

# **College of Arts, Humanities, and Social Sciences Promotion and Tenure Document**

College of Arts, Humanities, and Social Sciences  
University of Central Missouri  
Policies and Procedures

Title: College of Arts, Humanities, and Social Sciences Promotion and Tenure Document

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## **I. College of Arts, Humanities, and Social Sciences Promotion and Tenure Policy and Procedures**

**Introduction.** These promotion and tenure guidelines are intended to conform to and elaborate on the Promotion and Tenure policies in the Academic Policies portion of the University Policy Library. Moreover, the policies and procedures set forth in this document are founded on and are intended to promote the principles of academic freedom and tenure set forth in section 1. of the University "Promotion and Tenure Policies."

(revised Mar 2002). If there is any place where the following procedures and criteria conflict with the University "Promotion and Tenure Policies," the University Policy Library, or Board of Governor's Policies and Procedures Manual, those university guidelines will apply.

Some aspects of faculty performance are recognized across all disciplines in academia as evidence of outstanding professional achievement. In addition, because the College of Arts, Humanities, and Social Sciences includes diverse disciplines, the types of faculty performance and activity that constitute some parts of an outstanding record of professional achievement may vary across the disciplines of the College. Individuals desiring promotion and/or tenure in Arts, Humanities, and Social Sciences will exemplify characteristics needed to meet the general professional and discipline-appropriate criteria established by the College faculty.

There must be no consideration of irrelevant factors in any decision regarding tenure or promotion at any level. Specifically, faculty and administrators must comply with the University of Central Missouri Policy prohibiting discrimination.

Candidates should submit a digital dossier in accordance with instructions in the University "Promotion and Tenure Policies." It is the responsibility of the candidates to provide accurate documentation of their records of teaching excellence; scholarship and creative work; and professional activities and service. Some of this documentation (e.g., peer evaluations, student evaluations, syllabi, letters of reference, outside evaluations of creative work, etc.) will be included in the artifacts electronic filing system or appendix of the dossiers. It is the responsibility of the School chairs and the department promotion and tenure committees to verify the authenticity and completeness of all documentation presented by the candidates.

All deliberations by both School and College Promotion and Tenure Committees, all dossiers and supporting materials from candidates for promotion and tenure, and all letters pertaining to those candidates written by the committees, the chairs, and the Dean are strictly confidential and to be shown only to the respective candidates and to the officials and deliberative bodies identified as part of the promotion and tenure process in the University "Promotion and Tenure Policies."

### **1. College and School Statements**

**a. School Statements.** It remains the province of the various School Promotion and Tenure committees, the School chairs, the Dean, and the College Promotion and Tenure Committee to evaluate faculty credentials—to assess the quality of faculty teaching, scholarship/creative activity, and service—and generally to make qualitative judgments as to whether candidates have met criteria in each case. To that end, Schools in the College shall each write a policy stating their respective tenure and promotion procedures and criteria. Schools may add requirements to the College requirements, and School statements should clearly identify the importance that disciplines within the Schools place on the various types of scholarship/creative activity listed under Criteria 4. below. The policy shall be distributed and otherwise made available to all School faculty and, in the future, shall be distributed to prospective faculty during their on-campus interviews. School promotion and tenure documents will be reviewed every five years through a process established by the Schools. (Listing below from Academic Policies and Procedures:

<https://www.ucmo.edu/academicpolicy/promotionandTenureCollegeGuidelines.cfm>)

Changes in a School's policy, however, will not go into effect until the academic year following the academic year in which the changes are made. The Dean shall review School promotion and tenure policies and future revisions of those policies to ensure their consistency with College guidelines and priorities.

**b. The College Statement.** To aid faculty in the College in preparing their promotion and tenure dossiers, the College has written this statement of policy. This policy will be reviewed every five years by the college Promotion and Tenure Committee. Schools, through the School chair(s), may request the Dean to convene an ad hoc review committee more frequently than every five years and may propose amendments to the policy (see 9. below). The Dean shall review the College promotion and tenure policies and future revisions of those policies to ensure their consistency with College guidelines and priorities.

**2. Eligibility for Promotion and Tenure.** Candidates for promotion in the College of Arts, Humanities, and Social Sciences must be full-time, tenure-track or tenured faculty, must (except in exceptional circumstances) hold a terminal degree appropriate to the discipline in which the promotion is granted, and must have completed at least the minimum number of years at a given rank (see b. under "Eligibility for Promotion" in the University Policy Library's "Promotion and Tenure: Academic Freedom, Promotion Policy, Eligibility). Candidates for tenure in the College must be full-time, tenure-track faculty, must (except in exceptional circumstances) hold a terminal degree appropriate to the discipline, and must (except in exceptional circumstances) have completed at least the minimum probationary period at UCM. Although the terminal degree deemed appropriate to most disciplines in Arts, Humanities, and Social Sciences is the doctorate, President Patton on 20 March 2001, approved the Masters of Fine Arts as an appropriate terminal degree in the following areas: theatre, art, and creative writing.

**Nepotism and Conflict of Interest Principles.** See the Board of Governors' "Conflict of Interest or Commitment Policy for Employees (2.1.050)" for a definition of what constitutes a conflict of interest and nepotism. Faculty elected to serve on School Promotion and Tenure committees or the College Promotion and Tenure Committee will exclude themselves from all promotion and tenure deliberations and votes whenever they deem that an ethical conflict of interest might exist that would unduly affect their impartiality and professional judgment in the vote or deliberations. Such elected faculty will be absolutely excluded from all votes or deliberations involving the promotion and/or tenure of their family members. If

applying this regulation results in a School committee of only one or two members, the committee should refer to 6. b. below on how to proceed.

**3. Eligibility to Serve on the School and College Promotion and Tenure Committees.** As stipulated in the University "Promotion and Tenure Policies," only tenured full-time faculty who are not applying for promotion may serve on the School and College Promotion and Tenure Committees. In addition, members of those promotion and tenure committees who fall under the nepotism rule are barred from participating in decisions to which that rule applies. Faculty who are members of their School promotion and tenure committees are eligible to serve on the College Promotion and Tenure Committee. During the deliberations of the College Committee, faculty are barred from contributing to discussions about, or voting on, specific candidates from their own Schools, though they may respond to questions from other committee members about general standards for evaluating professional performance in their disciplines.

**4. Timeline for Promotion and Tenure.** Candidates for promotion and tenure and the various committees and officials evaluating those candidates will follow the timeline for promotion and tenure established in the University "Promotion and Tenure Policies." Candidates may ask colleagues for advice in preparing their dossiers, but the colleagues (who are members of the promotion and tenure committees) as individuals and the School promotion and tenure committees as official bodies may not give any advice to candidates about the preparation of their dossiers after the day when the School elects its promotion and tenure committee or the first day of the fall semester in which the candidate is applying for promotion and tenure, whichever comes first.

**5. School Promotion and Tenure Committees.** Schools will determine the makeup and procedures of their respective promotion and tenure committees, subject to the stipulations in the University "Promotion and Tenure Policies." The composition and procedures for selecting School promotion and tenure committees will be explicitly stated in the respective promotion and tenure policies of each School discussed in 1.a. above. Names of the committee members will be made known to the School.

a. The College of Arts, Humanities, and Social Sciences includes Schools composed of faculty from more than one discipline. Where possible, Schools should ensure substantial representation from the discipline(s) in which the candidate(s) teach. Each School will state in their promotion and tenure policy what procedures they will follow when there are candidates for promotion and/or tenure from one of the disciplines and all the members of the promotion and tenure committee are from a different discipline. Candidates for promotion and/or tenure who are in the situation outlined in the previous sentence and who are not satisfied with the procedure the School has established to deal with the situation will elect one of the following options: 1. accept the committee as it is, 2. request that, as part of or in addition to the committee's evaluation, the committee obtain an external evaluation of the scholarship/creative activity portion of the candidate's dossier from a faculty member who is in the candidate's discipline(s) either at UCM or at another university and who is acceptable to both the candidate and the School chair. If no external reviewer who is acceptable to both can be found, the candidate will elect option 1.

b. Candidates for promotion and/or tenure in Schools where three or fewer faculty are eligible to serve on the promotion and tenure committee will elect one of the following options: 1. accept the School committee as it is, 2. request that one or two faculty (who is/are otherwise eligible to serve on promotion and tenure committees) from another discipline or disciplines be added to the committee. The added faculty member(s) will be selected by the chair in consultation with the candidate(s) and other members of the committee. If no added faculty members who are acceptable to candidate(s) can be found, the department will employ option 1.

c. After each School elects a committee using its internal governance structure, the School chair will convene the committee for the first meeting, when the committee will elect its chair from the committee membership.

**6. The College Promotion and Tenure Committee.** The College Promotion and Tenure Committee will be elected as provided in paragraph h. under "Procedures for Institutional Promotion and/or Tenure" of the University "Promotion and Tenure Policies." Although the university policy allows tenured Assistant and Associate Professors to serve on the College Committee and this current policy does not expressly forbid that practice, concerted efforts should be made to recruit and put forward the names of Professors to serve on this important College Committee.

a. The College will conduct an election by September 1 for service on the Promotion and Tenure Committee for the current academic year. The Committee will consist of five members constituted as follows: one each from the School of Communication, History, and Interdisciplinary Studies; the School of English and Philosophy; the School of Social Sciences and Languages; the School of Visual and Performing Arts; and one at-large. In addition, as provided in paragraph h. of the University's "Procedures for Institutional Promotion and/or Tenure," the Dean may appoint, if desired, one additional member, other than a School chair, to the committee.

b. The two-year terms of office will be staggered as follows: representatives from English and Philosophy and from Social Sciences and Languages begin their terms in odd-numbered years; representatives from Communication, History, and Interdisciplinary Studies and from Visual & Performing Arts, as well as the one at-large representative, begin their terms in even-numbered years. Members may serve no more than two consecutive terms whether as a member representing one of the four Schools, as an at-large member, or as an appointed member. If a member elected from any of the Schools is unable to complete their term, the College will conduct an election for a faculty member from the same School (or at-large if the at-large slot has been vacated) to finish out the term.

c. At the beginning of the fall semester, the Dean will convene the College Promotion and Tenure Committee. At its first meeting, the Committee will elect a chair from its membership.

d. While the College Promotion and Tenure Committee and the Dean forward to the candidate copies of their respective letters recommending or denying the candidate's application for promotion and/or tenure (as specified in the University "Promotion and Tenure Policies"), a second copy of each letter will be sent to the

chair of the candidate's School. With the availability of electronic letter delivery, the following procedures and timelines will be used for the College of Arts, Humanities, and Social Sciences:

- Only one letter of will be drafted at each level covering promotion recommendation and including tenure recommendation when appropriate.
- At each level, candidates will be sent an electronic copy of the recommendation letter, with the immediate supervisor and CAHSS P & T process coordinator (typically the Associate Dean) copied on the email.
- A subsequent hard copy of the recommendation letter will be mailed, or hand-delivered to the candidate following dissemination of the electronic copy.
- Electronic copies of the recommendation letter will be added to the candidate's digital dossier file and available at each subsequent level of the CAHSS promotion and tenure process.

**7. The Dean's Responsibilities in the Tenure and Promotion Process.** The Dean is generally responsible for implementing the policy and procedures set forth in this college document and will see to it that each department develops and makes available to its faculty its own promotion and tenure policy described in 1. above.

a. The Dean will convene the College Promotion and Tenure Committee at the beginning of each academic year and will ensure that a workshop be held each spring for those planning to apply for promotion and tenure.

b. In addition, the Dean will ask the College Promotion and Tenure Committee to review the College Promotion and Tenure Policy either every five years or more frequently at the request of any School(s).

**8. Ratification and Amendment of this Policy.** The Arts, Humanities, and Social Sciences Promotion and Tenure Policy will go into effect the academic year after the policy is voted on by all the full-time, tenured and tenure-track faculty of the College and approved by a simple majority of faculty voting. As described in 1b. above, the College Promotion and Tenure Committee will review the policy every five years or more often at the request of a department. Schools may propose amendments to the policy for consideration by this Committee, the Committee may propose amendments, and the Dean may propose amendments. Once amendments are approved by the Committee, they will be submitted to the full-time, tenure-track faculty of the College for a vote and will go into effect if approved by a simple majority of the faculty who cast a vote. Changes in the policy, however, will not go into effect until the academic year following the academic year in which the changes are made.

## **II. Criteria for Promotion and/or Tenure in Arts, Humanities, and Social Sciences**

**Introduction:** In keeping with current standards in the University "Promotion and Tenure Policies," accomplishments offered as evidence for promotion at one rank should not be offered as evidence at another rank; however, evidence offered to support a tenure request can also be used as support for a promotion. Candidates for tenure and/or initial promotion at UCM may include in their dossiers accomplishments achieved prior to their appointment at UCM, and candidates for tenure may include accomplishments achieved during their entire appointment at UCM. In better keeping with the rank of Professor, candidates for

that rank may wish to use past significant achievements to show evidence of a history of contribution to their fields of study. However, candidates should establish clear evidence of significant activity or contribution to their fields since their last promotion. Candidates should use the criteria listed below and tutorials provided to assist with preparing the digital dossier in completing their dossiers and should also consult the University Policy Library "Promotion & Tenure Appendices."

**1. Criteria for Each Professional Rank and Tenure.** Because the College of Arts, Humanities, and Social Sciences is strongly committed to excellence in teaching, candidates for tenure and for promotion to all ranks shall provide evidence of excellence in their teaching. The College also recognizes the high importance of excellence in scholarship/creative activity to the selection and promotion of its faculty. The following requirements clarify and augment those in the University "Promotion and Tenure Policies." Candidates should refer to "Promotion and Tenure: Tenure Policy, Contracts, Probationary Period" in the University "Promotion and Tenure Policies" for details about the policy on years negotiated toward tenure and promotion at the time of hiring.

In addition to determining whether faculty have offered evidence of having met the criteria for promotion and tenure given below, the School and College Promotion and Tenure committees, the School Chairs, and the Dean have the responsibility to make qualitative judgments about the professional value of the evidence. Such judgments might include the significance of the scholarship or the quality of a presentation, exhibition, or performance.

**a. Assistant Professor.** The candidate should possess an earned doctorate or a degree the University has designated as terminal in the candidate's area of expertise. The candidate should be actively engaged in scholarly research/creative activities in the candidate's field of expertise, as demonstrated by inclusion of at least two items from any of the categories a. through f. listed in "Categories of accomplishments candidates may use to document Scholarship/Creative Activities" (4. below)

**b. Associate Professor.** The candidate should have a research/creative activity dossier that includes at least one scholarly publication or its equivalent in the candidate's area of expertise drawn from category a. or b. listed in 4. below. Research potential should be demonstrated by inclusion of at least two items from any of the categories a. through f. in 4. below. These activities should be at the state, regional, national or international level.

**c. Professor.** The candidate should have a research/creative activity dossier that includes two substantive scholarly publications or equivalent creative works in the candidate's area of expertise drawn from category a. or b. listed in 4. below. In cases where a single scholarly work is presented as "equivalent" to two scholarly publications, both the candidate and the School must demonstrate that the value of the work is indeed "equivalent". This necessitates that the candidate and School provide specific criteria to justify the equivalent value of the work presented.

The candidate may provide additional evidence of recognition (above the state level) as an expert in the candidate's field. Additional evidence of ongoing commitment to scholarship or creative activities should be drawn from categories a. through h. listed in 4. below, but candidates must have some accomplishments or

activities in addition to g. and h. These activities should be at the regional, national or international level. All requirements for promotion to Professor should be met while in the previous rank.

**d. Tenure.** The tenure decision in the College is based on the same criteria as promotion to Associate Professor, with the additional caveat that the committee will consider overall commitment of the candidate to the University in its decision as well as "the present and anticipated needs of the department" as stated in the University "Promotion and Tenure Policies." For this reason, the candidate should make a concerted effort to emphasize evidence that shows such a continuing commitment as well as potential for sustained and distinguished service to the School, College and University.

## **2. General Guidelines for Preparing the Dossier**

**a.** Evidence used to support performance in one of the three categories of Teaching, Scholarship/Creative Activities, or Service should not be repeated in another category.

**b.** Conference presentations delivered multiple times can be listed more than once in the dossier under Scholarship/Creative Activity, but should be clearly designated as the same presentation. When additional scholarship, research, or work accompanied each presentation, candidates should include with the additional listings a description of the additional work completed for each of the later presentations. Candidates should follow the same procedure for publications published more than once when each publication involved additional work, listing the additional publications under Scholarship/Creative Activity a. However, works republished in the same form, as in collections of outstanding scholarship in a field, should be cited again under Scholarship/Creative Activity f.

**c.** Candidates may include forthcoming, refereed publications and juried presentations and/or exhibitions in the dossier so long as the candidate can provide documentary proof (in the form of conference programs, letters from editors, presses, or session chairs, etc.) attesting that the publications or presentations are accepted or will be presented and giving the projected date of the publication or presentation.

**d.** Candidates applying for "early" promotion and/or tenure should include in their dossiers copies of the letters of hire and a description of their conditions of hire.

**3. Teaching.** The first component of a faculty member's dossier is teaching excellence. The following requirements for providing evidence of teaching excellence are meant to clarify and augment those found in the University "Promotion and Tenure Policies," and candidates should also consult that University policy in preparing their dossiers. Evidence used to support performance in Teaching should not be repeated in Scholarship/Creative Activity or Service.

**a.** Student evaluations should be supplied that cover the entire period that the candidate has occupied the previous level at UCM if possible, or if not, that cover what the department chair deems to be a reasonable and representative selection of semesters. Candidates may, if they choose, supply student evaluations from institutions where they have taught previously.

b. Candidates for promotion and/or tenure should supply up-to-date peer evaluations by more than one evaluator from at least two different academic years they are at their current rank at UCM, or from what the School chair deems to be a reasonable and representative selection of semesters. Peer evaluations should be arranged according to the retention, promotion and tenure process of each School.

c. It is recommended that peer evaluations be directly linked from course listings in the digital dossier.

d. Candidates for promotion and/or tenure should write a description of how student, chair, and/or peer evaluations and feedback were used to improve teaching.

e. In addition to the description of how student/chair/peer feedback was used, other evidence of self-improvement in instruction may include

1. Record of work in the scholarship of teaching and learning (STL) including courses taken or seminars attended, conferences attended, scholarly work in STL, mentoring or consultation in STL (candidate should consult the University guidelines on STL as included in the Council of Deans statement "Scholarship of Teaching and Learning: Its Role in Promotion and Tenure").
2. Record of attendance at conferences, symposia, workshops, clinics, and training sessions sponsored by the UCM Center for Teaching and Learning for the improvement of teaching the content area.

f. Supplemental information may be included in the dossier. Examples of other evidence of teaching excellence might include

1. Syllabi and course materials.
2. Record of student advisement or cooperative work on major programs and research and professional projects. Candidates should state whether they received teaching substitution time for their work in this area.
3. Record of service on thesis committees.
4. Record of innovations in the instructional process, e.g., curriculum development or revision or course development including CTL grants.
5. Record of awards for teaching excellence.
6. Records of student achievements.

g. Record of mentoring colleagues or other professionals in their teaching should be included under "service".

**4. Scholarship/Creative Activity.** The second component of a faculty member's dossier is Scholarship/Creative Activity. With this component, some form of external evaluation of scholarly material is required, e.g., peer review of an article for publication, selection of a work of art for a juried show, outside review of a creative performance or creative work, or invitation for performance in a compensated venue. In addition to the evaluation, candidates should include enough information in the personal statement so that the committee can ascertain the level of effort required to support the listed activities. Works in progress or under consideration may provide evidence of research potential, but will not fulfill publication requirements. Such works should be examined by the School and College Promotion and Tenure Committees in lieu of a formal referee process. Evidence used to support performance in Scholarship/Creative Activity should not be repeated in Teaching and Service.



Categories of accomplishments candidates may use to document Scholarship/Creative Activities:

**a. Refereed, discipline-related publications, including:**

1. Books;
2. Articles in scholarly journals;
3. Chapters in edited volumes;
4. Funded external grants equivalent to one of the other publication-types if
  - Candidate is the Principal Investigator (PI),
  - Funding agency is recognized and respected in the academic community,
  - Decision making process incorporates peer, scholarly, or expert review,
  - Impact is significant within the discipline,
  - Scholarly work is required to substantiate the proposal,
  - Subject-matter is from within the PI's discipline, and
  - Results from the grant are disseminated to the School, College, or University, and are available to others in the discipline
5. Other refereed or commissioned publications not included in (1) through (4).

**b.** Production or exhibition of creative work that has been subject to juried or critical review from off-campus experts in the fields (after the adoption of this document), including work awarded an honor or special recognition in a major juried show, print competition, performance, screening, or publication; performances or solo exhibitions in major off-campus venues. Individual Schools will develop explicit policies and procedures to ensure and demonstrate that work in their areas receives professional off-campus review.

**c.** External grants and awards, other than any described in a.4. above, including any outcomes (subsequent grants, publication, patent, paper, new equipment for departments, G. A. positions, performances, productions, exhibitions, etc.).

**d.** Non-refereed publications, including book reviews, non-juried creative performances, screenings, productions, and exhibitions, and published instructional software that are germane to the candidate's discipline. Candidates should indicate when any of the listed activities are invited or requested.

**e.** Papers, including speeches, lectures, and papers presented at institutions, conventions, workshops, and symposia that are germane to the candidate's discipline. Candidates should indicate when any of the listed activities are invited or requested.

**f.** Other evidence of scholarship/creative activities, including awards, honors, recognitions from professional organizations, publications and sponsoring agencies. A brief annotation is required, as well as categorizing each entry as international, national, regional, state, or local.

**g.** Attendance at conventions, clinics, institutes, workshops, post-doctoral course work, internships, sabbaticals, and other programs. List professional development activities that contribute to scholarship/creative activity.

h. Current research and/or creative projects in progress. Candidates shall provide a brief statement summarizing the activity, the anticipated outcomes, and status.

**5. Service.** The third component of a faculty member's dossier is service. The College of Arts, Humanities, and Social Sciences recognizes the significance of service to our students, our peers at this institution, colleagues within our professions, and the community. The College further accepts that service entails the application of our expertise or time to the needs or betterment of others without direct financial reimbursement (excluding honoraria):

Candidates are not required to provide service applicable to each of the items enumerated in the University "Promotion and Tenure Policies" and herein. Rather, candidates are expected to demonstrate, through a sustained level of service, their commitment to participate in the School, college, university, regional, national, and international communities. Evaluation of service for the purposes of Promotion and Tenure, appropriate to the candidate's current rank, should be performed by the School and College Promotion and Tenure Committees, the School Chair, and the Dean, and these assessments should be included in the respective letters of the Chair, the Dean, and the Committees. Evidence used to support performance in Service should not be repeated under Teaching and Scholarship/Creative Activity.

The College recognizes those service activities listed as a. through k. under "Service" in the University "Promotion and Tenure Policies" (March 2002) and elaborates as follows on statements pertaining to j. and k. in that University policy, which candidates should also consult for further information about j. and k.

**j. Membership in Academic, Professional, and Scholarly Societies.** List those societies for which candidates applied their time or professional expertise with a description of the service activity. Note: Candidates are encouraged to list those societies for which their membership is the sole level of involvement under Teaching item l. ("Other Evidence of Teaching Effectiveness") in the University "Promotion and Tenure Policies," Scholarship/Creative Activity item f. in the University "Promotion and Tenure Policies," or Service item t. below.

**k. Conventions, Clinics, Institutes, Workshops, Post-Doctoral Course Work, Internships, Sabbaticals, and Other Programs.** List those activities for which the applicant provided service or opportunity for their colleagues' professional development. Examples of such activity would include organizing and chairing a session at a meeting, conducting a workshop on discipline-specific or other topics (locally or nationally), preparing media for distribution at such a program, or aiding in planning, preparation, or execution of any of the types of program listed above. (Note: Candidates who were participants in the types of programs listed here without making a substantive contribution are encouraged to list them under Teaching item m. in the University "Promotion and Tenure Policies" or Scholarship/Creative Activity item g. in the University "Promotion and Tenure Policies").

**6. Additional Categories.** The College also adds the following categories of evidence to the list of service activities a. through k. in the University "Promotion and Tenure Policies."

**l.** Mentoring of junior faculty within the university, including service in producing peer evaluations for promotion and tenure dossiers.

**m.** Uncompensated supervision of student teachers.

**n.** Review of professional submissions and media (to include peer review of manuscripts and grant proposals) where discipline-specific knowledge is applied to the evaluation.

**o.** Editing of a compiled volume or journal. If the candidates applied their professional expertise to the copy-editing or selection of the works to be compiled, such editing or compiling may be considered a scholarly activity.

**p.** Development of a School or professional newsletter, website, study guide, or other publication of limited circulation that lacked peer-review.

**q.** Discipline-related service in a voluntary governmental position or on an advisory board or council outside the university community.

**r.** Internal grants and awards, including any outcomes (new equipment for departments, G. A. positions, supplies etc.).

**s.** Serving as an expert witness, translator/interpreter, or consultant, without compensation (except when payment is in the form of honoraria).

**t.** The above list is not comprehensive. Candidates may include any other discipline-related activities that they consider as a service by including the date of service, the beneficiaries, and a description.