

March 25, 2002

DEPARTMENT OF STATISTICS
PROMOTION AND TENURE
CRITERIA AND PROCEDURES

A : 3/2002

These criteria and procedures were developed by the tenured faculty members of the Department of Statistics and shall be compatible with the rules and policies set by the Dean of the College of Science and Mathematics and by the Board of Trustees (see the USC Faculty Manual). Recommendations by the tenured statistics faculty for the promotion and/or tenure of an individual statistics faculty member will constitute recognition of both the faculty member's past academic achievements and promise of further professional growth.

The recommendations of the tenured statistics faculty for promotion and tenure shall be based on the criteria and procedures outlined in this document. The criteria have been established to provide standards that stimulate academic and professional growth and that insure the attainment of national recognition. The procedures have been established to insure objective decisions based solely on professional merit.

I. PROCEDURES FOR PROMOTION AND TENURE.

NOTE: At each point in the procedures where a date is to be specified, the date is determined by the Tenure and Promotion Calendar for that year and will, in general, not be the same in succeeding years. Hereafter these dates will be referred to as "the current calendar dates."

It is to be noted that those faculty with mid-year appointments will not have the same dates as those faculty whose appointments began with a fall semester. These mid-year dates are included in the Tenure and Promotion Calendar.

A. All non-tenured faculty members who are in a tenure-track position but are not entering the last year of a probationary appointment will be considered each academic year for tenure by the appropriate tenured faculty (see I.D, I.E, and I.F). All tenure-track non-full professors who are not entering the last year of a probationary appointment and all tenured non-full professors will be considered each academic year for promotion to the next higher rank by the appropriate tenured faculty (see I.D, I.E, and I.F). A faculty member who is in the last year of a probationary

appointment will not be considered for promotion or tenure except through the appeal process. By the current calendar date the Department Chair will notify in writing all eligible faculty members that they will be considered for promotion and/or tenure.

- B.
1. Each faculty member who is entering the next to the last year of a probationary appointment (see Faculty Manual) must, by the current calendar date, submit his/her primary and secondary files (see I.G) to the Department Chair. By the current calendar date, the faculty member may submit to the Department Chair a list of six scientists in his/her area from outside the University who are qualified to judge the faculty member's scholarly record. None of these may be individuals with whom the faculty member has had a close professional relationship (e.g., significant co-author, teacher, classmate, dissertation advisor or post-doctoral supervisor).
 2. Each eligible faculty member not entering the next to last year of a probationary appointment who wishes to be considered for promotion and/or tenure must, by the current calendar date, submit his/her primary and secondary files (see I.G) to the Department Chair. By the current calendar date, the faculty member may submit to the Department Chair a list of six scientists in his/her area outside the University who are qualified to judge the faculty member's scholarly record (see B.1 above). None of these scientists may be individuals with whom the faculty member has had a close professional relationship (e.g., significant co-author, teacher, classmate, dissertation advisor or post-doctoral supervisor).
 3. An eligible faculty member not entering the next to last year of a probationary appointment who does not wish to be considered for promotion and/or tenure must, by the current calendar date, so inform the Department Chair in writing. This action shall not in any way prejudice future consideration of the faculty member for promotion and/or tenure.

NOTE: Hereafter, a statistics faculty member who will be considered for promotion and/or tenure (see B.1, and B.2) is called a "candidate".

C. By April 15 of each year, the tenured faculty of the Department of Statistics shall elect a tenured Professor in that Department to serve as Chair of the Promotion and Tenure Committees. The Chair of the Department shall notify the Dean of the College of Science and Mathematics, the Provost, and the Faculty Senate Office of the election results through normal channels.

D. A candidate for promotion will be considered by a Promotion Committee consisting of all tenured members of the Department of Statistics who have higher rank than that of the candidate.

E. A candidate for tenure will be considered by a Tenure Committee consisting of all tenured faculty members of the Department of Statistics of equal or higher rank than that of the candidate.

F. In the event that any committee defined in I.D or I.E has fewer than five voting members, the tenured faculty of appropriate ranks within the Department will select the necessary number of tenured faculty of appropriate ranks from within the College of Science and Mathematics subject to approval by the Dean to increase the size of the committee to five voting members. If the Department Chair is a tenured faculty member of an appropriate rank, he or she may participate in the selection of these individuals.

Note: Hereafter, the committee defined in I.D, I.E, or I.F will be referred to as the "appropriate tenured faculty."

G. A candidate may place any material he/she deems appropriate in his/her file at any time before the unit vote. The promotion/tenure file will consist of two parts, the primary and secondary files. The primary file when turned in by the candidate will consist of a completed University Tenure and Promotion Form. The chair of the appropriate tenured faculty will designate an appropriate tenured faculty member to prepare a summary of teaching evaluations for inclusion in the candidate's primary file. The secondary file will contain, at a minimum, reprints of publications and copies of manuscripts accepted or submitted for publication, student and peer

teaching evaluations, course syllabi and materials, and other appropriate documentation of information listed in the primary file.

H. At any time before his/her folder is forwarded to the Dean of the College of Science and Mathematics, a candidate who is not in the next to the last year of a probationary appointment may decline in writing to be considered further. This action shall not in any way prejudice future consideration of the faculty member for promotion and/or tenure.

I. 1. Lists of candidates for promotion and/or tenure are distributed by the Department Chair to the appropriate tenured faculty and the Dean of the College as soon as the candidates are known.

2. The files of the candidates for promotion and/or tenure will be reviewed by the appropriate tenured faculty and, by the current calendar date, the appropriate tenured faculty will meet and vote by secret ballot on whether the candidate should be considered further. If otherwise eligible, the Department Chair may vote. The Dean of the College of Science and Mathematics, the Provost, and the President cannot vote at the unit level.

(a) If at least half of the votes cast by the appropriate tenured faculty are favorable (abstentions not counted), then the candidate will be informed in writing by the Department Chair that the appropriate tenured faculty has recommended that the candidate be considered further.

(b) If fewer than half of the votes cast by the appropriate tenured faculty are favorable (abstentions not counted), then the candidate will be so informed by the Department Chair. A candidate who is not in the next to the last year of a probationary appointment will not be considered further for promotion and/or tenure at this time, unless he/she informs the Department Chair in writing that he/she requests a complete review following the same procedures as those in category (a). A candidate

who is in the next to the last year of a probationary appointment will receive a complete review following the same procedures as for the candidates in category (a) unless he/she informs the Department Chair in writing that he/she wishes to withdraw from further consideration.

3. By the current calendar date, for each candidate who is to be considered further, the chair of the appropriate tenured faculty committee will write to six scientists outside the University soliciting evaluations of the candidate's scholarly record. Two of these scientists must come from the candidate's list provided that the candidate turns in such a list by the current calendar date. In the event that one or more of the scientists on the candidate's list cannot provide an evaluation or if a majority of the appropriate tenured faculty believe that the candidate has had a close professional relationship with any of the scientists on the candidate's list, then the committee has the option of informing the candidate that he/she must supply additional names for his/her list. The other four scientists to provide evaluations are to be selected by the appropriate tenured faculty committee, with consultations as necessary, and shall not come from the candidate's list. If the candidate does not submit the list of scientists by the current calendar date, then the appropriate tenured faculty committee will choose all six scientists. The replies, when received, are placed in the candidate's folder by the committee chair. The committee chair will designate an appropriate tenured faculty member to provide essential biographical data on the six scientists for inclusion in the candidate's folder. The contents of the candidate's folder are to be read only by the appropriate tenured faculty, appropriate administrative officials, and the University Committee on Tenure and Promotions.
- J. 1. By the current calendar date, the appropriate tenured faculty, having reviewed each candidate's folder, including the outside evaluations, meets and by secret ballot votes on whether or not the candidate is to be recommended for promotion

and/or tenure. If otherwise eligible, the Department Chair may choose to vote at the unit level only if there are not at least five other faculty from the Department eligible to vote. If the Department Chair chooses to vote at the unit level, he or she shall not make a recommendation as Department Chair. The Dean of the College of Science and Mathematics, the Provost, and the President cannot attend the meeting or vote at the unit level. Also included on the ballot will be a place where the voting faculty member must give the rationale for this vote. A candidate is to be recommended if at least 2/3 of the votes cast by appropriate tenured faculty are favorable (abstentions not counted). The ballots will go into the candidate's file and will be available to the Department Chair and to the appropriate tenured faculty. Within one working day of this meeting, the Department Chair will notify each candidate in writing of the decision of the appropriate tenured faculty.

2. A candidate may elect at this time to withdraw from further consideration for promotion and/or tenure; in this case, the faculty member must inform the Department Chair of the decision in writing within one week of notification by the Chair. If the candidate is not in the next to last year of a probationary appointment, this action shall in no way prejudice future consideration of the faculty member for promotion and/or tenure.
3. If the candidate is dissatisfied with the decision of the appropriate tenured faculty and wishes to appeal, the candidate must notify the Department Chair in writing by the current calendar date. By the current calendar date, the Committee Chair will call a meeting of the appropriate tenured faculty to consider the candidate's appeal. A record of the deliberations of the appropriate tenured faculty will be placed in the candidate's folder, which will then be forwarded to the Dean of the College of Science and Mathematics.

- K. 1. If a candidate is recommended by the appropriate tenured faculty, the candidate's primary and secondary files will be forwarded to the Dean of the College of Science and Mathematics by the current calendar date.
2. A candidate who is not recommended by the appropriate tenured faculty will not be considered further for promotion and/or tenure at this time unless the candidate informs the Department Chair in writing that he/she requests that his/her primary and secondary files be forwarded to the Dean as in paragraph I.K.1. The decision of the appropriate tenured faculty not to recommend a candidate who is not in the next to last year of a probationary appointment shall in no way prejudice future consideration of the faculty member for promotion and/or tenure.
- L. A final list of candidates, whose folders will be forwarded to the Dean of the College of Science and Mathematics, will be distributed by the Department Chair to the appropriate tenured faculty and the Dean by the current calendar date.
- M. Each appropriate tenured faculty member is encouraged to write a letter either supporting or not supporting those candidates' promotion and/or tenure whose folders will be forwarded to the Dean of the College of Science and Mathematics. These letters will include the rationale of the individual's vote and will be sent directly to the Dean of the College so that they are received by the Dean's office not later than the current calendar date.
- N. All material for each candidate for promotion and/or tenure along with the Department Chair's recommendation (provided the Department Chair did not vote at the unit level) will be submitted to the Dean of the College of Science and Mathematics by the current calendar date.
- O. 1. A list of those candidates considered but not recommended for promotion and/or tenure together with a record of all vote counts (including abstentions) will be forwarded via normal administrative channels to the University Committee on Tenure and Promotions.

2. A list of those faculty not wishing to be considered for promotion and/or tenure will be forwarded via normal administrative channels.

P. The procedures for hiring personnel with tenure will follow the guidelines set forth by University policies and procedures.

II. CRITERIA FOR PROMOTION AND TENURE

Recommendations for promotion to or tenure at a professorial rank of a statistics faculty member will be based on the faculty member's past performance and promise of further accomplishments in a combination of the general areas of academic endeavor:

1. Teaching;
2. Research and scholarly accomplishment;
- 3i. Statistical consulting and/or 3ii. Service to the University, public, and profession.

Recommendations for promotion to or tenure at either Associate Professor or Professor will be based on the strength of evidence indicating the appropriate level of performance in the areas of (1) teaching, (2) research, and (3i) statistical consulting and/or (3ii) service. The levels of performance will be rated as Outstanding, Very Good, Good or Inadequate and will necessarily require higher standards set for promotion to or tenure at higher ranks. The specific evidence of performance in the each of the areas is listed below.

1. Evidence of teaching effectiveness and performance includes
 - (a) the regular College of Science and Mathematics teaching evaluations by students;
 - (b) the regular peer evaluations done by faculty colleagues;
 - (c) attraction of students;
 - (d) direction of master's or senior thesis students;
 - (e) development of new courses, curricula, or teaching techniques;
 - (f) textbook writing or development of other instructional materials (such as computer packages, self-paced modules, etc.); and
 - (g) review of textbooks.

2. Evidence of research and scholarly accomplishments includes
 - (a) refereed publications that contribute to the statistics or probability literature (appearing in statistics journals or journals which support the mathematical foundations of statistics);
 - (b) refereed publications in applications of statistics in reputable journals in other disciplines;
 - (c) research grants and contracts;
 - (d) invited and contributed presentations at professional meetings or conferences;
 - (e) direction of doctoral students;
 - (f) refereeing and reviewing manuscripts for journals and research funding agencies;
 - (g) establishing a research program independent of the candidate's doctoral dissertation;
 - (h) organizing research conferences, special sessions at professional meetings, etc.;
 - (i) publishing an original, research-related, full length book or monograph in the candidate's area of expertise;
 - (j) editorial service to journals or proceedings; and
 - (k) other evidence of the candidate's scholarly reputation.
- 3i. Evidence of accomplishment in the area of statistical consulting includes
 - (a) consultation on statistical design and data analysis with other faculty, graduate students, or public and private agencies;
 - (b) contracts or grant funds obtained through consultation activities;
 - (c) quantity and quality of consultation (may be a listing of clients, aggregate of time spent, documented by letters or reports from clients, or peer evaluation);
 - (d) acknowledgments in clients' research papers resulting from consultation activities; and
 - (e) consulting on problems of a socially significant nature (such as problems with state agencies that are important to the public welfare).
- 3ii. Evidence of service to the University, public, and profession includes
 - (a) committee or administrative assignments for the Department of Statistics, College of Science and Mathematics, and University;
 - (b) student advisement;
 - (c) liaison or interdisciplinary activities;
 - (d) talks at high schools, colleges, and community organizations;
 - (e) recruiting undergraduate and graduate students;

- (f) serving on graduate student committees outside the department;
- (g) professional service to industrial concerns, government agencies, and other public entities or groups; and
- (h) activities in professional organizations.

For any professorial rank the candidate will be normally expected to have an earned doctorate or the equivalent in a statistics-related area.

Specific levels of performance in the three areas required for positive recommendations for promotion or tenure are:

A. Promotion to Assistant Professor

Evidence of (1) at least very good teaching and potential for (2) research and scholarly accomplishments.

To be rated as Very Good in Teaching for promotion to Assistant Professor, a faculty member will normally have an average class rating on the College of Science and Mathematics Student Evaluation "Overall Rating of Instructor" question of approximately Very Good or better and have been rated as at least Very Good in the majority of Peer Review Evaluations. Contributions in items II.1.(e) and/or (f) which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below these stated requirements.

B. Tenure at Assistant Professor

The criteria for tenure for an Assistant Professor shall be the same as those for promotion to Associate Professor (see II.C.). Hence, a recommendation for tenure of an Assistant Professor will normally be made only with a positive recommendation for promotion to Associate Professor.

C. Promotion to Associate Professor

Very Good performance is required in the areas of

- (1) teaching;
- (2) research and scholarly accomplishments;
- and
- (3i) consulting activities and/or (3ii) service to the University, public, and profession.

An outstanding performance in one area can compensate for a good performance in another area. Strong evidence of future growth in these areas is also an essential factor. The level of performance in research and scholarly accomplishments will be judged against statisticians at major research universities on a national basis.

To be rated as Outstanding in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally have an average class rating on the College of Science and Mathematics Student Evaluation "Overall Rating of Instructor" question over the last three years that is closer to Excellent than to Very Good, have been rated as Excellent in the majority of Peer Review Evaluations over the last three years, and have made contributions in one or more of items II.1.(c)-(g). Contributions in one or more of items II.1.(c)-(f) which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below the above stated requirements.

To be rated as Very Good in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally have an average class rating on the College of Science and Mathematics Student Evaluation "Overall Rating of Instructor" question of approximately Very Good or better over the last three years, have been rated as at least Very Good in the majority of Peer Review Evaluations over the last three years, and have made contributions in one or more of items II.1.(c)-(g). Contributions in one or more of items II.1.(c)-(f) which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below the above stated requirements.

To be rated as Good in Teaching for promotion to or tenure at the rank of Associate Professor, a faculty member will normally have an average class rating on the College of Science and Mathematics Student Evaluation "Overall Rating of Instructor" question of at least Good over the last three years, have been rated as at least Good in the majority of Peer Review Evaluations over the last three years, and have made contributions in one or more of items II.1.(c)-(g). Contributions in one or more of items II.1.(c)-(f) which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below the above stated requirements.

To be rated as Inadequate in Teaching for promotion to or tenure at the rank of Associate Professor, a candidate will not meet the criteria for being rated as Good.

To be rated as Outstanding in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate sustained high quality research and scholarly accomplishments as judged by the appropriate tenured faculty with input from the external scientists (see I.1.3). It is anticipated that this work will appear primarily in high quality refereed mainstream journals in the discipline or closely related fields and that there should be strong evidence that the candidate has developed a successful research program that is well beyond the candidate's doctoral dissertation.

There should be an indication that the candidate is developing or has developed a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have made invited or contributed presentations at professional meetings or conferences and will have refereed or reviewed manuscripts for journals or proposals for research funding agencies. There is the expectation that the candidate will have secured competitive external funding for research.

A candidate whose record would otherwise be rated Very Good in Research and Scholarly Accomplishments may be rated as Outstanding provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals which taken as a whole are judged by the appropriate tenured faculty with input from the external scientists (see I.I.3) to be of good quality.

To be rated as Very Good in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate sustained quality research and scholarly accomplishments as judged by the appropriate tenured faculty with input from the external scientists (see I.I.3). It is anticipated that this work will appear primarily in refereed mainstream journals in the discipline or closely related fields and that there should be strong evidence that the candidate has developed a successful research program that is beyond the candidate's doctoral dissertation.

There should be an indication that the candidate is developing or has developed a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have made invited or contributed presentations at professional meetings or conferences and will have refereed or reviewed manuscripts for journals or proposals for research funding agencies. There is the expectation that the candidate will have regularly sought competitive external funding for research.

A candidate whose record would otherwise be rated Good in Research and Scholarly Accomplishments may be rated as Very Good provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals which taken as a whole are judged by the appropriate tenured faculty with input from the external scientists (see I.I.3) to be of quality.

To be rated as Good in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate must demonstrate a series of research and scholarly accomplishments, some of which are judged by the appropriate tenured faculty with input from the external scientists (see I.1.3) to be of quality. It is anticipated that this work will appear primarily in refereed mainstream journals in the discipline or closely related fields and that there should be strong evidence that the candidate has developed a successful research program that is beyond the candidate's doctoral dissertation.

There should be an indication that the candidate is beginning to develop a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have made invited or contributed presentations at professional meetings or conferences and have refereed or reviewed at least one manuscript for a journal or proposal for a research funding agency. There is the expectation that the candidate will have regularly sought competitive external funding for research.

To be rated as Inadequate in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Associate Professor, a candidate will not meet the criteria for being rated as Good.

To be rated as Outstanding in Service and/or Statistical Consulting Accomplishments for promotion to or tenure at the rank of Associate Professor, the candidate will be expected to have made continued successful contributions in items II.3i and/or II.3ii that are judged by the appropriate tenured faculty to be substantial. It is anticipated that the candidate will demonstrate potential for leadership in service and/or statistical consulting.

To be rated as Very Good in Service and/or Statistical Consulting for promotion to or tenure at the rank of Associate Professor, a candidate will be expected to have made

continued contributions in items II.3i and/or II.3ii that are judged by the appropriate tenured faculty to be successful. It is anticipated that the candidate will demonstrate potential for leadership in service and/or statistical consulting.

To be rated as Good in Service and/or Statistical Consulting, a candidate will be expected to show continued participation with some success in items II.3i and/or II.3ii.

To be rated as Inadequate in Service and/or Statistical Consulting, a candidate will not meet the criteria for being rated as Good.

D. Tenure at Associate Professor

The criteria for tenure at the rank of Associate Professor are the same as those for promotion to Associate Professor with clear evidence of continued performance and growth.

E. Promotion to Professor

Outstanding performance in at least two of the three categories of

(1) teaching;

(2) research and scholarly accomplishments;

and

(3i) consulting activities and/or (3ii) service to the University, public, and profession

is required with a very good performance in the remaining category. Clear evidence of continued performance in these categories is also expected. The level of performance in research and scholarly accomplishments will be judged against statisticians at major research universities on a national basis.

To be rated as Outstanding in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally have an average class rating on the College of

Science and Mathematics Student Evaluation "Overall Rating of Instructor" question over the last five years that is closer to Excellent than to Very Good, have been rated as Excellent in the majority of Peer Review Evaluations over the last five years, and have made contributions in one or more of items II.1.(c)-(g) since his/her last promotion. Contributions in one or more of items II.1.(c)-(f) since the last promotion which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below the above stated requirements.

To be rated as Very Good in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally have an average class rating on the College of Science and Mathematics Student Evaluation "Overall Rating of Instructor" question of approximately Very Good or better over the last five years, have been rated as at least Very Good in the majority of Peer Review Evaluations over the last five years, and have made contributions in one or more of items II.1.(c)-(g) since his/her last promotion. Contributions in one or more of items II.1.(c)-(f) since the last promotion which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below the above stated requirements.

To be rated as Good in Teaching for promotion to or tenure at the rank of Professor, a faculty member will normally have an average class rating on the College of Science and Mathematics Student Evaluation "Overall Rating of Instructor" question of at least Good over the last five years, have been rated as at least Good in the majority of Peer Review Evaluations over the last five years, and have made contributions in one or more of items II.1.(c)-(g) since his/her last promotion. Contributions in one or more of items II.1.(c)-(f) since the last promotion which taken as a whole are judged by the appropriate tenured faculty to be substantial can make up for student or peer evaluations that are marginally below the above stated requirements.

To be rated as Inadequate in Teaching for promotion to or tenure at the rank of Professor, a candidate will not meet the criteria for being rated as Good.

To be rated as Outstanding in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate sustained high quality research and scholarly accomplishments since his/her last promotion as judged by the appropriate tenured faculty with input from the external scientists (see I.I.3). It is anticipated that this work will appear primarily in high quality refereed mainstream journals in the discipline or closely related fields.

There should be strong evidence that the candidate has developed a national or international reputation in the field. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have contributions in at least two of items II.2. (d), (f), (h), (i), and (j) since his/her last promotion which are judged by the appropriate tenured faculty to be substantial. There is the expectation that the candidate will have obtained competitive external funding for research since his/her last promotion.

A candidate whose record would otherwise be rated Very Good in Research and Scholarly Accomplishments may be rated as Outstanding provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals over a sustained period since his/her last promotion which taken as a whole are judged by the appropriate tenured faculty with input from the external scientists (see I.I.3) to be of good quality.

To be rated as Very Good in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate sustained quality research and scholarly accomplishments since his/her last promotion as judged by the appropriate tenured faculty with input from the external scientists (see I.I.3). It is

anticipated that this work will appear primarily in refereed mainstream journals in the discipline or closely related fields.

There should be an indication that the candidate has developed a national or international reputation in his/her major areas of research. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have contributions in at least two of items II.2. (c), (d), (f), (h), (i), and (j) since his/her last promotion which are judged by the appropriate tenured faculty to be substantial. There is the expectation that the candidate will have regularly sought competitive external funding for research.

A candidate whose record would otherwise be rated Good in Research and Scholarly Accomplishments may be rated as Very Good provided that he/she also has authored or co-authored refereed publications in applications of statistics in reputable journals over a sustained period since his/her last promotion which taken as a whole are judged by the appropriate tenured faculty with input from the external scientists (see I.I.3) to be of quality.

To be rated as Good in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, the candidate must demonstrate a continuing series of research and scholarly accomplishments, some of which are judged by the appropriate tenured faculty with input from the external scientists (see I.I.3) to be of quality, since his/her last promotion. It is anticipated that this work will appear primarily in refereed mainstream journals in the discipline or closely related fields.

There should be an indication that the candidate is at least nationally known in his/her main area of research. Thus, in addition to the candidate's refereed papers, it is anticipated that the candidate will have contributions in at least two of items II.2. (c), (d), (f), (h), (i), and (j) since his/her last promotion. There is the expectation that the candidate will have regularly sought competitive external funding for research.

To be rated as Inadequate in Research and Scholarly Accomplishments for promotion to or tenure at the rank of Professor, a candidate will not meet the criteria for being rated as Good.

To be rated as Outstanding in Service and/or Statistical Consulting Accomplishments for promotion to or tenure at the rank of Professor, the candidate will be expected to make continued successful contributions in items II.3i and/or II.3ii since his/her last promotion that are judged by the appropriate tenured faculty to be substantial. It is anticipated that the candidate will have had a substantial and successful leadership role in service and/or statistical consulting since his/her last promotion.

To be rated as Very Good in Service and/or Statistical Consulting for promotion to or tenure at the rank of Professor, a candidate will be expected to make continued contributions in items II.3i and/or II.3ii since his/her last promotion that are judged by the appropriate tenured faculty to be successful. It is anticipated that the candidate will have had a successful leadership role in service and/or statistical consulting since his/her last promotion.

To be rated as Good in Service and/or Statistical Consulting for promotion to or tenure at the rank of Professor, a candidate for promotion to or tenure at the rank of Professor, will be expected to have a record of continued participation with some success in items II.3i and/or II.3ii since his/her last promotion.

To be rated as Inadequate in Service and/or Statistical Consulting for promotion to the rank of Professor, a candidate will not meet the criteria for being rated as Good.

F. Tenure at Professor

The criteria for tenure at the rank of Professor shall be that the candidate meets the requirements for the rank of Professor with clear evidence of continued performance and growth.