

Department of Theatre
Statement of Policies, Procedures, and Criteria
for Retention, Promotion, Tenure, Post-Tenure,
and Adjunct Faculty Review
(approved by the Department on October 24, 2003)

I. Purpose

A. The following policies, procedures, and criteria are to be used in the retention, promotion, and tenuring of regular faculty, in the post-tenure review of tenured faculty, and in the review of adjunct faculty. These policies, procedures, and criteria are consistent with the multiple missions of the Department of Theatre: to create, deliver, and oversee curricular and co-curricular programs and performances that enable our students to develop a comprehensive understanding of the discipline of theatre—its processes, its products, and its unique ability to capture with depth and passion what it means to be human; to prepare our students for graduate work in theatre, for future careers *in* the performing arts as actors, designers, directors, dramaturgs, educators, playwrights, stage managers, and technical/production staff; for careers *outside* the performing arts, and as life-long advocates for the arts; to contribute exemplary scholarship and creative work to the field; to provide leadership and service to the University, to the city, state, and region, and to the profession.

B. Faculty members are expected to contribute fully and collegially to the curricular and co-curricular work of the Department. Additionally, faculty are expected to achieve regional and national recognition for their scholarly and/or artistic work, and to provide leadership in the area of service—to the Department, College, University, community, and region, as well as to the profession.

II. Procedures

A. The following departmental policies and procedures supplement the regulations stated in the University of Utah *Policies and Procedures Manual*. (9-5.1), and adhere to the University of Utah's Affirmative Action Program.

B. The constitution of Committees conforms to the guidelines established in PPM 9-5.1 (2) B 1.

- 1. *Retention.*** All tenured faculty members of equal or higher rank than that held by the candidate for retention are eligible to participate in the consideration of, and to vote on recommendations in individual cases on matters of retention.
- 2. *Promotion.*** All tenured faculty members of equal or higher rank than that proposed for the candidate are eligible to participate in the consideration of, and to vote on recommendations in individual cases on matters of promotion.
- 3. *Tenure.*** All tenured faculty members of equal or higher rank than that held by the candidate for tenure are eligible to participate in the consideration of, and to vote on recommendations in individual cases on matters of tenure.
- 4. *Post-Tenure.*** All tenured faculty members are eligible to participate in the consideration of recommendations in individual cases on matters of post-tenure review.
- 5. *Adjunct Review.*** All tenured faculty members and non-tenured regular faculty members of higher rank than that of the candidate under review are eligible to participate in the consideration of, and to vote on recommendations in individual cases on matters of retention and promotion.

Whenever possible and practical, the Chair of the RPT Committee shall advise all faculty members on leave, or otherwise absent, of the proposed action(s) and shall request their written opinions and votes.

C. Calendar

1. *March*

- a.** The Department Chair determines the obligatory formal and informal RPT reviews and any required post-tenure reviews for the upcoming academic year. [PPM 9-5.1, C., 1.]
- b.** The Department Chair sends letters to faculty who are to be reviewed reminding them of upcoming formal, informal, and post-tenure reviews, what is required for those reviews, and the timeframe within which those reviews will take place. Copies of PPM 9-5.1 and Department RPT and post-tenure criteria will be included as attachments to the letters.

- c.** The Department Chair requests that candidates for formal review nominate internal and external reviewers.
- d.** The Department Chair requests that candidates for formal review sign waiver/non-waiver forms for access to reviewer comments.
- e.** The Department Chair sends letters to tenured and non-tenured faculty asking if they wish to request a formal review for consideration of promotion or tenure.
- f.** The Department Chair sends letters to adjunct faculty asking if they wish to request a formal review for consideration of promotion.
- g.** The Department convenes to elect a Chair of the RPT Committee (who must be a tenured professor). The Chair of the RPT Committee will serve a one-year term.
- h.** The Department Chair, the RPT Committee Chair, and the staff person who prepares the RPT files attend the university RPT Review Seminar.
- i.** The Department Chair sends letters to the faculty informing them that the formal review process has begun for candidates and requests nominations for internal and external evaluators for candidates under formal review.

2. *April*

- a.** If any post-tenure reviews are scheduled for the upcoming year, the Department will elect a three-member Post-Tenure Review Committee. None of the elected members shall be under review during the year in which they serve, but all must be tenured. The Committee shall elect its own Chair and Secretary. The Department Chair may not be a member, but may be invited by Committee action to participate in Committee discussion.

These policies and procedures may be revised given an insufficient number of faculty of requisite rank to create such a committee. In such instances, professors under review—with the requisite rank— may sit on the committee to consider post-tenure review of other candidates.

b. The Department Chair meets with the officers of the Student Advisory Committee regarding the student evaluation process during formal review.

3. May

a. The RPT Committee meets to elect a chair and secretary, and to select internal and external reviewers from the lists submitted by Committee members, by faculty, and by the candidate.

b. The Department Chair contacts internal and external reviewers to ask their willingness to serve as reviewers.

c. Those who agree to serve as reviewers are sent a candidate's *curriculum vita*, representative materials, the Department's *Statement of Policies, Procedures, and Criteria for Retention, Promotion, Tenure, Post-Tenure, and Adjunct Review* and relevant sections of the University's *Policies and Procedures Manual* (9-5.1). The reviewers are asked—to the extent possible—to base their evaluations on their perceptions of the candidate's national recognition, the quality of the candidate's research and/or creative work, teaching performance, administrative work, and service. Reviewers are asked to summarize their own credentials, and to describe their personal and/or professional relationship to the candidate. Reviewers are informed of the Department's RPT timeframe and reminded that their written evaluations must be received by September 30th.

4. June-July

The Department Chair meets with candidates being formally reviewed to discuss required contents of RPT files.

5. August-September

a. The RPT Chair meets with the officers of the Student Advisory Committee regarding the completion of the student evaluation process for formal reviews.

b. Faculty are notified of their opportunity to submit statements to a candidate's file.

6. September

a. Candidates' files for formal *or* informal review, as well as faculty members' files for post-tenure review, will be closed on September 30th. If this date falls on a weekend, files will remain open until close of business the following Monday.

A candidate's completed file for *formal review* will include the candidate's *curriculum vita*; summaries of course evaluations; SAC Review; voluntarily submitted letters from faculty, staff, or interested individuals;). A personal statement is strongly suggested. A faculty member may submit other information (e.g., a professional portfolio of supporting materials) deemed pertinent to the review process. In the case of formal review for tenure and/or promotion, a candidate's file will also include solicited external and internal letters of review (including qualifications of reviewers, and annotations as to which reviewers were nominated by the candidate and which by the RPT Committee), and a statement signed by the candidate either waiving the right to see solicited letters of review or retaining the right to see such letters,

A candidate's completed file for *informal review* will include the candidate's *curriculum vita*, and a record of student course evaluations. A personal statement, and a portfolio of supporting materials are suggested. The faculty member may submit other information deemed pertinent to the review process.

A faculty member's completed file for *post-tenure review* will include a current *curriculum vita*, and summaries of student course evaluations for each course taught since the last formal RPT or post-tenure review. The faculty member may submit other information deemed pertinent to the review process.

b. The candidate for retention, promotion, or tenure shall be entitled to examine his or her file upon request, except for letters of recommendation and reference requested by the RPT Committee that the candidate has waived his or her right to review.

7. October

a. The RPT Committee Chair will schedule an RPT Committee meeting, and any requisite Post-Tenure Review Committee meetings, to be convened before October 15th.

b. Department Chairs, Deans, and other administrators who are required by University policies to make their own recommendations in

an administrative capacity, shall attend and participate in RPT Committee discussions only by invitation of the Committee.

c. The Chair of the RPT Committee shall set and announce dates and times for meetings consistent with College and University deadlines, and appoint a Secretary from the membership of the RPT Committee. Each candidate will be considered in a separate discussion. A vote must take place after the first discussion of a candidate under formal review. The Secretary shall call the motion for retention, promotion, or tenure and tally the votes (to be validated by one additional member of the Committee). A quorum for any meeting shall consist of 2/3 of all eligible RPT Committee members.

d. The Chair of the RPT Committee shall insure that discussion and evaluation of all candidates for formal and informal review are limited to materials in a candidate's file, and to the three areas of teaching, scholarly and/or creative work, and service.

e. The Secretary will maintain records of RPT Committee members present at the meeting(s), record the proceedings of the meetings, and, with all due speed, draft a summary report of the proceedings. Committee members will have a maximum of five (5) working days to respond to the report, and to recommend modifications. Following Committee members' acceptance by consensus of the summary report, the Secretary and the Chair of the RPT Committee sign the report.

f. The Secretary forwards copies of the final report to the Department Chair and to the candidate.

g. The Department Chair writes his or her recommendation, provides notification of his or her recommendation to the candidate, advises the candidate of the option to respond to the RPT Committee Report and/or Chair's letter within seven (7) calendar days of receipt of the Chair's recommendation, and provides the candidate with a copy of PPM 9-5.1.

h. For post-tenure reviews, the Chair of the Post-Tenure Review Committee shall set and announce dates and times for meetings consistent with College and University deadlines. Each faculty member under review will be considered in a separate discussion. Following the discussion, the Post-Tenure Review Committee shall prepare a written evaluation of the faculty member under review. A copy of the evaluation shall be given to the faculty member and to the

Department Chair. The faculty member shall be given seven (7) calendar days after receipt of the evaluation to respond to the Committee's evaluation and to forward that response to the Committee Chair.

The Committee Chair will forward the evaluation and the faculty member's response (if received) to the Department Chair.

The Department Chair shall forward the Post-Tenure Committee evaluation, and the faculty member's response (if received), to the Dean.

If as a result of the review, the faculty member is deemed *not* to be meeting the minimum standards required of a faculty member of the Department of Theatre, the Chair of the Department, and/or the Post-Tenure Review Committee, shall consult with the faculty member to develop strategies for improvement. If performance is deemed grossly inadequate, the Department Chair and Dean shall meet with the Academic Vice President to determine an appropriate course of action.

8. *November*

- a.** For all candidates being formally or informally reviewed, the Department Chair adds the candidate's response to the RPT file (if received), and forwards the file to the Dean's office.
- b.** The Dean forwards all negative formal retention cases to the College RPT Committee. The Dean also forwards to the College RPT Committee any cases he or she deems appropriate.
- c.** The Dean forwards all tenure and promotion cases to the College RPT Committee.
- d.** The College RPT Committee convenes to review candidates' files, and subsequently forwards its recommendations to the Dean in a Committee report.

9. *December*

- a.** The Dean writes a review and provides the candidate with copies of the College RPT Committee report and the Dean's review.

- b.** The candidate has the right to respond to the Dean's review or to the review of the College RPT Committee in writing within seven (7) calendar days of receipt of the report and review.
- c.** The Dean forwards the candidate's file to the Vice President of Academic Affairs by December 31st.
- d.** The Vice President forwards the candidate's file to the University Promotion and Tenure Advisory Committee (UPTAC) when differing recommendations occur at any level (i.e., SAC recommendation, Department RPT Committee recommendation, Department Chair's recommendation, College RPT Committee recommendation, Dean's recommendation), or at any time the Vice President seeks an UPTAC recommendation.
- e.** The Vice President shall review each file, including any recommendations from UPTAC, and prepare a final recommendation to the President with respect to the candidate's retention, promotion, and/or tenure. Prior to forwarding this recommendation to the President, the Vice President shall provide the candidate with a copy of the recommendation along with PPM 9-5.1, F., and G., 3, notice of the right to appeal through the University RPT Standards and Appeals Committee, and notice of the need to inform the Vice President within seven (7) calendar days of the intent to appeal. Copies of the recommendation will also be forwarded to the Dean and the Department Chair. The Department Chair will notify the Chairs of the RPT Committee and SAC of the Vice President's recommendation.
- f.** The right to appeal the Vice President's recommendation to the RPT Standards and Appeals Committee is afforded the candidate, the Department SAC, the Department RPT Committee, the Department Chair, or College Dean. Should an appeal be heard, the decision of the University RPT Standards and Appeals Committee will be forwarded to the candidate and to the Vice President.
- g.** Upon conclusion of the review process, the President writes a letter to the candidate with the President's decision.

Candidates have the right to respond to and/or appeal both positive and negative reports and recommendations at every level of review until the President has made his or her decision, which is final.

D. Types of Review

The Department of Theatre will maintain four types of review for faculty: *administrative, informal, formal, and post-tenure.*

1. First year Informal Review. Toward the end of their first year of appointment, new faculty appointed without tenure will meet with the Department Chair, the Chair of the RPT Committee, and their area head (if appropriate) to review course evaluations and syllabi; to develop potential approaches to follow in compiling and presenting data for future RPT considerations; to explain the department's RPT process; and, to establish a mentoring environment for faculty.

It is recommended that the faculty member prepare and submit a personal statement that explains his or her activities in the areas of teaching, scholarship and/or creative work, and service, and explores plans for future work in these areas.

The Department Chair and the current Chair of the RPT Committee prepare a summary of the informal review discussion. This summary is presented to the faculty member within five (5) calendar days of the informal review. The faculty member may submit a response to the summary within seven (7) calendar days of receipt of the summary report of the review. This review is to assist the candidate.

2. Informal Review. Normally, informal reviews of non-tenured faculty are conducted during the candidate's 2nd, 4th, and 6th years of employment. (The calendar for review of candidates with prior teaching and/or professional experience will be determined in consultation with the Chair as part of the appointment process.) During the Spring Semester preceding the year of review, each candidate shall meet with the Chair of the Department to discuss the process of informal review and the procedures to be followed. All candidates for informal review will—at the minimum—*prepare and present a current and complete vita*, and assist Department staff in compiling *records of course evaluations* received since the last review. Candidates are strongly encouraged to provide both a personal statement (summarizing their activities in the areas of teaching, scholarship and/or creative work, and service, and explaining plans for future work in these areas), and a professional portfolio of representative work.

Curriculum vitae, records of student course evaluations, personal statements, and portfolio submitted by the candidate are reviewed by the RPT Committee. The proceedings of Committee discussions will be maintained and approved by all participating members of the Committee, and a vote will be taken on the motion to retain the candidate. Within five

(5) calendar days of the Committee meeting, a summary of the minutes (approved by RPT Committee members by consensus), and a report of Committee action will be forwarded to the Chair of the Department of Theatre.

The Chair will write his or her recommendation and forward the RPT Committee Report and the Chair's recommendation to the candidate. The candidate may submit a response to the RPT Committee Report and/or the Chair's recommendation within seven (7) calendar days of receipt of the Chair's recommendation. The Chair will forward the RPT Report, the Chair's recommendation, and the candidate's letter, if received, to the Dean.

3. Formal Review. Normally, formal reviews will be conducted during the candidate's 3rd, 5th, and 7th years of employment. Candidates being formally reviewed shall meet with the Chair of the Department during the Spring Semester preceding the year of review to discuss the process of formal review and the procedures to be followed. All candidates under formal review for tenure and/or promotion will submit a list of names of potential referees inside *and* outside of the University who could be selected to assess his/her *curriculum vita* and comment on the faculty member's contributions in the areas of teaching, scholarly and/or creative work, and service. The names of potential reviewers will also be solicited from faculty in the Department.

Typically, three to four letters from inside the University *and* three to four letters from outside the University will be solicited by the RPT Committee to be included in the candidate's file.

A candidate's completed file for *formal review* will include the candidate's *curriculum vita*; summaries of course evaluations; SAC Review; voluntarily submitted letters from faculty, staff, or interested individuals; solicited external and internal letters of review (including qualifications of reviewers, and annotations as to which reviewers were nominated by the candidate and which by the RPT Committee); a statement signed by the candidate either waiving the right to see solicited letters of review or retaining the right to see such letters; and, a professional portfolio of supporting materials. A personal statement is strongly suggested. The faculty member may submit other information deemed pertinent to the review process.

The candidate's file will be reviewed by the RPT committee. The proceedings of Committee discussions will be maintained and approved by all participating members of the Committee, and separate votes will be taken on motions to retain, and/or to recommend tenure, and/or to

promote (if such actions are requested by the candidate or are in conformity with University and Department RPT policies and procedures. Within five (5) calendar days of the Committee meeting, a summary of the minutes and Committee action(s) will be forwarded to the Chair of the Department of Theatre.

The Chair will write his or her recommendation and forward the recommendation and the RPT Committee Report to the candidate. The candidate may submit a response to the RPT Committee Report and/or the Chair's recommendation within seven (7) calendar days of receipt of the Chair's recommendation. The Chair will forward the RPT Report, the Chair's recommendation, and the candidate's letter, if received, to the Dean.

4. *Post-tenure Review.* Post-tenure reviews will be conducted for all tenured faculty by tenured faculty of equal or higher rank every five (5) years following the granting of tenure. All faculty undergoing post-tenure review will—at the minimum—*prepare and present* a current and complete *curriculum vita*, and *records of course evaluations* received since the award of tenure or since the last post-tenure review. The Chair of the Post-Tenure Review Committee will communicate in writing with faculty undergoing post-tenure review to confirm dates for submission of documents.

Curriculum vitae, course evaluations, and any supporting documents provided by the faculty member will be reviewed by the Post-Tenure Review Committee. Minutes of Committee discussions will be maintained and approved by all participating members of the Committee. Within five (5) calendar days of the Committee meeting, a summary of the minutes, signed by the Chair and Secretary of the Post-Tenure Review Committee will be forwarded to the Chair of the Department of Theatre. The Chair will write his or her recommendation and forward the recommendation and the Post-Tenure Review Committee Report to the candidate. The candidate may submit a response to the Committee Report and/or the Chair's recommendation within seven (7) calendar days of receipt of the Chair's recommendation. The Chair will forward the Post-Tenure Review Committee Report, the Chair's recommendation, and the candidate's letter, if received, to the Dean.

III. Criteria and Methods of Evaluation

Faculty will be evaluated based upon their performance in the three areas of *teaching, scholarly and/or creative work, and service.*

A. Teaching

Consistent with the mission of the Department of Theatre, effective teaching, as defined in these policies, is an inherent expectation for faculty at all ranks and is to be considered central to the RPT and post-tenure review process.

The following criteria form the basis for teaching effectiveness. These criteria are not ranked in order of importance, nor are all of these elements necessary for retention, promotion, and tenure. But, all candidates should present a combination of the following criteria—

- Conscientiousness and competence as an instructor
- Ability to generate student enthusiasm and interest in the subject matter
- Willingness to explore innovative teaching techniques
- Curriculum development
- Willingness to take on new teaching assignments
- Incorporating current developments in the field
- Integrating scholarly and creative activity as part of instructional practices
- Achieving college, university, state, regional, and national recognition for teaching practices
- Developing experimental units, courses, programs, exhibitions of students' scholarly and creative work
- Participation at the Department, College, and University levels in activities that enhance teaching effectiveness (e.g., committee work, attendance at lectures and seminars, participation in interdisciplinary courses, guest teaching and co-teaching across disciplines and departments)
- Participation in co-curricular department productions (e.g., Babcock, and Lab seasons, environmental productions, Room 115 productions, etc.) as coach, director, designer, actor, dramaturg, playwright, mentor, etc.
- Participation in master classes or workshops—on *or* off-campus

- Completion University courses that enrich an individual's knowledge or skills

Methods to evaluate faculty on the above criteria include, but are not limited to:

- Student assessments as determined by:
 - a) Written report by the Student Advisory Committee (SAC)
 - b) Standardized course evaluations
- Observation of classes—and concomitant reports of those observations—by Department faculty
- Review of syllabi
- Interviews by members of the RPT Committee with the faculty member regarding teaching techniques, philosophy, professional development plans, etc.
- Evidence of program development initiatives, attendance at conferences and seminars, letters of support from faculty across campus who have participated in co-teaching contexts, letters of support from individuals working for community-based theatre organizations, teachers, etc.
- Faculty review of creative work associated with co-curricular productions

B. Research, Scholarship, Creative Work, and Professional Recognition

The Department of Theatre recognizes that professional creative work is of equal importance to research and scholarly contributions to the field.

The following criteria form the basis for assessing a faculty member's research agenda and body of scholarly and/or creative work. These criteria are not ranked in order of importance, nor are all of these elements necessary for retention, promotion, and tenure. But, all candidates should present a combination of the following criteria—

Research and Scholarly Work:

- Publications (e.g., books, chapters in books, articles published in juried journals, etc.)
- Commissioned publications, publications in non-juried journals

- Holding office in professional organizations
- Editorship of professional journals, conference proceedings, newsletters, or collections of articles, etc.
- Acting as referee or member of a Board of Editors for a professional journal
- Presentations at international, national, or regional conferences; or at meetings of professional associations
- Presentations at state or local conferences
- Guest workshops and lectures at other institutions
- Awards presented by international, national or regional professional organizations
- Grants awarded to support scholarly and/or creative work
- Reports to governmental, public, or private sector agencies
- Community research (i.e., deep partnership projects developed with schools, agencies, and organizations that enhance the professional recognition of the faculty member and the status of the Department)

Methods to evaluate the above criteria include, but are not limited to:

- Faculty review of the research or scholarly work
- Evaluation by peers and experts outside the department through:
 - letters of support
 - reviews
 - citations of the work in the literature
- Awards, honors, and recognition of the contributions resulting from research and scholarly work

Creative work:

In all considerations of creative work, the following guiding questions will be used—

- *What was the nature and scope of the project?*
- *What was the faculty member's involvement in the project?*

- *What was the faculty member's degree of responsibility?*
- *What was the quality of the project?*
- *Who did the project impact?*

Considerations of creative work shall include, but not be limited to the following:

- Professional creative work as a director, designer, performer, coach, dramaturg, playwright, etc. at regional, national, or international venues
- Creative work as a guest artist at other colleges or universities

Creative work produced on campus that achieves a high level of professional recognition (e.g., reviews by individuals with national reputations brought to campus) may be considered for this category.

Methods to evaluate faculty on the above criteria include, but are not limited to:

- Direct observation of the project and concomitant reports by faculty
- Letters of support
- Reviews of the project
- Project portfolio
- Reports on the project, either published or unpublished
- Awards or honors received based on participation in the project

C. Service

Criteria for consideration of contributions in the area of service include the quality and the extent of the service rendered. Service components include, but are not limited to the following:

- University, College, or Department committee work and/or administrative assignments
- Active participation in national and international professional organizations

- Public service on state and national committees, task forces, and special assignments
- Chairing a University, College, or Department committee
- Serving as a University representative to organizations or to other universities
- Participation in community projects and studies
- Advising community organizations
- General community educational contributions (e.g., lectures, workshops, consultancies, etc.)

IV. Standards

The Department of Theatre adheres to all University standards for retention, tenure, and promotion as outlined in PPM 8-6. University policies and procedures dictate that persons appointed at the rank of Assistant Professor shall have a pre-tenure probationary period of seven (7) years. For those appointed at the rank of Associate Professor, the pre-tenure probationary period shall generally be five (5) years, unless shorter periods of time in rank are negotiated and approved by all cognizant administrators at the time of hire.

The same standards, criteria, and methods of evaluation for promotion apply for Adjunct, Lecturer, and Clinical faculty based upon that person's role in the Department.

A. Description of Faculty Ranks

- 1. *Visiting Appointments.*** All visiting appointments are contracted for a one-year period. A person shall hold a visiting appointment for no more than three continuous years.
- 2. *Adjunct Appointments.*** Adjunct faculty may serve in more than one unit, off campus, and hold teaching and/or staff positions *in a part-time capacity* for the Department. An adjunct faculty member may hold rank. Changes in rank require the same formal review process required of tenured and tenure track faculty.
- 3. *Lecturer.*** The non-tenured position of lecturer is awarded to faculty members whose primary role is standard classroom instruction. A lecturer

may hold rank. Changes in rank require the same formal review process required of tenured and tenure track faculty with particular weighting on criteria related to teaching and service.

4. *Clinical Faculty.* The primary responsibility of clinical faculty is to teach off campus in an outreach or supervisory context. Clinical faculty may hold rank. Changes in rank require the same formal review process required of tenured and tenure track faculty.

5. *Instructor.* Faculty appointments as instructors must be made for a limited term not to exceed three years. Service as instructor may be counted as part of the pre-tenure probationary period. Generally, instructorships are awarded to newly appointed faculty who are in the process of completing their terminal degrees.

6. *Assistant Professor.* The title of assistant professor is awarded to a person of promising ability and requisite experience (as a teacher, theatre artist and/or scholar) who holds an appropriate terminal degree (PhD or MFA) or its equivalent in professional experience. To be retained as an assistant professor, the faculty member must present a clear record of progressive achievement in the areas of teaching, research and/or creative work, and service.

7. *Associate Professor.* The title of associate professor is awarded to a person who has met the requirements for appointment as an assistant professor and who has established (1) an unequivocal record of excellence in teaching; (2) a clear record of professional recognition based on creative activity, research, and/or scholarly work; and (3) a commendable record of service to the Department, College, University, and to the profession. Except for extraordinary instances, faculty will not be evaluated for promotion to the rank of Associate Professor prior to being considered for tenure.

8. *Professor.* The title of professor is awarded to a person who has met the requirements for appointment as an associate professor and who has established (1) a sustained and unequivocal record of excellence in teaching; (2) a sustained and distinguished record of creative work, research and/or scholarship, and concomitant professional recognition; (3) an exemplary record of service. Except in extraordinary circumstances, faculty will not be evaluated for promotion to the rank of Professor until they have completed six (6) years of service in the rank of Associate Professor.