Provost’s Annual
Promotion and Tenure Workshop

May 1, 2015
Alumni Hall, North Campus
Promotion and Tenure Workshop

for Tenure - Track Faculty

Friday May 1, 2015

12:00 p.m. – 3:00 p.m.
Alumni Hall

12:00 p.m. - 12:30 p.m. Luncheon

12:35-12:50 Welcome by Faculty Development Committee Co-Chair Professor Luvai Motiwalla, Business; Chair Professor Susan Braunhut, Biology. Committee Members: Alease Bruce, Health Sciences; Pradeep Kurup, Engineering; Marlowe Miller, FAHSS; Jay Simmons, Education.

Faculty Development Committee accomplishments 2014-2015 and plans for 2015-2016.

12:55-1:35 Preparing for Promotion and Tenure at UMass Lowell

Provost Ahmed Abdelal; Vice Provost Charlotte Mandell, Psychology.
Vice Provost Julie Chen, Research and Mechanical Engineering.

The MSP – U Mass Lowell Contract
The Provost’s Guidelines for Promotion and Tenure
Evidence for Excellence in Teaching
Evidence for Excellence in Research and Scholarship
Evidence for Excellence in Service

Preparing E-portfolios
Paula Haines, Director of Assessment and Donna Mellen, Manager of Academic Technology Development.

1:40-2:10 "Recent Perspectives in the Promotion and Tenure Experience"

Panel of newly tenured or promoted faculty: Emmanuelle Reynaud, Associate Professor, Mechanical Engineering; M. Berk Talay, Associate Professor, Management and Chris Carlsmith, Professor, History.

Panel Moderator: Luvai Motiwalla, Professor, Manning School of Business Questions and Answers

2:15-2:45 "Strategies for Success"

Representatives from the University Rank and Tenure Committee: Professor Kenneth Levasseur, Mathematics; Professor Regina Panasuk, Education and Professor Stuart Freedman, Management.

Panel Moderator: Professor Jay Simmons, Graduate School of Education Questions and Answers

2:50-3:00 Summary Remarks: Provost Ahmed Abdelal
University of Massachusetts Lowell

Calendar for 2015 – 2016 Promotion and Tenure Process

Sept. 21, 2015 (Monday)
Deadline for candidates to file electronic copy of application for promotion and tenure, and to submit all necessary supporting materials, to Department Chairpersons.

Oct. 05, 2015 (Monday)
Deadline for Chairpersons to submit all individual promotion and tenure materials to Department Personnel Committees.

Oct. 07, 2015 (Wednesday)
Deadline for College Personnel Committees to elect Chairpersons.

Oct. 26, 2015 (Monday)
Deadline for Department Personnel Committees to forward recommendations and personnel materials, to College Personnel Committees, and to send written reasons both to candidates and College Personnel Committees.

Nov. 02, 2015 (Monday)
Last day for candidates to file responses to recommendations from Departmental Personnel Committees with Dean/Library Director for forwarding to College Personnel Committee.

Dec. 07, 2015 (Monday)
Deadline for College/Library Personnel Committees to forward recommendations and personnel materials to Deans/ Director, and to send written reasons both to candidates and Deans/Director.

Dec. 14, 2015 (Monday)
Last day for candidates to file responses to recommendations from College/Library Personnel Committees with Deans/Director.

Jan. 11, 2016 (Monday)
Deadline for Deans/Director to forward recommendations and personnel materials to University Rank and Tenure Committee via Provost, and to send written reasons both to candidate and University Rank and Tenure Committee.

Jan. 19, 2016 (Tuesday)
Last day for candidates to file responses to recommendations from Deans/Director with the Provost.

Feb. 11, 2016 (Thursday)
University Rank and Tenure committee meets to review applications.

Feb. 16, 2016 (Tuesday)
Deadline for University Rank and Tenure Committee to forward recommendations and personnel materials to Provost, and to provide written reasons both to candidates and to the Provost.

Feb. 23, 2016 (Tuesday)
Last day for candidates to file responses to recommendations from Rank and Tenure Committee with the Provost.

Mar. 21, 2016 (Monday)
Deadline for Chancellor to publish final list (after all appeals) of candidates recommended to the Trustees for promotion and tenure.

May 06, 2016 (Friday)
Annual Promotion and Tenure Workshop 12:00 – 4:00 p.m.

This is subject to the approval of the MSP President and the Office of the Provost.
Provost’s Guidelines for the Promotion and Tenure Process

For Applicants, Committees, Chairs, and Deans

March 24, 2015

These guidelines developed by the Provost’s Office are designed to provide faculty and department chairs with a framework for developing portfolios for promotion and/or tenure in a manner which presents faculty candidate accomplishments in the most effective manner. They are intended to assist reviewing committees and deans in making useful assessments of the portfolio.

This document is intended to serve as a guide and in no way supersedes or replaces the language of the MSP contract. These guidelines aim to achieve consistency in organization of the portfolio, which in turn, will help to ensure ready access to the components by the various levels of review: department personnel committee, chair, college personnel committee, dean, provost, chancellor, academic vice president, president, and board of trustees.

Faculty candidates, members of personnel committees, and chairs are expected to review the relevant sections of the Faculty Contract, especially Articles VII and VIII and Appendix 9. Departmental chairs are expected to mentor and advise all new faculty members. In particular, faculty should be informed of all promotion and tenure requirements.

INFORMATION FOR ALL CANDIDATES

Portfolio

All candidates for promotion and/or tenure are expected to prepare a portfolio containing a record of their accomplishments in professional activities, research and scholarship, instructional activity, and service. This portfolio should include appropriate documentation of these accomplishments, which may include copies of their published works, all published reviews of their work, and information about the nature and term of any funded research.

Tenure candidates should be sure to create a digital copy of portfolios as the UMass Board of Trustees requires portfolios in digital format with bound digital .pdf format preferred.

The promotion and tenure calendar, which provides candidates and reviewing authorities with a timetable of due dates for the given academic year, may be found at http://www.uml.edu/academicaffairs/Faculty/Tenure_and_Promotion.html

Form of Submission of Portfolio
To the extent possible, portfolios as described herein shall be submitted electronically. For information on how to electronically submit, contact: Sandhya.Balasubramanian@uml.edu. Hard copy submission shall be in three-ring, large capacity binders with various sections separated by dividers.

**Guidelines for Organizing Contents of the Portfolio**

1. **Cover Page**: The portfolio begins with a cover sheet that includes the candidate's name, present rank, department, date of appointment at University of Massachusetts Lowell and rank awarded, number of credits for years of prior service, dates for leaves of absence (with the purposes of the leaves indicated), and dates and places of previous promotions. This sheet should state the candidate's area of specialization within the discipline.

2. **Letter of Application**: Presents an overview of the candidate's accomplishments to date. It may be helpful to include a statement of professional interests and goals, including specific plans to further these interests and to achieve these goals in future years. Typically, this letter should not exceed five double-spaced pages. This letter should also conclude with a statement indicating whether or not the candidate waives the right to see the external review letters received during the promotion and tenure process.

3. **One Page Summary**: In order to assist reviewing parties, candidates may consider including a one-page bulleted summary of major accomplishments in support of the candidate’s application for promotion or tenure.

4. **Curriculum Vitae**: Immediately after the letter of application, a copy of the curriculum vitae should be included. The curriculum vitae should follow the format outlined in PF#6 (Appendix 9) of the MSP contract.

4A **Under the section on Professional Activities**

Appropriate items may include presentations at professional meetings, listing the title and date of the presentation, the name and location of the meeting, and a one or two sentence description of the presentation.

Professional service: List memberships on editorial boards, activities as referee for scholarly journals, activities as referee for granting agencies, memberships on evaluation panels, and services as critic, juror, and/or consultant for professional organizations. The list should include dates of service.

Recognition by National, Scholarly, and Professional Associations: List and include titles of honors, awards, fellowships, and internships.
General Recognition Within One's Discipline: List requests for colloquium presentations or workshops, reviews of publications, films, video productions, theatrical works, exhibitions, or performances. Also, it is helpful to list citations and references to the candidate's work by others, invitations to exhibit, and guest performances.

4B Under the section on Research and Scholarship

a. Scholarly Writings in Journals, Books, Monographs, and Reviews: In the case of published articles and those accepted for publication, include the title of the article, name of the journal, volume, date (or projected date of publication), names of the authors as they appear in print, and a one or two sentence description of the publication. This may include an assessment of its contribution to the discipline. Clear indication should be given of whether the article has been published or only accepted for publication.

b. Published Books and Monographs and Those Accepted for Publication: List the title, publisher, and date of publication or projected publication, and a one or two sentence description of the work. You may include an assessment of its contribution to the discipline. For works only accepted for publication, clear indication should be given of whether an item is a book manuscript in press and scheduled for publication at a more or less definite date, or a book project for which a contract has been awarded and a manuscript is to be submitted to the publisher in the future.

c. Book Reviews, Abstracts, and Reports: List the title, author, place of appearance, and date of publication or projected publication.

Documentation: Provide copies of articles, books, reviews, intellectual property rights, etc. Listed. In the case of articles, books, monographs, book reviews, abstracts, and reports accepted for publication, also provide copies of letters of acceptance, agreements and contracts. Items that have been accepted for publication based on all required levels of peer and editorial review are useful for purposes of promotion and tenure. For multiple-authored works and collaborative projects, the candidate (and when possible the department) should assess and explain in detail the degree of the candidate's contribution to the work.

d. Achievements in the Visual and Performing Arts: Include the title, location, affiliation, and date for exhibition and performances, and a one or two sentence description of the presentation, including an assessment of its significance. Provide documentation appropriate to the venue.

e. Awards and Grants: List scholarships, fellowships, travel awards, professional development grants, grants funded by local agencies, grants
from national agencies, and any corporate sponsored research funding that you have received.

f. Technology Commercialization Activity: List UMass Lowell Confidential Invention Disclosure reference no., patent/trademark application publication no., and issued/granted patents or trademarks. Make particular reference to any licensed or optioned intellectual property rights that have been granted to industry. Note any start-up company activity that you have participated in, your contribution to this effort and the outcome.

**Documentation:** Provide official letters of award indicating the type of the award, the schedule of funding, the period of the award, and the precise role of the investigator and any other co-principal or co-investigator in the research or creative activities funded.

4C Under the section on Instructional Activity, appropriate materials may include:

a) A list of courses taught during the preceding five years. It may be useful to provide a copy of the most recent syllabus used for each course. For each course, include date taught, title and number, and number of students.

b) A list of Independent Studies, Honors Theses, Graduate Theses and Dissertations; for each, include name of student, title of project, and date completed.

c) Special recognition or awards for instruction: list type of award and date.

**Documentation:** Perception of Students: include the results of student evaluations. Peer/Chair evaluations: include written assessments based on classroom observations. It is helpful to include representative syllabi, selected examinations and quizzes, reading lists or handouts (or comparable information given to students), a list of special projects, and an indication of student accomplishments.

4D Under the section on Service:

In general, service will be considered primarily on the basis of its benefits to the University of Massachusetts Lowell. Letters from a candidate's department may discuss this category. Service expectations for promotion to Associate Professor are more limited than those for promotion to Professor. In general, for promotion to Associate Professor, a candidate is expected to collaborate with colleagues in departmental functions and, where appropriate, in professional activities and on departmental committees. The emphasis during the probationary period is on the full development of
research/creative and instruction accomplishments. Major service roles are not expected at this stage.

In contrast, promotion to Professor should include significant participation not only in Departmental, College, and University Committees, but also in activities such as professional associations and contributions to the community at large. In areas in which a candidate believes substantial contributions have been made (as may be indicated in the candidate’s statement on service), it may be useful for the department to provide information about the effectiveness or importance of the candidate’s service in its letter.

a. Assistance to Colleagues: List consultation about educational problems, reviews of manuscripts, collaboration on research projects, assistance with film, video, or dramatic productions, artistic exhibitions, or musical performances, and contributions to programs in other concentrations, areas, or schools.

b. Contributions to the department: List memberships on departmental committees, development of programs, and activities. List only contributions not related to professional development or instruction.

c. Committee Responsibilities at the College, University, or System Level: List committees and periods of service.

d. Support of Local, State, National, or International Organizations: List consultantships, memberships on advisory boards, and offices held, and include dates.

e. Significant Community Participation: List lectures, speeches, presentations, performances, and short courses, and include dates.

f. Meritorious Public Service: List assistance to governmental agencies and development of community, state, or national resources and include dates.

g. Offices Held in Professional Associations (if not listed under professional activities): List titles, dates of term, and method of selection.

**External Review Letters**

Department Chairs shall secure external review letters from outside reviewers to be appended to the candidate's portfolio. These reviewers are typically drawn from lists recommended by the candidate, tenured faculty, and the Department Chair. Department Chairs and faculty must recognize that some external reviewers may decline review requests or not provide external review letters in a timely fashion. Therefore, Department Chairs shall solicit 5-10 external review letters with the goal of
securing at least 5 such letters and the expectation that a minimum of 3 such letters must be received. External review letters for which a candidate has voluntarily waived access shall be appended to the portfolio prepared by the candidate and submitted to the reviewing bodies. External reviewers shall be advised as to whether or not the candidate has waived the right to see the external review letters and, whenever possible, external reviewers shall be assured confidentiality.

Reviewers shall be asked to write regarding the quality and level of the candidate's accomplishments in research/scholarship/creative work and the impact this work has had on the discipline. Outside reviewers will also be asked to address the candidate's accomplishments in service, if applicable. The outside reviewers should be affiliated with institutions in which the emphasis on research and scholarship is of a rigor similar to or more demanding than that at University of Massachusetts Lowell. A one-page resume of the outside reviewer—or a description of this person's accomplishments and standing in the field should accompany the reviewer's letter of evaluation.

External reviewers must be at "arms length" from the candidate. An external reviewer who is at "arms length" is wholly disinterested and will not have even the appearance of a vested interest, based on his or her own career, nor a personal interest in the career advancement of the candidate under review. For example, an "arms length" reviewer shall not have served on the candidate's dissertation proposal committee or dissertation committee, mentored, financially supported or taught the candidate under review during the candidate's graduate education or post doctoral experience or have collaborated closely with the candidate on publications or grants. However, individuals co-serving with the candidate in positions such as in professional societies or editorial boards may provide reviews.

INFORMATION FOR CANDIDATES SEEKING PROMOTION FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR WITH TENURE

Time for Consideration

1. For promotion of assistant professors to associate professors with tenure, the normal time for consideration is in the sixth probationary year for tenure-track assistant professors.
2. In certain cases, normally at the time of the appointment in an assistant professor position, credit may be given to a faculty member for her previous professional record. Such credit will be normally specified in the initial letter from the Provost.
3. In the absence of approved credit for prior professional record, an assistant professor may elect to come up early for consideration where a case could be made for exceptional merit. In such cases, it is prudent to consult with the Department Chair and the Dean prior to embarking on the significant effort required for preparation of the portfolio.
4. Except for approved sabbaticals or professional leaves, the tenure clock is normally suspended for all other approved leaves.
INFORMATION FOR CANDIDATES SEEKING PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR

Time for Consideration

1. For promotion from associate to full professor, consideration shall be after at least eight* years of successful, full-time teaching experience in four year institutions of higher education at the rank of Assistant Professor or higher with three years of such experience at the University of Massachusetts Lowell two of which years must be at the rank of Associate Professor. (*Unless teaching time required is reduced when waived by recommending authorities. See also comments on service contributions above.)

INSTRUCTIONS ON ASSESSMENT TO COMMITTEES, CHAIRS, AND DEANS

1. Scholarly Assessment: The relevant committees should include in their recommendations an assessment of the quality and standing in the profession of the journals, presses, museums, exhibitions, concerts, performances and the like in which the candidate's work has appeared. Indicators of significant funding by industry or investment capital, generation of intellectual property rights, successful technology transfer or new venture start-ups should also be considered by the relevant committees, if applicable. Candidates should identify clearly in their portfolios which of their publications appear in refereed journals. Candidates with co-authored works should clearly indicate their contribution to the works, and evaluative committee(s) may incorporate assessment of this contribution in their letter of recommendation.

2. Instructional Activity Assessment: Evidence of teaching effectiveness normally includes the results of student evaluations as well as chair/peer evaluations.

3. Service Assessment: The Departmental and College Personnel Committees may include an indication of the types of service assessments used in the unit. University, professional and community accomplishments constitute appropriate activity in this area of assessment.

4. For Candidates for Promotion to Professor: The primary emphasis of the assessment is work done since promotion to or appointment as associate professor.
CONTRACT APPENDIX A-9

Suggested information for COMPREHENSIVE PROFESSIONAL VITAE (Personnel Form #6)

Name
Rank Department

A. EDUCATION AND ACADEMIC QUALIFICATIONS
1. Education (academic degrees earned, institutions, dates, fields of study, honors)
2. Academic Experience (length of time at each institution, ranks held, etc.)
3. Non-Academic Professional Experience

B. PROFESSIONAL ACTIVITIES
1. Professional Association Participation (offices held, editorial board, reviewer, committee service, types of presentations, membership, etc.)
2. Professional Honors and Awards (honors, awards, and recognition)
3. Non-teaching Activities (consulting and other professionally related experience)

C. RESEARCH AND SCHOLARSHIP
1. Grants and Contracts, including Industry Sponsored Research (internal and external funding sources)
2. Academic and Professional Publications (full citations and reprint of books, monographs, chapters, refereed proceedings, journal articles, etc.)
3. Other Research or Creative Activities – Performances, Exhibitions, etc. (Reprints of programs and/or critical reviews of creative activities, copies of unpublished manuscripts, etc.)
4. Technology Commercialization Documentation (invention disclosure ref. nos., patent/trademark application publication nos., issued/granted patent nos.)

D. INSTRUCTION RELATED ACTIVITY
1. Teaching (graduate and undergraduate courses taught, number of years taught, direction of individual student academic work, membership on committees for individual student work, teaching recognition, course and program development)
2. Other Activity and Accomplishments Related to the Instructional Function

E. SERVICE
1. Community Activities Related to Professional Field
2. Committee Activities (Service on department, college or university committees)
3. Other Service to the University
ARTICLE VII
CRITERIA FOR APPOINTMENT, PROMOTION, AND TENURE

A. Appointment of Faculty Members and Librarians


Qualifications for appointment as hereinafter set forth in this Article are not to be construed to limit the right of recommending authorities to specify additional criteria when such criteria are customarily required for specialized or professional areas or are justified by exceptional or special circumstances. Candidates for initial appointment to a position within the Unit who must relocate their residences because the distance between the University of Massachusetts Lowell and their residence would not permit commuting, must agree to relocate their residences to Massachusetts as a condition of receiving initial appointment to positions within the Unit. Such agreement to initially relocate residence within Massachusetts is required to encourage new faculty to participate in community service activities within the Commonwealth; however, it is understood that such agreement shall not control in contravention of the principles that underlie the Constitution of the United States, nor where waived by the Chancellor of the University. [The Chancellor in his sole nongrievable discretion may waive such agreement where it would impose an unusual personal hardship on the candidate or his/her family.] Candidates appointed in September shall receive two-year initial appointments, and candidates appointed in January shall receive appointments that terminate two years after the September subsequent to their appointment.

High level academic administrators traditionally given faculty appointments may be given such appointment and/or tenure at any time within eighteen months of initial appointment. Other academic administrators such as Associate and Assistant Deans may be given faculty appointments in appropriate situations with consent of the MSP and the affected department. However, the search and department approval process for filling a new full-time faculty position must be followed before any such administrator holding a non-tenure track faculty appointment may enter the bargaining unit in a full-time faculty position.

Other than the above, the processes specified in this article are the exclusive legal methods of appointing unit personnel or persons with the right to enter the unit and no person may be legally awarded tenure in the unit except under and in conformance with the criteria specified in this Article and the processes specified in the Article that follows it; and/or in settlement of a grievance explicitly sanctioned by the MSP; and no person may be promoted to a unit rank except while a member of the unit under the criteria and through the processes specified in the same two articles, and/or in settlement of a grievance explicitly sanctioned by the MSP. In special situations, an individual may be permitted to enter the unit through the transfer to the University of an appropriate position from another institution under the jurisdiction of the Board, but such transfers shall occur only after the Office of Academic Affairs has entered into written joint agreement with the MSP and under the specific terms of such agreement.

a. Additional Appointment Criteria and Appointment Deadlines

Upon authorization from the Provost for Academic Affairs to fill a vacant position, the department chairperson shall determine with the advice and
consent of appropriate department committees, and the Director of Libraries shall
determine after consultation with appropriate library committees and
division heads, such additional criteria as may be deemed proper for the specific
vacancy to be filled and the procedures for reviewing applicants and nominating
candidates to the University Administration. However, the filling of all vacancies
shall be subject to specified administrative academic and professional
requirements and deadlines, as well as the valid objectives of the University
Affirmative Action program. The final candidates to be nominated for faculty
position vacancies shall be interviewed by the Department Chairperson and the
College Dean. Such candidates for librarian position vacancies shall be
interviewed by the Director of Libraries.

b. Recommendation Process

The name of the candidate recommended, together with complete professional
vita and comments of the department chairperson, shall be submitted to the
College Dean. The College Dean or the Director of Libraries, as the case may be,
shall review all recommendations, shall add his/her recommendations, and
shall transmit all recommendations and supporting documents to the Provost
for Academic Affairs, who shall review all materials forwarded and transmit
them, together with his recommendation, to the Chancellor. In the event that
the candidate recommended by the department chairperson or the Director of
Libraries is rejected by the Chancellor, the procedure specified above shall be
repeated until a candidate shall be appointed to fill the authorized position or
the position authorization is withdrawn in accordance with procedures and
deadlines for reallocating vacant positions.

c. Upper Level Rank Appointments

If an appointment is to be made at the rank above Assistant Professor or
Assistant Librarian, such appointment shall be subject to the same review
process as is required for promotion to the specified rank. If appointment is to
be made with tenure, such appointment shall be subject to the same process as
is required for the awarding of tenure to a member of the Unit. An individual
who is offered an initial appointment or who is subsequently offered
reappointment is required to sign an official University contract and to file such
contract with the Office of the Provost for Academic Affairs within one month of
notification of appointment or reappointment. Failure to comply with this
requirement may result in cancellation of appointment or reappointment
without prejudice to the University.

2. Faculty Appointments

Faculty appointments shall be made at the appropriate rank in keeping with
standard requirements or the specified exceptions to requirements.

a. Standard Requirements for Faculty Appointments

(1) Instructor

A master's degree from an accredited institution and in a discipline or field
acceptable to the recommending authorities;
(2) Assistant Professor

An earned doctorate from an institution accredited at the doctoral level and in a discipline or field acceptable to the recommending authorities;

(3) Associate Professor

An earned doctorate from an institution accredited at the doctoral level and in a discipline or field acceptable to the recommending authorities; a record of instructional effectiveness with six years of successful full-time teaching experience in four-year institutions of higher education and at least two years of such experience at the rank of Assistant Professor; research or scholarly achievement as demonstrated by a continued record of accomplishment resulting in publication of a significant number of articles in recognized professional and/or academic journals and/or in publication of a book or its edited equivalent, and/or significant recognition by learned societies or professional associations for demonstrated achievement or leadership in the discipline or professional area which is to be taught;

(4) Professor

An earned doctorate from an institution accredited at the doctoral level and in a discipline or field acceptable to the recommending authorities; a record of instructional effectiveness with eight years of successful full-time teaching experience in four year institutions of higher education at the rank of Assistant Professor or higher and at least two years of such experience at the rank of Associate Professor; research or scholarly achievement as demonstrated by a continued record of accomplishment resulting in publication of a significant and extensive number of articles in recognized professional and/or academic journals and/or in publication of a book or its edited equivalent, and/or significant and wide recognition by learned societies or professional associations for demonstrated achievement or leadership in the discipline or professional area which is to be taught.

b. Exceptions to Requirements for Faculty Appointments

(1) Waiver of Master's Degree for Instructor Appointments

The specified master's degree requirement for appointment to the rank of instructor may be waived for a candidate actively pursuing a doctoral program in an institution accredited at the doctoral level if such a candidate has completed all requirements for such a program except the thesis;

(2) Waiver of Doctorate for Appointment to Assistant Professor and Assistant Clinical Professor

The specified doctoral requirement for the rank of Assistant Professor may be waived by recommending authorities as follows:

(a) Accounting

In the area of accounting for an individual who possesses both the M.B.A. degree and professional C.P.A. certification;
(b) Computer Science

In the area of computer science for an individual who possesses a master's degree in the area to be taught plus additional experience and/or training acceptable to recommending authorities.

(c) Health Professions

In the areas of exercise physiology, health, medical technology, nursing, and physical therapy for an individual who possesses a master's degree in the field to be taught from an institution accredited for graduate study by the appropriate professional association plus 30 graduate credits or demonstrated clinical excellence acceptable to recommending authorities.

(3) Waiver of Doctoral Requirements

The specified doctoral requirements for the three professorial ranks may be waived by recommending authorities for any one of the following categories of candidates:

(a) Studio Art and Music Performance

Candidates in studio art and music performance (excluding candidates in such academic or professional fields as art education, art history, music education, music history, and music theory) who possess professional graduate degrees which are recognized by recommending authorities as "terminal qualification" in the disciplines or fields to be taught and which have been awarded by institutions accredited for graduate study by the appropriate professional association;

(b) Industrial and Sound Recording Technology

Candidates in the field of industrial and sound recording technology who possess professional graduate degrees which are recognized by recommending authorities of the College of Engineering or College of Music as "terminal qualifications."

(4) Waiver of Doctorate and Experience Requirement for Exceptional Candidates

The specified doctoral and/or teaching experience requirements for the three professional ranks may be waived by recommending authorities for individuals of exceptional talents or special accomplishments who are widely recognized in their fields for such talents or accomplishments.

(5) Waiver of Teaching Requirement

Up to three years of the teaching requirements may be waived for specified reasons relating to specialized or professional areas when, in the judgment of recommending authorities, candidates for appointment possess suitable substitute experience.
(6) Substitutions for Publication Requirement

Comparable studio and performance achievements may be substituted for the specified publication requirements of the upper professorial ranks by terminally qualified individuals in studio art and music performance.

3. Professional Librarian Appointments

Librarian appointments shall be made at the appropriate rank in keeping with the standard requirements or the specified exceptions to requirements.

a. Standard Requirements for Professional Librarian Appointments are as follows:

(1) Instructor Librarian
A master's degree in library science from an accredited ALA institution or other master's degree which is in an area specifically related to library functions and which is acceptable to recommending authorities;

(2) Assistant Librarian
A master's degree in library science, information science, or information studies from an accredited ALA institution or an equivalent graduate degree acceptable to recommending authorities in an area specifically related to library functions plus two years of full-time professional library experience in a college, university, or research library;

(3) Associate Librarian
A master's degree in library science, information science, or information studies from an accredited ALA institution or an equivalent graduate degree acceptable to recommending authorities in an area specifically related to library functions and an additional equivalent graduate degree in a field appropriate to library functions which is acceptable to recommending authorities; research or scholarly achievement as demonstrated by a publication record in recognized professional and/or academic journals, and/or recognition by learned societies or professional library associations for demonstrated leadership or achievements; and six years of successful, full-time professional library experience in a college, university or research library with at least two years of such experience at the rank of Assistant Librarian or higher;

(4) Librarian
A doctorate in library science from an accredited ALA institution or an equivalent doctorate acceptable to recommending authorities; research or scholarly achievement as demonstrated by significant publication in recognized professional journals and/or significant recognition by learned societies or professional library associations for demonstrated leadership or achievements; and six years of successful, full-time professional library experience in a college, university, or research library with at least six years of such experience at the rank of Assistant Librarian or higher; or a master's degree in library science, information science, or information studies from an accredited ALA institution or an equivalent graduate degree acceptable to
recommending authorities in an area specifically related to library functions plus a second master's degree in a field appropriate to library functions which is acceptable to recommending authorities; research or scholarly achievement as demonstrated by a significant publication record in recognized professional and/or academic journals, and/or significant recognition by learned societies or professional library associations for demonstrated leadership or achievement; and eight years of successful, full-time professional library experience in a college, university, or research library with at least eight years of such experience at the rank of Assistant Librarian or higher.

b. Exceptions to Requirements for Professional Librarian Appointments

(1) Waiver of Degree Requirements for Associate Librarian and Librarian

The specified requirement for the second master's degree for appointment to the rank of Associate Librarian and the specified doctoral requirement for appointment to the rank of Librarian may be waived by recommending authorities for individuals of exceptional talents or special accomplishments who are widely recognized in their fields for such talents or accomplishments.

(2) Waiver of Library Experience Requirement

Up to three years of successful, full-time library experience may be waived for specified reasons relating to specialized or professional areas when, in the judgment of recommending authorities, candidates for appointment possess suitable substitute experience.

B. Promotion of Faculty and Librarians


a. Requirements for Promotion

The requirements for promotion are both specific and general. Each candidate for promotion shall first be carefully evaluated at each level as to whether he or she meets the specific requirements for the rank to which the candidate has requested promotion. Except as explicitly provided for in this Agreement, and under the explicit conditions stated, these requirements may not be waived. If the specific requirements are met, the candidate then shall be carefully evaluated in terms of the three general areas of evaluation which are listed below.

In order to be recommended for promotion, candidates must satisfy the specific rank requirements as stated and also must have demonstrated, in the academic judgment of the reviewing level, a sufficiently high overall level of positive accomplishment when their achievements in the three evaluation areas are taken together. Such achievement must be manifested in both qualitative and quantitative terms.
b. Eligibility

To be eligible for promotion, the faculty member or librarian must have satisfied requirements for instructional or professional effectiveness, degree attainment, research, and professional and service achievement at the time of application for promotion and must be able to satisfy the experience requirements by the effective date of requested promotion.

2. Faculty Promotions

Consideration of a candidate for tenure shall be based on the following:

a. Convincing evidence of excellence in at least two, and strength in the third, of the areas of teaching; research, creative, or professional activity; and service, such as to demonstrate the possession of qualities appropriate to a member of the faculty occupying a permanent position.

b. Reasonable assurance of continuing development and achievement leading to further contributions to the University.

c. General Areas of Faculty Evaluation for Promotion

(1) Instructional Effectiveness

Including, but not limited to, adherence to academic rules and regulations promulgated through established academic governance procedures by the Board of Trustees for the University; development, improvement and demonstration of subject-matter competence, continued improvement of methods and procedures of classroom presentation; active participation in departmental evaluation of course offerings and curricula for the purpose of maintaining their quality, relevance, and viability; conscientious discharging of responsibilities for student advisement throughout the academic year; and special or uniquely valuable contributions to the development or implementation or teaching of needed courses in any college or division of the University, and the like.

Notwithstanding achievements made in other areas of faculty evaluation, instructional effectiveness as herein defined shall be considered as indispensable for faculty appointment and advancement.

(2) Research and Publication

Including, but not limited to research funded by governmental agencies, professional associations and/or publicly acknowledged by learned and professional societies; book publications by governmental agencies, professional associations, and/or acknowledged publishing houses; and publications in recognized professional and/or academic journals, and published conference proceedings.

(3) Service Contributions

Professional leadership and achievement, service to the University, and community service:
(a) Professional Leadership and Achievement

Including, but not limited to recognition by learned societies or professional associations for demonstrated achievement or leadership at a substantial level beyond the University community and in an academic or professional area; postdoctoral study in an accredited college or university or in recognized institutes of advanced study;

(b) Service to the University

Including, but not limited to professional activities contributing to the good of the University, its Colleges, and Departments which are not required of faculty members as matters of regular assignment, such as service with college or university wide committees, service on professional boards or accreditation agencies as representatives of the University, service on such task forces of the University as are, from time to time, established by the Chancellor and/or Board of Trustees; and Leadership in the development and/or strengthening of significant programs and courses (including those in Continuing Education) which enhance the University's ability to fulfill its mission. In considering service to the University, recommending authorities also shall give special attention to those individuals who have acquired new skills and knowledge for the purpose of transferring to new programs or departments when such transfer enhances the University's ability to serve its mission as a public institution of higher education.

(c) Service to the Community

Including, but not limited to significant professional activities contributing to the good of the public sector which are associated with the faculty member's area of academic or professional expertise and which are rendered without remuneration.

d. Specific Rank Requirements

(1) Specific Promotion Requirements for Faculty Ranks

(a) Assistant Professor

An earned doctorate from an institution accredited at the doctoral level and in a discipline or field acceptable to the recommending authorities. The University shall promote an instructor who satisfies terminal qualifications to the rank of assistant professor without the necessity of going through the entire promotion procedure contained in this agreement where the individual has the positive recommendation of his/her department and the College Dean. The promotion shall become effective at the time next when other promotion recommendations become effective.

(b) Associate Professor

An earned doctorate from an institution accredited at the doctoral level and in a discipline or field acceptable to the recommending authorities; research or scholarly achievement as demonstrated by a continued
record of accomplishment resulting in publication of a significant number of articles in recognized professional and/or academic journals, and/or in publication of a book or its edited equivalent, and/or significant recognition by learned societies or professional associations for demonstrated achievement or leadership in the discipline or professional area which is taught; and six (6) years of successful, full-time teaching experience in four year institutions of higher education with at least two years of such experience at the rank of Assistant Professor at the University of Massachusetts Lowell. [Promotion of a non-tenured Assistant Professor to Associate Professor automatically confers tenure.]

c) Professor

An earned doctorate from an institution accredited at the doctoral level, a contractual waived doctorate, or a faculty member who falls within the contractual Special Provisions (Grandfather Clauses) and in a discipline or field acceptable to the recommending authorities; research or scholarly achievement as demonstrated by a continued record of accomplishments resulting in publication of a significant and extensive number of articles in recognized professional and/or academic journals, and/or in publication of a book or its edited equivalent, and/or significant and wide recognition by learned societies or professional associations for demonstrated achievement of leadership in the discipline or professional area which is taught; and eight years of successful, full-time teaching experience in four year institutions of higher education at the rank of Assistant Professor or higher with three years of such experience at the University of Massachusetts Lowell two of which years must be at the rank of Associate Professor.

(2) Exceptions to Specific Requirements for Faculty Ranks

(a) Waiver of Doctorate for Promotion to Assistant Professor and Assistant Clinical Professor

The specified doctoral requirement for the rank of Assistant Professor may be waived by recommending authorities as follows:

i. Accounting -- In the area of accounting for an individual who possesses the M.B.A. degree and professional C.P.A. certification;

ii. Computer Science -- In the area of computer science for an individual who possesses a master's degree in the area taught plus additional experience and/or training acceptable to recommending authorities;

iii. Health Professions -- In the areas of exercise physiology, health, medical technology, nursing, and physical therapy for an individual who possesses a master's degree in the field to be taught from an institution accredited for graduate study by the appropriate professional association plus 30 graduate credits or demonstrated clinical excellence acceptable to recommending authorities.
(b) General Waiver of Doctoral Requirements

The specified doctoral requirements for the three professorial ranks may be waived for any one of the following categories of candidates:

i. Accounting -- Individuals appointed to the University prior to September 1980 in the field of accounting who possess both the M.B.A. degree and professional C.P.A. certification;

ii. Studio Art and Music Performance -- Individuals in studio art and music performance (excluding candidates in such academic or professional fields as art education, art history, music education, music history, and music theory) who possess professional graduate degrees which are recognized by recommending authorities as "terminal qualification" in the disciplines or fields which are taught and which have been earned at an institution accredited for graduate study by the appropriate professional association;

iii. Industrial and Sound Recording Technology -- Individuals in the field of industrial and sound recording technology who possess professional graduate degrees which are recognized by recommending authorities of the College of Engineering or College of Music as "terminal qualifications";

iv. Exceptional Candidates -- Individuals who are widely recognized in their fields for exceptional talents or special accomplishments.

(c) Waiver of Teaching Requirements

Up to three years of the teaching requirement may be waived for specified reasons relating to specialized or professional areas when, in the judgment of recommending authorities, the candidate for promotion possesses suitable substitute experience. One year of the overall teaching requirement, but not the minimum number of years of teaching required specifically at the University of Massachusetts Lowell, may be waived where a person, having completed at least one year of teaching at the University of Massachusetts Lowell, is awarded a major research grant and as a result, takes a leave of absence. In such instance the year's leave to pursue the grant-funded research may be counted toward the overall teaching minimum.

(d) Substitution for Publication Requirements

Comparable studio and performance achievements may be substituted for the specified publication requirements of the upper professorial ranks by terminally qualified individuals in studio art and music performance.

e. Special Provisions (Grandfather Clauses)

Assistant Professors who were employed prior to September 1975 by Lowell State College or Lowell Technological Institute and who have been in continuous employment of either predecessor institution and the University may be eligible for promotion to Associate or Full Professor as follows:
1. Professional Qualifications

(1) Terminally or non-terminally qualified individuals who hold at least a master's degree or doctoral candidacy status and evidence records of superior instructional effectiveness and exceptional, substantive service to the University (including service below the University-wide level) and/or public sector, such service to be directly related to an individual's academic discipline or professional field; or

(2) Non-terminally qualified individuals who hold at least a master's degree or doctoral candidacy status and

(a) evidence records of superior instructional effectiveness and significant recognition by learned or professional associations for demonstrated achievement or leadership in the discipline or professional field which is taught; or

(b) evidence records of superior instructional effectiveness and significant research or scholarly achievement as demonstrated by publication in recognized professional and/or academic journals and/or publication of a book or its edited equivalent, such publications to be directly related to an individual's academic discipline or professional field.

3. Librarian Promotions

a. General Areas of Librarian Evaluation

(1) Professional Effectiveness

Including, but not limited to adherence to professional rules and regulations promulgated by the Board of Trustees for the Library (through established governance procedures where appropriate); development, improvement and demonstration of professional competence as librarians; active participation in professional evaluation of library services for the purpose of maintaining their quality, relevance, and viability; and conscientious discharging of library responsibilities. Notwithstanding achievements made in other areas of librarian evaluation, professional effectiveness as herein defined shall be considered as indispensable for librarian advancement. A key element in librarian professional effectiveness shall be a record of positive contributions to the academic functioning of the university and its faculty, on behalf of research and instructional programs.

(2) Research and Publication

Including, but not limited to research funded by governmental agencies and professional associations and/or publicly acknowledged by learned and professional societies; book publications by governmental agencies, professional associations, and acknowledged publishing houses; and publications in recognized professional and/or academic journals, and published conference proceedings.

(3) Service Contributions

Professional leadership and achievement, service to the University, and community service:
(a) Professional Leadership and Achievement

Including, but not limited to recognition by learned societies or professional associations for demonstrated achievement or leadership at a substantial level beyond the University community and in a professional area; postdoctoral study in an accredited college or university or in recognized institutes of advanced study and the like;

(b) Service to the University

Including professional activities contributing to the good of the University which are not required of librarians as matters of regular assignment, such as service on college or university wide committees, service with professional boards or accreditation agencies as representatives of the University, and service on such task forces of the University as are, from time to time, established by the Chancellor and/or Board of Trustees, etc.

(c) Community Service

Including significant professional activities contributing to the good of the public sector which are associated with the professional librarian's area of academic or professional expertise and which are rendered without remuneration.

b. Requirements for Librarian Ranks

(1) Specific Promotion Requirements for Librarian Ranks

(a) Assistant Librarian

A master's degree in library science, information science, information studies from an accredited ALA institution or an equivalent graduate degree in an area specifically related to library functions plus two years of full-time professional library experience in a college, university, or research library;

(b) Associate Librarian

A master's degree in library science, information science, information studies from an accredited ALA institution or an equivalent graduate degree in an area specifically related to library function and an additional equivalent graduate degree in a field appropriate to library functions which is acceptable to recommending authorities; research or scholarly achievement as demonstrated by a moderate publication record in recognized professional and/or academic journals, and/or recognition by learned societies or professional library associations for demonstrated leadership or achievements; and six years of successful, full-time professional library experience at a college, university, or research library with at least two years of such experience at the rank of Assistant Librarian and three years at the University of Massachusetts Lowell;
(c) Librarian

A doctorate in library science from an accredited ALA institution or an equivalent doctorate acceptable to recommending authorities; research or scholarly achievement as demonstrated by significant publication in recognized professional journals and/or significant recognition by learned societies or professional library associations for demonstrated leadership or achievements; and six years of successful, full-time professional library experience in a college, university, or research library with at least six years at the rank of Assistant Librarian or higher and at least three years of such experience at the University of Massachusetts Lowell at the rank of Associate Librarian; or a Master's degree in library science, information science, or information studies from an accredited ALA institution or an equivalent graduate degree in an area specifically related to library function plus a second master's degree in a field appropriate to library functions which is acceptable to recommending authorities; research or scholarly achievement as demonstrated by a significant publication record in recognized professional and/or academic journals, and/or significant recognition by learned societies or professional library associations for demonstrated leadership or achievement; and eight years of successful, full-time professional library experience with at least eight years in a college, university, or research library of such experience at the rank of Assistant Librarian or higher with three years of such experience at the University of Massachusetts Lowell at the rank of Associate Librarian.

(2) Exceptions to Standard Requirements for Librarian Ranks

(a) Waiver of Experience Requirement

Up to three years of the professional experience requirement may be waived for specified reasons relating to specialized or professional areas when, in the judgment of recommending authorities, the candidate for promotion possesses suitable substitute experience.

(b) Waiver of Degree Requirement for Associate Librarian

The specified requirement for a second master's degree for promotion to the rank of Associate Librarian may be waived by recommending authorities for individuals who possess special talents, skills or abilities which are vital to library functions.

(c) Grandfather Clause for Tenured Instructor Librarian

The master's degree requirement for promotion to Assistant Librarian may be waived for tenured Librarians I who hold a bachelor's degree and were hired prior to and have continuously served since the 1975 merger.

(d) Exceptional Candidates

Individuals who are widely recognized in their fields for exceptional talents or special accomplishments.
C. Faculty and Librarian Tenure

The granting of tenure is the single most important personnel decision made by the University. Tenure, once attained, shall confer upon the individual the right to hold his or her position and not to be removed there from except as provided through due process and for just cause. Barring unforeseen circumstances, tenure obligates the University to the employment of an individual for the balance of his or her professional life. Therefore, when an individual is being considered for a tenure appointment, whether by promotion from within or by appointment from without, a searching review of the candidate must be made by all segments of the University.

1. Review Requirements

The review of candidates for tenure shall be in accordance with Articles IX and VII, and shall indicate, at a minimum, satisfactory achievements of the requirements for promotion to the rank of Associate Professor or Associate Librarian. Additionally, recommending authorities shall assess the potential of the candidate for professional growth and the need for flexibility and growth at the department, college, and university levels or at the library, unit, and university levels. Furthermore, all tenure recommendations must specifically address the programmatic contribution of candidates in light of the present and anticipated overall academic needs of the program, college and university, giving due consideration to preserving and/or promoting sufficient staffing flexibility at departmental, college and university levels which will ensure both the future viability of academic programs and the capacity for necessary institutional change.

For promotion to the rank of associate professor and professor and for all tenure recommendations, the chairperson shall solicit outside letters of reference drawn from a list of scholars and/or professionals. The solicited referees shall include scholars and professionals from those suggested by the faculty member (if he or she wishes to provide names), but the list is not limited to those the faculty member suggests.

All materials in the basic file shall be accessible to the faculty member, with the exception of those letters of recommendation to which he or she has voluntarily waived access.

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2 Two years at the University of Massachusetts Lowell minimum. [CLARIFICATION: Persons hired as Assistant Professors need six years experience minimum to apply for promotion and tenure. At the time of hire, candidates may ask hiring authorities to accept in transfer up to three years of appropriate higher ed. teaching experience if they have it, and/or up to three years of prior specialized or professional experience if they have it, BUT MUST STILL HAVE AT LEAST TWO YEARS AT THE UNIVERSITY OF MASSACHUSETTS LOWELL at the time promotion and tenure becomes effective. Accepted years of transferred teaching/specialized/professional experience do not adjust the tenure decision year (TDY), i.e., the year in which a person must apply for tenure. The TDY is the sixth year of an individual's full time tenure track appointment. For persons hired mid-academic year, the TDY is six years from the following September. Persons hired as associate or full professors and not given tenure at time of hire must have two years of service at University of Massachusetts Lowell at the time tenure becomes effective.}
2. Tenure Review Period

Review for tenure normally shall be made at the time an individual is considered for promotion to Associate Professor or Associate Librarian (usually during the sixth year of an individual's full-time appointment as a faculty member or librarian).

3. Entitlement

a. Unit members promoted from within the University to the ranks of Associate Librarian, Librarian, Associate or Full Professor shall thereby gain tenure.

b. There shall be no tenure quotas at the University of Massachusetts Lowell.

c. All unit members who have been awarded tenure by Lowell State College or Lowell Technological Institute and who have been in the continuous employment of either of the predecessor institutions and the University of Lowell shall continue such tenure at the University of Massachusetts Lowell.

4. Recognition of University Service for Promotion and Tenure

a. For the purpose of determining credited years of full-time experience at the University of Massachusetts Lowell, no recognition shall be granted for periods of less than the full academic or professional year, such year being defined as beginning in September and extending through the end of the academic or professional year. In the event that a unit member begins employment after the beginning of the academic or professional year, but before the second week of the academic year or professional year then that unit member's credited year of full-time experience shall begin that year.

b. An approved leave of absence to a full-time faculty member or librarian shall not be counted as a year of service and shall not be construed as a break in consecutive years of service with the University.

c. Individuals appointed as full-time faculty or librarians who, without a break in University service, subsequently are appointed as part-time shall not be considered to have broken their record of consecutive service upon subsequent full-time reappointment. Such part-time service at the University shall not be counted toward specific rank requirements for the purpose of reviewing an individual for tenure or promotion. However, such individuals shall without exception be given final tenure review early enough so that the terminal year (if termination results) will end before the beginning of their eighth year.

5. Recognition of Non University Service for Promotion/Tenure

a. A maximum of three years, (complete, full academic or professional years), of full-time service in other four-year institutions of higher education may be credited to the experience requirement for promotion which results in tenure, thus permitting early application for promotion resulting in tenure. But prior experience at other institutions may not count in calculating the up-or-out tenure year at the University of Massachusetts Lowell or in calculating whether the eighth year of service at the University of Massachusetts Lowell has begun. At the time of hire, the hiring authority will determine how many years of full-time service a candidate may be credited with, and this information will be included with the appointment letter.
6. Disqualification for Tenure

a. Regardless of evaluation/review processes or any other circumstances, individuals appointed to positions with the rank of Instructor or Instructor Librarian who fail to achieve promotion to Assistant Professor or Assistant Librarian by the end of their fourth year of continuous full-time service are ineligible for tenure at the University and shall receive notice prior to the beginning of the fifth year that they are beginning a terminal one-year contract.

b. Individuals appointed to positions with the rank of Instructor or Instructor Librarian who achieve promotion to Assistant Professor or Assistant Librarian by the end of their fourth year of continuous full-time service, but who have failed to achieve promotion to Associate Professor or Associate Librarian by the end of their sixth year of continuous full-time service are ineligible for tenure at the University and shall be given notice prior to the beginning of the seventh year that they are beginning a terminal one-year contract.

c. Individuals appointed to positions with the rank of Assistant Professor or Assistant Librarian who fail to achieve promotion to Associate Professor or Associate Librarian by the end of their sixth year of continuous full-time service are ineligible for tenure at the University and shall be given notice prior to the beginning of the seventh year that they are beginning a terminal one-year contract.

d. Individuals appointed to positions at the ranks of Associate Professor, Professor, Associate Librarian, Librarian and who have failed to achieve tenure status by the end of their sixth year of continuous full-time service at the University of Massachusetts Lowell shall be given notice prior to the beginning of their seventh year that they are beginning a terminal one-year contract.

7. Exclusions

a. Individuals shall not be awarded tenure solely because of malfeasance, misfeasance, or nonfeasance on the part of chairpersons, supervisors, deans, directors, or committees. In the event of such malfeasance, misfeasance, or nonfeasance, the Chancellor shall have the right to act independently to comply with specified notification deadlines. Technical, clerical or procedural errors shall not confer tenure.

b. Individuals holding positions with titles of library division head, department chairperson, department chairperson with head status, coordinator, director, supervisor, dean, or other administrative or quasi-administrative titles, shall not be eligible for tenure with these titles although they may be eligible for tenure with faculty or librarian rank in accordance with policies governing such tenure.

c. Individuals appointed with part-time (less than full-time) status as faculty or librarians shall not be eligible for tenure. Contracts for such part-time faculty or librarians shall note the part-time nature of such an appointment, and any restrictions on further hiring, where applicable.

d. Individuals appointed with part-time status as faculty or librarians who are subsequently appointed as full-time faculty or librarians may not receive credit for part-time appointments in determining eligibility for tenure.
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**Non Tenure Track (NTT)**

| GSE          | Michelle Scribner MacLean | Michelle_ScribnerMacLean@uml.edu | 2013-2014 | Promotion to Clinical Associate Professor | (Did not use the P&T Fileshare) General ePortfolio Knowledge |

4/13/15