

Attachment C

Proposed Changes to UALR Promotion and Tenure Guidelines

Submitted to: The UALR Faculty Senate

Submitted by: The University Committee on Tenure

March 4, 2008

Objectives

The primary objectives of the following proposed changes to the promotion and tenure guidelines for the University of Arkansas at Little Rock are to:

1. provide clear promotion and tenure policies, criteria, documentation, and procedures to be followed throughout the university.
2. develop consistent promotion and tenure standards of quality across colleges, thereby maintaining and improving the quality of the university.
3. allow individual departments flexibility in setting appropriate promotion and tenure criteria.
4. clearly communicate promotion and tenure expectations throughout a faculty member's career.
5. ensure fairness, objectivity, and transparency in the promotion and tenure review process.
6. promote the academic freedom of faculty in teaching, scholarship, and service.

Proposal 1

We propose the following addition to the UALR Faculty Handbook at the beginning of the UALR Criteria and General Standards for Initial Appointment, Successive Appointments, Promotion, and Awarding of Tenure (6-9):

Current Version:

In accordance with the provisions of Board Policy 405.1 on appointments, promotion, and tenure as revised, the UALR University Assembly developed and adopted on November 5, 1980 the following criteria and general standards. Detailed written criteria and general standards also exist at the department and college/school levels.

Proposed Version:

Each department/school (“department”) shall set its own specific written, substantive criteria for tenure and/or promotion; however all departmental policies must meet the following objectives and requirements.¹

Departmental, college, university and system-wide written criteria for promotion and tenure decisions shall be presented to the candidate at the time of employment. Unwritten “criteria” shall not be considered in evaluating promotion and/or tenure. In the event of a mission change for any of these units, notice must be given in writing to the candidate of a change in any of the criteria. The standards become fixed as of the last probationary review prior to coming up for tenure [mandatory mid-tenure review – see Procedures for Promotion and Tenure Review]. (Faculty currently employed on tenure-track are subject to the criteria that were in writing at their time of hire.) These written criteria shall constitute the sole criteria for promotion and tenure that will be applied by all persons in the process.

The rules and standards regarding promotion and/or tenure decisions shall permit and encourage faculty members to develop and express different ideas and divergent views and to make inquiries unbounded by present norms, notions of collegiality and academic citizenship, etc, consistent with academic freedom. Mere expressions of opinions, however strongly expressed, however controversial such opinions may be, shall not constitute cause for denial of promotion and tenure. Similarly, decisions on promotion and tenure shall not be based on other inappropriate factors such as life-style, philosophical and/or political and/or religious belief, outlook, and expression of views. Disagreement is essential for intellectual, academic, and social growth; however, the fair exchange of ideas must involve respectful stating and consideration of multiple points of view. Disruptive and disrespectful behavior towards colleagues that is blatant and consistent, such as defamation of character of one's colleagues, is not sanctioned under academic freedom. Faculty are expected to manifest standards of decency and ethical behavior.

Academic freedom does not include the right to ignore departmental guidelines about the material to be covered in a particular course or reasonable requirements related to the syllabus, textbook, and lesson plans.

The granting of tenure need not be accompanied by promotion, and the granting of promotion need not accompany tenure. The criteria for promotion and tenure are closely related, but not identical. While both are based on performance commensurate with rank, tenure requires documented evidence of the promise of continued achievement.

In accordance with the provisions of Board Policy 405.1 on appointments, promotion, and tenure as revised, the UALR University Assembly developed and adopted on November 5, 1980 the following criteria and general standards. Detailed written criteria and general standards also exist at the department and college/school levels.

Proposal 2

We propose that the Criteria and General Standards for Promotion section

¹ “Criteria” are the professional activities on which the evaluations are based.

(6-10) be replaced with a new section titled General Standards for Promotion and Awarding of Tenure as follows:

Current Version:

III. Criteria and General Standards for Promotion

Promotion in rank is based upon merit. In as much as it is incumbent upon departments to determine what activities and accomplishments constitute satisfactory service in rank, it is expected that promotion to a higher rank requires qualifications or performance of the activities and accomplishments identified by the department significantly above those required at the applicant's current rank as well as evidence of potential for continued achievement.

Areas to be addressed by each applicant include: teaching, scholarly activities, and service activities. Evidence of meritorious performance may be demonstrated through such things as, but is not limited to the following:

Teaching

1. Student evaluations
2. Peer evaluations
3. Self evaluation
4. Curriculum design and development
5. Creative/innovative teaching strategies

Scholarly activities

1. Publications
2. Research and/or research project grants
3. Performances
4. Concerts
5. Exhibitions
6. Speeches/presentations to professional meetings
7. Awards/recognitions in professional activities

Service activities

1. Committee/special project participation (department, college, University, system)
2. Discipline-related community involvement
3. Working in and with professional organizations
4. Relating discipline to the community
5. Development of cooperative ventures between University and community
6. Advisement of students
7. Participation in professional meetings

Proposed Version:

III. General Standards for Promotion and Awarding Tenure

The procedure for recommending promotion and tenure begins at the department level [in accordance with Board Policy 405.1, Sections III and IV.A.]. Each department shall establish its own procedure for reviewing promotion or tenure applications to be

approved through administrative channels. This procedure must include participation by tenured faculty other than administrators in the recommendation process.

Promotion in rank is based upon merit. In as much as it is incumbent upon departments to determine what activities and accomplishments constitute satisfactory service in rank, it is expected that promotion to a higher rank requires qualifications or performance of the activities and accomplishments identified by the department significantly above those required at the applicant's current rank as well as evidence of potential for continued achievement.

The evaluation of each promotion and tenure application should be made in relation to written guidelines for performance/achievement as established by the department and approved through administrative channels.

Proposal 3

We propose that the current Criteria and General Standards for Procedure Concerning Awarding of Tenure section (6-10) be replaced with a new section titled Criteria for Promotion and Awarding of Tenure as follows:

Current Version:

IV. Criteria and General Standards for Procedure Concerning Awarding of Tenure

The procedure for recommending tenure begins at the department level [in accordance with Board Policy 405.1, Section IV.A.]. Each department shall establish its own mechanism for reviewing tenure applications to be approved through administrative channels. This mechanism must include faculty participation in the recommendation process.

The evaluation of each application should be made in relation to guidelines for performance/achievement as established by the department and approved through administrative channels.

Proposed Version:

IV. Criteria for Promotion and Awarding of Tenure

Areas to be addressed by each promotion and tenure applicant include: teaching, scholarly activities, and service activities.

Evidence of meritorious performance may be demonstrated through, but is not limited to, the following:

Teaching

To assess excellence in teaching, faculty accomplishment may include, but is not limited to, the following:

1. Student evaluations
2. Peer evaluations
3. Self evaluation
4. Curriculum design and development
5. Creative/innovative teaching strategies

Detailed and specific evidence of effective teaching should be included in the dossiers of faculty members being recommended for promotion or tenure. Evidence of specific curriculum design and development shall be included in the dossier of faculty members being considered for promotion or tenure. Faculty who are using technology, problem-based learning, service learning, multicultural learning, study abroad, or other special approaches and tools to enhance student learning are especially encouraged to present these aspects of course design (even experimental use), and how they conform to or extend principles of "best practices."

Student evaluations, if considered, shall not serve more than half of the overall evaluation of teaching, and student evaluations shall not be weighed more than peer evaluations. Academic units are responsible for evaluating effective teaching in on-line courses and team-taught courses.

Teaching performance shall be evaluated no less than each year according to the department's plan. Teaching in the first year shall not be weighed as heavily as in subsequent years, and teaching evaluations from the first year shall not be considered in subsequent years.

Scholarly activities

To assess excellence in scholarship, faculty accomplishment may be demonstrated through things appropriate to the discipline which may include, but may not be limited to, the following:

1. Publications
2. Research and/or research project grants
3. Patents
4. Performances
5. Concerts
6. Exhibitions
7. Speeches/presentations to professional meetings
8. Awards/recognition in professional activities

Research or its equivalent in the creative and performing arts is expected of all tenure-track and tenured faculty at UALR, as well as all research faculty, scientists, and scholars. In those fields in which scholarly research is primarily comprised of publication in journals, the quality of the journal shall be positively considered in evaluating scholarship. Research and creative accomplishments outside primary teaching responsibilities are permissible as long as they are in the discipline or interdisciplinary purview of the faculty member.

The scholarship of teaching is not the same as "best teaching practices." Tenure track faculty seeking advancement based on excellence in the scholarship of teaching shall engage in publication appropriate to development and evaluation of teaching, teaching technique, curriculum development and related topics, including peer-reviewed publications that document student accomplishment or contribute to the theoretical base of knowledge about curriculum or effective teaching and learning. Appropriate external funding should be sought to support these efforts, as in many other scholarly pursuits.

Increasingly, research, scholarship, or creative activity involves collaboration. The academic unit shall determine if such collaboration across institutional and disciplinary lines is encouraged. Candidates must be careful to document the extent and form of their contributions to collaborative work. They should make clear their individual role (e.g., conception of work; acquisition, analysis, and interpretation of data; writing, revisions, and other communication; administrative and material support) in such collective activity.

Upon employment, faculty shall be informed in writing of the relative importance of the various possible and feasible research/creative activities to the determination of promotion and/or tenure decisions. While departments may take various approaches to research and scholarly activity, such latitude is not designed to supplant the requirement.

Service activities (internal and external)

To assess excellence in service, faculty accomplishment may include, but is not limited to, the following:

1. Committee/special project participation (department, college, university, system; for example, assessment and recruitment projects)
2. Discipline-related community involvement
3. Working in and with professional organizations
4. Relating discipline to the community
5. Development of cooperative ventures between the university and community
6. Student advising
7. Participation in professional meetings

To fulfill the university's mission as a public institution, faculty members shall participate in service activities that are distinct from but related to their roles as teachers and scholars. Contributions in these areas should be carefully documented, evaluated, and considered as positive factors in the reappointment, promotion, and tenure review process.

Significant professional service is expected of each faculty member. The importance assigned to service in considering candidates for promotion or tenure may vary according to individual circumstances and the mission of the unit.

Professional service is normally provided to three specific groups:

1. the public (e.g., various local, national, and international communities; clients; and/or patients);
2. the profession or discipline;
3. the campus and university

Service includes participation in the governance of the university. Consideration should also be given to activities external to the university that are based on the professional expertise of the candidate and related to the public service objectives of the university. Such activities might include service on boards, committees, and task forces,

and service to professional societies and associations. Delivery of continuing education workshops and non-credit courses might be included here or in the teaching area depending upon guidelines established by the candidate's department.

Proposal 4

We propose that the following policy statement be added immediately prior to the Post-Tenure Review section in the UALR Faculty Handbook's Policies Governing Faculty Service (6-12):

Promotion and Tenure Review

The procedures to achieve the ultimate objectives of promotion and tenure policies at the University of Arkansas at Little Rock require: 1) demonstration of faculty excellence in scholarship, instruction and service; 2) substantive processes in the faculty and administrative review for promotion and tenure. The university must establish and maintain high standards of instruction, scholarly discovery, artistic activity, professional service and community outreach, and promote and tenure only those faculty who meet these criteria.

The promotion and tenure procedure provides a structure for mentoring faculty as they proceed through the probationary period, including administrative input by the provost through workshops on the tenure and promotion process and a mandatory mid-tenure review by the department chair and dean (or dean, if the college does not have a departmental structure). The process shall allow for faculty proposal for promotion and/or tenure prior to the end of the probationary period as well as mandatory review if early application has not occurred.

The evaluation shall be performed by a faculty process with a parallel administrative evaluation at the department, college and university level of organization. The candidate shall be informed in writing of progress throughout the procedure. At each stage of review, documentation of the outcome of the review, including the reasons for a positive or negative recommendation, shall be provided. The candidate retains the rights of appeal, without fear of retaliation for exercising those rights. At the same time, the review process protects the confidentiality of both faculty and administrators who participate so that the evaluation process can be as thorough and incisive as possible.

Proposal 5

We propose that the following sub-section be added immediately after the proposed Promotion and Tenure Review policy statement above:

A. Procedures for Promotion and Tenure Review

1. Departmental governance documents relating to promotion and tenure review shall be reviewed and approved by the dean every five years to ensure that they are up-to-date and consistent across the college. The provost must also approve changes to the governance documents. This process must be completed within twelve months.

2. At the time of hire, letters of offer should have in writing such issues as the possibility of early decision, rank, and other understandings.
3. A written statement by the department chair concerning progress toward promotion and/or tenure must be included in each annual review.
4. A university-wide, mid-tenure review shall be mandatory, commonly during the third year of the probationary period. Colleges and/or departments may elect to conduct second and fourth year reviews in lieu of a third year review.
5. The candidate shall submit a dossier of professional activities (as detailed below) to the chair of the departmental (or college if there is no departmental structure in the college) review committee.
6. If a faculty member has a joint appointment between two departments, the promotion and tenure process shall originate within the department that requires the majority of teaching.
7. All departments shall have a department-level promotion and tenure review committee (DRC) consisting of only tenured faculty.
8. All colleges shall have a college-level promotion and tenure review committee (CRC) that provides the dean with recommendations on reappointment, promotion, and the conferral of permanent tenure. The committee shall be elected by the college faculty from the tenured faculty of the college who hold full-time appointments. Election shall be according to procedures established by the college faculty that provides for the election of at least three members, each representing a different department. At the Bowen School of Law, the CRC shall consist of professors from the law school and other schools at UALR and shall perform its review after the review of the Law School Dean. The CRC shall elect its chair from its members.

Colleges shall have procedures ensuring that no faculty member participates in the same case as a member of both the DRC and the CRC in reviewing or providing recommendations about reappointment, promotion, or the conferral of tenure.

No dean, department chair, associate dean, or assistant dean may serve on the CRC.

It is the responsibility of members of the CRC to act in the interest of the college in general. Members of the CRC do not serve on that body to represent the interests of their home departments in supporting or opposing the case of any faculty member under consideration by the CRC.

9. Only tenured faculty and administrators shall participate in the tenure review process.
10. Only faculty and administrators who hold a rank equal to or above the rank for which the candidate is being considered shall participate in the promotion review process. In the event that a department has fewer than three tenured faculty at the appropriate rank, additional tenured faculty may be appointed by the dean.

11. Individual departments (or colleges), based on majority vote of the tenured members, shall have autonomy in determining when and how external review of applications should be included in the promotion and tenure process.
12. Promotion and tenure review committees at each level shall have a minimum of three tenured faculty members. In the event that a department has fewer than three tenured faculty, additional tenured faculty may be appointed by the dean. The department chair and applicant may submit a list of possible committee members to the dean for consideration.
13. The department (or college if there is no departmental structure in the college) review committee will forward the original recommendation to the department chair (or dean). The chair (or dean) shall not be involved in any of the deliberations of the committee prior to the forwarding of this recommendation.
14. All levels of committees that act on promotion and tenure shall record the vote tallies (not names), which is then forwarded to the next level of review. The Summary of Votes should include the number of: a) positive votes; b) negative votes; c) abstentions; d) absences due to leaves, illnesses, etc.; f) the total number eligible to vote. (The numbers in categories a – d should equal the total number of faculty members eligible to vote in the relevant body). An abstention shall occur if there is an actual or perceived conflict of interest.
15. The candidate shall be provided with an outcome letter, including the vote referenced above, at each committee and administrative review level.
16. Throughout the entire process, confidentiality of information must be maintained. Faculty members and administrators at every review level must assume personal responsibility to ensure that confidentiality is not violated.

Proposal 6

We propose that the following sub-section be added immediately after the proposed Procedures for Promotion and Tenure Review sub-section above:

B. Documentation

Beginning at the date of employment, both the faculty member and the department chair (or college dean in the event that the college does not have a departmental structure, e.g., the William H. Bowen School of Law) shall maintain complete documentation for all aspects of that faculty member's promotion and tenure appointment. Documentation shall include, but not be limited to, letters of understanding at the time of hire; mid-tenure reviews; previous annual reviews; summaries of all teaching evaluations; committee assignments and results; proposals written and grants received; published articles; and other scholarly/creative activities.

The candidate for review is responsible for compiling a complete and accurate dossier of his or her professional activities, according to the format specified by the

department or college. Each department (or college in the event that the college does not have a departmental structure) is expected to foster faculty development and active engagement suitable to the discipline. Expectations for promotion and tenure must be clearly communicated in writing and orally on an ongoing basis (e.g., faculty orientation, annual reviews, mid-tenure reviews). As part of their annual reviews and mid-tenure reviews, tenure-track faculty should be informed about their progress toward tenure in writing and encouraged to ask questions and to seek clarification, when needed. Candidates should be made aware of departmental and campus-wide sources of support. Also, departments should support and fully cooperate with tenure-track faculty in providing the opportunity to review successful tenure applications and other helpful documents.

Specifically, the candidate should directly submit a dossier of the following documentation to the Department Review Committee (or to the College Review Committee in the event that the college does not have a departmental structure), including but not limited to:

1. An up-to-date curriculum vitae (see Appendix for the recommended format);
2. Copies of publications;
3. Copies of any relevant unpublished works (e.g., articles accepted for publication, presentations at conferences);
4. Proposals written and grants received;
5. Materials related to other scholarly/creative activities;
6. For faculty with teaching responsibilities -- a teaching portfolio including, but not limited to:
 - a. A summary of student teaching evaluations relative to available norms
 - b. Peer reviews of teaching performance
 - c. Representative course syllabi and other materials
 - d. A description of learning assessment and application to continuously improve courses;
7. Information related to department, college, and university service, community or public service, professional service, and other relevant forms of service;
8. A self-assessment of the candidate's performance in each of the major areas for review (i.e., scholarship, teaching, and service);
9. Objective letters of evaluation from reputable individuals in the discipline, when required by the procedures of a given college/department;
10. Other supporting documents that may be relevant to the decision.

The dossier may be in the form of multiple binders, or may be prepared as an electronic submission (e.g., a CD or DVD) containing folders equivalent to the hard copy binders may be used. Label each binder or electronic file folder clearly and include a table of contents in each binder or file folder.

On the front of the hard copy dossier binder please place a sheet or label that includes the following information:

Name of Faculty Member, Current Rank, School/College, Department or Unit

Affiliation, and nature of the application (e.g. Application for Promotion and Tenure, or Application for Promotion or Application for Tenure.)

For electronic dossier submission, the equivalent information should be in a file called Title Page.

For dossiers in electronic submission, items like the application form, curriculum vitae, summaries of teaching, research, and service accomplishments, statement of teaching philosophy should be saved as pdf files. A 12-point serif font such as Times New Roman or Palatino, or a 12-point sans serif font such as Arial is preferred. Letters/documents with letterhead and signatures should be scanned into Adobe Acrobat pdf format for inclusion in an electronic submission dossier.

Material should be clearly organized. In hard copy submission, this means a binder for primary materials with a detailed table of contents and marked tabs, and other binders for supplementary materials, each with a table of contents and marked tabs; in electronic submission this means folders on CD or DVD labeled accordingly. In the case of electronic submissions, there should be a title page and a table of contents file included in each electronic folder, and each folder should be labeled (e.g. Primary Materials; Teaching; Research/Creative; Service).

Additional information (e.g., annual and mid-tenure evaluations) may be available or required in the dossier by a given college/department. Also, the department and college review committees, department chair, and dean may make a written request for any missing or additional information or clarification needed for the review.

Report of the Department Review Committee (DRC):

An analysis of the candidate's strengths and weaknesses and the resulting recommendation should be prepared by the Department Review Committee and addressed to the department chair (who will not serve on this committee). It should indicate the vote of the committee on the recommendation and be signed by all members to indicate that they have reviewed the report. Significant minority opinions should be identified but need not be attributed to individual members of the committee. Separate minority reports may be written and submitted as an attachment to the report of the committee.

Recommendation of the Department Chair:

An analysis of the candidate's strengths and weaknesses and the resulting recommendation should be prepared by the department chair and addressed to the dean. If the recommendation is positive, a copy is given to the candidate when it is forwarded to the dean. If it is negative, he or she shall meet with the faculty member to provide the faculty member with a copy of the determination and its rationale, and to explain the faculty member's right of rebuttal. Within ten days after this meeting, the faculty member may submit to the dean and the chair his or her written rebuttal to the chair's determination. Upon receipt of the faculty member's rebuttal, or at the end of ten days after the chair meets with the faculty member if the faculty member does not submit a rebuttal, the chair shall submit his or her determinations and rationales, together with the recommendations and rationales of the DRC, to the dean of the college.

Report of the College Review Committee (CRC):

An analysis of the candidate's strengths and weaknesses and the resulting recommendation should be prepared by the College Review Committee and addressed to the dean (who will not serve on this committee). It should indicate the vote of the committee on the recommendation and be signed by all members to indicate that they have reviewed the report. Significant minority opinions should be identified but need not be attributed to individual members of the committee. Separate minority reports may be written and submitted as an attachment to the report of the committee.

Recommendation of the Dean:

An analysis of the candidate's strengths and weaknesses and the resulting recommendation should be prepared by the dean and addressed to the provost. If the recommendation is positive, a copy is given to the candidate when it is forwarded to the provost. If the recommendation is negative, he or she shall meet with the faculty member to provide the faculty member with a copy of that determination and its rationale, and to explain the faculty member's right of rebuttal. Within ten days after this meeting, the faculty member may submit to the provost and the dean his or her written rebuttal to the dean's determination. Upon receipt of the faculty member's rebuttal, or at the end of ten days after the dean meets with the faculty member if the faculty member does not submit a rebuttal, the dean shall submit his or her determinations and rationales, together with the recommendations and rationales of the CRC and the DRC, the determinations and rationales of the department chair, and the faculty member's rebuttal(s), if any, to the provost.

Recommendations and Documentation Reviewed by the Provost:

The documents submitted to the provost for review shall include the applicant's entire dossier, with the reports and recommendations of all prior review levels.

Termination of Review:

Throughout the promotion and tenure review process, three negative consecutive reviews (e.g., by the departmental committee, department chair, college committee, or dean; or for the Law School – by the committee, the dean, and the provost) effectively terminates the review process. However, the candidate may then initiate an appeals procedure for reconsideration of a negative recommendation, in accordance with provisions stated in the university's governance document.

Appendix

The curriculum vitae should be completed in the following format:

- A. Personal Information (Name, department, current rank)
- B. Education (including institutions, dates, degrees)
- C. Professional Employment (employment background, in reverse chronological order)
- D. Research, Scholarly and Creative Activities
In each category, published works should be listed first, in reverse chronological order, followed by works not yet published but accepted for publication. Pieces

in preparation that are not completed and not reviewed should not appear on a c.v. (The one exception is working papers, customary in certain fields such as economics and mathematics. These should be listed in D 9. "Other"). The candidate should distinguish between authored and edited works and between refereed and non-referred outlets, should clarify the status of work accepted but not yet published, and should identify his or her contribution to multi-authored works. Please list all authors, in the order they appear on the publication. Because disciplines differ in the way senior authorship is listed, please indicate the works on which the candidate is the senior author. When the research is published in a foreign language, the translation of the title should be included.

1. Books. (Please specify if whether a completed manuscript has been accepted without the need for further revisions.)
 - a. Books authored. Original or revised edition should be specified.
 - b. Books edited.
 - c. Chapters in books.
2. Articles in Refereed Journals or Law Reviews/Journals.
Full citation, inclusive of page numbers, should be provided. Review articles and invited articles should be so identified.
3. Monographs, Reports, and Extension Publications. Book Reviews, Other Articles, Notes.
4. Patents Received
5. Talks, Abstracts, and Other Professional Papers Presented.
 - a. Invited talks, etc.
 - b. Refereed conference proceedings.
 - c. Unrefereed conference proceedings.
6. Films, CDs, Photographs, etc.
Specify the nature of the faculty member's contribution.
7. Exhibits, Performances, Demonstrations, & Other Creative Activities.
Specify the nature of the faculty member's contribution.
8. Original Designs, Plans, Inventions, Software.
9. Contracts and Funded Grants.
9. List amount awarded, time period, and role (e.g., principal investigator).
10. Other

E. Teaching, Mentoring, Advising

1. Courses during the period under evaluation.
2. Course or Curriculum Development.
3. Manuals, Notes, Software, Web pages, & Other Contributions to Teaching.
4. Advising (other than research direction): Indicate approximate numbers of

students per year.

- a. Undergraduate.
 - b. Graduate.
 - c. Other advising & mentoring activities (advising student groups, special assignments, recruiting, faculty mentorship, etc.)
5. Advising: Research Direction. The name of student and academic year(s) involved should be indicated, as well as placement of the student(s). List completed work first and then in-progress work.
- a. Undergraduate.
 - b. Master's.
 - c. Doctoral.
6. Extension Activities. Major programs established, workshops, presentations, media activities, awards, honors, etc., should be indicated.

F. Grants (source, amount, type of grant, role on project, starting and ending dates)

G. Honors, Awards, Fellowships, Prizes

H. Service:

1. Professional.
 - a. Offices and committee memberships held in professional organizations (include dates).
 - b. Reviewing activities for agencies.
 - c. Other unpaid services to local, state, and federal agencies.
 - d. Other non-University committees, commissions, panels, etc.
 - e. International activities not listed above.
 - f. Paid consultancies (optional).
2. Campus.
 - a. Departmental.
 - b. College.
 - c. University.
 - d. Special administrative assignments.
 - e. Other.
3. Community, State, National.

Please date the CV in the header, and include numbered pages in the footer so reviewers will know that they have the most recent version and number of pages.

Important Note: CVs should not include age, date of birth, marital status, or social security number (SSN). These items are not relevant and should always be omitted from the CV.