EVALUATION AND PROMOTION GUIDELINES
FOR SPECIALIZED FACULTY
OFFICE OF THE HEAD, DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL SCIENCES
COMMUNICATION NO. 1

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I. INTRODUCTION AND PURPOSE
Specialized faculty make significant contributions to the research, teaching, and service missions of the Department and are important members of the NRES community. As such, guidelines for the evaluation and promotion of specialized faculty are essential to facilitate career development opportunities for individuals holding these appointments. This document will identify the titles and
attributes of specialized faculty within the Department, the general duties and responsibilities expected, the criteria for appointment and promotion, and the process for promotion.

II. GUIDING PRINCIPLES

Source: Office of the Provost, Communication No. 25 (April, 2014), Employment Guidelines for Specialized Faculty Holding Non-tenure System Positions.

“Identifying promotional paths creates opportunities for specialized faculty to invest in long-term careers at Illinois, thereby providing needed stability for these employees and ensuring the high level of excellence required in these positions.”

Source: Office of the Provost, Communication No. 26 (October, 2014), Promotion to Teaching, Research or Clinical Associate or Full Professor Titles.

“Each department must develop written criteria and procedures for specialized faculty promotions.”

III. SPECIALIZED FACULTY TITLES AND ATTRIBUTES

A. Specialized Faculty: Teaching Focused

Specialized faculty who are primarily involved in the teaching mission of the Department can have the following titles: instructor and senior instructor, lecturer and senior lecturer, teaching associate, and teaching assistant, associate and full professor. Specialized faculty holding these titles should have primarily teaching responsibilities. However, these faculty may also have duties related to other missions of the Department.

i. Instructors and Lecturers

Instructors and lecturers are specialized faculty primarily engaged in providing undergraduate classroom instruction. The instructor and lecturer title are distinguished on the basis of whether or not the appointee holds a terminal degree (e.g., PhD, DVM, etc.). The instructor title should be used when an appointee does not hold a terminal degree, whereas the lecturer title is used when the appointee holds a terminal degree. Annual evaluation will be conducted by the Department Head based on a self-prepared document including both annual and career activities. Review materials and evaluations should be maintained in the faculty member’s personnel file for reference in future promotion proceedings.

ii. Senior Instructors & Senior Lecturers

When instructors and lecturers have made significant and continuous contributions to undergraduate teaching, including involvement in curriculum development, the appointment or promotion to a senior title is appropriate. Promotion to a senior instructor or senior lecturer title must be supported by a candidate-prepared dossier that demonstrates the individual’s experience and qualifications meet the departmental expectations for promotion. Although length of service should not be the primary factor when considering advancement, in most circumstances, the evaluation period should be five years before eligibility for promotion will be considered. Quantity and quality of teaching will be important metrics for consideration; prior annual evaluations should indicate that the candidate meets or exceeds expectations for these measures. In addition, the candidate
must have demonstrated sustained excellence in teaching as evidenced by student evaluations of instruction. Peer evaluation of teaching should be facilitated by the Department Head with a written summary to be included in the promotion dossier. Any other duties outside the primary teaching role (e.g., service, administrative, etc.) should also be thoroughly documented. College-level approval must be obtained for promotion or appointment to senior-level titles. Promotion to a senior-level appointment should ordinarily be accompanied by an increase in base salary, the amount determined annually by the department and as appropriate, the College. Multi-year employment contracts to a maximum term of three years may be considered (see Provost Communication No. 17, Program for Multi-Year Contracts for Eligible Academic Staff).

### iii. Teaching Professorial Appointments

Appointment or promotion to a teaching professor title (assistant, associate and full) requires a doctorate or equivalent highest degree within the relevant discipline. Over and above the requirements for the senior lecturer title, evidence the individual is capable of making instructional and curricular contributions outside the Department is essential. Such evidence may be demonstrated through peer-reviewed publications, invited presentations, and grants or awards for teaching related to their discipline or pedagogy. Specialized faculty holding teaching professorial titles are also encouraged to actively participate on departmental, college, and campus committees pertaining to undergraduate and graduate curriculum development. Teaching professorial titles should also be reserved for those individuals having a long-term affiliation with the University, as opposed to short-term or discontinuous appointments.

#### a. Appointment at the rank of Teaching Assistant Professor

Appointment to the rank of Assistant Teaching Professor requires clear evidence of expertise in the area of specialization, established experience in the practice of the discipline, and the potential to transfer this experience and knowledge to students. At a minimum, a candidate for the Teaching Assistant Professor position should demonstrate the ability to make future instructional contributions to the college, campus, and broader discipline. Annual evaluation will be conducted by the Department Head with consultation from the departmental Promotion and Tenure Committee (see Section IV). The review will be based on a candidate-prepared dossier including both annual and career activities. Primary evaluation will be based on measures of teaching excellence including, but not limited to, (1) undergraduate and graduate course(s) taught; (2) number of lectures or laboratories taught; (3) number of students enrolled in the course(s); (4) ICES scores; (5) teaching improvement efforts; (6) other teaching-related activities.

#### b. Appointment or promotion to the rank of Teaching Associate Professor

Appointment or promotion to the rank of Teaching Associate Professor should be recommended only if an individual has clearly demonstrated teaching accomplishment. Additionally, the individual should show strong evidence of becoming a leading scholar and teacher beyond the Department. A recommendation for appointment or promotion should be based upon an assessment that the candidate...
has made contributions of an appropriate magnitude and quality in teaching and service. There should be significant evidence indicating a high likelihood of sustaining those contributions to the department so that the appointment or promotion is in the best interest of the University. Appointment or promotion to Teaching Associate Professor must be supported by a candidate-prepared dossier that demonstrates that the individual’s experience and qualifications meet similar expectations the Department would have for promotion of tenure-track faculty to the rank of Associate Professor with specific emphasis on teaching. Teaching evaluation must include a personal statement of teaching philosophy and record. In addition to the requirements for the Teaching Assistant Professor rank, this record should also include measures of teaching excellence such as, but not limited to, (1) course improvement efforts; (2) number of students advised; (3) activities in advising clubs, undergraduate special projects or scientific presentations and publications; (4) grants or awards received for teaching; and (5) contribution to College and University teaching programs. Peer evaluation of teaching is required within the promotion dossier. Additionally, external review of promotion materials should be solicited. External reviewers should be asked to conduct their reviews relative to the Department’s teaching mission. In most circumstances, the evaluation period should be five years before eligibility for promotion will be considered. Excellence in service to the department is also expected. Promotion to the rank of Teaching Associate Professor requires College- and Provost-level administrative approval. Promotion to Teaching Associate Professor should ordinarily be accompanied by an increase in base salary the amount determined annually by the department and as appropriate, the college. Multi-year employment contracts may be considered following appointment to the Teaching Associate Professor rank (see Provost Communication No. 17, Program for Multi-Year Contracts for Eligible Academic Staff).

c. **Appointment or promotion to the rank of Teaching Professor**

A recommendation for appointment or promotion to the rank of a Teaching Professor should be based upon an assessment that, since the last appointment or promotion, the candidate has made contributions of an appropriate magnitude and quality toward the teaching and service missions of the University. Furthermore, there should be evidence that the candidate has achieved “recognition, reputation or stature” within the specified discipline or instruction. Criteria for assessment should include, but are not limited to, (1) awards from College, University, national professional organizations for meritorious service and accomplishments; (2) election to national professional societies requiring election; (3) election to office or appointment to boards and committees of professional societies; (4) invitations to deliver lectures at other universities, institutes, etc.; (5) invitations to serve in editorial functions, review papers for journals. Appointment or promotion to Teaching Professor must be supported by a candidate-prepared dossier that demonstrates that the individual’s experience and qualifications meet the teaching expectations the department would have for promotion of tenured system faculty to the rank of Professor. In most circumstances, the evaluation period should be five years before eligibility for promotion will be considered. Annual evaluations from the Department Head should indicate that the candidate meets or exceeds expectations. Teaching includes
undergraduate and/or graduate instruction in formal courses, seminars, and individual studies. Excellence in service to the department is also expected. Promotion to the rank of Teaching Professor requires College- and Provost-level administrative approval. Promotion to Teaching Professor should ordinarily be accompanied by an increase in base salary, the amount determined annually by the department and as appropriate, the College. Multi-year employment contracts may be considered following appointment to the Teaching Professor rank.

B. Specialized Faculty: Research Focused
Specialized faculty who are primarily involved in the research mission of the Department can have the following titles: research assistant, associate and full professor. Specialized faculty holding these titles should have primarily research responsibilities. However, these faculty may also be involved in other missions of the Department.

i. Research Professorial Appointments
Research professors (assistant, associate, and full) are required to hold a doctorate or equivalent highest degree within the required area of expertise. Appointments are expected to be funded primarily from extramural sources. Although research professors are primarily concerned with research they are also encouraged to involve students in research, including supervision of graduate students and post-doctoral research associates. Likewise, specialized research faculty are encouraged to participate in departmental, college, and campus activities pertaining to the research mission of the University.

a. Appointment at the rank of Research Assistant Professor
Appointment to a Research Assistant Professor title requires evidence that the individual has the potential to make a substantial impact in the research discipline. This may be demonstrated by publications, invited talks, and other related research activities. Initial appointments to the rank of Research Assistant Professor will most likely be funded by grants with tenured-track faculty serving as principal investigators, where those faculty need assistance in conducting and/or managing the research enterprise. As part of their career development, specialized research faculty are expected to begin advancing independent research agendas and eventually serve as principal investigators to secure external funding for their research. Research Assistant Professors are encouraged to participate in team and interdisciplinary research when appropriate as part of their long-term career development. Annual evaluation will be conducted by the Department Head with consultation by the tenure-track faculty serving as principal investigator of the funding grant and the departmental Promotion and Tenure Committee (see Section IV). The review will be based on a candidate-prepared dossier including both annual and career activities. Primary evaluation will be based on measures of research excellence including, but not limited to, (1) publications appearing in peer-reviewed journals, books, monographs, etc.; and (2) invited presentations or seminars.

b. Appointment or promotion to the rank of Research Associate Professor
Appointment or promotion to the rank of Research Associate Professor should be recommended only if an individual has clearly demonstrated accomplishment within
the discipline. Additionally, the individual should show strong evidence of becoming a leading scholar and scientist beyond the Department. A recommendation for appointment or promotion should be based upon an assessment that the candidate has made contributions of an appropriate magnitude and quality in research. However, teaching and service may also be considered if responsibilities exist in these areas. There should be significant evidence indicating a high likelihood of sustaining those contributions to the department so that the appointment or promotion is in the best interest of the University. Appointment or promotion to Research Associate Professor must be supported by a candidate-prepared dossier that demonstrates that the individual’s experience and qualifications meet similar expectations the Department would have for promotion of tenure-track faculty to the rank of Associate Professor with particular importance given to research accomplishments. Research evaluation must include a personal statement of research philosophy and goals. In addition to the requirements for the Research Assistant Professor rank, this record should also include measures of research excellence such as, (1) grants or awards received where the candidate serves as the principal investigator; (2) evidence of an emerging national reputation; (3) mentoring of undergraduate and graduate students in research. Peer evaluation of research is required within the promotion dossier. Additionally, external review of promotion materials should be solicited. External reviewers should be asked to conduct their reviews relative to the Department’s research mission. In most circumstances, the evaluation period should be five years before eligibility for promotion will be considered. Excellence in service to the department is also expected. Promotion to the rank of Research Associate Professor requires College- and Provost-level administrative approval. Promotion to Research Associate Professor should ordinarily be accompanied by an increase in base salary, the amount determined annually by the department, and as appropriate the college. Multi-year employment contracts may be considered following appointment to the Research Associate Professor rank (see Provost Communication No. 17, Program for Multi-Year Contracts for Eligible Academic Staff), but duration or termination date of the funded research project may be a consideration.

c. Appointment or promotion to the rank of Research Professor
An extraordinary record of research and publication must exist for appointment or promotion to Research Professor and should only occur when such a record exists, regardless of the length of service of the candidate. Local, national, and international recognition of an individual's research program is an important indicator of relevance and quality. Although publications are the primary indicator of research productivity, other evidence that a faculty member is growing professionally and interacting constructively with students and colleagues will be considered. Criteria for assessment should include, but are not limited to, (1) awards from College, University, national and international professional organizations for scientific accomplishments; (2) election to national and international professional societies requiring election; (3) invitations to speak at symposia or meetings of professional societies often accompanied by publication in peer-reviewed journals and books; (4) invitations to deliver lectures at other universities, institutes, etc.; (5) a research program that attracts students, post-doctorates, and visiting faculty from other locations to spend time at the
University; (6) invitations to serve on national and international committees for the review of grant proposals; (7) invitations to serve in editorial functions, review papers for journals. Appointment or promotion to Research Professor must be supported by a candidate-prepared dossier that demonstrates that the individual’s experience and qualifications meet the research expectations the department would have for promotion of tenured system faculty to the rank of Professor. At a minimum, the candidate must have demonstrated sustained independent excellence in research scholarship. Promotion to the rank of Research Professor requires College- and Provost-level administrative approval. Promotion to Research Professor should ordinarily be accompanied by an increase in base salary the amount determined annually by the department and as appropriate, the college. Multi-year employment contracts may be considered following appointment to Research Professor, but duration or termination date of the funded research project may be considered.

C. Specialized Faculty: Clinical Focused

Professorial titles with a clinical modifier may be used to create specialized faculty appointments for individuals who provide instruction that draws on and provides specialized knowledge gained from practical experiences in a discipline or profession. The following titles are available for such appointments: Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor. Clinical faculty should possess a primary responsibility in teaching or outreach.

i. Clinical Professorial Appointments

Clinical professors (assistant, associate, and full) are required to hold a doctorate or equivalent highest degree within the required area of expertise. Clinical faculty are typically charged with teaching practical skills rather than theoretical knowledge. Clinical faculty are focused primarily on teaching both in and out of the classroom, including potentially significant contribution to the Department’s outreach mission. Clinical faculty may also have duties related to the research mission of the Department.

a. Appointment at the rank of Clinical Assistant Professor

Appointment to a Clinical Assistant Professor title requires clear evidence of expertise in the area of specialization, established experience in the practice of the discipline, and the potential to communicate this knowledge to students and the public. A candidate for the Clinical Assistant Professor position should demonstrate the ability to make future contributions to the college, campus, and broader discipline. Annual evaluation will be conducted by the Department Head with consultation from the departmental Promotion and Tenure Committee. The review will be based on a candidate-prepared dossier including both annual and career activities. Primary evaluation will be based on measures of excellence in teaching and outreach including, but not limited to, (1) undergraduate and graduate course(s) taught; (2) number of students enrolled in the course(s); (3) ICES scores; (4) ability and performance in continuing education or public.

b. Appointment or promotion to the rank of Clinical Associate Professor
Appointment or promotion to the rank of Clinical Associate Professor should be recommended only if an individual has clearly demonstrated accomplishment within the discipline. Additionally, the individual should show strong evidence of becoming a leading authority and contributor to public knowledge beyond the Department. A recommendation for appointment or promotion should be based upon an assessment that the candidate has made contributions of an appropriate magnitude and quality in teaching and outreach. There should be significant evidence indicating a high likelihood of sustaining those contributions to the department so that the appointment or promotion is in the best interest of the University. Appointment or promotion to Clinical Associate Professor must be supported by a candidate-prepared dossier that demonstrates that the individual’s experience and qualifications meet similar expectations the Department would have for promotion of tenure-track faculty to the rank of Associate Professor with specific emphasis on teaching, outreach, or professional practice. Teaching and outreach evaluation must include a personal statement of educational philosophy and record. In addition to the requirements for the Clinical Assistant Professor rank, this record should also include measures of teaching and outreach excellence such as, but not limited to, (1) course improvement efforts; (2) number of students advised; (3) activities in advising clubs, undergraduate special projects; (4) presentations and publications aimed at the public education or engagement; (5) grants or awards received for outreach activities; and (6) contribution to College and University outreach programs. Peer evaluation is required within the promotion dossier. Additionally, external review of promotion materials should be solicited. External reviewers should be asked to conduct their reviews relative to the Department’s teaching and outreach mission. In most circumstances, the evaluation period should be five years before eligibility for promotion will be considered. Excellence in service to the department is also expected. Promotion to the rank of Clinical Associate Professor requires College- and Provost-level administrative approval. Promotion to Clinical Associate Professor should ordinarily be accompanied by an increase in base salary, the amount determined annually by the department and as appropriate, the College. Multi-year employment contracts may be considered following appointment to the Clinical Associate Professor rank (see Provost Communication No. 17, Program for Multi-Year Contracts for Eligible Academic Staff).

c. **Appointment or promotion to the rank of Clinical Professor**

A recommendation for promotion of a Clinical Professor should be based upon an assessment that, since the last promotion, the candidate has made contributions of an appropriate magnitude and quality toward the teaching, service and outreach missions of the University. Furthermore, there should be evidence that the candidate has achieved “recognition, reputation or stature” within the specified discipline. Criteria for assessment should include, but are not limited to, (1) awards from College, University, national professional organizations for educational and/or clinical accomplishments; (2) invitations to deliver lectures at national or international meetings where the public/stakeholders are the targeted audience, and other indicators of recognition for scholarship. Appointment or promotion to Clinical Professor must be supported by a candidate-prepared dossier that demonstrates that the individual’s
experience and qualifications meet the teaching and outreach expectations the department would have for promotion of tenured system faculty to the rank of Professor. In most circumstances, the evaluation period should be five years before eligibility for promotion will be considered. Annual evaluations from the Department Head should indicate that the candidate meets or exceeds expectations. Promotion to the rank of Clinical Professor requires College- and Provost-level administrative approval. Promotion to Clinical Professor should ordinarily be accompanied by an increase in base salary, the amount determined annually by the department and as appropriate, the College. Multi-year employment contracts may be considered following appointment to the Clinical Professor rank.

IV. Process for Promotion
Recommendation for promotion of specialized faculty will be the responsibility of the Department Head and Promotion and Tenure committee. There is no requirement that specialized faculty must be promoted within a certain time frame in order to continue their appointment. As described in the NRES Bylaws, The Promotion and Tenure Committee shall be composed of five members serving staggered two-year terms, elected annually by the faculty of the department. A minimum of three members shall be full professors, the remaining two members either associate or full professors. The head serves as a non-voting chair of the committee. When requested by a specialized faculty member or the Department Head, the Committee shall review the performance of specialized faculty to advise the Head and to assist in preparation of promotion materials. The Committee shall have broad powers to consult with appropriate specialized faculty and other persons on matters concerned with evaluating specialized faculty for promotion. In the case of promotion of specialized faculty, the Head may appoint an appropriately-ranked specialized faculty member to serve as a non-voting member on the Promotion and Tenure committee. In the case where there is no specialized faculty of appropriate rank, the Head has the option of appointing a specialized faculty of lower rank to serve as a non-voting member of the committee. Associate professors shall be concerned with promotion decisions on individuals being considered for all ranks except those being considered for promotion to a full Professor (either modified or unmodified). Professors shall be concerned with all ranks. Each recommendation for promotion leaving the Department must have approval of the majority of those members concerned with that decision.

Detailed guidance on the development of promotion papers is available in Instructions for Preparing Promotion Papers, in Provost Communication No. 26. A candidate must follow the standard format defined. The Outline calls for facts and descriptive text information concerning teaching, research, and public engagement and requires an evaluation of the work in each area. Specialized teaching faculty will be evaluated with specific emphasis on the teaching components. Likewise, specialized research faculty will be evaluated with emphasis on the research component of the dossier. Candidates are expected to provide a teaching or research activities report and self-review as described in Provost Communication No. 26. For specialized teaching faculty, the candidate must also provide (in three pages or less) a personal statement of teaching philosophy, methods, strengths, problems, goals, and other material in a manner that will present colleagues with a context for interpreting other evaluative information. For specialized research faculty, the candidate must provide (in three pages or less) a statement of research goals and accomplishments. Details are described in Communication No. 26. The Head, in consultation with the Promotion and Tenure committee, will ask a tenured NRES professor to conduct a written internal evaluation of the
candidate’s accomplishments in their area of responsibility. The Head will solicit three external letters of support for the promotion of specialized faculty being evaluated for appointment or promotion to the ranks of Teaching, Research, or Clinical Associate Professor or Professor. The Head will also write a letter of evaluation of the candidate, following the vote of the Promotion and Tenure committee. All recommendations for promotion of specialized faculty will be forwarded to the college for review and approval. Promotion to the ranks of Teaching, Research, or Clinical Associate Professor or Professor also requires a higher-level administrative review within the Office of the Provost.

V. Appeal of Promotion Denials
Negative promotion decisions will not result in automatic termination. Details for the appeal process are described in Provost Communication #26. In the event of a negative decision for promotion, candidates for promotion should be afforded an opportunity to appeal the decision at the level it was made and an opportunity for a second-level review of procedures. Thus, while a case receiving a positive recommendation is forwarded to the next-level for further consideration, a case receiving a negative recommendation will be reviewed at the next level only for conformity with the department, college and campus promotion procedures.

VI. Initial Appointments at the Associate or Full Level
Initial appointments at the Associate or Full level may be considered if the candidate is deemed to have attained a level of scholarly achievement consistent with that expected for promotion to that rank.