




THE UNIVERSITY OF SOUTHERN MISSISSIPPI

School of Criminal Justice

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MEMORANDUM

To: Joe Whitehead, Interim Dean
College of Science and Technology

From: Lisa S. Nored, Director 
School of Criminal Justice

Date: October 1, 2009

Re: Proposed Tenure and Promotion Guidelines

Attached please find Revised Tenure and Promotion Guidelines approved and adopted by the faculty of the School of Criminal Justice. A department *ad hoc* committee was constituted in 2008 to develop the guidelines. Following development of and revision of the guidelines, all tenure-track faculty reviewed and voted on the same. The Director voted in her capacity as a tenure-track faculty member.

The final vote was as follows: 7 in favor of guidelines, 1 non-voting.

The committee addressed the revisions/suggestions to include metric/rubrics for such areas as teaching evaluations. The committee also included language to guide the submission of grant proposals (number of proposals & amount requested). Please advise if further revision is required.

Two faculty members raised concerns regarding the effective date of the guidelines. One proposed a "grandfather" clause for long-term faculty members. Such a clause is not included in these guidelines.

**Proposed Promotion and Tenure Policies
(Revised)**

School of Criminal Justice

College of Science and Technology

The University of Southern Mississippi

Originals Submitted March 3, 2008

Revised Submitted September 24, 2008

Final Revisions Submitted October 1, 2009

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Tenure Narrative

School of Criminal Justice

The award of tenure within the School of Criminal Justice is a distinction earned through demonstration of core professional competencies on behalf of the applicant. The professional competencies center principally upon: 1) Professional training and experience; 2) Teaching; 3) Research; 4) Service, and; 5) Effectiveness in interpersonal relationships.

The award of academic tenure is a privilege. Tenure is awarded after a thorough review that culminates in the University acknowledging the faculty member's professional excellence and the likelihood that excellence will contribute substantially over a considerable period of time to the mission and anticipated needs of the University. Professional excellence is reflected in the faculty member's teaching, research, and service, including the faculty member's ability to interact appropriately with colleagues and students. A faculty member might meet the criteria for a given promotion in rank, and achieve promotion, but fail to merit the privilege of tenure. Promotion in academic rank does not necessarily imply that one merits academic tenure.

Professional Training and Experience:

The school, as presently constituted, consists of two distinct orientations – the traditional “criminal justice” and the scientific “forensic” applications. Both orientations are derived from a variety of other academic disciplines. As such, there exist a number of degrees that are appropriate and relevant prerequisites for the award of tenure within the school. These include criminal justice, criminology, administration of justice, public administration, public policy, sociology, political science, biology, microbiology, chemistry, biochemistry and forensic science with an application to criminal justice. Other closely-related disciplines are eligible for consideration on a case-by-case basis and the acceptability of these degrees as prerequisites for tenure will be determined through the faculty selection and hiring process. In all instances, the terminal status must be a completed Ph.D. from an accredited university.

Teaching:

The school offers a variety of degrees ranging from the undergraduate (B.S. & B.A.) and graduate (M.S. & M.A.), to the Ph.D. Emphasis is evenly distributed across the full continuum of degree offerings, requiring faculty to demonstrate a consistent commitment to effective instruction at all academic levels. Within the school, effective teaching is assessed by several measures. Among these are: 1) Student evaluations; 2) Evaluation of an annual teaching portfolio (Associate only); 3) Curriculum innovation; 4) Participation in graduate level instruction; 5) Teaching load, and; 6) Participation in teaching seminars.

Research:

Given that the school offers a variety of graduate-level degrees, faculty members who aspire to be tenured are expected to develop and maintain an active research agenda leading to an *emerging* national reputation for scholarship within the discipline. Research is evaluated according to three principal measures: 1) Publications; 2) Presentations, and;

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3) Grants. With regard to publications, an emphasis is placed upon a sustained record of peer-reviewed journals of national and / or international scope within the discipline. By the time of application for tenure, the expectation is a minimum of five (5), of which an average of 1 or more per year must be published during time at USM. At this level, books cannot be used to reduce or replace the number of peer-reviewed, refereed journal articles as stipulated above.

It is also expected that the applicant for tenure demonstrate a sustained record of presentations at both regional and national professional conferences. A minimum of seven (7) is required by the time of application, of which an average of 1 or more per year must be presented during time at USM.

Lastly, applicants for tenure are required to demonstrate initiative in applying for grants that support their research agenda. These grants may be either internal or external with an eye toward establishing a focused research agenda. For tenure, candidates must apply for at least one (1) or more grants totaling at least \$25,000.00

Service:

Although service is sometimes undervalued in other academic settings, it is given reasonable weight within the school insofar as its various components often compliment other teaching and research-related activities. Service, as conceived here, is multidimensional and includes that which is extended to students, the school, the college, the university, the discipline and the community. Faculty applying for tenure must be well-rounded in all components of this dimension.

Service to students represents what can best be described as an out-of-class counterpart to in-class instruction insofar as it involves providing assistance for the development, maturation and success of students. This component is demonstrated through sustained academic / professional advisement of undergraduate students, support of student activities (e.g., student group advisor, job placement), and membership on thesis / dissertation committees (minimum of 2 for tenure).

Service to the school is assessed by the faculty member's active involvement in recruitment activities (either within or outside of the university) that aid in growing the undergraduate or graduate student bodies. Applicants are also expected to manifest a sustained record of service on school committees as well as consistent attendance at school meetings. Faculty members should be involved in and support graduate programs (through instruction and/or other means) within the school (as determined by its needs).

Although the expected level of service at the college and university levels is somewhat reduced for junior faculty, some introductory and minimal quantity is required. At the college / university levels, the faculty member must demonstrate a willingness to serve on college / university committees.

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Outside of the university community, it is expected that applicants for tenure demonstrate active participation within the discipline. The most obvious forms of demonstrable service at this level involve assisting with the evaluation of manuscripts as a reviewer for a refereed journal, name-recognition publisher of books within the discipline or funding agencies. Participation in the planning, organization or execution of professional conferences within the discipline by chairing panels, organizing roundtables, serving on regional / national committees, etc. is also expected.

Within the community at large, there exists any number of ways that faculty members can provide service. The principal expectation with regard to this component is that the service be sustained over time, of meaningful import, related to one's professional / academic training / expertise, and without any compensation or remuneration.

Effectiveness in Interpersonal Relationships:

In addition to the foregoing criteria of professional training and experience, teaching, research and service, applicants for tenure must also manifest personal behaviors consistent with the notions of professional ethics and collegiality. More directly stated, the individual is expected to conduct her/himself and matters related to the performance of her/his job in an ethical manner that contributes to a spirit of cooperativeness in working with others (faculty, staff and students) within the school.

Criteria for Tenure School of Criminal Justice

Preface:

The award of tenure within the School of Criminal Justice is a distinction earned through demonstration of core professional competencies on behalf of the applicant. The professional competencies center principally upon: 1) Professional training and experience; 2) Teaching; 3) Research; 4) Service, and; 5) Effectiveness in interpersonal relationships.

The award of academic tenure is a privilege. Tenure is awarded after a thorough review that culminates in the University acknowledging the faculty member's professional excellence and the likelihood that excellence will contribute substantially over a considerable period of time to the mission and anticipated needs of the University. Professional excellence is reflected in the faculty member's teaching, research, and service, including the faculty member's ability to interact appropriately with colleagues and students. A faculty member might meet the criteria for a given promotion in rank, and achieve promotion, but fail to merit the privilege of tenure. Promotion in academic rank does not necessarily imply that one merits academic tenure.

Professional Training and Experience:

- An earned doctorate (Ph.D.) in criminal justice, criminology, administration of justice, public administration, public policy, sociology, political science, biology, microbiology, chemistry, biochemistry, forensic science or other closely related discipline with an application to criminal justice. Other closely-related disciplines are eligible for consideration on a case-by-case basis and the acceptability of these degrees as prerequisites for tenure will be determined through the faculty selection and hiring process. In all instances, the terminal status must be a completed Ph.D. from an accredited university.

Teaching:

Faculty are expected to earn a cumulative average of 3.75 on annual teaching evaluations over the promotion and/or tenure period.

- Annual teaching evaluations shall be the sum of the student and director's evaluations. Satisfactory teaching performance over the evaluation period will be based on an average of student and director's evaluations.
- Student evaluations shall be calculated using a scale of 1 – 5. Student evaluations will be calculated as the average of the following selected items from the university student evaluation: “the overall rating of the instructor,” “the instructor communicates the importance of the subject matter,” “the instructor sets high academic standards,” and “estimate of how much you learned in the course.”
- The director's evaluation shall be calculated on a scale of 0-.5. The director's evaluation of teaching will be determined from an assessment of annual (yearly) teaching portfolios which should include information regarding the following:

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School of Criminal Justice**

curriculum innovation (as determined by school needs), participation in graduate level instruction (as determined by school needs), teaching load as approved by school director and participation in teaching seminars.

Research:

Publications:

- Sustained record of refereed journal publications of national and international scope within the discipline (subject matter must be within the discipline; avg. of 1 per year during time at USM; minimum of 5 by time of application)
- At this level, books cannot be used to reduce or replace the number of peer-reviewed, refereed journal articles as stipulated above.

Presentations:

- Sustained record of presentations at regional and national professional conferences (avg. of 1 per year during time at USM; minimum of 7 by time of application)

Grants:

- Apply for grants (either internal or external) with an eye toward establishing a focused research agenda. For tenure, candidates must apply for at least one (1) or more grants totaling at least \$25,000.00

Service:

Service to Students:

- Sustained record of academic advisement of undergraduate or graduate students as determined by school needs
- Support of undergraduate or graduate student activities (e.g., AJ / FS student group advisor, job placement for students, co-authorship of manuscripts, etc.)
- Service as member of thesis / dissertation committees (minimum of 2 for tenure)

Service to the School:

- Recruitment activities (internal or external)
- Sustained record of service on school committees
- Consistent attendance at school meetings
- Involvement in and support of graduate programs (as determined by school needs)

Service to the College / University:

- Willingness to serve on college / university committees

Service to the Discipline:

- Service as reviewer for refereed journal, name-recognition book publishers, funding agencies or other similar academic endeavor

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- Participation in planning, organization or execution of professional conferences within the discipline by chairing panels, organizing roundtables, serving on regional / national committees, etc.

Service to the Community:

- Community outreach (non-compensated) within area of academic expertise

Effectiveness in Interpersonal Relationships:

- Conducts self and matters related to the performance of one's job in an ethical manner
- Demonstrates a spirit of cooperativeness in working and interacting with others (faculty, staff and students) within the school

Promotion Narrative School of Criminal Justice

Promotion to the rank of Associate Professor and Professor, respectively, within Criminal Justice is a distinction earned through demonstration of core professional competencies on behalf of the applicant. The professional competencies center principally upon: 1) Professional training and experience; 2) Teaching; 3) Research; 4) Service, and; 5) Effectiveness in interpersonal relationships.

Professional Training and Experience:

The school, as presently constituted, consists of two distinct orientations – the traditional “criminal justice” and the scientific “forensic” applications. Both orientations are derived from a variety of other academic disciplines. As such, there exist a number of degrees that are appropriate and relevant prerequisites for the award of promotion within the school. These include criminal justice, criminology, administration of justice, public administration, public policy, sociology, political science, biology, microbiology, chemistry, biochemistry and forensic science with an application to criminal justice. Other closely-related disciplines are eligible for consideration on a case-by-case basis and the acceptability of these degrees as prerequisites for promotion in rank will be determined through the faculty selection and hiring process. In all instances, the terminal status must be a completed Ph.D. from an accredited university.

Teaching:

The school offers a variety of degrees ranging from the undergraduate (B.S. & B.A.) and graduate (M.S. & M.A.), to the Ph.D. Emphasis is evenly distributed across the full continuum of degree offerings, requiring faculty to demonstrate a consistent commitment to effective instruction at all academic levels. Within the school, effective teaching is assessed by several measures. Among these are: 1) Student evaluations; 2) Evaluation of an annual teaching portfolio (Associate only); 3) Curriculum innovation; 4) Participation in graduate level instruction; 5) Teaching load, and; 6) Participation in teaching seminars (Associate only).

Research:

Given that the school offers a variety of graduate-level degrees, faculty members who aspire to the rank of Associate Professor are expected to develop and maintain an active research agenda leading to an *emerging* national reputation for scholarship within the discipline while those seeking promotion to the rank of Professor must possess an *established* national reputation as evidenced by, among other standards, letters of support from external reviewers as described in this document. Research is evaluated according to three principal measures: 1) Publications; 2) Presentations, and; 3) Grants.

With regard to publications, an emphasis is placed upon peer-reviewed journals of national and / or international scope within the discipline. Assuming a five (5) year promotion schedule, the expectation is a minimum of five (5) peer-reviewed journal articles of national scope by the time of application for promotion to the rank of

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Associate Professor, of which an average of 1 or more per year must be published during time at USM. A book is optional but cannot be used to replace or reduce refereed journal publications. For promotion to the rank of Professor, the expectation is a minimum of fifteen (15) peer-reviewed journal articles of national / and or international scope by the time of application, of which an average of 1 or more per year must be published during time at USM. For the rank of Professor, books (subject matter within the discipline published by recognized and reputable press within the discipline) are optional - A first book with a reputable and recognized publisher within the discipline can be substituted for three (3) refereed journal articles. A second book can be substituted for two (2) refereed journal articles. No substitution credit toward refereed journal articles will be given for third or subsequent books when applying for promotion to the rank of Professor.

It is also expected that the applicant for Associate Professor demonstrate a sustained record of presentations at both regional and national professional conferences. For the rank of Professor, participation in conferences of national and / or international scope (e.g., ACJS, IAI, ASC, etc) is also required. For promotion to the rank of Associate Professor a minimum of seven (7) is required by the time of application, of which an average of 1 or more per year must be published during time at USM. For promotion to Professor, the minimum is fifteen (15) by the time of application, of which an average of 1 or more per year must be published during time at USM.

Lastly, applicants for promotion in rank are required to demonstrate initiative in applying for grants to support their research agenda. These grants may be either internal or external with an eye toward establishing a focused research agenda. For promotion to the rank of Associate Professor, candidates must apply for at least one (1) or more grants totaling at least \$25,000.00. For promotion to the rank of Professor, during time as an Associate Professor, candidates must secure funding in the amount of \$50,000 or apply for one (1) or more grants totaling at least \$75,000.

Service:

Although service is sometimes undervalued in other academic settings, it is given reasonable weight within the school insofar as its various components often compliment other teaching and research-related activities. Service, as conceived here, is multidimensional and includes that which is extended to students, the school, the college, the university, the discipline and the community. Faculty applying for promotion in rank to both Associate Professor and Professor must be well-rounded in all components of this dimension.

Service to students represents what can best be described as an out-of-class counterpart to in-class instruction insofar as it involves providing assistance for the development, maturation and success of students. This component for both Associate Professor and Professor ranks is demonstrated through sustained academic / professional advisement of undergraduate students, support of student activities (e.g., student group advisor, job placement), and membership on thesis / dissertation committees (minimum of two (2) for

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promotion to Associate Professor). For promotion to the rank of Professor, faculty members must also demonstrate a record of service as the chair of thesis / dissertation committees (minimum of three (3) by time of application for promotion to Professor; total of five (5) committees).

For both ranks, service to the school is assessed by the faculty member's active involvement in recruitment activities (either within or outside of the university) that aid in growing the undergraduate or graduate student bodies. Applicants are also expected to manifest a sustained record of service on school committees as well as consistent attendance at school meetings. Faculty members should be involved in and support graduate programs (through instruction and/or other means) within the school (as determined by its needs). In addition to these criteria, applicants for promotion to Professor must demonstrate a record of leadership within the school as well as having chaired school committees of substantial import.

Although the expected level of service at the college and university levels is somewhat reduced for junior faculty working toward the rank of Associate Professor, some introductory and minimal quantity is required. At the college / university levels, the faculty member must demonstrate a willingness to serve on college / university committees. For faculty members applying for promotion to the rank of Professor, the expectation is elevated to that of serving as a member of a college committee or elected college body of substantial import. By the time of application for promotion to the rank of Professor, the faculty member must also serve as a member of a university committee or elected university body of substantial import.

Outside of the university community, it is expected that applicants for promotion to both ranks demonstrate active participation within the discipline. The most obvious forms of demonstrable service at this level involve assisting with the evaluation of manuscripts as a reviewer for a refereed journal, name-recognition publisher of books within the discipline or funding agencies. Participation in the planning, organization or execution of professional conferences is also expected. For promotion to Professor, the faculty member must serve as a committee member (not panel presentation) for a professional organization within the discipline at the regional or national level.

Within the community at large, there exists any number of ways that faculty members can provide service. The principal expectation with regard to this component is that the service be sustained over time, of meaningful import, related to one's professional training / experience, and without any compensation or remuneration.

Effectiveness in Interpersonal Relationships:

In addition to the foregoing criteria of professional training and experience, teaching, research and service, applicants for promotion to the rank of Professor must also manifest personal behaviors consistent with the notions of professional ethics and collegiality. More directly stated, the individual is expected to conduct her/himself and matters related

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to the performance of her/his job in an ethical manner that contributes to a spirit of cooperativeness in working with others (faculty, staff and students) within the school.

External Evaluators for Promotion to Full Professor:

Each application for promotion to full professor must be accompanied by three letters from external evaluators. The school director or other unit leader will solicit the letters from evaluators. In the event that it is the director or unit leader who is applying for full professor, then the dean shall appoint the person to solicit the letters. These evaluators are chosen because of their acknowledged expertise in the candidate's area of research and are asked to comment on the quality of the scholarship and the productivity record of the candidate. If the evaluator is employed at a university, then the evaluator will be asked to comment on whether or not the candidate would be expected to receive promotion to full professor at that institution. External referees are chosen from among full professors at prominent research universities comparable to U.S.M., as well as equivalent experts at research laboratories and other institutions of renown.

The candidate may suggest names to the director or unit leader, but the director or unit leader will also solicit names from other full professors in the department or unit. The director or unit leader must not rely exclusively on the names suggested by the candidate. Under no circumstances can a dissertation adviser, postdoctoral mentor, or close collaborative colleague serve as an evaluator for a candidate's case. Upon being advised of the potential list of evaluators, the candidate may remove one name from the list. The director shall include any and all letters received in the applicant's dossier.

**Criteria for Promotion to the Rank of Associate Professor
School of Criminal Justice**

Professional Training and Experience:

- An earned doctorate (Ph.D.) in criminal justice, criminology, administration of justice, public administration, public policy, sociology, political science, biology, microbiology, chemistry, biochemistry, forensic science or other closely related discipline with an application to criminal justice. Other closely-related disciplines are eligible for consideration on a case-by-case basis and the acceptability of these degrees as prerequisites for tenure will be determined through the faculty selection and hiring process. In all instances, the terminal status must be a completed Ph.D. from an accredited university.

Teaching:

Faculty are expected to earn a cumulative average of 3.75 on annual teaching evaluations over the promotion and/or tenure period.

- Annual teaching evaluations shall be the sum of the student and director's evaluations. Satisfactory teaching performance over the evaluation period will be based on an average of student and director's evaluations.
- Student evaluations shall be calculated using a scale of 1 – 5. Student evaluations will be calculated as the average of the following selected items from the university student evaluation: “the overall rating of the instructor,” “the instructor communicates the importance of the subject matter,” “the instructor sets high academic standards,” and “estimate of how much you learned in the course.”
- The director's evaluation shall be calculated on a scale of 0-.5. The director's evaluation of teaching will be determined from an assessment of annual (yearly) teaching portfolios which should include information regarding the following: course syllabi, curriculum innovation (as determined by school needs), participation in graduate level instruction (as determined by school needs), teaching load as approved by school director and participation in teaching seminars.

Research:

Publications:

- Refereed journal publications of national and international scope within the discipline (Subject matter must be within the discipline; avg. of 1 per year during time at USM; minimum of 5 by time of application)

Presentations:

- Sustained record of presentations at regional and national professional conferences (avg. of 1 per year during time at USM; minimum of 7 by time of application)

**Criteria for Promotion to the Rank of Associate Professor
School of Criminal Justice**

Grants:

- Apply for grants (either internal or external) with an eye toward establishing a focused research agenda. For promotion to the rank of Associate Professor, candidates must apply for at least one (1) or more grants totaling at least \$25,000.00

Service:

Service to Students:

- Sustained record of academic advisement of undergraduate or graduate students (as determined by school needs)
- Support of undergraduate or graduate student activities (e.g., CJ / FS student group advisor, job placement for students, assist with graduate student publications and presentations, etc.)
- Service as member of thesis / dissertation committees (minimum of 2 for promotion to Associate Professor)

Service to the School:

- Recruitment activities (internal or external)
- Sustained record of service on school committees
- Consistent attendance at school meetings
- Involvement in and support of graduate programs (as determined by school needs)

Service to the College / University:

- Willingness to serve on college / university committees

Service to the Discipline:

- Some combination of the following: service as reviewer for refereed journal, or name-recognition book publishers, or funding agencies or other similar academic endeavors
- Participation in planning, organization or execution of professional conferences within the discipline by chairing panels, organizing roundtables, serving on regional / national committees, etc.

Service to the Community:

- Community outreach (non-compensated) within area of academic expertise

**Criteria for Promotion to the Rank of Professor
School of Criminal Justice**

Professional Training and Experience:

- An earned doctorate (Ph.D.) in criminal justice, criminology, administration of justice, public administration, public policy, sociology, political science, biology, microbiology, chemistry, biochemistry, forensic science or other closely related discipline with an application to criminal justice. Other closely-related disciplines are eligible for consideration on a case-by-case basis and the acceptability of these degrees as prerequisites for promotion will be determined through the faculty selection and hiring process. In all instances, the terminal status must be a completed Ph.D. from an accredited university.

External Evaluators for Promotion to Full Professor:

- Each application for promotion to full professor must be accompanied by three letters from external evaluators. The school director or other unit leader will solicit the letters from evaluators. In the event that it is the director or unit leader who is applying for full professor, then the dean shall appoint the person to solicit the letters. These evaluators are chosen because of their acknowledged expertise in the candidate's area of research and are asked to comment on the quality of the scholarship and the productivity record of the candidate. If the evaluator is employed at a university, then the evaluator will be asked to comment on whether or not the candidate would be expected to receive promotion to full professor at that institution. External referees are chosen from among full professors at prominent research universities comparable to U.S.M., as well as equivalent experts at research laboratories and other institutions of renown.
- The candidate may suggest names to the director or unit leader, but the director or unit leader will also solicit names from other full professors in the school or unit. The director or unit leader must not rely exclusively on the names suggested by the candidate. Under no circumstances can a dissertation adviser, postdoctoral mentor, or close collaborative colleague serve as an evaluator for a candidate's case. Upon being advised of the potential list of evaluators, the candidate may remove one name from the list. The director shall include any and all letters received in the applicant's dossier.

Teaching:

Faculty are expected to earn a cumulative average of 3.75 on annual teaching evaluations over the promotion and/or tenure period.

- Annual teaching evaluations shall be the sum of the student and director's evaluations. Satisfactory teaching performance over the evaluation period will be based on an average of student and director's evaluations.

**Criteria for Promotion to the Rank of Professor
School of Criminal Justice**

- Student evaluations shall be calculated using a scale of 1 – 5. Student evaluations will be calculated as the average of the following selected items from the university student evaluation: “the overall rating of the instructor,” “the instructor communicates the importance of the subject matter,” “the instructor sets high academic standards,” and “estimate of how much you learned in the course.”
- The director’s evaluation shall be calculated on a scale of 0-.5. The director’s evaluation of teaching will be determined from an assessment of annual (yearly) teaching portfolios which should include information regarding the following: curriculum innovation (as determined by school needs), participation in graduate level instruction (as determined by school needs), teaching load as approved by school director and participation in teaching seminars.

Research:

Publications:

- Sustained record of refereed journal publications of national and international scope (subject matter must be within the discipline; avg. of 1 per year during time at USM; minimum of 15 by time of application)
- Books (Optional; subject matter must be within the discipline; must be published with a recognized and reputable press within the discipline; A first book can be substituted for 3 refereed journal articles and a second book can be substituted for 2 refereed journal articles; No substitution credit toward refereed journal articles can be given for third or subsequent books)

Presentations:

- Sustained record of presentations at regional, national and / or international professional conferences (avg. of 1 per year during time at USM; minimum of 15 by time of application)

Grants:

- Apply for grants (either internal or external) with an eye toward establishing a focused research agenda. For promotion to the rank of Professor, during time as an Associate Professor, candidates must secure funding in the amount of \$50,000 or apply for one (1) or more grants totaling at least \$75,000.

Service:

Service to Students:

- Sustained record of academic advisement for undergraduate or graduate students as determined by school needs
- Sustained support of undergraduate and graduate student activities (e.g., CJ / FS student group advisor, job placement for students, co-authorship of manuscripts, etc.)
- Service as chair or member of thesis / dissertation committees (minimum of five (5) by time of application – two (2) as member, three (3) as chair)_

**Criteria for Promotion to the Rank of Professor
School of Criminal Justice**

Service to the School:

- Sustained record of recruitment activities (internal and external)
- Sustained record of service on school committees
- Consistent attendance at school meetings
- Demonstrable record of leadership within the school
- Demonstrable record of positively mentoring junior faculty within the school
- Sustained involvement in and support of graduate programs (as determined by school needs)
- Chair of school committees of substantial import

Service to the College:

- Member of college committee or elected college body of substantial import

Service to the University:

- Member of university committee or elected university body of substantial import

Service to the Discipline:

- Record of service as reviewer, editorial board member or editor for refereed journal, name-recognition publishers or other similar academic endeavors
- Record of participation in planning, organization or execution of professional conferences within the discipline
- Member of committee (not panel presentation) for professional organization at regional / national level

Service to the Community:

- Sustained record of community outreach (non-compensated) within area of academic expertise

Effectiveness in Interpersonal Relationships:

- Conducts self and matters related to the performance of one's job in an ethical manner
- Demonstrates a spirit of cooperativeness in working and interacting with others (faculty, staff and students) within the school