

# **PROMOTION AND TENURE PROCEDURES AND CRITERIA**

## **College of Engineering & Computer Science Florida Atlantic University**

(Approved by the COECS faculty on 5-6-2002; amended on 9-29-2004; updated 9-2-2016)

### **1. INTRODUCTION**

The premise of this document is to state the objectives in assisting the Faculty in preparing their portfolio towards Promotion and Tenure. The document is intended thereof, to outline what is expected in such portfolio submitted to communicate to the University of the accomplishments by the incumbent Faculty and their academic performance in meeting objectively, the standards and expected norms of the College of Engineering and Computer Science and, hence provide relevant information and details for evaluation processes and procedures involved.

The scope of this document is to indicate the general norms on the expected accomplishments to achieve Tenure and/or Promotion. The guidelines presented are consistent with the sanctity of academic freedom of the individuals who pursued their academic efforts commensurate with his/her own expertise, interests and abilities, exercised in meeting the needs of the Department, College, and University, at large. At the same time, the Faculty is informed that the portfolio prepared in pursuit of this document should reflect a comprehensive record of the individuals with the details in conformance with the targets and criteria set forth towards the review on the academic and professional aspects of Engineering and/or Computer Science for Tenure and/or Promotion.

### **2. PROCEDURE**

The general procedure and requirements for Promotion and Tenure are stated in the Collective Bargaining Agreement between the Board of Trustees (BOT) and the United Faculty of Florida (UFF), incorporating therein, the relevant Rules and Statutes of the Florida Department of Education. It is expected that all Faculty should become familiar with those documented details and the candidates for promotion and/or tenure should specifically review the following documents:

- College of Engineering and Computer Science Promotion and Tenure Procedure and Criteria (this document)
- The latest UFF/BOT Agreement
- The most recent University-level copies of:
  - Criteria for Appointment, Promotion, and Tenure of Faculty at Florida Atlantic University

- Principles for Creating Criteria for Promotion and Tenure
- Requirements for Tenure and Promotion Portfolios.

In all, pertinent requirements stipulate that, the evaluation of candidates seeking Promotion and Tenure shall reflect their assignments; and, consistent with those assignments, their accomplishments will be assessed in terms of three categories: (i) Teaching/instructional efforts, (ii) Research and related scholarly or Creative accomplishments and (iii) Service. The level of effort in each category as above may be prorated on individual's Annual Assignments.

Relevant written unit criteria, developed at the College and at the Department level, shall specify clearly and transparently, the standards and methods that will be used to determine if candidates have attained a sufficient level of accomplishment to merit a positive recommendation for Tenure and/or Promotion.

The general considerations for Tenure and/or Promotion may include (but not limited to) the evaluated outcomes of the incumbent Faculty Member as evidenced by his/her, teaching evaluations (SPOT), supervision of Ph.D. dissertations and M.S. theses, new course development, sponsored research proposal development and acquired funding, refereed journal publications, refereed conference presentations (with proceeding publications), granted patents, extent of scientific citations, writing scholarly books, developing new laboratory facility and experiments, peer evaluation, student advising, supervising DIS and recognition by national/international professional bodies.

All the university documents related to Promotions and Tenure are available on the Provost's web page: <http://www.fau.edu/provost/facultyinfo.php>. Except for those with prior service credit (given in writing), faculty will be considered for Tenure during the sixth year of continuous service at FAU in a tenure-earning/track position. A request to submit a portfolio for tenure earlier than the sixth year must be made by the candidate in consultation with the Chairperson and the Dean. The decision for earlier submission of the portfolio is, however, made by the Dean. No candidate may submit a portfolio for tenure more than twice. In case, a faculty member is hired during the spring semester (mid-year), he/she will be eligible to apply for Tenure after 4½ years of continuous service at FAU. However, Tenure considerations for such a faculty member may be delayed for one additional year as deemed necessary by the Dean and the Provost). The tenure-track contract of a faculty member will not be renewed beyond seven years of continuous service.

For entry-level, tenure-track faculty, promotion to Associate Professorship status and award of Tenure normally would be concurrent, (though, they are viewed under separate considerations). But the requirements for each are basically the same. The basic consideration in awarding the tenure is the ample evidence seen with the candidate in making significant and continuous contributions to the Department, College and the University in exercising his/her professional expertise. The promotion decision is specific to candidate's proven professional growth and assuming increasingly important roles in the activities of the Department, College and the University. Such a track-record of professional development is expected to continue culminating in a major step towards Full Professorship, implying consistent accomplishments with national/international

recognition in his/her field.

While applying for Tenure, an Assistant Professor shall apply concurrently for Promotion. The portfolio for Tenure and Promotion thereof, shall contain materials detailing the accomplishments in teaching/instruction, research and other scholarly or creative efforts, and service. The package should include letters of recommendation from peers within the University as well as from outside referees (without any conflict-of-interest). The candidate, in consultation with the Department Chair, should provide names of at least five outside referees and the Chair will contact those referees to request for their recommendations.

The Tenure and Promotion package (in the case of Assistant Professors) will be reviewed and voted in a meeting by the tenured faculty (of all ranks) of the candidate's Department. The promotion package submitted by an Associate Professor to Full Professorship will be reviewed and voted only by the tenured Full Professors in the Department. The faculty voting as above will be done by secret ballot on the question whether or not, recommend Tenure and Promotion in the case of Assistant Professor; and, whether to recommend promotion to Full Professorship in the case of an Associate Professor seeking such a promotion. A faculty member is required to recuse himself/herself from the meeting and abstain from voting when there is a conflict of interest.

A rapporteur shall be elected by all the faculty members of the Department present in the meeting and he/she will be responsible in compiling the Minutes of the meeting called to review and vote on the Tenure and Promotion of the candidates; and, the rapporteur will prepare a Memorandum of the meeting that contains the numerical results of the poll of the faculty eligible to vote. The Memorandum shall be sent to the Department Chair and a statement on the poll-result to the faculty member concerned, who should attach it in the portfolio, with a brief response within 5 days of receipt of the statement. The Memorandum forwarded to the Chair shall convey, to the best possible extent, the profile of the faculty votes being consistent with the deliberations in the meeting, preserving the anonymity of the faculty members opined in the meeting.

The Department Chair shall then prepare a Letter of Recommendation to the Dean; and, this letter shall include the results of the vote of the tenured faculty, a detailed analysis and evaluation of the work of the incumbent faculty member, and a clear statement on supporting or non-supporting the Tenure and/or Promotion. In supporting towards recommendation for Tenure and/or Promotion, Letter of Recommendation by the Chair shall conform to and attest the documentation of achievement seen in the portfolio outlining the positive considerations. A copy of the Letter of Recommendation by the Chair will be transmitted to the candidate who may attach a brief response within 5 days of receipt of this letter in the portfolio.

The Tenure and Promotion portfolio goes next to the 'College' Personnel Committee: This committee consists of two representatives from each Department and a non-voting Chairperson elected from the faculty of the College, at large. This Chairperson represents the College in the University Promotion and Tenure Committee; and, he/she is eligible to vote on Promotion and Tenure of the candidates from all colleges in the University Promotion and Tenure Committee in accordance with university guidelines. The role of College Personnel Committee is to ensure that the departmental evaluation of

each candidate has been objectively done; and, its members also evaluate the portfolio of the individual faculty seeking Tenure and/or Promotion outside of his/her own department. The College Personnel Committee shall review the appropriate written criteria on Tenure and Promotion stipulated by the College and the University, the candidate's portfolio, and the recommendation made by the Chair of the Department. This committee shall vote by secret ballot on each case of the incumbent faculty members being reviewed and produce a Memorandum that contains the numerical results of the poll of the committee members eligible to vote. A member of this Committee is required to recuse himself/herself from the meeting and abstain from voting when there is a conflict of interest.

This Memorandum shall be sent to the Dean, with a copy to the faculty member concerned, who may attach a brief response within 5 days of receipt of the material in his/her portfolio. The written Memorandum shall, however, preserve the anonymity of the Committee members, who deliberated their views in the meeting but, shall convey, as best as possible, the profile of the faculty votes. The candidate should recognize that the evaluation and recommendation by the College Personnel Committee are independent from those of the Department; and, the outcomes of the two need not be the same. Although, the College Personnel Committee is not bound by the results of Annual Performance Evaluations of the incumbent candidate by the Chairperson, it must consider objectively relevant details as a part of its decision. If the College Personnel Committee disagrees with the Department, it may do so with reasons based on the written criteria stipulated by the College and University.

The Dean of the College shall review the recommendation of the Chair of the Department ensuring that the criteria for Tenure and/or Promotion have been appropriately applied; and that, the annual assignments and performance evaluations are duly considered in making the recommendation. The Dean shall also review the recommendation of the College Personnel Committee. The Dean shall consider the candidate's record, annual assignments and evaluations, and the written College and University criteria for Promotion and Tenure. In tenure cases, the Dean shall consider the needs of the Department, College and University, as well as the expected contributions of the faculty seeking tenure to the institution. The Dean shall write a Letter of Recommendation that includes the vote of the College Personnel Committee and an evaluation of the candidate's record on the basis of appropriate criteria, a narrative discussion on the supporting evidence towards the recommendation and a clear statement on supporting or rescinding the tenure being sought. A copy of this letter shall be transmitted to the candidate, who may attach a brief response within 5 days upon receiving it. This Recommendation Letter of the Dean and appropriate background materials in the portfolio shall be forwarded to the Provost.

The University Promotion and Tenure Committee will review the portfolios of the candidates including the appropriate written criteria of the University and the recommendations from the Chair of the Department, the College Committee and the Dean. The University Committee makes a recommendation to the Provost that shall include the numerical results of the poll of the University Promotion and Tenure Committee on the candidates along with a brief synopsis of their discussion on each candidate.

The Provost shall consider the recommendations in arriving at a decision to award tenure, but need not follow the recommendation of the University Committee. The Provost shall meet with the candidate and may also seek additional recommendations from other faculty and supervisory sources. Then, the Provost makes a written recommendation to the President of the University forwarding all appropriate materials for his/her review.

The President shall consider the recommendations in arriving at a decision to award tenure but need not follow the recommendation of the Provost. The President shall make the final decision on granting the tenure to the candidate. The President will certify thereof to the FAU BOT that, all the required tenure procedures have been duly followed. The President or the Provost shall notify the candidate in writing of the President's decision. The President's decision is final and will constitute the final action of the University.

Please refer to the "Criteria for Appointment, Promotion, and Tenure of Faculty at Florida Atlantic University" document for the detailed description of P & T procedures including Provost-level and Presidential-level reviews.

### **3. CRITERIA**

#### **3.1 GOALS OF THE COLLEGE AND ITS FACULTY**

FAU's College of Engineering and Computer Science has diverse instruction, research, and service missions. Inasmuch as, the College and its various departments offer degrees at Bachelors, Masters, and Doctoral levels, the faculty strengths in teaching and research, as well as in the traditional aspects of university and other professional service are emphasized. Hence, the goals of the College warrant excellence in all of these areas, although a faculty member may excel more in one area than the others.

Correspondingly, the goal of each faculty member is objectively set to be effective in the areas of academic instructions/teaching, research, and service. Consistent with these categories, the decision on tenure shall duly take into account annual assignments, annual performance evaluations, and contributions of the individual faculty member to the Department, College and the Institution.

Some of the facets of the three categories of goals as above and the level of participation of the faculty in achieving them can be distinctly identified so as to delineate Promotion and Tenure expectations.

**INSTRUCTION** - This area includes teaching related efforts identified as follows:

- Teaching and Development of:
  - Undergraduate Courses
  - Graduate courses
  - Distance-learning Courses
  - E-learning
  - Development of new laboratory facility and upgrading/revising experiments in the existing facility

- Freshman/high-school oriented engineering courses
- Student Advising: Graduate (on courses, curriculum pursuits and graduation)
- Academic Supervising on:
  - Directed independent study (DIS) courses (undergraduate/graduate)
  - Master's Theses/Projects
  - Doctoral Dissertations
- Teaching-related Preparation and Dissemination of Course Materials
  - Publications in engineering education-related journals/conferences
  - Writing textbooks, teaching-related monographs etc.
  - Software/Hardware development for class-room and laboratory instruction.

**RESEARCH AND OTHER CREATIVE ACTIVITY** - This area includes focused exercises on:

- Refereed journal publications
- Grant proposal development and obtaining funding
- Granted patents and copyrights on inventions
- Development of research laboratory
- Refereed conference presentations with proceeding publications
- Guidance of Post-doctoral and visiting scholars
- Development of software licenses

**SERVICE** - This area includes participations and efforts in:

- Departmental, College, and University administration, as assigned
- Departmental, College, and University committees assigned or elected
- Curriculum development for new programs
- Student-related activities in Professional bodies and Honors societies
- Accreditation activities (ABET and SACS)
- Appointed and/or elected professional honorary positions (editorships, national/international committees, conference programs, professional association or society officer, etc.)
- Reviewing of research publications and research proposals
- Invited appraiser for tenure and/or promotion packages from other institutions
- Supervision of service grants
- Invited public speaker – County Schools, Social Organizations etc.
- Participation in thesis/dissertation committees at other universities and theses/dissertations evaluator
- Cooperative education coordination.
- Invited conference keynote address

#### **4. EXPECTATIONS FOR TENURE/PROMOTION**

Specifying exactly specific criteria for promotion and/or tenure is not feasible; however, general guidelines are possible. These guidelines should assist faculty seeking Tenure/Promotion and help the College and its Departments in assigning appropriate duties to such faculty.

## 4.1 TENURE

The awarding of tenure should be viewed as the most important decision for the faculty. Relevant tenure criteria should reflect the accomplishments appropriate to the rank of the candidate. According to the University criteria, the guiding question for Tenure consideration is the following: "Will the university be made better and stronger by the relationship with this professor over the remainder of his/her academic career?".

### 4.1.1 Untenured Assistant Professors

Since Tenure and Promotion are considered concurrently in the case of Assistant Professors, the criteria for the tenure and promotion to the rank of Associate Professor are the same. Awarding tenure implies a commitment by the University and the Department that the individual faculty is expected to amicably coexist with the colleagues in mutual collegiality for the remainder of their tenured career in the Department/College.

The faculty being considered for Tenure and Promotion should demonstrate excellent performance primarily in the areas of Instruction/Teaching and Research with due emphasis on Service also. Such candidates will be judged by several measures: as regard to their instructional ability and teaching skills the student evaluations (SPOT) as well as peer evaluations will be considered; and, concerning their research performance, the number and quality of refereed journal publications, extent and types of sponsored research funding, thesis/dissertation supervisions exercised are primary metrics; and, supplementing efforts such as, interactions with industry, securing patent grants and making presentations on research topics in refereed conferences (with assured proceeding shall be considered on *ad hoc* basis).

In the Instruction category, the incumbent faculty should excel in classroom instruction/teaching and related skills on verbal and written presentation. The instructional suite also includes teaching laboratory classes, supplementing and organizing new experiments and revising the existing facility with updating the manual etc. Instructional performance will also be judged by new course development both at undergraduate and graduate levels. Such curriculum development could be consistent with changing accreditation requirements and modernizing the syllabi with changing trends in engineering and computer science.

As regard to the Research category, the faculty are expected to focus their (research efforts) leading to refereed scholarly publications in refereed journals (as recognized by peers), maintaining a balance with other forms of disseminating research details *via* refereed conference papers and research monographs. Such publications could include outcomes reflecting their supervised theses and dissertations. Another expected task in research side refers to writing proposals and getting sponsored research funding; and, the extent of supporting theses and/or dissertation candidates using such funds. Largely, measurement towards assessing the research performance can be based on the following: Quality and number of research papers in refereed journals and conferences supported with citation-index, number of granted patents, evolving monographs/books on topics of research interest, amount and diversity of sponsored research funding, and the number

of Graduate students supervised at Master's and Doctoral levels. Active participation in undergraduate research leading to publications and/or patents can be an additional measure on research performance.

In Service category, the tenure-seeking faculty should actively involve on Department and College/University committee assignments; also expected from them are professional services involving journal/book reviewing activities, participation in conference program committee, organizing conferences/workshops/seminars, and other social/community activities. The expectation thereof is that the incumbent Assistant Professors should begin to attain the visibility across the University and at professional levels through such assigned and volunteer service activities.

In summary, the scaled expectations for tenure are as follows:

- (a) Consistently good performance record in classroom and/or laboratory teaching as reflected in SPOT evaluations
- (b) A total of at least five refereed journal papers.
- (c) One patent granted by US Patent & Trademark Office (USPTO) or one refereed publication in conference proceedings or one authored book.
- (d) Sustained effort and evidence of success in securing research funding from recognized agencies.
- (e) Evidence of service to and participation in professional organizations and government/corporate sectors.
- (f) Demonstration of directing/supervising MS and Ph.D. students towards graduation.
- (g) Evidence of creative activities, PE and/or Chartered Engineer license, and/or other professional developments.

The decision on Tenure/Promotion does not imply a simple summing of annual evaluations. Such evaluations in conjunction with the written criteria of the College/University will be considered and discernible aspects of annual evaluations *versus* written college criteria will be duly weighed in the decision process. The annual appraisal of progress towards tenure as well as third-year college review will assist the candidates to assess their progress-toward tenure. The faculty member has the option to include such evaluations as an integral part of Tenure/Promotion portfolio for necessary considerations.

#### *4.1.2 Untenured Associate Professors/Full Professors*

Faculty hired in the rank of Associate Professor or Full Professor without tenure should consider the same guidelines as above in seeking tenure. Both research and instruction components will be weighed heavily in such tenure decisions. Further, notwithstanding the entire academic career of the candidate, such tenure decision should focus on the faculty accomplishment at FAU. While some additional service might be expected, non-tenured Associate Professors or non-tenured Professors should recognize that extraordinary leadership assignments may have to wait until after the tenure is offered unless such alternative assignments (*in lieu* of teaching and/or research) are clearly documented with necessary credits in the letter of offer given to assume the rank. Also, the year in which such incumbents will be able to go for tenure should be indicated in the letter of

offer.

## **4.2 PROMOTION**

### *4.2.1 Assistant Professor to Associate Professor*

As mentioned before, promotion of an Assistant Professor to Associate Professorship is concurrent to awarding the tenure. As such, the guidelines for promotion from Assistant to Associate Professor are similar to those for tenure described above. Such promotion being made along with tenure decision, can be viewed in the context, whether the candidate has shown professional growth and assumed increasingly important roles in the Department, College and University activities to an acceptable level consistent with his/her field. Also, whether such professional development is expected to continue upon tenure and promotion should be viewed. In all, the criteria for promotion to the rank of Associate Professor focus on the accomplishments over the years as Assistant Professor at FAU. In addition, promotion decisions may look at broader patterns of activity that are not evaluated annually.

### *4.2.2. Associate Professor to Full Professor*

Associate Professors are expected to continue developing their strengths with excellent performance in teaching and research. Their expected contributions in service-related activities could be more than those of Assistant Professors. Considerations will be emphasized more heavily on their achievements and sustained performance since promotion to the rank of Associate Professor. The performance in essence, shall be the primary factor for promotion and normally, a candidate's application for promotion from the rank of Associate Professor to Full Professor will not be considered until the candidate has completed at least five years in rank as Associate Professor.

The faculty members should recognize that the traditional route to Full Professorship emphasizes “*distinction*” in instructional, research and creative activities. Active role in such scholarly endeavors as demonstrated visibly by sustained performance of excellence in teaching, evolving creditable number of high-quality, refereed publications, effective mentoring of both Master’s and Doctoral candidates towards graduation, securing funded research from national/state level sponsors/agencies and/or industry. Tenured Associate Professors should also assume increasing leadership and participation roles on Departmental, College, and University committees. They should show leadership roles in professional activities/organizations as demonstrated by conference development and management, journal editorial board activities, and election or appointment to positions in professional organizations.

Associate Professors will receive progress-toward-promotions evaluation in three-year intervals by the Department Chair.

In summary, typical expectations for promotion to Full Professorship are as follows:

1. An Excellent performance in instructional/teaching activities over the years of assessment as evidenced from SPOT and peer evaluations, teaching awards and other teaching related contributions.
2. Assessed performance of being Excellent in research activities over the years of assessment as evidenced from the following:
  - National and international recognition of scholarly status as evidenced by strong publication record in peer-reviewed journals, publications in proceedings of refereed conferences and writing scholarly books.
  - On an average, at least one refereed journal publication and one refereed conference publication per year during the last five years. *In lieu* of a journal or refereed conference publication, a patent granted by the USPTO can be considered (limited to one such replacement).
3. Sustained effort and securing research funding from recognized agencies including (but, not limited to):
  - All federal agencies
  - State agencies
  - Industries, corporations and foundations
  - Other appropriate agencies.
4. An Excellent record in advising and chairing graduate students to completion for MS theses and Ph.D. dissertations with consistent number of publications from those academic efforts.
5. Service performance rated as Excellent rendered to the Department/College, University, Professional Bodies and the Community, at large.

A faculty member seeking promotion to the rank of Full Professor is expected to have an outstanding record on at least four (out of five) of the above indicators. The criteria set forth for outstanding and competency performances may vary from one department to another within the College. However, such criteria should be consistent with the expectations of the University and overall goal and mission of the unit. The above five criteria should be viewed as general guidelines, since each promotion case needs individual consideration as assignment and academic activities' will vary. In addition, annual evaluation should be an integral part of promotion consideration.

## **5. THIRD YEAR REVIEW OF PROGRESS TOWARDS TENURE/PROMOTION**

University guidelines for Promotion and Tenure require that an appointee to the rank of Assistant Professor shall receive, in the third year of his/her service, a formal review both at the Department and College levels: (In case, a faculty member is hired during the Spring semester/middle of an academic year), the review will be conducted after two and half years of continuous service at FAU. However, the third-year review for such a faculty member may be delayed by another additional year with the approval of and decision by the Dean and the Provost).

The third-year review is done in addition to the “appraisals of progress toward tenure” that are done annually by the Department Chairs. The purpose of the Third Year Review is to provide information and feedback to help the faculty member (at the rank of Assistant Professor) in attaining Tenure/Promotion in the sixth year of service at the University. Candidates will prepare a Third-Year Review Portfolio, which will contain the details as required in the University's Tenure portfolio, except for the external letters of references.

Specifically, it is expected that the third-year review portfolio will comprise the following sections:

- A detailed CV according to the College guideline
- A self-evaluation
- A general outline on the present and future work-plans
- An in-class evaluation of teaching carried out by a senior faculty member
- Table of student assessments (SPOT) of teaching
- Copies of Departmental activity report
- Copies of Departmental annual assessments, performance evaluations and statements on the progress towards tenure
- Chair's letter

Upon request, Associate Professors shall also be apprised of their progress toward promotion every three years at both the Department and College levels. It is expected that the review portfolio will comprise the following sections:

- A detailed CV according to the College guideline
- A self-evaluation.

### **5.1 DEPARTMENTAL LEVEL**

The third-year review process begins at the department level. The Chair shall set the deadlines for submission and consideration of necessary materials during the first three weeks of the Fall semester. The candidate's portfolio will be reviewed by a departmental committee constituted according to policies adopted by the Department. After consideration by the Department, the Chair will append a letter to the portfolio that expresses the opinion of the faculty within the Department concerning the progress of the candidate towards tenure/promotion.

## **5.2 COLLEGE LEVEL**

The College Personnel Committee will review all the relevant criteria, the Candidate's record, and the departmental review. No vote is expected or required in the third-year review. The goal of the process is to provide useful information to the candidate about his/her progress. The Chair of the committee will present a report to the Dean of the College. The Dean will write a letter to the candidate and the Department Chair and provide whatever information and/or advice as appropriate concerning the progress toward promotion and tenure. A faculty member may include the Third-Year Review Memoranda in his/her tenure application if he/she so desires.

## **5.3 TIMETABLE**

The Third Year Review will be done in the fall term of the Faculty member's fourth year of employment: (or, the equivalent for those who are granted year towards tenure at the time of hire). Except in unusual circumstances, the timetable to be followed for the third-year review is as follows:

- (a) In January/February, the Dean will request the names of the candidates whose third year reviews are due in the Fall semester from the Chair of each Department. It is the responsibility of the Chair to ensure that any candidate in their department is aware of and follows the timetable and procedures for the completion of the third year review.
- (b) The portfolios will be reviewed during the first three weeks of the Fall semester by the candidate's department and submitted to the Dean's office, together with the letter from the Chair.
- (c) The College Personnel Committee will review the portfolios within two weeks of submission to the Dean's Office
- (d) The College Personnel Committee will report to the Dean following their review. It is expected that the process will be completed before the College Personnel Committee starts consideration of the regular faculty-Promotion and Tenure portfolios.

## **6. IMPLEMENTATION AND EXAMINATION OF CRITERIA**

This guideline shall become effective as outlined in UFF/BOT Agreement. Three years after this document has been implemented, the Dean will ask the College Personnel Committee to evaluate how well this guideline has worked. In addition, the Dean may consult with the Departments' Chairs as well as other affected faculty members within the College to assess the implemented criteria and their consistency with the College's mission. Based on this evaluation, the document can be revised according to the University guidelines.