

SARD Faculty Promotion & Tenure Guidelines

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Table of Contents:

1	Preamble	1
2	Process	2
2.1	Faculty Promotion Committee [FPC]	3
2.2	External Reviewers	4
2.3	Candidate's Portfolio	4
3	Schedule	5
4	General Directives for Faculty Promotion Committee	5
5	Promotion & Tenure within the Tenure Track	6
5.1	Promotion to Associate Professor	6
5.1.1	Scholarly Track [All Fields]	6
5.1.2	Academic Professional Track [Fine Arts]	7
5.1.3	Academic Professional Track [Architecture]	8
5.1.4	Academic Professional Track [Interior Architecture / Interior Design]	9
5.1.5	Academic Professional Track [Graphic Design]	11
5.1.6	Academic Professional Track [Fashion Design]	12
5.2	Promotion to Full Professor	13
5.2.1	Scholarly Track [All Fields]	13
5.2.2	Academic Professional Track [Fine Arts]	14
5.2.3	Academic Professional Track [Architecture]	15
5.2.4	Academic Professional Track [Interior Architecture / Interior Design]	16
5.2.5	Academic Professional Track [Graphic Design]	17
5.2.6	Academic Professional Track [Fashion Design]	18
5.3	Tenure for Faculty Hired with Prior Experience	19
6	Promotion within Non-Tenure Track	19
6.1	Promotion to Practice Senior Instructor [All Fields]	19
6.2	Promotion to Practice Lecturer [All Fields]	20
6.3	Promotion to Practice Senior Lecturer [All Fields]	20
6.4	Promotion to Professor of Practice [All Fields]	20
7	Criteria for External Reviewers	20
8	Criteria for Department Chair's Evaluation	21
9	Criteria for Dean's Recommendation	21
10	Provost Recommendation	22
11	Appeals	22

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 *SARD Faculty Promotion & Tenure Guidelines* have been designed to take into account the particularities of the various disciplines within the School, while upholding the general university policies and procedures regarding faculty promotion. In doing so, these promotion guidelines will seek to reinforce and support the mission of the School and its various programs.

LAU has established 2 tracks for full time faculty, effective Fall 2016: Tenure Track and Non-Tenure track. Within the School of Architecture & Design, the Tenure Track is further subdivided into 2 sub-tracks: 'scholarly' and 'academic professional'.

The distribution of ranks within the tracks is as follows:

- I. Tenure Track [Scholarly and Academic Professional]
 - Assistant Professor
 - Associate Professor
 - Professor

- II. Non-Tenure Track
 - Practice Instructor
 - Practice Sr. Instructor
 - Practice Lecturer
 - Practice Sr. Lecturer
 - Professor of Practice

2. Process

In line with University rules and regulations, Assistant Professors are required to apply for promotion at the beginning of their 6th year of service at the rank at LAU. Assistant professors are given only one chance to apply. Those who fail the promotion process are given one additional year at the rank, in accordance with personnel policy.

Associate Professors are not required to apply for promotion within a maximum time-frame. They have, however, only 2 chances for applying to the rank of Professor. Failure to achieve promotion after the second attempt would limit them to stay at the rank they hold.

Faculty in Non-Tenure track have only one chance to apply for promotion. Failure to achieve promotion does not result in their termination. They may continue to hold the position they have, on an annual basis, pending satisfactory performance and the positive recommendations of the department chair and school dean.

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.

- I. Professor, Associate Professor, Practice Senior Lecturer and Professor of Practice
The promotion review process for the ranks listed herein will be based on the review of the candidate's portfolio and the recommendations of these independent bodies:
 - Faculty Promotion Committee
 - External Reviewers
 - Department Chair
 - School Dean

II. Practice Senior Instructor and Practice Lecturer

The promotion review process for the ranks listed herein will be based on the review of the candidate's portfolio and the recommendations of these independent bodies:

- Faculty Promotion Committee
- Department Chair
- 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 Department Chair is required to submit his/her recommendation to the School Dean.

The School Dean shall submit his/her own personal recommendation, in addition to the recommendations of the FPC, the Department Chair, and the External Reviewers, all in one file to the Provost.

All reports submitted by the Peers Committee, the Chair, and the Dean, as well as the external reviewers should conform to the official templates adopted by the University, and distributed by the Dean's Office.

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. For Tenure track candidates the FPC members should all hold tenured appointments in the School at the rank above which the candidate(s) for promotion are applying. For Non-Tenure track candidates, the FPC members could hold tenured or non-tenured appointments in the School at the rank above which the candidate(s) for promotion is applying.

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.
- Faculty on Non-Tenure track are not given a midterm review. They are however evaluated on a yearly basis by the Department Chair.

c. Meetings

The FPC shall elect the Chair and Secretary of the committee during its first meeting, which is to be held according to the approved calendar and timetable set by the Council of Deans for the academic year. 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.
 - 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.
- d. The FPC shall evaluate and make recommendations to the Dean on all faculty candidates for promotion, in accordance with the guidelines and standards established by the School and the University. 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.

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 or the Non-tenure 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. 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.

C. Non-Tenure Track

1. Curriculum Vitae
2. Academic statement
1 to 2 page statement summarizing the candidate's pedagogical vision, his/her teaching philosophy, and any other information they wish to present on their activity as a faculty member.
3. Portfolio of Teaching Work [A-4 or A-3 Format]
Selection of student work from the various courses/studios taught by the faculty
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

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. General Directives for Faculty Promotion Committee

A. For Tenured/Tenure Track Faculty

The *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 *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. 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.

B. For Non-Tenure Track Faculty:

The FPC shall base its recommendation on both the 'Teaching' and the 'Professional' portfolios submitted by the candidate, as outlined above. The FPC may also address in its recommendation other aspects of the candidate's academic work, such as participation in the life of the School/Department and University, community service, etc..., although these issues will be covered in the Chair's evaluation.

The FPC's recommendation should be based on a general and comprehensive assessment of the candidate's output in both teaching and practice. 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. 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.

5. Promotion & Tenure within the Tenure Track

5.1. Promotion to Associate Professor

5.1.1. 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

5.1.2. 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. 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.

5.1.3. 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, 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.

5.1.4. 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 Interior 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
- 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.

5.1.5. 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.

5.1.6. 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.

a. 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 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

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.

5.2. Promotion to Full Professor:

5.2.1. 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.

5.2.2. 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 standard rules regarding the evaluation of professional work see section 5.1.2.

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.

5.2.3. 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 5.1.3.

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.

5.2.4. 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 5.1.4.

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.

5.2.5. Academic Professional Track [Graphic 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 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 5.1.5.

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.

5.2.6. 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.

a. Professional Work

For standard rules regarding the evaluation of professional work see section 5.1.6.

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.

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
- 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.

5.3. Tenure for Faculty Hired with Prior Experience

Faculty hired without Tenure at the Associate Professor or Professor ranks are required to submit their file for Tenure, according to university rules and as outlined in the Faculty Personnel Policy. Files submitted for Tenure should include research material, teaching and services documentation, produced only after joining LAU. Unless otherwise stated in their letter of employment, such faculty should normally meet a minimum of one-third to one-half of the research requirements for promotion to the specific rank at which they were hired [Associate or Professor] within their respective school and discipline, thus demonstrating continuing research productivity after joining the University. The candidate should also satisfy the requirements for teaching and services to the school and the university, and receive positive recommendations from the department chair and school dean.

The application for tenure will undergo the same process of review by the school peers' committee and the university promotion committee as for the promotion cases.

Research submitted for Tenure by faculty who join the University at the Associate Professor rank can be included and counted towards their application for promotion to the rank of Professor at a later date.

6. Promotion within the Non-Tenure Track

Full Time Faculty who have been at a given rank in the Non-Tenure track for 5 years may apply at the beginning of their 6th year for promotion. Candidates with prior teaching experience at other institutions may apply at the beginning of their 4th year of full-time service at LAU for promotion.

Faculty in this track are not, according to bylaws, obliged to apply for promotion. However, they only have one chance to apply during their service at LAU.

The same procedure for promotion which is applied in the Tenure Track applies to faculty in the Non-tenure track, except for External Reviewers. No external reviewers are required for promotion to Senior Practice Instructor and Practice Lecturer. External reviewers are however required for Practice Senior Lecturer and Professor of Practice.

In all cases of promotion, no work submitted for previous promotion, or realized prior to joining LAU, may be included in the portfolio for promotion.

6.1. Promotion to Practice Senior Instructor [All Fields]

For promotion to the rank of Practice Senior Instructor, a faculty member should show dedication to teaching and a commitment to the school/department, as evidenced in his/her participation on committees and activities, as well as some evidence of professional engagement.

The criteria for promotion from Practice Instructor to Practice Senior Instructor should include:

- Chair's evaluation of Teaching & Service, based on Student Evaluations and personal assessment of teaching and service within the department. The Chair's recommendation should include evidence of positive contributions to the department [service on committees, extra-curricular activities, observance of rules and regulations, office hours, etc.], as well as an evaluation of teaching performance and potential for development.
- Peers Committee's evaluation of professional achievements, consisting of realized work, competitions, or work in progress.

The value given to any of the following items would have to be weighed in proportion to the work involved:

- Realized works
- Projects in progress
- Participation in competitions and/or exhibition

6.2. Promotion to Practice Lecturer [All Fields]

For promotion to the rank of Practice Lecturer, a faculty member should show a sustained record of teaching, supported by student evaluations and evidence of continuous improvement in teaching methods, as well as dedication to the department/school evidenced through active participation on committees and other activities. In addition, the faculty must show evidence of professional achievements.

The criteria for promotion to Practice Lecturer should include:

- Chair's evaluation of Teaching & Service, based on Student Evaluations and personal assessment of teaching and service within the department. The Chair's recommendation should include evidence of positive contributions to the department [service on committees, extra-curricular activities, observance of rules and regulations, office hours, etc.], as well as an evaluation of teaching performance.
- Peers Committee's evaluation of professional achievements, consisting of realized work, competitions, or work in progress. Faculty at this stage should start to demonstrate a consistent body of work, with evidence of some recognition at the national level.

The value given to any of the following items would have to be weighed in proportion to the work involved:

- Realized works
- Projects in progress
- Participation in competitions and/or exhibition

6.3. Promotion to Practice Senior Lecturer [All Fields]

For promotion to the rank of Practice Senior Lecturer, a faculty member should demonstrate a solid record of teaching, supported by student evaluations, as well as a continuous improvement of teaching methods.

The criteria for promotion to Practice Senior Lecturer should include:

- Chair's evaluation of Teaching & Service, based on Student Evaluations and personal assessment of teaching and service within the department. The Chair's recommendation should include evidence of positive contributions to the department [service on committees, extra-curricular activities, observance of rules and regulations, office hours, etc.], as well as an evaluation of teaching performance.
- Peers Committee's evaluation of professional achievements, consisting of realized work, competitions, and work in progress. It is expected from candidates for promotion to this rank to demonstrate a coherent body of realized work, some of which would have received professional recognition in the form of awards, publication of specific projects in professional journals or websites, competitions awards, exhibition of professional work in respected professional venues, etc. Participation in conferences, publications in professional journals, and other forms of publications may also be included in the assessment.
- Supporting recommendations from external reviewers

The value given to any of the following items would have to be weighed in proportion to the work involved and the recognition awarded:

- Continuous development in the form of research or attending of conferences
- Realized works
- Projects in progress
- Participation in competitions and/or exhibition
- Competition Award
- Citation of work in professional press
- Publication of specific works or project

6.4. Promotion to Professor of Practice [All Fields]

For promotion to the rank of Professor of Practice, the faculty should have received professional recognition at the national and regional levels, through publications, awards, or solo-exhibitions 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, and the invitation to give keynote lectures at major events or conferences.

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.

Invitations to participate in national/regional competitions or exhibitions, as well as publications on or by the candidate would be instrumental for promotion to this rank.

The criteria for promotion to Professor of Practice should include:

- Chair's evaluation of Teaching including Student Evaluations, and Service in their respective department. The Chair's recommendation should include evidence of positive contributions to the department and the school [service on committees, extra-curricular activities, observance of rules and regulations, office hours, etc.]
- Peers Committee's evaluation of professional achievements, consisting of realized work, competitions, or work in progress, since their last promotion. It is expected from candidates for promotion to this rank to demonstrate a coherent body of realized work, some of which would have received professional recognition in the form of awards, publication of specific projects in professional journals or websites, competitions awards, exhibition of professional work, etc.

Specifically, the minimum professional criteria for promotion to Professor of Practice should include a minimum of two of the following examples:

- major publication in an international refereed journal, or publication of a book by a major publishing house
 - publication of unsolicited monograph on the faculty member's work
 - publication of major works in professional journals
 - major award given to specific projects or to a collection of works
 - major award received in national or international competitions
 - national or international exhibition of the faculty work
- Supporting recommendations from external reviewers

7. 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.

8. Criteria for Department Chair's Evaluation

The department chair shall be in charge of evaluating the faculty applying for promotion as far as his/her teaching, participation in the activities of the department, service on committees, and other academic activities. In evaluating the candidate's teaching, the department chair shall rely on course evaluations submitted during the period of service at the rank, as well as on a survey of students' opinions. The purpose of the survey is to gauge the value of the faculty's teaching, as well as other criteria.

Teaching:

Teaching is an essential criterion in the Chair'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.

Department Activities:

Consideration shall be given to the candidate's service on department committees, to his/her activities and initiatives in organizing events, workshops, conferences, and other extra-curricular activities as a means of promoting the department 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.

9. 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. The Dean's recommendation will take into account the FPC recommendation, the Chair's recommendation and any additional sources. 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.

10. 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.

11. Appeals

Faculty members who fail the promotion process are entitled to appeal to the Faculty Welfare & Promotion Council, according to University Bylaws. All appeals will be dealt with according to the university established appeals procedures.