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1. Preamble

The following document gives general directions for Full Time faculty applying for promotion as well as for the reviewing bodies, in order to clarify the process of promotion and to make it as transparent as possible. The Faculty Promotion Procedures of the School of Architecture & Design have been designed to take into account the particularities of the various disciplines in the School, while upholding the general university policies and procedures regarding faculty promotion. In doing so, the Faculty Promotion Procedures will seek to reinforce and support the mission of the School and its various programs.

2. Process

The promotion review process will be based on the review of the candidate’s portfolio and the recommendations of three independent bodies:

- Faculty Promotion Committee
- External Reviewers
- School Dean

The External Reviewers are required to send their recommendations relating to the candidate[s] in question to the Faculty Promotion Committee (FPC), which shall arrange them in one report, to be submitted to the School Dean.

The Faculty Promotion Committee (FPC) is required to submit in addition to the Report of the External Reviewers, its own recommendation to the School Dean. The School Dean shall submit his/her own personal recommendation to the Provost, based on the criteria set below, in addition to the recommendations of the FPC and the External Reviewers in one file to the Provost.

Upon receipt of the candidate’s complete file, the Provost shall make the final recommendation to the President, in line with University procedures.

2.1. Faculty Promotion Committee (FPC)

a. Members: The FPC shall consist of a minimum of three faculty members appointed on an academic year basis by the Dean. The FPC members should hold tenured appointments in the School at the rank to which the candidate[s] for promotion are applying, or above. If possible, each Department shall have at least one representative on the committee. Candidates for promotion and tenure shall not sit on the committee during the period of time during which their candidacy is under consideration. In cases where the committee cannot be formed of eligible candidates from within the School, the Dean may appoint eligible faculty members from outside the School, in consultation with the Provost and respective Deans.

In case where several candidates in the School are applying for promotion to different ranks, separate Faculty Promotion Committees shall be formed for the respective ranks according to the criteria above.

b. Duties:

- The FPC shall provide faculty on tenure-track a midterm review in their third year. The midterm review shall serve as a guide to the faculty member in preparation of their promotion file.
- The FPC shall evaluate and make recommendations to the Dean on all faculty candidates for promotion and tenure, in accordance with the guidelines and standards established by the School and the University Promotion and Tenure Criteria.

c. Meetings: The FPC shall elect the Chair of the committee during its first meeting, which is to be held in the first week of January. According to the number of candidates for promotion, the FPC shall decide on its meeting schedule for the year.
• The FPC shall adhere to the strictest rules of confidentiality regarding the deliberations and the decisions taken during the meetings, and shall not divulge to the candidates or any other external members any details of its deliberations.

• Because of the confidential nature of this committee work, the minutes shall not be posted on the School webpage.

• Recommendations of the committee shall be provided to the Dean in a timely manner.

• The committee secretary shall be responsible for distributing, to the members in a timely manner, the approved meeting minutes, and to keep a record of the minutes.

2. Recommendations: All recommendations should be processed following the regular University procedures and policies.

The FPC shall evaluate each candidate according to their discipline’s requirements.

2.2. External Reviewers

External reviewers will be solicited independently by the Chair of the FPC to send their evaluations of the candidate’s file to the FPC. Five external reviewers will be invited to review each candidate’s file, with the expectation that at least three reviews will be received in due time.

The external reviewers should be faculty members teaching at respected universities regionally or internationally, above the current rank of the candidate, whose research and teaching falls within the faculty’s area of expertise and interests. In the case of faculty in the Scholarly Track, the external reviewers should be chosen among scholars in the same field. In the case of faculty in the Academic Professional Track, the external reviewers should be chosen among faculty who also have a similar profile as both academics and professionals in the same field.

The external reviewers will be selected according to the following procedure:

• One reviewer nominated by the faculty candidate
• One reviewer nominated by the Chair of the Department
• One reviewer nominated by the School Dean
• Two reviewers nominated by the FPC committee

The FPC Chair will be in charge of corresponding with the external reviewers, as well as sending them the materials and any updates on the candidate’s file. After receiving the acceptance letter to serve as an external reviewer, the FPC Chair shall send the reviewers the complete candidate file in addition to the official evaluation template. The external reviewers should evaluate the candidate for promotion according to his/her specific track. For this purpose a cover letter template will be adopted depending on the candidate’s track [Appendix A, B or C].

After receiving the evaluations from the external reviewers, the FPC Chair shall organize them in one general report, summarizing the external reviewers’ comments and their individual recommendations, and shall submit the report to the Dean, in addition to a separate report summarizing the final recommendation of the FPC committee.
2.3. Candidate's Portfolio

The candidate is responsible for preparing a portfolio that presents his/her academic work for the period that covers his/her service at the present rank [Assistant or Associate Professor]. The candidate should include only publications and projects for which he/she was the principal author, and in cases of secondary role, he/she should clarify their actual role in the work presented. In the event that the candidate has done work prior to joining LAU, this work should be included under a separate section within the portfolio, and clearly defined as such. For candidates applying to Full Professor, no work completed before their promotion to Associate Professor may be included in the portfolio.

The information below outlines the basic elements to be included in the portfolio, according to each track:

A. Scholarly Track

1. Curriculum Vitae
2. Academic statement: 1 to 2 page statement presenting the candidate’s pedagogical vision, his/her teaching philosophy, research interests, and any other information they wish to present on their activity as a faculty member.
3. Academic Portfolio [A-4 Format]
   - Published Books [chapter samples and/or table of contents]
   - Journal articles
   - Unpublished articles [submitted and under review]
   - Other publications of relevance

B. Professional Track

1. Curriculum Vitae
2. Academic statement: 1 to 2 page statement summarizing the candidate’s pedagogical vision, his/her teaching philosophy, research interests, and any other information they wish to present on their activity as a faculty member.
3. Academic Portfolio [A-4 Format]
   - Published Books [chapter samples and/or table of contents]
   - Journal articles
   - Unpublished articles [submitted and under review]
   - Other publications of relevance
4. Professional statement: 1 to 2 page statement by the candidate on his/her professional work, his/her self-assessment of the design work and any other information they wish to present on their activity as a design professional or fine artist.
5. Professional Portfolio [A-4 or A-3 Format]
   A brief description of each project listed and the role of the candidate in it should be included in each case, in addition to any pertinent information, such as awards or publications in which the project appeared. In addition, the candidate must clearly differentiate between projects in which he/she was the principal author and projects in which the candidate was a team member.

3. Schedule

Faculty who are candidates for promotion will be notified of the deadline to submit their files prior to the beginning of the academic year according to the schedule set by the University.
4. Criteria for Faculty Promotion Committee

The School offers two tracks for its tenure-track faculty. The first track, Scholarly Track, is geared for faculty who are holders of a PhD and who are mainly involved in teaching theoretical courses [History, Theory, Urbanism, etc.]. The second, Academic Professional Track, is for those who are mainly involved in teaching art/design studios and who are also involved in professional practice.

The FPC shall base its recommendation on the ‘research’ component, which covers scholarship for candidates in the Scholarly Track and the combination of scholarship and professional work for candidates in the Academic Professional Track. The FPC may also address in its recommendation other aspects of the candidate’s academic work, such as teaching, school, university and community service, etc.

The FPC’s recommendation should be mainly based on a general and comprehensive assessment of the candidate's output in the area of ‘research’ [scholarship/professional work]. The FPC should draw an objective assessment of the candidate’s work, and make its final recommendation by taking into account all its members' input. Every member of the committee has the obligation to review the candidate's portfolio and to give it a general rating based on the criteria set below. The final committee recommendation must be approved by majority vote, and the final report must show the result of the voting, in addition to a detailed explanation of the recommendation.

4.1. Promotion to Associate Professor

4.1.1. Scholarly Track [All Fields]

To be promoted to Associate Professor in this track, a faculty member must demonstrate a considerable output in scholarship that confirms him/her as a promising scholar in the field, at the national and/or international level, and would situate him/her favorably in comparison with faculty at this rank at similar institutions internationally.

Scholarship is generally demonstrated by publication of articles in international refereed journals, and/or the publication of books in the form of historical or theoretical studies, case studies, or monographs on important artists, designers, architects or movements. In general, the publication of one major original study in book form, in addition to 2 to 3 articles in international refereed journals would satisfy the requirements for promotion to Associate Professor. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 4 to 6 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 of the expected requirements in this area]. The value given to the any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book based on a PhD Dissertation
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences
4.1.2. Academic Professional Track [Fine Arts]

Fine Arts Faculty include those currently working and teaching in painting, sculpture, printmaking, digital art and photography or in a combination of these areas. In addition to exhibiting art or creating art installations, creative work in Fine Arts may also encompass curatorial projects and collaborative projects with other artists, architects, and designers, among others. Faculty in Fine Arts should engage in work that explores the boundaries of the practice, as it exists today, and to contribute to the field through the creation of original works.

Faculty in this track shall be evaluated on the combination of their professional work and their scholarship. A candidate must show a balance between academic and professional work in this track. Candidates are expected to demonstrate a record of accomplishment that is highly regarded within their field and has attained recognition in both professional practice and scholarship. The FPC shall use its objective judgment in assessing the academic value of professional and scholarly work.

A. Professional Work

Faculty members in Fine Arts are mainly judged through evidence of involvement in solo and/or group exhibitions at the national, regional or international levels. A national exhibition is one where the work is selected from a pool of artists having either a national audience; while a 'regional' exhibition is defined by venues where the work is juried or selected from a regional pool of artists and the audience is principally regional in scope. An international exhibition is defined when the work is juried or selected from an international pool of artists and the audience is international. Recognition of the candidate’s work can also be demonstrated through published reviews, citations, catalogs, or published catalog/book reproductions of the candidate’s work, and its inclusion in public and private collections.

Faculty applying to the rank of Associate Professor should demonstrate a record of consistency and growth that confirms their stature at the national and international level. They are expected to have realized a minimum of 1 solo exhibition at the national or regional level, in addition to having participated in 3 to 5 group exhibitions at the national and international levels.

The FPC shall consider the academic value of the material presented in formulating its assessment. Work submitted that falls below the standards in the field and the current level of artistic practice in a specific area, may not be taken into consideration for promotion. Selection of work to be included in major catalogs or books are also part of the evidence used to judge the stature of a candidate’s work as an artist. Papers delivered at conferences, fellowships and residencies at international art schools, invitations to serve as visiting artist, and other public activities will also be considered as supplementary evidence of the candidate’s recognition as an artist. The scale of a particular artist’s work or the nature of the materials should also be taken into consideration when judging the record and number of shows.

B. Scholarship

Scholarship is generally demonstrated by publication of articles in international refereed journals, and/or the publication of books in the form of historical or theoretical studies, case studies, or monographs on important artists, designers, architects or movements. In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Associate Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 3 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have
to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book based on a PhD Dissertation
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standard in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

4.1.3. Academic Professional Track [Architecture]

Faculty in this track shall be evaluated on the combination of their professional work and their scholarship. A candidate must show a balance between academic and professional work in this track. Candidates are expected to demonstrate a record of accomplishment that is highly regarded within their field and has attained recognition in both professional practice and scholarship. The FPC shall use its objective judgment in assessing the academic value of professional and scholarly work.

A. Professional Work

For faculty in Architecture/Interior Design, professional work includes realized projects, projects in process, as well as design competitions.

The standard rule in evaluating professional work is similar to the one for scholarly work, i.e. for a work to be considered, it should have received some form of professional recognition through publication, award, or exhibition in respected professional venues.

Major examples of recognition include the publication of unsolicited monographs on the faculty work; publication of work in professional journals or books; awards given to specific projects or to a collection of works; awards in national or international competitions; as well as national or international exhibitions of the faculty work.

Minor examples of recognition include invitations to lecture in national and international venues on the selected work; citations of work in local or regional media, and honorary mentions in national or international competitions.

For promotion to Associate Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. While the exact number, size, and complexity of the projects may vary, what is important is to present a sustained body of work that demonstrates the faculty's engagement in a practice that goes beyond mere freelance work and would represent an original contribution beyond regular practice and satisfaction of functional requirements.

Within the body of work constituting a faculty's portfolio, a minimum of 2 to 4 projects should have received major recognition, as a prerequisite for a positive recommendation.
Alternatively a minimum of 1 project that received major recognition, in addition to 2 to 4 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

The FPC shall consider the academic value of the material presented in formulating its assessment. Work submitted that falls below the standard in the field and the current level of professional practice in a specific area may not be taken into consideration for promotion.

B. Scholarship

Scholarship is generally demonstrated by publication of articles in international refereed journals, and/or the publication of books in the form of historical or theoretical studies, case studies, or monographs on important artists, designers, architects or movements. In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Associate Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 3 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book based on a PhD Dissertation
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standard in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

4.1.4. Academic Professional Track [Interior Architecture/ Interior Design]

Faculty in this track shall be evaluated on the combination of their professional work and their scholarship. A candidate must show a balance between academic and professional work in this track. Candidates are expected to demonstrate a record of accomplishment that is highly regarded within their field and has attained recognition in both professional practice and scholarship. The FPC shall use its objective judgment in assessing the academic value of professional and scholarly work.
A. Professional Work
For faculty in Architecture/Interior Design, professional work includes realized projects, projects in process, as well as design competitions.

The standard rule in evaluating professional work is similar to the one for scholarly work, i.e. for a work to be considered, it should have received some form of professional recognition through publication, award, or exhibition in respected professional venues.

Major examples of recognition include the publication of unsolicited monographs on the faculty work; publication of work in professional journals or books; awards given to specific projects or to a collection of works; awards in national or international competitions; as well as national or international exhibitions of the faculty work.

Minor examples of recognition include invitations to lecture in national and international venues on the selected work; citations of work in local or regional media, and honorary mentions in national or international competitions.

For promotion to Associate Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. While the exact number, size, and complexity of the projects may vary, what is important is to present a sustained body of work that demonstrates the faculty’s engagement in a practice that goes beyond mere freelance work and would represent an original contribution beyond regular practice and satisfaction of functional requirements.

Within the body of work constituting a faculty’s portfolio, a minimum of 3 to 5 projects should have received major recognition, as a prerequisite for a positive recommendation. Alternatively a minimum of 2 projects that received major recognition, in addition to 3 to 5 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

The FPC shall consider the academic value of the material presented in formulating its assessment. Work submitted that falls below the standard in the field and the current level of professional practice in a specific area may not be taken into consideration for promotion.

B. Scholarship
Scholarship is generally demonstrated by publication of articles in international refereed journals, and/or the publication of books in the form of historical or theoretical studies, case studies, or monographs on important artists, designers, architects or movements.

In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Associate Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 3 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book based on a PhD Dissertation
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings

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• Translations of Major Works
• Research Grants
• Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standard in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

4.1.5. Academic Professional Track [Graphic Design]

Faculty in this track shall be evaluated on the combination of their professional work and their scholarship. A candidate must show a balance between academic and professional work in this track. Candidates are expected to demonstrate a record of accomplishment that is highly regarded within their field and has attained recognition in both professional practice and scholarship. The FPC shall use its objective judgment in assessing the academic value of professional and scholarly work.

A. Professional Work

For faculty in Graphic Design, professional work includes: editorial design, book covers, layout design, illustration, type design, web design, poster design, and corporate identity design, among other graphic design applications. In general, it is expected that projects will be of large scope and significance. Alternatively, clusters of smaller projects produced for the same client or of the same type, if properly contextualized, may be considered equal to one substantial project.

The standard rule in evaluating professional work is similar to the one for scholarly work, i.e. for a work to be considered, it should have received some form of professional recognition through publication, award, or exhibition in respected professional venues.

Major examples of recognition include the publication of unsolicited monographs on the faculty work; publication of work in professional journals or books; awards given to specific works or to a collection of works; awards in national or international competitions; the acquisition of a work from a nationally recognized organization or institute; as well as national or international exhibitions of the faculty work.

Minor examples of recognition include invitations to lecture in national and international venues on the selected work; citations of work in local or regional media, and honorary mentions in national or international competitions.

For promotion to Associate Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. While the exact number, size, and complexity of the projects may vary, what is important is to present a sustained body of work that demonstrates the faculty's engagement in a practice that goes beyond mere freelance work and would represent an original contribution beyond regular practice and satisfaction of functional requirements.

Within the body of work constituting a faculty's portfolio, a minimum of 3 to 5 projects should have received major recognition, as a prerequisite for a positive recommendation. Alternatively a minimum of 2 projects that received major recognition, in addition to 3 to 5 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

The FPC shall consider the academic value of the material presented in formulating its assessment. Work submitted that falls below the standards in the field and the current
level of professional practice in a specific area may not be taken into consideration for promotion.

**B. Scholarship**

Scholarship is generally demonstrated by publication of articles in international refereed journals, and/or the publication of books in the form of historical or theoretical studies, case studies, or monographs on important artists, designers, architects or movements. In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Associate Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 3 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book based on a PhD Dissertation
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

**4.1.6. Academic Professional Track [Fashion Design]**

Faculty in this track shall be evaluated on the combination of their professional work and their scholarship. A candidate must show a balance between academic and professional work in this track. Candidates are expected to demonstrate a record of accomplishment that is highly regarded within their field and has attained recognition in both professional practice and scholarship. The FPC shall use its objective judgment in assessing the academic value of professional and scholarly work.

**C. Professional Work**

Faculty members in Fashion Design are mainly judged through evidence of involvement in solo and/or group fashion presentations at the national, regional or international levels.

The standard rule in evaluating professional work is similar to the one for scholarly work, i.e. for a work to be considered, it should have received some form of professional recognition through publication, award, or exhibition in respected professional venues.

Major examples of recognition include the publication of unsolicited monographs on the faculty work; publication of work in professional journals or books; awards given to specific works or to a collection of works; awards in national or international

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competitions; the acquisition of a work from a nationally recognized organization or institute; as well as national or international exhibitions of the faculty work.

Minor examples of recognition include invitations to lecture in national and international venues on the selected work; citations of work in local or regional media, and honorary mentions in national or international competitions.

For promotion to Associate Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. While the exact number, size, and complexity of the projects may vary, what is important is to present a sustained body of work that demonstrates the faculty’s engagement in a practice that goes beyond mere freelance work and would represent an original contribution beyond regular practice and satisfaction of functional requirements.

Within the body of work constituting a faculty’s portfolio, a minimum of 3 to 5 projects should have received major recognition, as a prerequisite for a positive recommendation. Alternatively a minimum of 2 projects that received major recognition, in addition to 3 to 5 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

The FPC shall consider the academic value of the material presented in formulating its assessment. Work submitted that falls below the standards in the field and the current level of professional practice in a specific area may not be taken into consideration for promotion.

D. Scholarship

Scholarship is generally demonstrated by publication of articles in international refereed journals, and/or the publication of books in the form of historical or theoretical studies, case studies, or monographs on important artists, designers, architects or movements. In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Associate Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 3 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book based on a PhD Dissertation
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standard in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.
4.2. Promotion to Full Professor:

4.2.1. Scholarly Track [all fields]

To be promoted to Full Professor, a faculty member must demonstrate a considerable input in scholarship that would firmly establish him/her as a recognized scholar in the field, at the national and/or international level, and would situate him/her favorably in comparison with faculty at this rank at similar institutions internationally.

In general, the publication of one major original study in book form, in addition to 3 to 5 articles in international refereed journals would satisfy the requirements for promotion to Full Professor. Alternatively a combination of 5 to 8 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

4.2.2. Academic Professional Track [Fine Arts]

Faculty members applying for promotion to Full Professor in this track are expected to show evidence of a sustained investigation in their academic and professional work, with continuing achievements in both scholarship and practice, and greater professional recognition at a national and international level. This may be confirmed through the development of larger projects and winning of major awards, or the exhibition and/or publication of the work in international venues.

In general, the same criteria applied for promotion to Associate Professor in this track apply here, with the expectation of a more thorough and greater volume of accomplishments in this case, which would firmly position the faculty member as a leading academic and professional member in the field, nationally and internationally.

A. Professional Work

For the general guidelines regarding the assessment of creative work in this field, see section 4.1.2.
For the rank of Full Professor, a faculty member should demonstrate a record of consistency and growth that confirms his/her stature at the national and international levels. A faculty applying for Full Professor is expected to present evidence that support his/her eminent role as a recognized artist in the field. This would be principally demonstrated through involvement in solo and/or group exhibitions at an international level, as well as receiving international awards or winning major competitions or commissions.

Faculty participation in exhibitions outside the national boundaries is a part of the requirement of establishing an international record, in venues that have been selected by internationally recognized jurors or curators and/or held at reputable private galleries, university galleries, art centers, museums, or alternative venues of significant impact as recognized by experts in the field of specialization. Recognition of the candidate’s work can also be demonstrated through published reviews, monographs, catalogs, or published reproductions of the candidate’s work, and its inclusion in public and private collections.

A candidate for promotion to Full Professor is expected to have realized a minimum of 2 solo exhibitions at the national or regional level, in addition to participating in 3 to 5 group exhibitions at the national and international levels.

The FPC shall consider the academic value of the material presented in formulating its assessment. Work submitted that falls below the standards in the field and the current level of artistic practice in a specific area may not be taken into consideration for promotion.

B. Scholarship
In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Full Professor in this track. Alternatively a combination of 2 to 4 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.
4.2.3. Academic Professional Track [Architecture]

Faculty members applying for promotion to Full Professor in this track are expected to show evidence of a sustained investigation in their academic and professional work, with continuing achievements in both scholarship and practice, and greater professional recognition at a national and international level. This may be confirmed through the development of larger projects and winning of major awards, or the exhibition and/or publication of the work in international venues.

In general, the same criteria applied for promotion to Associate Professor in this track apply here, with the expectation of a more thorough and greater volume of accomplishments in this case which would firmly position the faculty member as a leading academic and professional member in the field, nationally and internationally.

A. Professional Work

For standard rules regarding the evaluation of professional work see section 4.1.3.

For promotion to Full Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. Within the body of work constituting a faculty’s portfolio, a minimum of 3 to 5 projects should have received major recognition, as a prerequisite for a positive recommendation. Alternatively a minimum of 2 projects that received major recognition, in addition to 3 to 5 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

B. Scholarship

In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Full Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 4 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.
4.2.4. Academic Professional Track [Interior Architecture/Interior Design]

Faculty applying for promotion to Full Professor in this track are expected to show evidence of a sustained investigation in their academic and professional work, with continuing achievements in both scholarship and practice, and greater professional recognition at a national and international level. This may be confirmed through the development of larger projects and winning of major awards, or the exhibition and/or publication of the work in international venues.

In general, the same criteria applied for promotion to Associate Professor in this track apply here, with the expectation of a more thorough and greater volume of accomplishments in this case, which would firmly position the faculty member as a leading academic and professional member in the field, nationally and internationally.

A. Professional Work

For standard rules regarding the evaluation of professional work see section 4.1.4.

For promotion to Full Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. Within the body of work constituting a faculty’s portfolio, a minimum of 4 to 6 projects should have received major recognition, as a prerequisite for a positive recommendation. Alternatively a minimum of 3 projects that received major recognition, in addition to 4 to 6 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

B. Scholarship

In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Full Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 4 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

4.2.5. Academic Professional Track [Graphic Design]

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Faculty members applying for promotion to Full Professor in this track are expected to show evidence of a sustained investigation in their academic and professional work, with continuing achievements in both scholarship and practice, and greater professional recognition at a national and international level. This may be confirmed through the development of larger projects and winning of major awards, or the exhibition and/or publication of the work in international venues.

In general, the same criteria applied for promotion to Associate Professor in this track apply here, with the expectation of a more thorough and greater volume of accomplishments in this case, which firmly positions the faculty member as a leading academic and professional member in the field, nationally and internationally.

A. Professional Work
For standard rules regarding the evaluation of professional work see section 4.1.5.

For promotion to Full Professor, candidates should show evidence of a substantial number of projects over the course of their service at Assistant Professor level. Within the body of work constituting a faculty’s portfolio, a minimum of 4 to 6 projects should have received major recognition, as a prerequisite for a positive recommendation.

Alternatively a minimum of 3 projects that received major recognition, in addition to 4 to 6 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

B. Scholarship
In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Full Professor in this track. To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 4 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation. The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Translations of Major Works
- Research Grants
- Posters presented at Refereed Conferences

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.
4.2.6. Academic Professional Track [Fashion Design]

Faculty members applying for promotion to Full Professor in this track are expected to show evidence of a sustained investigation in their academic and professional work, with continuing achievements in both scholarship and practice, and greater professional recognition at a national and international level. This may be confirmed through the development of larger projects and winning of major awards, or the exhibition, presentation and/or publication of the work in international venues.

In general, the same criteria applied for promotion to Associate Professor in this track apply here, with the expectation of a more thorough and greater volume of accomplishments in this case, which firmly positions the faculty member as a leading academic and professional member in the field, nationally and internationally.

C. Professional Work

For standard rules regarding the evaluation of professional work see section 4.1.6.

For promotion to Full Professor, candidates should show evidence of a substantial number of projects over the course of their service at Associate Professor level. Within the body of work constituting a faculty’s portfolio, a minimum of 4 to 6 projects should have received major recognition, as a prerequisite for a positive recommendation.

Alternatively a minimum of 3 projects that received major recognition, in addition to 4 to 6 projects of minor recognition would be satisfactory for a positive recommendation, in addition to satisfying the Scholarship component below.

D. Scholarship

In general, the publication of one major original study in book form, in addition to satisfying the Professional Practice component above, would satisfy the requirements for promotion to Full Professor in this track.

To be considered as significant scholarly work, a book must be published in an internationally recognized publishing house, with respect to the field in question.

Alternatively a combination of 2 to 4 articles in international refereed journals and/or chapters in edited books would be satisfactory for a positive recommendation.

The committee may also consider the following as partial substitutes for international refereed journal articles and chapters in edited books [not to exceed 1/2 the number of total requirements in this area]. The value given to any of the following items would have to be weighed in proportion to the value of an article published in an international refereed journal:

- Edited Book
- Book Reviews in International Refereed Journals
- Essays in Academic Catalogs or Professional Journals
- Papers presented at Refereed Conferences and/or published in Conference Proceedings
- Research Grants

The FPC shall consider the academic value of the material presented, in addition to its publishing venue, in formulating its assessment. Work submitted that falls below the standards in the field and the current level of scholarship in a specific area may not be taken into consideration for promotion. In making its assessment of scholarship work, the FPC is therefore required to seek input about the work presented, whether through book reviews or article reviews, data about its relevance in the field, and to base its judgment on that.

4.3. Full Time Faculty in Non-Tenure Tracks
Faculty at the ranks of Instructor, Senior Instructor, are promoted within the non-tenure track according to the following process:
The candidate shall prepare a portfolio that presents his/her academic and professional work for the period that covers his/her service at the present rank. The candidate should include only publications and projects for which he/she was the principal author, and in cases of secondary role, he/she should clarify his/her role in the work presented.

The portfolio should include the basic information outlined below:

1. Curriculum Vitae
2. Academic statement: 1 to 2 page statement summarizing the candidate’s pedagogical vision, his/her teaching philosophy and activities as faculty member.
3. Professional statement: 1 to 2 page statement explaining the candidate’s professional work, his/her own assessment of their design work and any other information they wish to present on their activity as professionals.
4. Professional Portfolio [A-4 or A-3 Format + CD]
   A brief description of each project listed and the role of the candidate in it should be included in each case, in addition to any pertinent information, such as awards or publications in which the project appeared.

The candidate’s file for promotion in the Non-tenure Track is reviewed internally and separately by the FPC and the Chair of the Department. The FPC and the Chair of the Department then raise their separate recommendations to the Dean. The School Dean adds his/her recommendation and sends the set of recommendations to the Provost. No external evaluators are sought in this case. A general assessment of the candidate’s teaching abilities and contributions to the Department would be made through the Chair’s and Dean’s recommendation, while the candidate’s professional and academic activities would be assessed by the FPC.

For promotion to the rank of Senior Instructor, a faculty member should show a consistent record of teaching and practice in his/her field. Teaching plays an essential role in the promotion of faculty in non-tenure tracks. The faculty must demonstrate a good record of teaching, supported by student evaluations as well as evidence of continuous improvement and updating of teaching methods and courses. In addition, the faculty must show some evidence of professional achievements, consisting of realized work, projects in progress, and professional recognition [competition award, publication of specific projects, and/or exhibition of professional work].

For promotion to the rank of Lecturer, a faculty member should show a consistent record of teaching and practice in his/her field. Teaching plays an essential role in the promotion of faculty in non-tenure tracks. The faculty must demonstrate a good record of teaching, supported by student evaluations as well as evidence of continuous improvement and updating of teaching methods and courses. In addition, the faculty must show additional evidence of professional achievement since their last promotion, consisting of realized work, projects in progress, and professional recognition [competition award, publication of specific projects, and/or exhibition of professional work].

5. Criteria for External Reviewers

External evaluators are asked to give a general and comprehensive assessment that covers the quality of scholarly/professional work in comparison with the standards applied at the institution/university in which the referee is located.
A cover letter should be sent to the external reviewer [see Appendices A, B, or C], in addition to the candidate’s portfolio, and a standard evaluation form [see Appendix D].
The FPC Chair shall be in charge of corresponding with the external reviewers, and sending them the required documents for evaluation. The recommendations by the individual reviewers shall be collected in one report, with a cover letter written by the FPC Chair, summarizing the external reviewers’ opinions on the candidate. This report shall be submitted in turn to the School Dean.
6. Criteria for Dean’s Recommendation

The Dean’s Recommendation shall be based on the overall activity of the faculty candidate within the School, the University and the community at large, i.e. based on his/her teaching record, research and professional activities, awards, extra-curricular activities, university service, school and departmental service, and community service. The Dean’s recommendation does not follow any prescribed format, but is left entirely to the Dean. It should cover in principle the following all four areas:

Teaching
Teaching is an essential criterion in the Dean’s evaluation of the candidate. Teaching effectiveness involves the ability to communicate, to expand the students’ interest in their field, and to motivate them to develop their knowledge. Teaching evaluation should take into consideration student evaluations, course files, as well as the candidate’s efforts in developing new courses, actively participating in curricular development and assessment, updating their course material, and receiving recognition such as teaching awards. In addition, the Dean may solicit the opinion of peers and alumni regarding this component of the faculty work.

Research
Taking into account the evaluations of the FPC and the External Reviewers, the Dean may add his/her input on the candidate’s research output, and may present his/her own point of view about how such research and/or professional activities measures in comparison with the overall school standards, as well as national and/or international standards. In doing his/her assessment, the Dean should however take into account the criteria set above for the evaluation of the candidate’s file, according to the discipline and promotion track.

University and School Activities
Consideration shall be given to the candidate’s service on university and school committees, to his/her activities and initiatives in organizing events, workshops, conferences, and other extra-curricular activities as a means of promoting the School and the discipline at the national and regional levels. Consideration shall also be given to the candidate’s role in developing positive faculty-student and inter-faculty relationships, to his/her collegiality, integrity, and dedication.

Community Service
Consideration shall be given to personal initiative in extra-curricular activities such as professional work with local communities and municipalities, public institutions, professional organizations, non-governmental agencies, as well as the candidate’s efforts in promoting the School and the discipline in public circles. Consideration shall also be given to public invitations as speaker at local and international conferences, as conference moderator or reviewer, as jury member of national and international competitions, among other activities.

7. Provost Recommendation
It is the prerogative of the Provost to write the final recommendation to the President, based on all the recommendations received, and in line with University procedures.

8. Appeals
Faculty members who fail the promotion process are entitled to appeal the decision according to the University Bylaws.
Appendix A : Letter for external evaluator / Scholarly Track

Date:

Dear Dr. [name of referee]:

Your name has been submitted to us as a potential external referee for evaluating the file of Mr/ Ms/ Dr who is applying for promotion to the rank of .... at the Lebanese American University. The faculty teaches .... in the Department of ....

The Lebanese American University is a comprehensive educational institution, chartered by the Regents of the State University of New York. LAU has been traditionally a teaching institution, where the yearly teaching load is 18 credits for both Assistant Professors and Associate Professors.

The Lebanese American University offers undergraduate degrees in all fields, and graduate degrees in a number of disciplines. It is important to point out however that the School of Architecture & Design, in which the candidate is a faculty member, does not yet have any graduate programs.

In the School of Architecture & Design, faculty are hired based on their qualifications and their activity in one of two tracks: Scholarly or Academic Professional track. The faculty you are reviewing is applying under the first option, i.e. Scholarly track, which stresses on scholarly and research work.

As an external evaluator, you are therefore kindly asked to review the candidate's portfolio and to give a recommendation based on that component. In your evaluation, importance should be given to the quality of the work, its merit, and originality.

We look forward to hearing from you no later than [deadline] and thank you in advance for your help.

Regards,

Dr.
Dean
School of Architecture & Design
Lebanese American University
Beirut, Lebanon
Email:
Appendix B : Letter for external evaluator- Fine Arts

Date:

Dear Dr. [name of referee]:

Your name has been submitted to us as a potential external referee for evaluating the file of Mr/ Ms/ Dr who is applying for promotion to the rank of …. at the Lebanese American University. The faculty teaches …. in the Department of Fine Arts & Foundation Studies.

The Lebanese American University is a comprehensive educational institution, chartered by the Regents of the State University of New York. LAU has been traditionally a teaching institution, where the yearly teaching load is 18 credits for both Assistant Professors and Associate Professors.

The Lebanese American University offers undergraduate degrees in all fields, and graduate degrees in a number of disciplines. It is important to point out however that the School of Architecture & Design, in which the candidate is a faculty member, does not yet have any graduate programs.

Faculty in the Fine Arts program are hired primarily on their qualifications and their capacity as both artists and educators.

As an external evaluator, you are kindly asked to review the candidate’s portfolio and to give a recommendation based on that. You are kindly asked in your evaluation to assess the overall quality of the work submitted. In your evaluation, importance should be given to the quality of the work, its merit, and originality.

We look forward to hearing from you no later than [deadline] and thank you in advance for your help

Regards,

Dr.
Dean
School of Architecture & Design
Lebanese American University
Beirut, Lebanon
Email:
Appendix C: Letter for external evaluator/ Academic Professional Track
[all design fields]

Date:

Dear Dr. [name of referee]:

Your name has been submitted to us as a potential external referee for evaluating the file of Mr/ Ms/ Dr who is applying for promotion to the rank of …. at the Lebanese American University. The faculty teaches …. in the Department of ……

The Lebanese American University is a comprehensive educational institution, chartered by the Regents of the State University of New York. LAU has been traditionally a teaching institution, where the yearly teaching load is 18 credits for both Assistant Professors and Associate Professors.

The Lebanese American University offers undergraduate degrees in all fields, and graduate degrees in a number of disciplines. It is important to point out however that the School of Architecture & Design, in which the candidate is a faculty member, does not yet have any graduate programs.

In the School of Architecture & Design, faculty are hired based on their qualifications and their activity in one of two tracks: Scholarly or Academic Professional track. The faculty you are reviewing is applying under the second option, i.e. Academic Professional track, which stresses on design projects in addition to scholarly work.

As an external evaluator, you are kindly asked to review the candidate’s portfolio and to give a recommendation based on both their academic and professional work. You may in your evaluation assess separately the academic and professional components. In your evaluation, importance should be given to the quality of the work, its merit, and originality.

We look forward to hearing from you no later than [deadline] and thank you in advance for your help.

Regards,

Dr.
Dean
School of Architecture & Design
Lebanese American University
Beirut, Lebanon
Email:
Appendix D: Evaluation Template for External Reviewers

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<thead>
<tr>
<th>Name:</th>
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<td>File Number:</td>
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1. Please describe your general assessment of the candidate’s portfolio. Assess how does the candidate measure overall as a candidate to Associate [or Full] Professor in his/her field?

2. What are the major strengths that you see in the candidate’s file?

3. What are the weaknesses, if any, in his/her file?

4. On a scale of 1 to 5, 1 being the lowest, how would you rate the overall quality of the work submitted?

5. Would you recommend promotion to Associate [or Full] Professor?

6. Additional remarks [Elaborate if possible on the reasons behind your recommendation.]

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<th>Date</th>
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<th>Signature:</th>
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Appendix E: Evaluation Template for Peers Committee

<table>
<thead>
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<th>Name:</th>
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<tbody>
<tr>
<td>File Number:</td>
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</tbody>
</table>

1. Please describe the Committee’s general assessment of the candidate’s portfolio. How does the candidate measure overall as a candidate to Associate [or Full] Professor in his/her field?

2. What are the major strengths that the Committee saw in the candidate’s file?

3. What are the weaknesses, if any, in his/her file?

4. On a scale of 1 to 5, 1 being the lowest, how would the Committee rate the overall quality of the work submitted?  
   [This grade should be the average of all the members of the committee’s grades]

5. Does the Committee recommend promotion to Associate [or Full] Professor?

6. Additional remarks [Elaborate on the reasons behind this collective recommendation, with a detailed account of the votes in favor, versus votes against.]

<table>
<thead>
<tr>
<th>7. Date</th>
<th>22T</th>
<th>Signature of Committee Chair:</th>
</tr>
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