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**DEPARTMENT OF STATISTICS
PROMOTION AND TENURE
CRITERIA AND PROCEDURES**
Approved by UCTP December 13, 2012

The primary mission of the Department of Statistics at the University of South Carolina, Columbia is to serve society by (i) providing high quality education and training in the statistical sciences; (ii) extending the frontiers of understanding through research, developing new statistical theory and methods, and applying these creatively in interdisciplinary inquiry; and (iii) expanding the awareness and usefulness of the statistical sciences through public service. The faculty of the Department continually strives for improvement in these areas and conducts its affairs with openness, enthusiasm, integrity, and respect for all individuals in our diverse society.

The Department of Statistics Criteria and Procedures for Tenure and Promotion contained in this document were developed by its tenured faculty members to ensure that its faculty will continually fulfill and advance the department's mission. The criteria and procedures are compatible with the rules and policies set by the Dean of the College of Arts and Sciences and by the Board of Trustees as specified in the University of South Carolina's Faculty Manual dated December 13, 2011. Recommendations by the tenured statistics faculty for the promotion and/or tenure of an individual statistics faculty member will constitute recognition of both the faculty member's past academic achievements, including those outside of the University of South Carolina, and the promise of further professional growth. The criteria have been established to provide standards that stimulate academic and professional growth and that ensure the attainment of national and/or international recognition. The procedures have been established to ensure objective decisions based solely on professional merit.

I. Procedures for Promotion and Tenure

- At each point in this Tenure and Promotion document where a date is to be specified, the date is determined by the Tenure and Promotion Calendar for that year, which can be found electronically from the website www.sc.edu/tenure/. In general, it will not be the same in succeeding years. Hereafter, these dates will be referred to as “**the current calendar dates.**”
 - Furthermore, those faculty with mid-year appointments will not have the same dates as those faculty whose appointments began with a fall semester. These mid-year dates are also in the Tenure and Promotion Calendar.
- A. All non-tenured faculty members who are in a tenure-track position but are not entering the last year of a probationary appointment will be considered each academic year for tenure by the appropriate tenured faculty (see I.D, I.E, and I.F). All tenure-track non-full professors who are not entering the last year of a probationary appointment and all tenured non-full professors will be considered each academic year for promotion to the

next higher rank by the appropriate tenured faculty (see I.D, I.E, and I.F). A faculty member who is in the last year of a probationary appointment will not be considered for promotion or tenure except through the appeal process (see J.3). By the current calendar date the Department Chair will notify in writing all eligible faculty members that they will be considered for promotion and/or tenure.

- B.
 - 1. A faculty member who is entering the next to the last year of a probationary appointment (see Faculty Manual) must, by the current calendar date, submit his/her primary and secondary files (see I.G) to the Department Chair.
 - 2. Each eligible faculty member not entering the next to last year of a probationary appointment who wishes to be considered for promotion and/or tenure must, by the current calendar date, submit his/her primary and secondary files (see I.G) to the Department Chair.
 - 3. An eligible faculty member not entering the next to last year of a probationary appointment who does not wish to be considered for promotion and/or tenure must, by the current calendar date, so inform the Department Chair in writing. This action shall not in any way prejudice future consideration of the faculty member for promotion and/or tenure.
 - 4. A candidate who is going up for his/her first promotion may either elect to use the Department of Statistics Promotion and Tenure Criteria and Procedures that were in place when the candidate was hired or the Promotion and Tenure Criteria and Procedures that are in effect at the time that the candidate is seeking his/her first promotion. For the second promotion, the candidate must use the Promotion and Tenure Criteria and Procedures that are in effect at the time of the promotion application.

Note: Hereafter, a Department of Statistics faculty member who will be considered for promotion and/or tenure (see B.1 and B.2) will be referred to as a “**candidate**.”

- C. By April 15 of each year, the tenured faculty of the Department of Statistics shall elect a tenured Professor in the Department to serve as Chair of the Promotion and Tenure Committees. The Chair of the Department shall notify the Dean of the College of Arts and Sciences, the Provost, and the Faculty Senate Office of the election results through normal channels.
- D. A candidate for promotion will be considered by a Promotion Committee consisting of all tenured members of the Department of Statistics who have higher rank than that of the candidate.
- E. A candidate for tenure will be considered by a Tenure Committee consisting of all tenured faculty members of the Department of Statistics of equal or higher rank than that of the candidate.

- F. In the event that any committee defined in I.D or I.E has fewer than five voting members, the tenured faculty of appropriate ranks within the Department will select the necessary number of tenured faculty of appropriate ranks from the College of Arts and Sciences, or from another College or School of the University of South Carolina, subject to approval by the Dean of the College of Arts and Sciences, in order to increase the size of the committee to five voting members. If the Department Chair is a tenured faculty member of an appropriate rank, he or she may participate in the selection of these individuals.

Note: Hereafter, the committee defined in I.D, I.E, or I.F will be referred to as the “**appropriate tenured faculty.**”

- G. A candidate may place any material he/she deems appropriate in his/her file at any time before the final unit vote (see I.J.1). The promotion/tenure file will consist of two parts, the primary and secondary files. The primary file when turned in by the candidate will consist of a completed University Tenure and Promotion Form. The Chair of the appropriate tenured faculty will designate an appropriate tenured faculty member or a subcommittee of the appropriate tenured faculty to prepare a summary of student teaching evaluations and peer evaluations for inclusion in the candidate's primary file. At a minimum, such a summary should include, for each course taught since the last promotion, the average student evaluation ratings to the question “OVERALL, considering all aspects, I rate the overall performance of my instructor as:” in the student evaluation questionnaire, as well as the qualitative ratings in the peer evaluations. When appropriate, the student and peer evaluation ratings of the candidate for a course should be compared with student and peer evaluation ratings of other tenure-track or tenured Department of Statistics faculty who have taught the same course. The summary should provide relevant context to aid in the proper interpretation of the student and peer evaluation ratings such as whether the candidate has strict grading standards, whether the course historically gets lower student evaluation ratings for the instructor, etc. The secondary file will contain, at a minimum, reprints of publications and copies of manuscripts accepted or submitted for publication, student and peer teaching evaluations, course syllabi and materials, and other appropriate documentation of information listed in the primary file.
- H. At any time before his/her file is forwarded to the Dean of the College of Arts and Sciences, a candidate who is not in the next to the last year of a probationary appointment may decline in writing to be considered further. This action shall not in any way prejudice future consideration of the faculty member for promotion and/or tenure.
- I. 1. Lists of candidates for promotion and/or tenure are distributed by the Department Chair to the appropriate tenured faculty and the Dean of the College of Arts and Sciences as soon as the candidates are known.
2. The files of the candidates for promotion and/or tenure will be reviewed by the appropriate tenured faculty and, by the current calendar date, the appropriate tenured faculty will meet and vote by secret ballot on whether the candidate should be considered further. Each ballot must contain a written justification for the vote. If otherwise eligible,

the Department Chair may vote. However, if the Department Chair votes on the file as a member of the appropriate tenured faculty, then he/she forfeits the right to write a letter in which his/her recommendation is given. The Dean of the College of Arts and Sciences, the Provost, and the President cannot vote at the unit level.

- (a) If at least half of the votes cast by the appropriate tenured faculty are favorable (abstentions not counted), then the candidate will be informed in writing by the Department Chair that the appropriate tenured faculty has recommended that the candidate be considered further.
- (b) If fewer than half of the votes cast by the appropriate tenured faculty are favorable (abstentions not counted), then the candidate will be so informed by the Department Chair. A candidate who is not in the next to the last year of a probationary appointment will not be considered further for promotion and/or tenure at this time, unless he/she informs the Department Chair in writing that he/she requests a complete review following the same procedures as those in category (a). A candidate who is in the next to the last year of a probationary appointment will receive a complete review following the same procedures as for the candidates in category (a), unless he/she informs the Department Chair in writing that he/she wishes to withdraw from further consideration.

3. By the current calendar date, for each candidate who is to be considered further, the Chair of the appropriate tenured faculty committee will write to **at least six but no more than ten** scientists outside the University soliciting evaluations of the candidate's scholarly record. These scientists will be referred to as the **candidate's external evaluators** and the appropriate tenured faculty, without input from the candidate, must choose them from peer or aspirant institutions. If the candidate has a secondary appointment in another unit, procedures specified in I.R concerning faculty with secondary appointments should be adhered to in selecting external reviewers. A scientist who is not from a peer or aspirant institution may still be used as an external evaluator provided that this person could be shown to be one of the leading scholars in the candidate's research field. Persons who have co-authored publications, collaborated on research, or been colleagues or advisors of the candidate normally should be excluded as external evaluators.

The letter of the Chair of the appropriate tenured faculty to the external evaluators should ask the evaluator to disclose any relationship or interaction with the candidate. It should provide the evaluator the relevant criteria for tenure or promotion, the candidate's vita and publications, and other materials evidencing the candidate's research and scholarly accomplishments. It should ask the evaluator to evaluate primarily the quality of the research and scholarship, including the quality of the publication venues, and secondarily the quantity of the candidate's research and scholarship.

All evaluation letters that are received from the external evaluators must be placed in the candidate's primary folder by the Chair of the appropriate tenured faculty. The Chair of the appropriate tenured faculty will designate an appropriate tenured faculty member,

possibly himself/herself, to provide brief but essential biographical data on the external evaluators for inclusion in the candidate's primary folder. There should be at least six external evaluation letters in the primary folder. The contents of the candidate's file are to be read only by the appropriate tenured faculty, appropriate administrative officials, and the University Committee on Tenure and Promotions.

- J.
1. By the current calendar date, the appropriate tenured faculty, having reviewed each candidate's file, including the outside evaluation letters, meets and by secret ballot votes on whether or not the candidate is to be recommended for promotion and/or tenure. If otherwise eligible, the Department Chair may choose to vote at the unit level only if there are not at least five other faculty from the Department eligible to vote. If the Department Chair chooses to vote at the appropriate tenured faculty level, he/she shall not make a written recommendation as Department Chair. The Dean of the College of Arts and Sciences, the Provost, and the President cannot attend the meeting or vote at the unit level. Also included on the ballot will be a place where the voting faculty member **must** give the rationale or justification for his/her vote. A candidate is to be recommended if at least 2/3 of the votes cast by appropriate tenured faculty are favorable (abstentions not counted). For example, if there are either 5 or 6 votes cast, at least 4 must be favorable for the unit to recommend the candidate. The ballots and vote justifications will be placed by the chair of the appropriate tenured faculty into the candidate's file and will be available to the Department Chair. Within two working days of this meeting, the Department Chair will notify each candidate in writing of the decision of the appropriate tenured faculty.
 2. A candidate may elect at this time to withdraw from further consideration for promotion and/or tenure; in this case, the faculty member must inform the Department Chair of his/her decision in writing within one week of notification by the Chair of the decision of the appropriate tenured faculty. If the candidate is not in the next to last year of a probationary appointment, this action shall in no way prejudice future consideration of the faculty member for promotion and/or tenure.
 3. If the candidate is dissatisfied with the decision of the appropriate tenured faculty and wishes to appeal and to have his/her primary and secondary files forwarded to the Dean of the College of Arts and Sciences, then the candidate must notify the Department Chair in writing of his/her appeal by the current calendar date.
- K.
1. If a candidate is recommended by the appropriate tenured faculty, the candidate's primary and secondary files will be forwarded to the Dean of the College of Arts and Sciences by the current calendar date.
 2. A candidate who is not recommended by the appropriate tenured faculty will not be considered further for promotion and/or tenure at this time, unless the candidate informs the Department Chair in writing that he/she requests that his/her primary and secondary files be forwarded to the Dean of the College of Arts and Sciences as in paragraph I.J.3. The decision of the appropriate tenured faculty not to recommend a candidate who is not

in the next to last year of a probationary appointment shall in no way prejudice future consideration of the faculty member for promotion and/or tenure.

- L. A final list of candidates, whose primary and secondary files will be forwarded to the Dean of the College of Arts and Sciences, will be distributed by the Department Chair to the appropriate tenured faculty and the Dean by the current calendar date.
- M. Separate from the vote justification in their ballot, each appropriate tenured faculty member may choose to write a letter to the Dean of the College of Arts and Sciences either supporting or not supporting those candidates' promotion and/or tenure whose files will be forwarded to the Dean of the College of Arts and Sciences. These letters will include the rationale of the individual's vote and must be sent directly to the Dean of the College of Arts and Sciences so that they are received by the Dean's office not later than the current calendar date.
- N. All materials for each candidate for promotion and/or tenure along with the Department Chair's recommendation, provided the Department Chair did not vote at the unit level, will be submitted to the Dean of the College of Arts and Sciences by the current calendar date.
- O.
 1. A list of those candidates considered but not recommended for promotion and/or tenure, together with a record of all vote counts (including abstentions), will be forwarded to the Dean of the College of Arts and Sciences.
 2. A list of those candidates not wishing to be considered for promotion and/or tenure will be forwarded to the Dean of the College of Arts and Sciences.
- P. The procedures for hiring personnel with immediate tenure will follow the guidelines set forth by University policies and procedures.
- Q. There will be no required minimum time of service at the University of South Carolina for faculty hired from another institution to be considered for tenure or promotion. In this context, time and accomplishments of a candidate in a faculty position at another educational institution may be considered in evaluating the candidate for tenure or promotion.
- R. **Faculty with Joint Appointments.** The criteria for granting tenure or promotion to a jointly appointed faculty member shall be those of the primary unit. For faculty holding joint appointments, each secondary unit must be given an opportunity to propose outside evaluators and to comment on evaluators proposed by the primary unit. Primary and secondary units should work together to obtain a suitable and representative group of evaluators. An evaluation must be solicited from at least one evaluator nominated or approved by each secondary unit.

Any department or program that is the secondary unit for one or more faculty members with joint appointments must have in effect a written statement of procedures, which

must be approved by the University Committee on Tenure and Promotion, and by which the views of all faculty eligible to participate in evaluation of the candidate will be solicited and provided for inclusion in the candidate's file. In cases in which the secondary unit does not achieve consensus regarding a file, the secondary unit may submit two letters for inclusion in the candidate's file: A majority and a minority report. Any department that is the primary unit for one or more faculty members with joint appointments must include in its criteria processes for (1) involving each secondary department or program in the selection of outside evaluators; (2) making the candidate's file available to eligible faculty of each secondary unit; and (3) obtaining formal input from the eligible faculty of each secondary unit and placing it in the candidate's file at least five working days prior to the unit's vote on the application. Faculty who are members of both the primary and secondary unit can only vote in the primary unit.

A memorandum of understanding (MOU) must be in place for all faculty members holding joint appointments. The MOU should include (1) identification of the tenuring unit; (2) teaching load and split of teaching load between the primary and secondary units; (3) formula and criteria for sharing indirect cost return (IDCR) among the units; and (4) service responsibility load and split between the units. The MOU should include signatures of the jointly appointed faculty member, the unit heads of the primary and secondary units, the deans of the colleges in the units reside, and the provost. The teaching load for a joint appointment should not be greater than for a faculty member of the same rank in the primary unit. The service load for a joint appointment should be comparable to normal service load of a faculty member of the same rank in the primary unit. The MOU should be included in the candidate's primary file.

II. Criteria for Promotion and Tenure

Criteria for all tenure and promotion recommendations for a Department of Statistics faculty member shall require a record of accomplishment indicative of continuing development of the faculty member in (1) research and scholarship, (2) teaching, (3i) statistical consulting, and/or (3ii) service to the University, public, and statistics profession, and appropriate progress towards achieving a national or international reputation in the statistics field. The criteria for tenure at any professorial rank must require evidence of consistency and durability of performance. In addition, for any professorial rank the candidate will normally be expected to have an earned doctorate in the statistical sciences, or the equivalent in a statistics-related area such as Bioinformatics, Computer Science, Engineering, or Mathematics.

The levels of performance in the areas of research and scholarship, teaching, and statistical consulting or service will be rated as either Outstanding, Excellent, Good, Fair, or Inadequate. The USC Faculty Manual defines these rating scales with respect to the needs of the Department as follows:

- **Outstanding:** The candidate's performance is far above the minimally effective level. In regard to research and scholarship, output is of very high quality, and a national or international reputation is evident.
- **Excellent:** The candidate significantly exceeds the minimally effective level of performance. In regard to research and scholarship, output is already of high quality, and a national or international reputation is clearly possible, if not likely.
- **Good:** The candidate's performance is clearly above the minimally effective level. In regard to research and scholarship, he or she shows promise of high quality in the future.
- **Fair:** The candidate meets the minimally effective level of performance.
- **Unacceptable:** The candidate has accomplished less than the minimally effective level of performance.

Specific evidence of performance in each of these areas is listed below.

1. Evidence of teaching effectiveness and performance includes

- a) the regular College of Arts and Sciences teaching evaluations by students, specifically the "Overall Rating of Instructor" question.
- b) the regular peer evaluations performed by faculty colleagues, with evaluators using the rating scale: Outstanding, Excellent, Good, Fair, and Unacceptable;
- c) attracting students to take his/her courses or to participate in his/her research activities;
- d) direction of master's or senior thesis students or undergraduate research experiences;
- e) development of new courses, curricula, or teaching techniques;
- f) textbook writing or development of other instructional materials (such as computer packages, self-paced modules, distance education materials, etc.) and review of textbooks;
- g) regular participation in instructional development (e.g., accent reduction classes, CTE and UTS teaching seminars, webinars, etc.); and
- h) recipient of teaching awards from the university and/or professional organizations.

2. Evidence of research and scholarly accomplishments includes

- a) refereed publications, including those published in refereed electronic journals (for example, the *Electronic Journal of Statistics*), that contribute to the statistics or probability literature (appearing in statistics journals or journals which support the mathematical foundations of statistics). The order of authorship in papers with multiple authors varies considerably in the statistics discipline. Thus, the candidate should indicate or document in their research statement or vita their contributions in multi-authored publications, when appropriate;
- b) refereed publications, including those published in refereed electronic journals, in applications of statistics in reputable journals in other disciplines;
- c) research grants and contracts, especially as PI or co-PI of competitive grants from research funding agencies such as the US National Science Foundation or the US National Institutes of Health;
- d) invited and contributed research presentations at professional meetings or conferences, and at other institutions;

- e) direction of doctoral students;
- f) refereeing and reviewing manuscripts for journals and research funding agencies;
- g) establishing a research program independent of the candidate's doctoral dissertation;
- h) organizing research conferences, special sessions at professional meetings, etc.;
- i) publishing an original, research-related, full length book or monograph in the candidate's area of expertise;
- j) editorial service to journals or proceedings;
- k) recipient of research awards and/or professional fellowships; and
- l) other evidence of the candidate's scholarly reputation.

3i. Evidence of accomplishment in the area of statistical consulting includes

- a) consultation on statistical design and data analysis with other faculty, graduate students, or public and private agencies;
- b) contracts or grant funds obtained through consultation activities;
- c) quantity and quality of consultation (may be a listing of clients, aggregate of time spent, documented by letters or reports from clients, or peer evaluation);
- d) acknowledgments in clients' research papers resulting from consultation activities; and
- e) consulting on problems of a socially significant nature (such as problems with state agencies that are important to the public welfare).

3ii. Evidence of service to the University, public, and profession includes

- a) committee or administrative assignments in the Department of Statistics, the College of Arts and Sciences, or the University;
- b) student advisement;
- c) liaison or interdisciplinary activities;
- d) talks at high schools and colleges, and active participation in community organizations such as appointments in task force, roundtable, and commission appointments;
- e) recruiting undergraduate and graduate students;
- f) serving on graduate student committees inside or outside the department;
- g) professional service to industrial concerns, government agencies, local government, and other public entities or groups;
- h) leadership roles or activities in professional organizations; and
- i) recipient of service awards from the university and/or professional organizations.

Specific levels of performance in the three areas required for positive recommendations for promotion or tenure are:

A. Promotion to Associate Professor

Promotion to Associate Professor requires a rating of at least Excellent in either (1) teaching **or** (2) research and scholarly accomplishments; and a rating of at least Good in the other area and in the area of (3i) consulting activities and/or (3ii) service to the University, public, and profession; and evidence of progress toward establishing a national or an international reputation in a research field. Strong evidence of future growth in research and scholarly accomplishments and

in teaching is an essential factor. The level of performance in research and scholarly accomplishments will be judged against statisticians of similar rank at major research universities on a national basis and will be informed by the evaluations of external evaluators.

A.1. Rating Teaching Performance

To be rated as Outstanding in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally satisfy all of the following criteria: over the last three years have predominantly received Outstanding class ratings on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question, have predominantly received Outstanding Peer Review Evaluation ratings over the last three years, and have made contributions in one or more of items II.1.(c)-(h). In this rating, consideration of the faculty member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.) Contributions in one or more of items II.1.(c)-(h) which taken as a whole are judged by the appropriate tenured faculty to be very substantial can make up for student or peer evaluations that would otherwise be judged Excellent.

To be rated as Excellent in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally have an average class rating on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question of Excellent or better over the last three years, have been rated as Excellent or better in the majority of Peer Review Evaluations over the last three years, and have made contributions in one or more of items II.1.(c)-(h). In this rating, consideration of the faculty member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.) Contributions in one or more of items II.1.(c)-(h) which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that would otherwise be judged Good.

To be rated as Good in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally have an average class rating on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question of at least Good over the last three years, have been rated as at least Good in the majority of Peer Review Evaluations over the last three years, and have made contributions in one or more of items II.1.(c)-(h). In this rating, consideration of the faculty member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.) Contributions in one or more of items II.1.(c)-(h) which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that would otherwise be judged Fair.

To be rated as Fair in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally have an average class rating on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question of at least Fair over the last three years, have been rated as at least Fair in the majority of Peer Review Evaluations over the last three years, and have made contributions in one or more of items II.1.(c)-(h).

To be rated as Inadequate in Teaching for promotion to or tenure at the rank of Associate Professor, a candidate will not meet the criteria for being rated as Fair.

A.2. Rating Research and Scholarly Accomplishments Performance

To be rated as Outstanding in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate sustained very high quality research and scholarly accomplishments as judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3). Very high quality research is comparable to that appearing in the top mainstream refereed journals in the discipline or closely related fields. There should be clear and strong evidence that the candidate has developed a successful research program that is well beyond or different from the candidate's doctoral dissertation and has clearly established research independence from his/her dissertation advisor or post-doctoral mentor. There should be an indication that the candidate has developed a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have made several invited or contributed presentations at professional meetings or conferences and will have refereed or reviewed manuscripts for journals or proposals for research funding agencies. There is the expectation that the candidate will have secured competitive external funding for research.

A candidate whose record would otherwise be rated Excellent in Research and Scholarly Accomplishments may be rated as Outstanding provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals which taken as a whole are judged by the appropriate tenured faculty, with input from the external evaluators (see I.I.3), to be of a very high and substantial quality.

To be rated as Excellent in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate sustained high quality research and scholarly accomplishments as judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3). High quality research is comparable to that appearing in the better mainstream refereed journals in the discipline or closely related fields. There should be strong evidence that the candidate has developed a successful research program that is beyond the candidate's doctoral dissertation and/or has achieved research independence from his/her dissertation advisor or post-doctoral mentor. There should be an indication that the candidate is developing or has developed a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have made some invited or contributed presentations at professional meetings or conferences and will have refereed or reviewed manuscripts for journals or proposals for research funding agencies. There is the expectation that the candidate will have regularly sought competitive external funding for research.

A candidate whose record would otherwise be rated Good in Research and Scholarly Accomplishments may be rated as Excellent provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals which taken as a whole are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be of a high and substantial quality.

To be rated as Good in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate sustained quality research and scholarly accomplishments as judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3). Quality research is comparable to that appearing in mainstream refereed journals in the discipline or closely related fields. There should be strong evidence that the candidate has developed a successful research program that is beyond the candidate's doctoral dissertation. There should be an indication that the candidate is developing a national or international reputation in the field. Thus, in addition to the candidate's refereed

papers, it is anticipated that the candidate will have made some contributed presentations at professional meetings or conferences. There is the expectation that the candidate have sought competitive external funding for research.

A candidate whose record would otherwise be rated Fair in Research and Scholarly Accomplishments may be rated as Good provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals which taken as a whole are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be of substantial quality.

To be rated as Fair in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate a series of research and scholarly accomplishments, some of which are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be quality research. There should be evidence that the candidate is developing a successful research program beyond his/her doctoral dissertation.

To be rated as Inadequate in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, a candidate will not meet the criteria for being rated as Fair.

A.3. Rating Consulting and/or Service Performance

To be rated as Outstanding in Service and/or Statistical Consulting Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate will be expected to have made continued successful contributions in items II.3i and/or II.3ii that are judged by the appropriate tenured faculty to be very highly substantial. The candidate will have demonstrated leadership in service and/or statistical consulting.

To be rated as Excellent in Service and/or Statistical Consulting Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate will be expected to have made continued successful contributions in items II.3i and/or II.3ii that are judged by the appropriate tenured faculty to be highly substantial. It is anticipated that the candidate will demonstrate potential for leadership in service and/or statistical consulting.

To be rated as Good in Service and/or Statistical Consulting for promotion to or tenure at the rank of Associate Professor, a candidate will be expected to have made continued successful contributions in items II.3i and/or II.3ii that are judged by the appropriate tenured faculty to be substantial. It is anticipated that the candidate will demonstrate some potential for leadership in service and/or statistical consulting.

To be rated as Fair in Service and/or Statistical Consulting, a candidate will be expected to show continued participation, with some success, in items II.3i and/or II.3ii.

To be rated as Inadequate in Service and/or Statistical Consulting, a candidate will not meet the criteria for being rated as Fair.

B. Tenure at Associate Professor

The criteria for tenure at the rank of Associate Professor are the same as those for promotion to Associate Professor together with strong evidence of consistency and durability of performance.

C. Promotion to Professor

Promotion to Full Professor requires at least Excellent performance ratings in each of the categories of (1) teaching, (2) research and scholarly accomplishments, and (3i) consulting activities and/or (3ii) service to the university, public, and profession. An Outstanding performance rating in either of categories (1) or (2) could compensate for a Good rating in category (3i) or (3ii). Strong evidence of continued successful performance in each of these categories is also expected. The level of performance in research and scholarly accomplishments will be judged against statisticians of similar rank at major research universities on a national basis as informed by the evaluations of external evaluators.

C.1. Rating Teaching Performance

To be rated as Outstanding in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally satisfy all of the following criteria: have predominantly received Outstanding class ratings on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question, have predominantly received Peer Review Evaluation ratings of Outstanding, and have made substantial contributions in one or more of items II.1.(c)-(h) since his/her last promotion. In this rating, consideration of the faculty member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.). Contributions in one or more of items II.1.(c)-(h) since the last promotion which taken as a whole are judged by the appropriate tenured faculty to be very highly substantial can make up for student or peer evaluations that are below the above stated requirements.

To be rated as Excellent in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally have an average class rating on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question of Excellent or better, have been rated as at least Excellent in the majority of Peer Review Evaluations, and have made contributions in one or more of items II.1.(c)-(h) since his/her last promotion. In this rating, consideration of the faculty member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.) Contributions in one or more of items II.1.(c)-(h) since the last promotion which taken as a whole are judged by the appropriate tenured faculty to be highly substantial can make up for student or peer evaluations that are below the above stated requirements.

To be rated as Good in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally have an average class rating on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question of at least Good, have been rated as at least Good in the majority of Peer Review Evaluations, and have made contributions in one or more of items II.1.(c)-(h) since his/her last promotion. In this rating, consideration of the faculty member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.) Contributions in one or more of items II.1.(c)-(h) since the last promotion which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are below the above stated requirements.

To be rated as Fair in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally have an average class rating on the College of Arts and Sciences Student Evaluation "Overall Rating of Instructor" question of at least Fair, have been rated as at least Fair in the majority of Peer Review Evaluations, and have made contributions in one or more of items II.1.(c)-(h) since his/her last promotion. In this rating, consideration of the faculty

member's teaching assignments may be taken into account (e.g., large-section classes, service courses, distance education courses, etc.).

To be rated as Inadequate in Teaching for promotion to or tenure at the rank of Professor, a candidate will not meet the criteria for being rated as Fair.

C.2. Rating Research and Scholarly Accomplishments Performance

To be rated as Outstanding in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate sustained very high quality research and scholarly accomplishments since his/her last promotion as judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3). Very high quality research is comparable to that appearing in the top mainstream refereed journals in the discipline or closely related fields. There should be clear and strong evidence that the candidate has a national or international reputation in the field. Specifically, in addition to the candidate's refereed papers, it is anticipated that the candidate will have given several invited talks and have made contributions in at least two of items II.2. (e), (f), (h), (i), (j), and (k) since his/her last promotion which are judged by the appropriate tenured faculty to be very highly substantial. There is the expectation that the candidate will have consistently secured competitive external funding for research since his/her last promotion.

A candidate whose record would otherwise be rated Excellent in Research and Scholarly Accomplishments may be rated as Outstanding provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals over a sustained period since his/her last promotion which taken as a whole are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be of a very high and substantial quality.

To be rated as Excellent in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate sustained high quality research and scholarly accomplishments since his/her last promotion as judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3). High quality research is comparable to that appearing in mainstream refereed journals in the discipline or closely related fields. There should be strong evidence that the candidate has a national or international reputation in his/her major areas of research. Specifically, in addition to the candidate's refereed papers, it is anticipated that the candidate will have given some invited talks and have made contributions in at least two of items II.2. (e), (f), (h), (i), (j), and (k) since his/her last promotion which are judged by the appropriate tenured faculty to be highly substantial. There is the expectation that the candidate will have secured competitive external funding for research since his/her last promotion.

A candidate whose record would otherwise be rated Good in Research and Scholarly Accomplishments may be rated as Excellent provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals over a sustained period since his/her last promotion which taken as a whole are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be of a highly substantial quality.

To be rated as Good in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate sustained quality research and scholarly accomplishments as judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3). Quality research is comparable to that appearing in mainstream

refereed journals in the discipline or closely related fields. There should be an indication that the candidate is close to developing a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have made at least one invited and several contributed presentations at professional meetings or conferences. In addition to the candidate's refereed papers, the candidate will have made contributions in at least two of items II.2. (e), (f), (h), (i), and (j) since his/her last promotion. There is the expectation that the candidate will have regularly sought competitive external funding for research.

A candidate whose record would otherwise be rated Fair in Research and Scholarly Accomplishments may be rated as Good provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals which taken as a whole are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be of substantial quality.

To be rated as Fair in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate a continuing series of research and scholarly accomplishments, some of which are judged by the appropriate tenured faculty with input from the external evaluators (see I.I.3) to be quality research, since his/her last promotion. In addition to the candidate's refereed papers, it is anticipated that the candidate will have contributions in at least two of items II.2. (d), (e), (f), (h), (i), and (j) since his/her last promotion. There is the expectation that the candidate will have sought competitive external funding for research.

To be rated as Inadequate in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, a candidate will not meet the criteria for being rated as Fair.

C.3. Rating Consulting and/or Service Performance

To be rated as Outstanding in Service and/or Statistical Consulting Accomplishments for promotion to or tenure at the rank of Professor, the candidate will be expected to have made continued successful contributions in items II.3i and/or II.3ii since his/her last promotion that are judged by the appropriate tenured faculty to be very highly substantial. It is anticipated that the candidate will have had a highly substantial and successful leadership role in service and/or statistical consulting since his/her last promotion.

To be rated as Excellent in Service and/or Statistical Consulting Accomplishments for promotion to or tenure at the rank of Professor, the candidate will be expected to have made continued successful contributions in items II.3i and/or II.3ii since his/her last promotion that are judged by the appropriate tenured faculty to be highly substantial. It is anticipated that the candidate will have had a substantial and successful leadership role in service and/or statistical consulting since his/her last promotion.

To be rated as Good in Service and/or Statistical Consulting for promotion to or tenure at the rank of Professor, a candidate will be expected to have made continued contributions in items II.3i and/or II.3ii since his/her last promotion that are judged by the appropriate tenured faculty to be substantial. It is anticipated that the candidate will have had a successful leadership role in service and/or statistical consulting since his/her last promotion.

To be rated as Fair in Service and/or Statistical Consulting for promotion to or tenure at the rank of Professor, a candidate will be expected to have a record of continued participation, with some success, in items II.3i and/or II.3ii since his/her last promotion.

To be rated as Inadequate in Service and/or Statistical Consulting for promotion to the rank of Professor, a candidate will not meet the criteria for being rated as Fair.

D. Tenure at Professor

The criteria for tenure at the rank of Professor shall be that the candidate meets the requirements for the rank of Professor together with a clear and strong evidence of consistency and durability of performance.