Process and Criteria for Promotion of Adjunct Faculty  
School of Professional Studies

I. Introduction ...................................................................................................................................... 2

II. Roles, Responsibilities and Schedule for Adjunct Faculty and Academic Leaders.............. 3

III. Criteria for Promotion .............................................................................................................. 4
   A. Tier I ........................................................................................................................................... 5
   B. Tier II ........................................................................................................................................ 7

IV. Promotional Ranks ................................................................................................................... 11
   A. Adjunct Instructor to Adjunct Assistant Professor ................................................................. 11
   B. Adjunct Assistant Professor to Adjunct Associate Professor .............................................. 12
   C. Adjunct Associate Professor to Adjunct Professor ............................................................... 13

V. Application Instructions for Adjunct Faculty ........................................................................... 14

VI. 2017-2018 Academic Leaders ............................................................................................... 16

VII. Attachments can be found with a digital version of this document at:
    http://sps/faculty/faculty_affairs.html
       A. Intent to Apply for Promotion Adjunct Faculty Form
       B. Portfolio Completion Form
       C. Application, Profile, and Background Form
I. Introduction

All adjunct faculty members at New York University are entitled to the respect and formal recognition within and beyond the University that their individual accomplishments warrant. At many educational institutions, promotion is reserved for full-time faculty. However, in the School of Professional Studies (SPS), adjunct faculty comprises a significant percentage of the teaching faculty and their contributions cannot be overstated.

SPS recognizes that adjunct faculty may have different objectives for teaching at NYU. Some career professionals may simply enjoy sharing their expertise with students and are appropriately assigned the rank of adjunct instructor. Others may be career academicians contemplating full-time appointment or may be adjunct faculty who voluntarily go beyond their role as instructor by engaging in professional development that enhances teaching, provides service to the department, SPS, or NYU, and/or engages in scholarly, creative, and/or professional activities. These are the adjunct faculty who are eligible for promotion. Therefore, promotion is not an expectation of all adjunct faculty, but is held in reserve for adjunct faculty who wish to seek endorsement for additional academic participation and recognition and to acknowledge the accomplishments and commitment to teaching excellence and service to SPS above and beyond the classroom.

The purpose of this document is to articulate a rational, clear, and consistent process for promotion of SPS adjunct faculty that is fitted to the academic contexts and the variety of distinctive educational programs within the school. The information in this document was prepared by past and current Committees on Rank, Title, and Privilege and is intended to help academic leaders and adjunct faculty:

- Understand their roles and responsibilities in the promotion process
- Understand the criteria for promotion
- Understand the process for promotion
- Complete a comprehensive promotion portfolio that best reflects the accomplishments of the faculty member seeking promotion by providing ample justification for promotion
- Adhere to the required timeline for submission of promotion materials

The roles, responsibilities, criteria, process, and schedule are separate and distinct from any collective bargaining agreement and no changes in salary or benefits are attached to promotion.
II. Roles, Responsibilities and Schedule for Adjunct Faculty and Academic Leaders
(A list of 2017-2018 Academic Leaders can be found in Section VI.)

A. Roles and Responsibilities

After reviewing the criteria for promotion in Sections III and IV, candidates who wish to seek promotion are responsible for notifying their academic leaders of their intent to apply for promotion by completing and submitting the Intent to Apply for Promotion Form (Attachment A) no later than May 1. The academic leader will then verify and confirm the eligibility of each candidate as specified in Sections III and IV by countersigning and digitally submitting the form to the Office of Academic and Faculty Affairs at sps.facultyaffairs@nyu.edu no later than May 31. A copy must be sent to the adjunct faculty member who is intending to apply for promotion so he or she can begin preparing the portfolio.

The candidate is responsible for completing the application portfolio according to the instructions in Section V. Submission of the completed portfolio must be a single, digital file emailed to the academic leader no later than September 3. Portfolios sent directly from individual faculty members to the SPS Dean or the Committee on Rank, Title, and Privilege will not be accepted.

B. Schedule

All academic leaders and adjunct faculty must adhere to the following deadlines:

May 1

Adjunct faculty members wishing to be considered for promotion must express their intent to apply for promotion to their respective academic leader by submitting the Intent to Apply for Promotion Form (Attachment A).

Academic leaders may want to meet with eligible faculty members to discuss the criteria and process for promotion and:

1. Provide eligible candidates with a copy of the “Process and Criteria for Promotion of Adjunct Faculty” for the School of Professional Studies.
2. Remind each faculty member that he or she must submit his or her completed application materials for promotion to the associate dean or academic director no later than September 3.

May 31

Academic leaders must digitally submit all signed Intent to Apply for Promotion Forms to the Office of Academic and Faculty Affairs at sps.facultyaffairs@nyu.edu and send a copy of the e-mail to the candidate for promotion.
September 3

Faculty members must submit their completed application materials for promotion to their associate dean or academic director as a single, digital file. All documents must be submitted in the order reflected on Attachment B (Portfolio Completion Form).

Academic leaders are responsible for confirming that all candidates applying for promotion have submitted their materials with all supporting documents. The SPS Dean and the Committee on Rank, Title and Privilege will not accept incomplete applications nor applications directly from a faculty member.

October 1

Academic Leaders:

1. Review all application materials submitted by each candidate and verify that the portfolio is complete. Documents have been submitted in the correct order and materials provide ample justification for promotion.
2. Write a letter of support with specific examples that address the criteria for promotion described in Section III and include it with the portfolio.
3. Sign the Portfolio Completion form and submit the completed portfolio as a single, digital file to the SPS Office of Academic and Faculty Affairs at sps.facultyaffairs@nyu.edu.
4. If an associate dean or academic director cannot support the promotion portfolio submitted by a faculty member, the faculty member must be notified of that decision no later than October 15.

The Committee will review all applications for promotion that have been submitted to the Dean’s office by October 1 and send their recommendation to approve, defer, or deny promotion directly to the Dean of SPS. Promotion decisions will be communicated to candidates no later than January 8 and will become effective at the beginning of the spring semester.

III. Criteria for Promotion

The information in this section includes descriptions of criteria to be used by the SPS Dean and the Committee on Rank, Title, and Privilege to evaluate each candidate’s portfolio for promotion. It is important that:

- Academic leaders use this information to assess adjunct faculty members’ readiness for promotion
- Adjunct faculty use this information to self-evaluate readiness for promotion
- Candidates for promotion prepare portfolios that directly address criteria in this section
The School has identified seven criteria as relevant for promotion. These criteria are broken into two tiers:

**Tier I Criteria:**
- Teaching Effectiveness
- Student Advisement and Counseling

**Tier II Criteria:**
- Service to the Program, SPS, and/or NYU
- Outside Professional Activities that Contribute to Professional Standing Development and/or Recognition
- Scholarly Work, Creative Production, Knowledge Synthesis
- Program, Curriculum, and/or Course Design and Development
- Faculty Development and Referral

**A. Tier I – All criteria in Tier I must be met by all candidates applying for promotion**

The SPS Dean, associate deans, and academic directors consider the two criteria in Tier I to be common job expectations for all SPS adjunct faculty and the most important criteria for promotion. For promotion to be granted, accomplishments in both areas must be significant as determined by the SPS Dean, associate deans or academic directors, and the Committee on Rank, Title, and Privilege.

1. Teaching Effectiveness
2. Student Advisement and Counseling

**A1. Teaching Effectiveness**

The candidate must demonstrate with substantial evidence that she or he is an effective teacher in the physical and/or virtual classroom. The candidate’s individual teaching style should inspire, enrich, and encourage students to think critically and independently. This category asks candidates to describe their approach to teaching and choice of course materials, and explain syllabi and assignments in terms of their rigor, relevance and appropriate level of study in the field. In addition, this category of teaching effectiveness asks candidates to reflect on their practice by articulating changes and adjustments they may have made to their practice over time based on feedback from student evaluations, class observations, and their own experiences and observations of their teaching.

Evidence of teaching effectiveness to be included in the portfolio is:
a) Personal Statement of Teaching Philosophy (no more than 300 words) A statement of teaching philosophy should include the candidate’s understanding of how students learn, the principles that guide his or her teaching, and a description of his or her teaching, and an explanation of why the candidate teaches the way he or she has described.

b) Analysis of Teaching Effectiveness (no more than 500 words) This self-analysis should describe how the candidate’s teaching has been informed by the candidate’s teaching evaluations, class observations, learning outcomes as well as the candidates own observations and experiences in the classroom. In other words, how has the candidate made adjustments and changes to his/her practice as a result of reflective analysis? If applicable, the results of innovations and impact of technology-enhanced education, pedagogic development, and/or other relevant activities related to teaching effectiveness should be included.

c) A one-page table for the past seven student course evaluations that includes the following:
   - Course Name
   - Semester/Year
   - Required/Elective
   - Level (freshman, upper division, graduate)
   - Number of Students Enrolled
   - Number of Respondents
   - Overall Evaluation of Instructor Score
   - Overall Evaluation of Course Score

d) Instructor course evaluation reports with all student comments for all seven courses should follow the composite excel spreadsheet. These reports can be accessed via the Albert Faculty Center: [https://admin.portal.nyu.edu](https://admin.portal.nyu.edu)
   a. For instructions on how to access and view course evaluations, please visit [https://www.nyu.edu/students/student-information-and-resources/registration-records-and-graduation/registration/course-evaluation/faculty-guides.html](https://www.nyu.edu/students/student-information-and-resources/registration-records-and-graduation/registration/course-evaluation/faculty-guides.html)

e) The most recent syllabus for different courses included in the one-page table above. *(Do not submit more than one syllabus for courses with the same title.)*

f) For each syllabus included in the portfolio, a detailed description of one assignment given to the class

g) Two formal class observations conducted in the past three years

h) Evidence of commitment to pedagogical development which includes but is not limited to successful completion of, or certification in, pedagogical training, workshop, seminar, or other activities relevant to enhancing your ability to teach generally or within your discipline

i) Evidence of technology-enhanced teaching *(optional)*

j) Other Evidence Relevant to Teaching Effectiveness *(optional)* Evidence includes but is not limited to teaching awards, unsolicited letters from students (maximum of three), proposals for teaching initiatives, narrative of a class session and the like.

### A2. Student Advisement and Counseling
Fostering the academic and professional development of students is the core mission of the NYU School of Professional Studies. Advisement and counseling play a crucial role in a student’s academic and professional progress and success. To that end, active student advisement and counseling, both academic and professional, are essential obligations of every faculty member at the School of Professional Studies.

For adjunct faculty, academic and professional advisement and counseling can take a variety of forms, such as:

- Conferring in person-to-person meetings, emails, or phone calls to discuss a student’s academic progress and/or career goals
- Assisting students with their applications to other academic programs, internships, scholarships, and/or jobs
- Facilitating interviews, writing letters of recommendation or serving as professional or academic references
- Organizing internships, career events and round tables
- Advising on theses or independent study projects
- Other relevant activities

Evidence of a candidate’s academic and professional advisement and counseling duties must include a summary analysis (no more than 250 words) explaining the contours and effectiveness of the candidate’s student advisement and counseling including but not limited to the number of students advised, the kind of advisement provided, approximate number of written recommendations, and types of internship assistance or job placement (if available).

Other portfolio evidence of a candidate’s academic and professional advisement and counseling may include:

a) Testimony by administrators, faculty colleagues, and students (no more than four)
b) Cumulative number of theses and independent studies advised (if applicable)
c) Evidence of the organization of internship or career round tables (if applicable)
d) Other relevant evidence

B. Tier II

Candidates seeking promotion to Adjunct Associate Professor must meet at least two of the five criteria. Candidates seeking promotion to Adjunct Professor must meet at least three of the five criteria.

1. Service to program, SPS or NYU
2. Outside professional activities that contribute to professional standing, development and/or recognition
3. Scholarly work, creative production, knowledge synthesis
4. Course design and development
5. Faculty development or referral

**B1. Service to Program, SPS or NYU**

Commitment to service is one of the operating principles of New York University and SPS. Adjunct faculty is invited to participate in a wide variety of SPS and NYU functions in service to their programs, divisions, school and university. Evidence of service must be within the past five years and may include:

- a) Description of specific services rendered including roles and tasks performed in program, division, school, university, and ad hoc committees
- b) Description of participation in program, division, school-wide or university special initiatives
- c) Attendance at and/or participation in school events such as admissions, orientation and recruitment events, informational sessions, open houses, special events and alumni meetings and/or events
- d) Attendance at graduation, a round table, a student club sponsored event, and/or school wide faculty meetings
- e) Participation in activities offered through the Wasserman Center
- f) Other relevant service

**B2. Outside Professional Activities, Professional Standing, Development and/or Recognition**

The teaching mission of SPS is enhanced and strengthened by adjunct faculty whose contribution to student learning includes experiences they bring to the classroom derived from their outside professional activities. Candidates may demonstrate evidence of success and recognition in professional activities as proof of their standing within their profession and field of study.

Evidence of active contribution to outside professional activities, professional standing, development and/or recognition includes but is not limited to:

- a) Membership affiliation and activity in professional organizations
- b) Service on committees and in leadership positions in professional associations
- c) Presentations at professional seminars
- d) Organizing, chairing, or facilitating professional events
- e) Completion of significant professional initiatives
- f) Newly awarded academic degrees or certifications as well as recognition for academic and professional works-in-progress
- g) Preparation of professional materials within the candidate’s field
- h) Consulting assignments (paid or unpaid) in the candidate’s field
- i) Awards and recognition bestowed upon the candidate by recognized professional organizations
- j) Securing internal and/or external funding for academic purposes
B3. Scholarly Work, Creative Production, Knowledge Synthesis

Candidates for promotion may offer proof of scholarly work, creative production and/or knowledge synthesis that denotes original work in one or more of the categories listed below. The quality and/or impact of the work depend on the norms and practices established in the candidates’ fields. Candidates should not submit full articles but may provide a Weblink, citation or photograph.

Scholarly Work

Scholarly work includes theoretical, empirical, as well as applied research published in peer-reviewed publication and/or as a presentation in a recognized professional forum.

Evidence of a candidate’s scholarly work includes but is not limited to:

- a) Monographs
- b) Articles
- c) Books
- d) Book chapters
- e) Citations
- f) Conference proceedings
- g) Conference presentations
- h) Poster presentations

Creative Production

Evidence of a candidate’s creative production includes but is not limited to:

- a) Publication and/or presentation in the creative, visual, dramatic and/or digital arts
- b) Film, video or graphic art creation
- c) Inclusion in an anthology
- d) Magazine or newspaper articles
- e) Presentation or performance in the field or discipline
- f) Creation and/or innovation of software, hardware, code or mechanical or technical device
- g) Professionally recognized blogs/vlogs
- h) Professionally recognized website

Knowledge Synthesis

Examples of knowledge synthesis include but are not limited to:

- a) Textbooks
- b) Handbooks
c) Chapters
d) Commentaries
e) Catalogues
f) Indices
g) Compendia
h) Reviews

Two representative samples of work (abstract, book jacket, excerpt, table of contents, etc) are to be included.

**B4. Program, Curriculum and/or Course Design and Development**

An integral component of the School’s teaching mission is the continual revision and updating of programs, curricula, and courses as well as the development of new courses, concentrations and programs within each academic program. These changes reflect and incorporate developments in the field, new knowledge, new lines of inquiry, new collaborations with other NYU sites or other universities, changes in the job market, as well as pedagogical and/or technological innovations that facilitate creative and effective instruction and learning.

Evidence of active contribution to program, curriculum and/or course design includes but is not limited to:

- Development of new courses, including technology-enhanced courses
- Active participation in the substantial revision of program curricula
- Development of new concentrations, specializations, or degree programs
- Collaboration on Global Network University (GNU) initiatives including study away and/or global field intensives
- Development of exchange programs or collaborative research seminars with national and/or international colleges and universities
- Development and/or hosting lecture series, round tables, and other events relating to the academic unit’s mission
- Awards for program, curricular, and/or course innovation

Materials that may be submitted in this section include but are not limited to:

a) Syllabi of new courses, including technology enhanced courses
b) Description of syllabi with substantial revision of existing courses (include both old and revised syllabi)
c) Description of new concentrations, specializations, or degree programs developed, and student enrollment therein (optional)
d) Description of study abroad programs or global field intensives developed or led by the candidate
e) Description of role in exchange programs or collaborative research seminars with
national or international colleges and universities
f) Description of role in developing and hosting lecture series, scenarios, round tables and public events (optional: submission of publications, brochures or flyers)
g) Evidence of awards received for program, curricular or course innovation

B5. Faculty Development and Referral

Candidates may offer evidence of their contributions to the professional development of other faculty members. These educational development activities may include but are not limited to

- Identifying, referring, and/or mentoring new faculty
- Collaboration with faculty in research
- Conducting instructional and classroom research that contributes to the teaching-learning enterprise
- Participation in the creation and implementation of professional development activities

IV. Promotional Ranks

A. Adjunct Instructor to Adjunct Assistant Professor

Promotion from Adjunct Instructor to Adjunct Assistant Professor is contingent on the unequivocal support of the associate dean or academic director and the assessment of the candidate’s credentials and accomplishments by the SPS Dean and the Committee on Rank, Title and Privilege. Other factors that will have an impact on this assessment include the following:

1. The candidate meets or exceeds the SPS time in status requirement for promotion from Instructor to Assistant Professor. The time in status requirement is three years of continuous service; i.e. faculty has taught at least one course in three academic years within the past five years at NYU. Additionally, the faculty member must have taught at least seven courses that met for a minimum of 22.5 contact hours each to apply for promotion. Adjunct faculty who have accumulated time in service at another NYU school and have moved to SPS will be given credit for that time in service. (The time in status requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. A waiver will only be granted for the rare candidate that demonstrates a high level of sustained excellence in all criteria. The process for promotion cannot continue until the SPS Dean grants such a waiver).

2. The candidate meets or exceeds the degree requirements. The candidate must hold a Master’s Degree or a terminal degree (e.g. Ph.D., Ed.D., J.D., M.B.A, M.F.A) to be promoted to Assistant Professor. Terminal degrees are preferred for faculty teaching
master’s or post-master’s level courses and are desirable for undergraduate level courses. *(The degree requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. The process for promotion cannot continue until the SPS Dean grants such a waiver).*

3. The candidate’s portfolio is submitted in a single, digital file with all required documents identified in the Portfolio Completion Form (Attachment B) by September 1.

4. The letter of support from the associate dean or academic director provides compelling reasons for the candidate’s promotion that are directly related to the criteria for promotion.

5. The candidate’s portfolio includes reflective analyses and supporting evidence of significant accomplishments in all required Tier I criteria.

6. The candidate is in good standing at the University.

**B. Adjunct Assistant Professor to Adjunct Associate Professor**

Promotion from Adjunct Assistant Professor to Adjunct Associate Professor is contingent on the unequivocal support of the associate dean or academic director and the assessment of the candidate’s credentials and accomplishments by the SPS Dean and the Committee on Rank, Title and Privilege. Other factors that will have an impact on this assessment include the following:

1. The candidate meets or exceeds the SPS time in status requirement for promotion from Assistant Professor to Associate Professor. The time in status requirement is a minimum of five years of continuous service within seven years at NYU; i.e. faculty has taught at least one course in five academic years within the last seven years at NYU from the initial appointment or the last promotion. The faculty member must have taught at least seven courses that met for a minimum of 22.5 contact hours each during that time period. Adjunct faculty who have accumulated time in service at another NYU school and have moved to SPS will be given credit for that time in service. *(The time in status requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. A waiver will only be granted for the rare candidate that demonstrates a high level of sustained excellence in all criteria. The process for promotion cannot continue until the SPS Dean grants such a waiver).*

2. The candidate meets or exceeds the degree requirements. The candidate must hold a Master’s Degree or a terminal degree (e.g. Ph.D., Ed.D., J.D., M.B.A, M.F.A) to be promoted to Associate Professor. Terminal degrees are preferred for faculty teaching
master’s or post-master’s level courses. \textit{(The degree requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. The process for promotion cannot continue until the SPS Dean grants such a waiver).}

3. The candidate’s portfolio is submitted in a single, digital file with all required documents identified in the Portfolio Completion Form (Attachment B) by September 1.

4. The letter of support from the associate dean or academic director provides compelling reasons for the candidate’s promotion that are directly related to the criteria for promotion.

5. The candidate’s portfolio includes reflective analyses and supporting evidence of significant accomplishments in required Tier I criteria.

6. The candidate’s portfolio includes evidence of significant accomplishments in at least two Tier II criteria.

7. The candidate is in good standing at the University.

C. Adjunct Associate Professor to Adjunct Professor

Promotion from Adjunct Associate Professor to Adjunct Professor is contingent on the unequivocal support of the associate dean or academic director and the assessment of the candidate’s credentials and accomplishments by the SPS Dean and the Committee on Rank, Title and Privilege. Other factors that will have an impact on this assessment include the following:

1. The candidate meets or exceeds the SPS time in status requirement for promotion from Associate Professor to Professor. The time in status requirement is five years of continuous service; i.e. faculty has taught at least one course in five academic years within seven years at NYU from the initial appointment or the last promotion. The faculty member must have taught at least seven courses that met for a minimum of 22.5 contact hours each during that time period. Faculty who have accumulated time in service at another NYU school and have moved to SPS will be given credit for that time in service. \textit{(The time in status requirement for exceptional candidates may be waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. A waiver will only be granted for the rare candidate that demonstrates a high level of sustained excellence in all criteria. The process for promotion cannot continue until the SPS Dean grants such a waiver).}

2. The candidate holds a terminal degree (e.g. Ph.D., Ed.D., J.D., M.B.A, M.F.A) to be promoted to Professor. \textit{(The degree requirement for exceptional candidates may be...}
waived through a letter of appeal from the associate dean or academic director to the SPS Dean providing ample justification for the waiver. The process for promotion cannot continue until the SPS Dean grants such a waiver.)

3. The candidate’s portfolio is submitted in a single, digital file with all required documents identified in the Portfolio Completion Form (Attachment B) by September 1.

4. The letter of support from the associate dean or academic director provides compelling reasons for the candidate’s promotion that are directly related to the criteria for promotion and supports promotion to the highest academic rank.

5. The candidate’s portfolio includes reflective analyses and supporting evidence of mastery level teaching and significant accomplishments in all required Tier I criteria.

6. The candidate’s portfolio includes evidence of significant accomplishments in at least three Tier II criteria.

7. The candidate’s portfolio includes evidence that he or she has sustained the level of accomplishments that were present when appointed or promoted to Associate Professor and since then, has engaged in additional and different activities that have contributed to professional growth, standing in his or her field, mentorship of colleagues, and/or advancement of NYU, SPS and/or the division or department.

8. The candidate is in good standing at the University.

V. Application Instructions for Adjunct Faculty

In order to successfully complete the application portfolio for promotion, the adjunct faculty candidate must fully review Sections III and IV and compile the following materials that must be transmitted in a single, digital file. All materials must be attached in the order in which they appear on this list. Twelve point, Times New Roman font should be used when possible.

1. Intent to Apply for Promotion Form (Attachment A) signed by the candidate and the associate dean or academic director

2. Portfolio Completion Form (Attachment B)

3. Application, Profile and Background Form (Attachment C)

4. Current Curriculum Vitae or Resume

5. Letter of Reference
   If applying for promotion to the rank of Adjunct Associate Professor or Adjunct
Professor, one letter from a professional reference is required. **Please do not submit more than two letters of reference.** It is important to note that the letter of reference should not be included in the portfolio. Letters are to be sent directly via e-mail to the Office of Academic and Faculty Affairs at sps.facultyaffairs@nyu.edu.

6. Personal Statement of Teaching Philosophy (no more than 300 words)
   This statement should include the candidate’s understanding of how people learn, the principles that guide his or her teaching, and a description of his or her teaching.

7. Analysis of Teaching Effectiveness (no more than 500 words)
   This self-analysis should describe how the candidate’s teaching has been informed by the candidate’s teaching evaluations, class observations, and learning outcomes as well as the candidates own observations and experiences in the classroom. In other words, how has the candidate’s teaching evolved as a result of reflective analysis? If applicable, the results of innovations and impact of technology-enhanced education, pedagogic development, and/or other relevant activities related to teaching effectiveness should be included.

8. All required and optional Teaching Effectiveness materials included in Section A1.

9. Analysis of Student Advisement and Counseling (no more than 250 words)
   This written analysis should reflect on the candidate’s efforts in student advising and counseling as described in Section A2 with optional materials attached.

Note: Faculty members seeking promotion to Associate Professor must include evidence of at least 2 of the following 5 Tier II criteria.

Note: Faculty members seeking promotion to Full Professor must include evidence in support of at least 3 of the following 5 Tier II criteria.

1. Description of Service to School and/or University (no more than 250 words) as described in Section IV, B1.

2. Description of Outside Professional Activities, Professional Standing, Development and/or Recognition based on the criteria found in Section IV, B2. Utilization of bullets or lists may be appropriate for this category and supporting documents may be included.

3. Description of Scholarly Work, Creative Production, and/or Knowledge Synthesis based on the criteria found in Section IV, B3 with two representative samples.

4. Description of Program Curriculum and/or Course Design and Development based on the criteria found in Section IV, B4. Supporting documents may be included.
5. Description of Faculty Development and/or Referral based on the criteria found in Section IV, B5.

*It is important to note that failure to submit all required materials will result in an incomplete portfolio and promotion will not be granted.*

VI. **2017-2018 Academic Leaders**

Center for Global Affairs  
Vera Jelinek, Divisional Dean

Center for Publishing  
Andrea Chambers, Director

Department of Applied Health  
Brendan Parent, Director

Division of Applied Undergraduate Studies (Including Center for Applied Liberal Arts)  
Billie Gastic, Associate Dean

Division of Languages  
Lisa Springer, Associate Dean

Division of Programs in Business  
Martin Ihrig, Associate Dean

Jonathan M. Tisch Center for Hospitality and Tourism  
Nicolas Graf, Associate Dean

Schack Institute of Real Estate  
Sam Chandan, Associate Dean

Tisch Institute for Global Sport  
Vince Gennaro, Associate Dean