless documented otherwise during the annual faculty evaluation. Achieving merit recommendations assumes achievement of significant performance at the encouraged levels. All faculty must meet REQUIRED STANDARDS to achieve “Meets Expectations for Position” as a summative evaluation.

For each position of this type, a job description should be on file listing the duties of the position. The supervisor and the employee should, at the onset of employment, agree upon a definition of the role of the employee and the expectations of the supervisor. The supervisor is responsible for the annual evaluation of the employee and will evaluate the employee for merit based on the following required and encouraged standards for non-tenure track faculty. Each unit establishes what constitutes “merit” for these positions under the guidelines for meritorious service at the unit level in addition to the following standards.

REQUIRED STANDARDS FOR NON-TENURE TRACK FACULTY (excluding lecturers)

Instruction and Advising (for clarification, see Appendix A) – Those with instructional responsibilities

- Provide a high quality educational experience
- Incorporate current information and technology relevant to course topics with demonstrated command of subject matter
- Use appropriate methods and materials and update/revise existing course content
- Follow University guidelines for classroom administration
- Participate in faculty development activities (e.g. workshops)
- Maintain positive, professional student-faculty relationships
- Promote students’ oral and written communication skills
- Participate in student advising
- Follow advising guidelines for the academic unit, the College, and the University
- Provide materials for web pages and social media as needed

Service (for clarification, see Appendix B)

- To the Unit/College/University
- To the profession
- To the public

Collegiality (for clarification see Appendix C)

- Achieve overall “Meets Expectations” by a simple majority of fellow faculty on Peer Appraisal
- Maintain positive professional relationships
- Share in departmental duties
- Be an effective advocate for the unit/university
- Maintain high standards of ethics, honesty, and integrity

ENCOURAGED STANDARDS FOR NON-TENURE TRACK FACULTY (excluding lecturers)

The following are examples of meritorious achievement.

Instruction and Advising (See Appendix A) – Those with instructional responsibilities

- Seek and use latest research findings relevant to course topics
- Generate reading lists/resources and include innovative teaching methodologies in existing courses
- Develop new and innovative instructional materials (e.g. lab exercises, software, manuals) and

- design courses/content to accommodate new technologies
- Supervise independent study projects; work with students in small group activities
- Lead or present faculty improvement workshops
- Achieve recognition for outstanding instruction and/or advising
- Be cognizant of requirements for degree programs in faculty member's academic unit

Service (See Appendix B)

- Participate in recruiting activities/develop recruiting materials
- Accept leadership role on committees
- Accept leadership role on accreditation/assessment/self-study committees
- Accept leadership role in outreach activities
- Mentor new non-tenure track faculty
- Serve in advisory roles in student organizations

VI. PERFORMANCE STANDARDS FOR THE EVALUATION OF MERIT AND PROMOTION OF LECTURERS

Lecturers are non-tenure track instructional faculty that includes the ranks of Lecturer, Senior Lecturer, and Distinguished Lecturer. Lecturers at all levels are evaluated annually with respect to Instruction/Advising, Service, and Collegiality. Faculty should meet ALL EXPECTATIONS, unless documented otherwise during the annual faculty evaluation, to achieve "Meets Expectations for Position" as a summative evaluation. The individual's Unit head is responsible for the annual evaluation of the employee and will evaluate the employee for merit/promotion based on the following expectations for lecturers. Each unit may establish what constitutes "merit" for these positions under the guidelines for meritorious service at the unit level in addition to the following standards.

EXPECTATIONS FOR LECTURERS

Instruction and Advising (for clarification, see Appendix A)

- Provide a high quality learning experience
- Seek and use latest research findings relevant to course topics
- Follow university guidelines for classroom administration
- Generate reading lists/resources and include innovative teaching methodologies in existing courses, where appropriate
- Develop new and innovative instructional materials (e.g. lab exercises, software, manuals) and design courses and/or course content to accommodate new technologies, where appropriate
- Develop and use appropriate syllabi for all courses taught
- Participate in faculty development activities related to teaching
- Provide materials for web pages and social media as needed
- Participate in student advising
- Follow advising guidelines for the academic unit, the College, and the University
- Be cognizant of requirements for degree programs in faculty member's academic unit

Service (for clarification, see Appendix B)

- Participate in recruiting activities for academic unit
- Accept assigned roles on committees
- Participate in mentoring of new faculty
- Provide service for the public, the profession, and the University

Collegiality (for clarification see Appendix C)

- Achieve overall "Meets Expectations" by a majority of unit's faculty on Peer Appraisal form

- Maintain positive professional relationships
- Share in academic unit's duties
- Be an advocate for the academic unit, the College, and the University
- Maintain high standards of ethics, honesty, and integrity

VII. PERFORMANCE STANDARDS FOR THE EVALUATION OF MERIT, TENURE, AND PROMOTION FOR TENURE TRACK FACULTY

Two levels of standards are defined for Assistant Professors, Associate Professors, and Professors: REQUIRED and ENCOURAGED. Within these levels, standards are grouped by categories: instruction, research/scholarly activity, service, collegiality, and graduate responsibilities. Unless documented otherwise during the annual faculty evaluation with the unit head and approved by the Dean, faculty are expected to meet ALL REQUIRED STANDARDS; each bulleted item listed under REQUIRED STANDARDS must be met.

Faculty must meet ALL REQUIRED STANDARDS to be recommended for tenure unless documented otherwise during the annual faculty evaluation. Achieving merit and promotion recommendations assumes achievement of significant performance at the encouraged level. Each unit establishes what constitutes "merit" under the guidelines for meritorious service at the unit level in addition to the following standards. In addition, all faculty must meet REQUIRED STANDARDS to achieve "Meets Expectations for Position" as a summative annual evaluation.

TENURE & PROMOTION COMMITTEE

- Unit heads must provide Dean's office with documentation of guidelines or a policy on how Unit committee and Unit representative is selected (number of faculty to serve on committee, position of members on committee, term limit for members and chair of Unit committee, etc). This document will remain on file in the Dean's office and may be updated as needed by the unit.
- Chair of college committee will meet annually with the Dean to discuss decisions of committee and report any concerns related to T&P protocols that arose during the college committee decision. The Dean will the work with his administrative team to address concerns and report back to the college committee chair.
- Chair of the college committee would rotate every 3 years with the opportunity for a current or previous member to enter that position for a term of 3 years. Chair will be appointed by the Dean of the College.

REQUIRED STANDARDS FOR TENURE TRACK FACULTY[†]

Instruction and Advising (for clarification, see Appendix A)

- Provide a high quality educational experience
- Incorporate current information and technology relevant to course topics with demonstrated command of subject matter
- Use appropriate methods and materials and update/revise existing course content
- Follow University guidelines for classroom administration
- Participate in faculty development activities (e.g. workshops)
- Maintain positive, professional student-faculty relationships
- Promote students' oral and written communication skills
- Participate in student advising
- Provide materials for web pages and social media as needed
- Follow advising guidelines for the academic unit, the College, and the University
- Be cognizant of requirements for degree programs in faculty member's academic unit

Research and Scholarly Activities (for clarification, see Appendix D)

- Develop intellectual products/publish/present results (see Appendix D, Table 1)
- If without current external grant funding, prepare and submit external grant proposals (see Appendix D, Table 2)
- Seek ways to improve grant writing and research skills

Service (for clarification, see Appendix B)

- To the Unit/College/University
- To the profession
- To the public

Collegiality (for clarification see Appendix C)

- Achieve overall “Meets Expectations” by a simple majority of fellow faculty on Peer Appraisal
- Maintain positive professional relationships
- Share in departmental duties
- Be an effective advocate for the unit/university
- Maintain high standards of ethics, honesty, and integrity

Graduate Responsibilities (for all graduate faculty)

- Teach graduate courses as assigned
- Serve as graduate student advisory committee member as requested by students and approved by the unit head
- Seek support for graduate students in grant proposals as appropriate
- Attend graduate seminars or other graduate student professional activities

Graduate (for graduate faculty in units with graduate programs)

- Chair graduate student advisory committee
- Involve graduate students in research and/or scholarly activity as appropriate
- Advise and mentor graduate students
- Assist with graduate recruiting and retention

†Faculty are expected to meet the criteria for tenure and promotion simultaneously. However, a tenure only option exists for extenuating circumstances but will rarely be used at the unit, college, or administrative level.

ENCOURAGED STANDARDS FOR TENURE TRACK FACULTY

The following are examples of meritorious achievement.

Instruction and Advising (See Appendix A)

- Seek and use latest research findings relevant to course topics
- Generate reading lists/resources and include innovative teaching methodologies in existing courses
- Develop new and innovative instructional materials (e.g. lab exercises, software, manuals) and design courses/content to accommodate new technologies
- Supervise independent study projects; work with students in small group activities
- Lead or present faculty improvement workshops
- Achieve recognition for outstanding instruction or advising

Research and Scholarly Activity (See Appendix D)

- Serve as principal investigator and/or secure funding
- Involve students in scholarly activities
- Participate in external funding agencies' review processes

Service (See Appendix B)

- Participate in recruiting activities/develop recruiting materials
- Accept leadership role on committees
- Accept leadership role on accreditation/assessment/self-study committees
- Accept leadership role in outreach activities
- Mentor new faculty
- Serve as editor, associate editor, or reviewer for journals
- Serve in advisory roles in student organizations

Graduate Responsibilities (For graduate faculty in units with graduate programs)

- Chair and/or serve on several graduate student advisory committees
- Direct graduate thesis(es)
- Promote reports of graduate student research/scholarly activities beyond the classroom, e.g. professional meetings
- Promote graduate student publication of research/scholarly activities
- Participate in unit, college, university and professional organization committees related to graduate program
- Provide leadership for graduate recruiting and retention
- Support graduate student organizations
- Coordinate graduate internship experiences

MID-TENURE REVIEW

All tenure-track faculty will be required to participate in a Mid-Tenure review. This will take place during the third year of a faculty member's appointment. Candidates will be evaluated by the unit's Tenure & Promotion Committee. Timeline and forms can be found in Appendix G.

VIII. GUIDELINES FOR TENURE AND PROMOTION OF ASSISTANT/ASSOCIATE PROFESSORS

Louisiana Tech University Policy 2114 states: *"The awarding of tenure to a faculty member is the most critical point in the process of selection and reward for achievement that maintains and improves the quality of the faculty. The review of candidates for tenured appointment, beginning at the Departmental*

level and moving through the channels to the University level, must at all levels be careful, deliberate, and searching if the standard of excellence to which we aspire is to be attained."

Timeline for Application and Consideration for Tenure and/or Promotion:

1. Faculty members will ordinarily be considered for tenure in the final year of their probationary period in accordance with the original letter offering employment, generally five years, unless otherwise negotiated prior to initial appointment.
2. A tenured faculty member, usually in consultation with their Unit head, can choose to apply for promotion when the faculty member feels that the necessary credentials for promotion have been achieved.

Tenure and Promotion Dossier

1. Please note that the Annual Evaluation Document is a separate and distinct document from the Tenure and Promotion Dossier even though parts may be in common.
2. Specific format guidelines for the College of Applied and Natural Sciences, which are complementary to Louisiana Tech guidelines, are provided below.
3. Following action by the departmental committee, the academic unit head will insert a short letter summarizing the candidate's qualifications relative to teaching, research and scholarly activity, service, and collegiality.
4. Letters documenting service activities may be included, but letters of support for tenure or promotion should NOT be included in the dossier.

The Tenure and Promotion Dossier will utilize the following format:

Binder: Use a three-ring, hardback binder with a 2" spine. The binder cover and spine should be labeled with the name of the candidate, and the purpose of the application (tenure, tenure and promotion from ____ to ____, or promotion from ____ to ____, date). Use labeled tabs to separate binder contents as displayed in the bold row headings in the outline below.

Font size: All documents prepared by the candidate must be in 12 pt. font comparable to Times Roman.

1. **Form A** (Request for Consideration, available from ANS website. <https://ans.latech.edu/faculty-resources/>
Note: University Form B is not needed, as this information is detailed in other ANS forms.
2. **Qualifications Summary Sheet** (available from ANS website <https://ans.latech.edu/faculty-resources/>); example attached to this document)
3. **Cover Letter** summarizing the case for tenure and promotion (two-page maximum)
4. **Self-evaluations, goals, administrative evaluations** from all years since previous tenure or promotion action.
5. **Instruction and Advising**
 - a) Statement concerning use of innovative teaching, current information, and technology
 - b) Statement regarding office hours and accessibility to students
 - c) Special teaching responsibilities, participation in faculty development activities, and awards
 - d) Statement of methods used to promote oral and written communication in students
6. **Research and Scholarly Activities**
 - a) List grant proposals submitted by year (format: single page table with column headings; Year Submitted, Title, PI, Co-PIs, Funding Agency, Amount Requested, Amount Funded, Amount of Graduate and Undergraduate Student Support. Include completed "Office of Sponsored Projects Proposal Routing Form" for grant proposals

- b) List publications (complete reference citations, by category), presentations, and intellectual products produced. Include first page of publications and/or abstracts. (The actual publications should be submitted in order, and maintained for inspection in the Unit office and should not be included in the dossier)
 - c) Graduate Student Research/Advising (Format: single page table with column headings: Name, Year Graduated or projected graduation date, Thesis Title, Publication Title, Journal)
 - d) Undergraduate Student Research/Advising (Format: single page table with column headings: Name, Year Graduated or projected graduation date, Project Title, Product)
 - e) Scholarship Related to Discipline (performances, exhibitions)
7. **Service**
- a) To the Unit/College/University
 - b) To the profession
 - c) To the public
8. **Collegiality**
A statement of collegiality (optional, one-page maximum)
9. **Vitae**

IX. GUIDELINES FOR PROMOTION OF LECTURERS AND SENIOR LECTURERS

Application for Promotion Procedures for Lecturers and Senior Lectures

Lecturers and Senior Lecturers applying for promotion should follow the procedures described below. Faculty members will be evaluated with respect to Instruction and Advising, Service, and Collegiality.

Requirements for promotion and promotion procedures are described in University Policy 2109 (*Criteria for Evaluation of Faculty*), University Policy 2111 (*Faculty Ranks and Promotions in Rank*) and University Policy 2114 (*Tenure and Promotion Procedures*), and in the *College of Applied and Natural Sciences Guidelines for Evaluation of Faculty for Appointment, Merit, Tenure, and Promotion*.

Faculty members seeking promotion to Senior Lecturer or to Distinguished Lecturer should prepare a dossier to accompany their application for promotion. The dossier should document the faculty member's accomplishments related to their application for promotion and is due to the appropriate unit head by October 1 in the year the faculty member is applying for promotion. The application for promotion will follow the Timetable for Application and Consideration for Tenure and/or Promotion, as described in Policy 2114.

1) The dossier should include the following information:

- cover letter from the faculty member applying for promotion
- copies of faculty annual self-evaluations
- copies of faculty annual administrative evaluations
- completed University Form A, as described in Policy 2114 (*Tenure and Promotion Procedures*)
- table(s) listing courses taught during the time period preceding the application for promotion; the table of courses taught from the faculty self-evaluations is acceptable
- copies of the course syllabus for each course taught prior to application for promotion, or since date of last promotion (only one syllabus per course, not a syllabus for every section of every course)
- copies of yearly in-class evaluations conducted by evaluator(s) identified by unit head during the time period preceding the application for promotion, or since date of last promotion
- a statement of Instruction and Advising philosophy relating to the relevant section of Policy 2109 (*Criteria for Evaluation of Faculty*)

- a description of major accomplishments in Instruction and Advising activities during the time period preceding the application for promotion, or since date of last promotion
- a description of service activities during the time period preceding the application for promotion, or since date of last promotion

2) Evaluation of the application for promotion:

Applications for promotion will be evaluated by members of the promotion committee of the appropriate academic unit, and by the College of Applied and Natural Sciences Administrative Council, acting as the college committee. Decisions by these committees, as well as the academic unit head and the Dean, will be recorded on the University Tenure and Promotion Report Form (available in Policy 2114).

Academic Unit Committee:

The academic unit committee is appointed as an ad hoc committee by the academic unit head. It is comprised of faculty members who have been promoted within their faculty position (e.g. Senior Lecturer, Distinguished Lecturer, Associate Professor, or Professor).

College Committee:

ANS Administrative Council

APPENDIX A

INSTRUCTION AND ADVISING

Louisiana Tech University Policy 2109 states: *"Every faculty member is expected to provide quality instruction for all classes assigned. Quality instruction includes the use of a variety of teaching strategies, the development and implementation of course syllabi, organization and management of courses and laboratories, and the evaluation of student achievement. Each Department will establish a mechanism to develop and maintain the teaching skills of its faculty."*

Relevant new technologies, innovative methodologies, and library resources should be used as appropriate with the goal of improving the quality and quantity of the learning experience. It is expected that students will be treated with respect, tact, and friendliness so that the faculty member can function as an effective guide, mentor, and counselor.

Professional growth is required and may be evidenced by the attainment of, or progress toward, higher degrees, formal post-degree study, research and writing in the teaching field, meaningful participation in relevant professional societies, professional enhancement activities such as a structured self-study program, and participation in professional seminars.

Advising students is an important responsibility of the faculty. Advising consists of more than assigning students to classes, signing drop and add forms, or solving scheduling problems. To advise students properly, faculty should:

- (a) post and maintain suitable office hours, including times other than during pre-registration;*
- (b) become familiar with program and curriculum requirements within the University, College, and Department;*
- (c) become familiar with University and Departmental regulations and requirements; and*
- (d) become acquainted with Student Service resources on campus."*

APPENDIX B

SERVICE

Louisiana Tech University Policy 2109 states: *"It is appropriate and important that faculty provide services to support and develop their University, state, and nation. Meritorious service activities are those activities directly related to a faculty member's area of professional expertise or university position."*

University service includes acting as faculty advisor for student organizations, participation on standing or ad hoc committees at various levels, and participation in other recognized University activities.

Non-university service includes service to governmental agencies at various levels through participation on advisory panels and special study groups; service to the profession through participation in regional and national societies devoted, at least in part, to the betterment of education in the faculty member's discipline; and service to the private sector through the provision of expert services to the faculty member's discipline."

Service in three areas can be described. Some examples follow.

Service to the Unit/College/University

- Function in membership or leadership roles in University organizations, such as University Senate or Graduate Council
- Function in membership or leadership roles in committees or task forces at the University, college, or academic level
- Advise university student organizations (non-professional)
- Assist in student recruiting and placement
- Act as professional consultant to the university
- Cultivate productive relationships with outside agencies/organizations/ industries/ individuals
- Serve as designated resource person for orientation or mentoring of new colleagues
- Assist in fund raising
- Develop new curricula
- Direct clinical program
- Participate in accreditation self-studies

Service to the Profession

- Serve as officer in professional associations and learned societies
- Serve on state, national, and international committees in professional organizations
- Serve as consultant on problems appropriate to the discipline
- Serve as teacher to a professional group
- Advise professional student organizations
- Serve on accreditation team for an agency
- Reviewer for textbooks, lab manuals, or refereed publications

Service to the Public (as a representative of the University)

- Assist the public with problem solving in the academic area of faculty member's expertise
- Serve as teacher to a community group in areas related to the faculty member's expertise
- Conduct outreach activities such as presentations, written information, workshops, seminars, etc.
- Serve as professional consultant or volunteer to public or private organizations
- Judge health and science fairs

APPENDIX C
PEER APPRAISAL FORM
COLLEGE OF APPLIED & NATURAL SCIENCES
LOUISIANA TECH UNIVERSITY

Please evaluate the collegiality of each faculty member in your unit with regard to the characteristics listed and exemplified below. Write in the appropriate capital letter to signify:

- Meets expectations = **A**
- Needs improvement = **B**
- Unsatisfactory performance = **C**
- Unable to evaluate = **D**

All responses are confidential and you may evaluate yourself.

Written comments are expected for ratings of “B” (needs improvement) or “C” (unsatisfactory performance).

1. Maintains a high degree of professionalism

- maintains effective working relationships with students and associates
- treats students and coworkers with courtesy and respect
- maintains professional appearance

2. Shares in departmental duties

- available during posted office hours
- demonstrates concern for limited financial resources
- fulfills committee responsibilities
- attends activities of the unit
- maintains an orderly work environment
- advise students as assigned

3. Effective advocate for the unit/university

- supports the values and mission of the unit, college, and university
- demonstrates concern for the welfare of the unit

4. Maintains high standards of ethics, honesty, and integrity

- adheres to the code of ethics of applicable professional societies
- provides appropriate recommendations concerning tenure, promotion, employment, and awards

5. Overall evaluation of collegiality

As with the evaluation of administrators, *“The primary use of the evaluations will be to assess performance, to determine areas needing improvement, and to provide the basis for employment decisions such as merit increases, promotion, and continuation”* (Louisiana Tech University Policy 1405).

COLLEGE OF APPLIED AND NATURAL SCIENCES

Written comments are required for ratings of “B” (needs improvement) or “C” (unsatisfactory performance).

APPENDIX D

RESEARCH AND SCHOLARLY ACTIVITY

Louisiana Tech University Policy 2109 states: *"Research is an essential dimension of the faculty member's role in the University. Currency of knowledge is obtained through continuing professional growth and development programs, including research activities."*

It is recognized that the nature of research may vary by discipline. It is also recognized that the commitment to research normally increases at higher levels of instruction and academic rank.

The results of research activities may be shared and validated via a variety of media. For example, research findings may be disseminated in books, refereed and non-refereed journal articles (with refereed journal articles being preferred), proceedings of learned societies, presentations at meetings of professional societies, working papers, and collegial seminars. In some fields research may be expressed via appropriate media such as performance or displays of a creative nature. In some fields research may be expressed via competitive grant proposals and subsequent reports of findings. The overriding consideration is that excellence in a field is best demonstrated by favorable peer review of research activities."

Criteria for Evaluation of Publication

The following three categories should encompass most types of publications. This listing should not be considered exhaustive and special provisions may be necessary.

Category 1: These publications are defined as refereed scholarly publications, monographs, patents issued, and professional books. A refereed publication is defined as one that has been subjected to peer review by two or more individuals selected by the editor or editorial board of the publication. Typical examples of refereed publications include the principal journals of professional societies.

Category 2: These publications are defined as conference proceedings, peer-reviewed abstracts, copyrighted software, and non-refereed publications reviewed by a single editor.

Category 3: These publications are presentations at professional society meetings, development of and presentations at professional workshops, and abstracts not included in the categories above. Category 3 publications also include development of professional technology and laboratory/instructional manuals.

Special Note 1: Certain publications/presentations can fall into any of the above categories depending on the review process that they receive. For example, a report subjected to extensive review and published as a state or federal document would be classified as Category 1 if the agency review process is comparable to the peer review for a refereed publication. A report subject only to in-house review within the sponsoring agency, but still published and disseminated, would be classified as Category 2. Newspaper articles, non-scholarly (i.e. popular) publications, and non-reviewed web-based articles are not considered.

Table 1. Performance levels for publication in the College of Applied and Natural Sciences

Action Requiring a Decision	Minimum Number of Publications														
	Publication ³ Category 1					Publication ⁴ Category 2					Publication Category 3				
	Faculty Research Appointment ⁵					Faculty Research Appointment ⁵					Faculty Research Appointment ⁵				
	46 to 95%	36 to 45%	26 to 35%	16 to 25%	5 to 15%	46 to 95%	36 to 45%	26 to 35%	16 to 25%	5 to 15%	46 to 95%	36 to 45%	26 to 35%	16 to 25%	5 to 15%
Tenure of an Assistant Professor† ¹	4	3	2	1	0	4	2	1	0	0	5	5	5	5	10
Tenure and Promotion to Associate Professor ¹ (numbers for previous five years)	5	4	3	2	0	5	3	2	0	0	5	5	5	5	10
Tenure of an Associate Professor ¹ (at least two publications while at Tech)	5	4	3	2	0	5	3	2	0	0	5	5	5	5	10
Promotion to full Professor ² (number since successful application for promotion to associate professor)	6	5	4	2	1	6	3	2	0	0	6	6	6	6	10

¹Publications submitted and accepted after employment at Louisiana Tech University

²Number since successful application for promotion to Associate Professor

³Category 1 publications can substitute for two Category 2 or three Category 3 publications.

⁴Category 2 publications can substitute for two Category 3 publications

⁵Average annual research appointment over evaluation period

† Expectations are that faculty will meet the criteria for tenure and promotion simultaneously. However, a tenure only option exists for extenuating circumstances and will rarely, if ever, be used at the unit, college, or administrative level.

Table 2. Yearly Performance Levels for External Grant Submission for Tenured and Tenure-track Faculty without Current External Grant Support

Faculty Rank	Minimum Number of Annual External Grant Submissions for Faculty Without Current External Grant Support				
	Faculty Research Percentage				
	46 to 95%	36 to 45%	26 to 35%	16 to 25%	5 to 15%
Assistant Professor	3**	2**	1**	1**	1*
Associate Professor	3**	2**	1**	1**	1*
Full Professor	3**	2**	1**	1**	1*

* May be the Principal Investigator (PI) on an internal grant (not including ANS grants) or participate in the preparation and submission of external grant proposals as a collaborator, but not necessarily as the PI or Co-PI.

** Develop and submit external grant submissions as PI and/or Co-PI.

The College of Applied and Natural Sciences affirms the value of interdisciplinary efforts in research/scholarly activity. An interdisciplinary publication, grant, or other research or scholarly activity product will be evaluated and considered in the same manner in which such a product would be evaluated and considered if it were in a single discipline, provided that the subject matter, or research problem, is clearly related to the College and Unit mission and to the faculty member's role within the College and Unit.

APPENDIX E

WORKLOAD POLICY

The College of Applied and Natural Sciences Workload Policy, as approved May 30, 2018, is presented below:

GOAL OF THE POLICY: This policy is intended to aid faculty and administrators in planning and assessing professional time and activity. The College of Applied and Natural Sciences Workload Policy is based on the Workload Policy of the University, as described in Louisiana Tech University Policy 2106 – Workload Policy. Faculty in the College of Applied and Natural Sciences are expected to maintain instruction (including academic advising), research (including scholarly activity), and service agendas, depending on assignment. The goal of this policy is to provide guidelines in determining the distribution of faculty time related to assigned responsibilities in the areas of instruction, research, and service. University Policy 2106 states: “The head of the academic unit, with approval of the Dean of the College, has the responsibility for determining the workload of the faculty.”

ANNUAL (NINE MONTH) WORKLOADS: The apportionment of faculty responsibilities between instruction, research and service will vary depending on the needs of the academic unit. University Policy 2106 establishes that a base of nine credit hours per quarter or 27 credit hours per academic year will be the reference load for requesting and documenting a teaching load reduction in order to support research and service relative to the academic unit’s mission.

IMPLEMENTATION: Allocation of faculty workload among the areas of instruction, research, and service is to be determined for the next academic year during the annual faculty evaluation process. Possible budget revisions relative to the allocated percentage of time devoted to instruction and research will be discussed at the annual faculty evaluation conference. Such budget revisions, if needed, will be facilitated by the academic unit head through the submission of an amended Appointment Request Form. Workload activity (scheduled teaching and office hours) will be updated by the faculty prior to each quarter through the college Goals and Accomplishments Form (Faculty Self Evaluation). Each faculty member who does not teach nine semester hours per quarter will report how the release time will be used (academic article preparation and submission, grant application, academic presentation, etc.). The evaluation of workload activity and evidence of outcomes (report on goals and accomplishments) will be completed at the end of each quarter.

Typical faculty instructional loads by research appointment include:

Approximate Teaching Load and Release Time Per Quarter	Average Annual Faculty Research Appointment				
	46 to 95%	36 to 45%	26 to 35%	16 to 25%	5 to 15%
Semester Hours Taught	0 - 3	3	6	6 - 9	6 - 9
Semester Hours Released	6 - 9	6	3	0 - 3	0 - 3
Total (Base)	9	9	9	9	9

The table, above, expresses approximate teaching loads per quarter, based on faculty research appointments. The head of the academic unit has the responsibility to determine specific faculty workload distributions for specific quarters, based on the needs of the academic unit and the research load of the faculty. The application of workload policy will vary by academic unit. Workload policy for faculty in the Division of Nursing is based on student contact hours, given the team teaching aspect of both classroom and clinical components.

APPENDIX F

Graduate Faculty Guidelines

The College of Applied and Natural Sciences Graduate Faculty Guidelines, as approved February 1, 2023, is presented below:

The following revised guidelines outlining the selection criteria, appointment procedures, responsibilities, and review process of Graduate Faculty in the College of Applied and Natural Sciences became effective February 1, 2023. The Dean of the College of Applied and Natural Sciences reserves the right to waive any portion of these guidelines or to disapprove any recommendations, as deemed necessary in the best interest of the College.

The Graduate Faculty of the Louisiana Tech University College of Applied and Natural Sciences shall be composed of individuals qualified by their scholarly or creative works and effectiveness in teaching. All Graduate Faculty will be required to comply with University Policy 2111 (Faculty Ranks and Promotions in Rank).

SELECTION CRITERIA FOR ALL GRADUATE FACULTY

To be eligible for appointment to the Graduate Faculty, a person should meet all of the following requirements:

1. Hold an earned doctorate. A person who holds a master's degree (or a degree accepted as a terminal degree for their discipline) and is eminently qualified by education and evidence of comparable achievement in his/her field may be appointed with the approval of the Dean of the College of Applied and Natural Sciences to teach graduate courses and serve on master's advisory committees.
2. Hold the position of Lecturer, Assistant Professor, or higher at Louisiana Tech University. Other candidates, including those external to Louisiana Tech University, can also be nominated to serve on Graduate Student advisory committees if they meet the eligibility requirements as outlined above.

Given the expectations and assignment of faculty hired in positions of Lecturers and those who are Tenure-Track, there will be two categories of Graduate Faculty in the College of Applied and Natural Sciences:

- Teaching Graduate Faculty are those who meet all of the requirements outlined above. Teaching Graduate Faculty are eligible to teach graduate courses and, as appropriate, serve on graduate committees as:
 - Member of thesis or dissertation committee
 - Chair or member of nonthesis or practicum committee
- Research Graduate Faculty are those who meet all of the requirements outlined above. In addition, eligibility for Research Graduate Faculty membership is also based on consideration of factors such as:
 - Evidence of productive scholarship requiring devotion to the research, development, refinement, and advancement of knowledge and techniques in one's field of expertise, including research in progress at the time of consideration. This would normally include successful competition for, and completion of, funded grants and contracts.
 - Demonstration of current and sustained scholarly and professional productivity through publications, books, editorial services, research surveys, creative work or intellectual property like patents, presentations at technical meetings, and legal registration in the person's professional field. This includes enhancement and expansion of technical expertise through participation in formal courses and continuing education programs.

APPOINTMENT AND REVIEW PROCESS

1. Candidates* will go to forms.latech.edu and click on the “Grad. Faculty Nomination” button.
2. The candidate* will fill out the form and upload a current copy of their curriculum vitae.
3. The candidate’s Academic Unit Director, or the Academic Unit Director most closely related to the candidate’s area of expertise for external candidates, will review their qualifications. The Academic Unit Director will choose the term of no more than five years, with a maximum of a two-year term for external candidates.
4. The Associate Dean for Research and Graduate Studies and the Dean of the College of Applied and Natural Sciences will review qualified candidates and submit their recommendation to the Graduate Dean.

*For external candidates, a current faculty member will fill out the forms on the candidate’s behalf and include the required CV and routing of the application. Please enter the external candidate’s email address and 000-00-000 for CWID.

RIGHTS, PRIVILEGES, AND RESPONSIBILITIES

A Graduate Faculty member has the rights, privileges, and responsibilities to:

1. Teach courses for graduate credit, that include certain 400-level courses for graduate credit, along with 500-level and higher courses.
2. Direct (Research Graduate Faculty) or serve (Research & Teaching Graduate Faculty) on the advisory committee of master’s and doctoral students.
3. Vote on graduate studies matters and serve on the University Graduate Council.

APPENDIX G

Mid-Tenure Review

The College of Applied and Natural Sciences Graduate Faculty Guidelines, as approved March 1, 2023, is presented below:

Goal: With mid-tenure review we seek to retain faculty who contribute to the mission of the unit, college, and university. We will critically evaluate and provide constructive feedback to encourage and support the success of the faculty and in turn raise the quality of teaching, research, and service within our college.

General Procedure for Review Process

- Chair of Unit T&P Committee will be responsible for notifying candidates when it is time to submit, ensuring candidate meets deadlines, and that committee meets and reports back to unit head **by February 1st**. Unit heads will notify Unit Chair of who is expected to submit their packets so that the Chair may follow-up as is appropriate.
- Candidate will submit dossier and the ANS Mid-Tenure Review Worksheet to unit head **no later than December 1st** of the faculty's 3rd year of tenure-track appointment. The dossier should include all sections, statements, and documentation that would be expected in a complete T&P dossier submitted at the beginning of the 6th year of the faculty member's appointment.
- After briefly reviewing the dossier and worksheet, the unit head will forward the dossier to the unit's T&P committee for review and discussion. The committee will review the dossier and the mid-tenure review worksheet and provide feedback to the unit head **no later February 1st**.
- The unit head and unit T&P committee chair will meet with the faculty member **during the period of annual evaluations** to discuss the faculty's progression towards tenure, provide constructive feedback, and offer support/professional development opportunities in the area(s) that the faculty member's dossier indicates is not indicative of progression towards tenure.

Note: The unit T&P committee is designated by the unit head and should be comprised of representatives of the unit from the ranks of tenured and promoted associate and full professors.

ANS Mid-Tenure Review Worksheet (To be completed by the candidate and reviewed by the unit T&P committee)

Teaching Appointment:		%	
	Year 1	Year 2	Year 3
Total number of courses taught			
Total number of students taught			
Total number of contact hours			
Average student evaluation, including average % of students who complete evaluation			
Number of new courses developed			
Number of graduate courses taught			
Advising			
Average number of undergraduate advisees	Year 1	Year 2	Year 3
Number of graduate committees chaired			
Number of graduate committees serving as committee member			
Research: % (summarize grants and publications, include any additional comments as is necessary)			
External grants submitted	Number:	Amount:	Notes:
External grants awarded	Number:	Amount:	Notes:
Internal grants submitted	Number:	Amount:	Notes:
Internal grants awarded	Number:	Amount:	Notes:
Category 1 publications	Number:		Notes:
Category 2 publications	Number:		Notes:
Category 3 publications	Number:		Notes:
Service: % (briefly list types of service)			
Unit service participation			
College service participation			
University service participation			
Professional service participation			

Collegiality	
Give examples of how you share in departmental duties	
Give examples of being an effective advocate for the unit and/or university	

To be completed by Unit T&P Committee

Collegiality. Describe collaborations the candidate participates in, contributions the candidate has made to the unit, support demonstrated by the candidate for faculty and staff, and overall collegiality.
Excellence. Describe areas where candidate excels and goes above and beyond expectation of appointment.
Weaknesses. Describe any areas of concern with the candidate's dossier and identify opportunities for productivity and achievement of tenure and promotion.

Chair of Unit Committee (sign & date after committee meeting)

Unit Head (sign & date after reviewing report)

Candidate (sign & date after discussion with Unit Committee Chair and Unit Head)

APPENDIX H

Request for Extension of Probationary Period

Policy 2113 Tenure and Promotion

Revision Date: 1/7/2021

Last Review: 1/7/2021

Original Effective Date: 8/1995

Responsible Office: Provost

Reference: University of Louisiana System Board of Supervisors

Board Bylaws & Rules: Chapter III.XI

Click to access form: https://www.latech.edu/documents/2018/05/tenure_ext_request_form.pdf/

Policy:

The uniform provisions for tenure provide that the University of Louisiana System Board of Supervisors has the ultimate responsibility for hiring academic personnel and for awarding or denying tenure to academic personnel within the colleges and universities under the jurisdiction of the Board. The precise terms and conditions of every appointment shall be stated in writing and be in the possession of both institution and employee before the appointment is consummated. Yearly operational budgets shall show tenure status of each employee. Louisiana Tech University has adopted the University of Louisiana System Board of Supervisors' policy on tenure (Board Bylaws & Rules III.XI).

Modifications to the Probationary Period for Tenure

For clearly stated substantive reasons, a tenure-track faculty member may request a one-year extension of the probationary period. Such an extension must be agreed to by the academic Unit Head, the academic Dean, the Provost, the President of the University, and the faculty member making the request for the extension. Faculty members who have been previously notified on non-reappointment or are in the final year of the probationary period are ineligible to submit a request for extension or to request revocation of an extension.

Routine Extensions:

A one-year extension of the probationary period will be granted for the following reasons:

1. The birth or adoption of a child
2. The death of the faculty member's spouse or child

Discretionary Extensions:

A tenure-track faculty member may request a one-year extension of the probationary period for extraordinary circumstances beyond his or her control that would not fall under the 'Routine Extension' category and that could significantly impede progress toward tenure. Any appeals of a denial of a Discretionary Extension should follow the normal Grievance procedures outlined in [Policy 1413](#).

Revocation of the Probationary Period Extension

Tenure-track faculty members who have been granted an extension may request to revoke the extension prior to the final year of the probationary period with consent from both the faculty member and the University. Faculty members who have been previously notified of non-reappointment or are in the final year of the probationary period are ineligible to submit a request for extension or to request revocation of an extension.

In the case of an application for promotion from a tenured faculty member, the faculty member, usually in consultation with the Unit Head, can choose to apply when the faculty member feels that the necessary credentials for promotion have been achieved. The schedule for such applications is the same used for tenure decisions, as provided.

FORMS

Goals and Accomplishments
Louisiana Tech University
College of Applied and Natural Sciences
Spring Quarter _____ – Winter Quarter _____

Name: _____

Academic Rank: _____ Academic Unit: _____

Date of initial appointment: _____ Date of last promotion: _____

Faculty Assignment: Instruction: _____% Research: _____% Service: _____% Administration: _____%

Instruction Goal 1:

Instruction Goal 2:

(Add more as needed)

Instruction	Qtr	Goal #	Instruction Progress
	Spring	1	
	Spring	2	
	Summer	1	
	Summer	2	
	Fall	1	
	Fall	2	
	Winter	1	
	Winter	2	
	Additional Accomplishments		

Courses Taught	Qtr	Course #	Title	Credit Hours	Hours/week		Enrollment		Rating of Instructor	Number of Eval
					Lect	Lab	9 th Day	Final		
	Sp									
	Sp									
	Sp									
	Su									
	Su									
	Su									
	Fall									
	Fall									
	Fall									
	Wtr									
	Wtr									
	Wtr									

☐ I certify that I have a syllabus and other course materials posted in Moodle for each course that I teach and I could continue my course via Moodle in the event of an emergency.

	Monday	Tuesday	Wednesday	Thursday	Friday
Spring					
Summer					
Fall					
Winter					

Research and Scholarly Activity Goal 1:

Research and Scholarly Activity Goal 2:

(Add more as needed)

Qtr	Goal #	Research and Scholarly Activity Progress
Spring	1	
Spring	2	
Summer	1	
Summer	2	
Fall	1	
Fall	2	
Winter	1	
Winter	2	
Additional Accomplishments		

Contracts, Grants, & Sponsored Research	
Category 1 Publications	
Category 2 Publications	
Category 3 Publications/ Presentations	
Theses/Dissertations	
Submissions	

Service Goal 1:

Service Goal 2:

(Add more as needed)

Qtr	Goal #	Service Progress
Spring	1	
Spring	2	
Summer	1	
Summer	2	
Fall	1	
Fall	2	
Winter	1	
Winter	2	
Additional Accomplishments		

Administration Goal 1:

Administration Goal 2:

(Add more as needed)

Qtr	Goal #	Administration Progress	
Spring	1		
Spring	2		
Summer	1		
Summer	2		
Fall	1		
Fall	2		
Winter	1		
Winter	2		
Additional Accomplishments			

Faculty Member: _____

Date: _____

Unit Head: _____

Date: _____

Dean: _____

Date: _____

Due To Unit Head by 9 th Class Day of Spring	Due To Unit Head by 9 th Class Day Summer	Due To Unit Head by 9 th Class Day Fall	Due To Unit Head by 9 th Class Day Winter
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FORM A

TENURE AND PROMOTION REQUEST FOR CONSIDERATION

Name _____

Earned Degrees:

Certification/Licensure, if applicable:

Discipline:

Department/School:

College:

Years in present rank (including present year):

I am requesting consideration for:

☐ Promotion from _____ to _____

☐ Tenure

I certify that the materials presented are accurate and complete.

Signature of faculty member

Date

I have reviewed the enclosed dossier and consider it accurate and complete.

Signature of Unit Head

Date

Qualifications Summary Sheet
Tenure and Promotion Packet



Candidate: _____ **Years**

Present Rank: _____

Faculty Role: Instruction ____% Research ____% Service ____% Administration ____%

Publications: Category I (author, title, journal, year)

Publications: Category II (author, title, journal, year)

Publications: Category III (presentations, workshops, & reports)

Service (complete this table if your faculty role is greater than 5% service)

year	service activities