

Kanbar College of Design, Engineering & Commerce

Supplement to the Thomas Jefferson University Faculty Handbook

Approved by the Executive Committee on March 23, 2021

Office of the Dean
Office of Faculty Affairs

KANBAR COLLEGE OF DESIGN, ENGINEERING & COMMERCE

Supplement to TJU Faculty Handbook

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APPENDIX

Authority of Faculty Handbook

In the event that any portion of this college specific handbook conflicts or is inconsistent with the language set forth in the TJU Faculty Handbook, the TJU Faculty Handbook controls and supersedes this handbook.

1. MISSION OF THE COLLEGE

Thomas Jefferson University's Kanbar College of Design, Engineering and Commerce (C-DEC) provides a multidimensional understanding of design, engineering and business by bringing together these rapidly evolving fields in an innovative, integrated educational experience that prepares students to think critically about the world.

The Schools of Business and Design and Engineering comprise the Kanbar College of Design, Engineering, and Commerce, and its programs provide students with strong disciplinary skills, a balanced grounding in the liberal arts and an understanding of the relationship of their fields to each other and the spectrum of professional careers and opportunities. Faculty from each discipline collaborate to promote in students a heightened self-awareness, the ability to work in multidisciplinary teams, to use methods for innovating in order to secure the job opportunities of today and to adapt to the emerging fields of tomorrow. The goals of the Kanbar College are to create a dynamic educational platform for students to:

- Become professionals who can adapt to the changing work place.
- Navigate complexity and understand its underlying frameworks.
- Integrate knowledge domains.
- Work effectively in teams and value diverse perspectives.
- Find new ways of adding value to the world.

2. COLLEGE GOVERNANCE - COLLEGE COMMITTEES

Section 2 includes the standing committees in the Kanbar College.

2.1 EXECUTIVE COMMITTEE

2.1.1 Function

The Executive Committee of Kanbar College (ECKC) has primary authority for academic and faculty affairs in the college, including responsibility for policies related to the educational programs of the college. Standing committees of the college submit recommendations and annual reports to the Executive Committee. Except where a college standing committee is afforded by the Bylaws authority specifically to make decisions, the ECKC shall receive the recommendations of the standing

committees of the college and shall vote on matters brought before it by the standing committees. In areas where the faculty of the college have authority as outlined in the Bylaws, action of the Executive Committee may be reversed by the Voting Body of the General Faculty of the college. Reversal of an Executive Committee action shall require the support of a majority of the voting members of the eligible faculty in the college. The procedure for addressing reversals of Executive Committee actions is set forth as follows:

1. The request for a vote is made in writing to the Dean of the College with a copy to the Executive Committee.
2. The Dean determines whether the request for a vote addresses an area where the faculty have the authority to seek a reversal of an Executive Committee decision.
3. Vote is timely held and eligible faculty in the College may participate.
4. Vote may be taken by mail ballot or any other method, electronic or otherwise.
5. The Dean or the Dean's designee is responsible for tallying the vote and relaying the results to the faculty and the Executive Committee.
6. The reversal of an Executive Committee action requires the support of a majority of the voting members of the eligible faculty.

2.1.2 Membership

The Kanbar College's Executive Committee shall be chaired by the Dean of the Kanbar College or, when necessary, a designee.

The Kanbar College's Executive Committee consists of the Dean, School Deans, program leaders, and two (2) elected representatives of the full-time Senior Faculty in the college. The elected faculty representatives should not reside in the same school.

The Dean may invite others, such as, but not limited to, ancillary deans and administrators, to attend the Executive Committee meetings as non-voting guests.

2.1.3 Meetings and Minutes

The Executive Committee must meet at least six (6) times per year. The Dean may establish a more frequent meeting schedule at their discretion. The meeting schedule shall be published prior to the start of each academic year. Minutes will be made available to the general faculty of the college as appropriate.

2.2 COLLEGE COMMITTEE ON GOVERNANCE

2.2.1 Function

The Committee on Governance shall oversee the membership of college-level standing and special committees as well as college representation to university-level committees, unless specified otherwise in the Bylaws.

The Committee on Governance shall administer the nomination and election process for those university and college-level committees requiring election of faculty representatives. In cases where appointment to university and college-level committees is required, the Committee on Governance shall appoint faculty to committees after consultation with the Dean. The Committee on Governance

shall ensure faculty proposed for election or appointment to university or college-level committees meet established requirements for said committee.

Upon a majority vote of any committee, the Committee on Governance may authorize the replacement of a committee member for absenteeism, failure to participate in the committee process, or other good cause shown, but a committee member shall not be replaced on the grounds that the committee disagrees with the committee member's position on issues before the committee. In the event the Committee on Governance authorizes such replacement, the committee member shall be replaced with a new member selected in the manner in which similarly situated members of the committee in question are typically selected.

The Committee on Governance shall announce election outcomes for committee assignments to the full faculty of the college. It shall maintain the official list of the college's representatives to university committees and college committees, per procedures outlined in the Faculty Handbook.

2.2.2 Membership

The Committee on Governance shall be composed of members of the college's faculty who have just completed terms as the college's elected representatives to the Faculty Advisory Council or the college's Executive Committee. The Committee on Governance should be comprised of between three (3) and six (6) individuals, each of whom will serve a two-year term. In the event there is an insufficient number of eligible faculty to meet the minimum membership, the dean, in consultation with the Executive Committee, will appoint members. In the event there are more than six (6) individuals who meet the criteria for service, the Executive Committee will choose members by lottery.

A chair will be selected by and from among the faculty members of the committee. Members of the Committee on Governance may not be on ballots for college or university committees during their service. Members of the Committee on Governance may serve on a college or university committee as appointed members if requested by the college's Executive Committee.

2.2.3 Meetings and Minutes

The Committee on Governance meets as necessary to conduct its business.

2.3 COLLEGE CURRICULUM COMMITTEE

2.3.1 Function

The work of the College Curriculum Committee transcends the interests or responsibilities of the Kanbar College's individual departments and academic programs. The committee has general authority and responsibility for the overall design, management, integration, evaluation and enhancement of the educational programs within the college. The committee ensures the integrity, cohesion, and excellence of the curriculum of each of the educational programs within the college, per the procedures outlined in the Faculty Handbook. The committee monitors compliance with program policies, such as policies on timeliness of grades and student workload.

2.3.2 Membership

The College Curriculum Committee must consist of at least three (3) members of the Voting Body of the General Faculty. Additional members may be added at the recommendation of the Committee on Governance. There should be at least one member for each school in the Kanbar College and at least one at-large member from the Kanbar College.

The College Curriculum Committee may have representatives of the student body; the number should be appropriate to the type and size of the college student body and shall comply with any applicable accreditation requirements. The term of student representatives and whether students are voting or non-voting will be determined by the college's Committee on Governance.

Advisory members are invited as needed as non-voting guests.

2.3.3 Meetings and Minutes

Meetings are typically held monthly and can be waived if all members agree and there is no business requiring in-person review. Minutes will be taken and made available to the General Faculty of the college.

2.4 COLLEGE COMMITTEE ON ACADEMIC OUTCOMES ASSESSMENT

2.4.1 Function

The committee on Academic Outcomes Assessment will promote and sustain a college-wide culture of assessment, focusing on program-level learning outcomes and educational objectives, student-learning objectives for courses in a program's curriculum, and educational offerings within the broader context of the university's institutional learning outcomes and other areas, as required by accreditation standards. As applicable, the committee will ensure that student experiences and learning outcomes are comparable across instructional sites. The committee will establish guidelines and a schedule for assessment tasks for the academic year, review assessment procedures, and provide feedback to departments for continued improvements in assessment practices.

2.4.2 Membership

The College Committee on Academic Outcomes Assessment will have at least 3 elected members, one from each school in the Kanbar College and one from the Kanbar College at large. The College Committee on Governance manages eligibility requirements for the committee.

The committee may choose to invite additional advisory, non-voting participants as needed.

The chair of the college committee on Academic Outcomes Assessment will represent the college on the University Committee on Educational Quality.

2.4.3 Meeting and Minutes

The Committee on Academic Outcomes Assessment meets as necessary to conduct its business. Minutes will be taken and made available to the General Faculty of the college.

2.5 COLLEGE COMMITTEE ON FACULTY AFFAIRS

2.5.1 Function

The Committee on Faculty Affairs reviews and makes recommendations to the Executive Committee regarding academic appointments of ranked members of the faculty, including initial faculty

appointments, subsequent faculty promotions, the awarding of tenure, and applications to the university's sabbatical program, that have been reviewed by and received initial approval of the dean of the college. At the discretion of the dean, the committee may be asked to provide peer review with respect to the academic achievement of faculty as it relates to the reappointment of the faculty member.

With regard to faculty appointment, promotion and tenure, the committee ensures compliance with the policies and procedures outlined in the Faculty Handbook. Members must maintain confidentiality and discretion in all matters handled and discussed by the committee.

2.5.2 Membership

The Committee on Faculty Affairs will be comprised of at least three (3) Senior Faculty.

One member is selected from the Senior Faculty of each school in the Kanbar College and one at large Senior Faculty from the Kanbar College. The College Committee on Governance manages eligibility requirements for committee membership

Additional members may be added from among the Senior Faculty if needed to conduct the committee's business. At the discretion of the dean, the Committee on Governance may be asked to appoint members of the volunteer or affiliated faculty who hold a rank of associate or professor.

The chair is selected by and from among the members of the committee.

Ad hoc committees may be formed to assist committee members in the evaluation of faculty candidates during the promotion or tenure process.

The dean shall have a vote on all matters that come before this committee with the exception of appointment, promotion, and tenure.

2.5.3 Membership and Minutes

The Committee on Faculty Affairs meets as necessary to conduct its business.

2.6 COLLEGE COMMITTEE ON DIVERSITY AND INCLUSION ACTION

2.6.1 Function

The committee shall advise the dean as to 1) college priorities to foster a diverse and inclusive working and learning environment 2) actions and resources necessary to enhance diversity and inclusion within the college.

2.6.2 Membership

Membership will be determined by the college's executive committee but must include faculty, staff and student representation.

2.6.3 Meeting and Minutes

The committee shall meet as necessary to conduct its business. Minutes will be taken and made available to the General Faculty of the college.

2.7 DEAN'S FACULTY ADVISORY COUNCIL

2.7.1 Function

This committee will serve in an advisory capacity to the dean on matters of faculty welfare and affairs specific to the college. The council will assist the Dean in setting the agenda for the college's general faculty meetings.

2.7.2 Membership

The college's faculty elected to serve on the University Faculty Advisory Council will comprise the Dean's Faculty Advisory Council. The faculty elected as Faculty Advisory Council member alternates will also attend meetings of the Faculty Advisory Council as will any elected at-large members of the University Faculty Advisory Council that have their primary faculty appointment in the Kanbar College along with their alternates.

2.7.3 Minutes

The council will work with the College Dean to determine an appropriate meeting schedule.

3. TRACKS IN THE KANBAR COLLEGE OF DESIGN, ENGINEERING AND COMMERCE

3.1 OVERVIEW OF UNIVERSITY TRACKS

General dental on faculty tracks can be found in Section 6 in the TJU Faculty Handbook

3.1.1 Unprefixed Tracks in use in the Kanbar College of Design, Engineering and Commerce

- Tenure
- Teacher Scholar
- Practice Scholar

3.1.2 Prefixed Tracks in use in the Kanbar College of Design, Engineering and Commerce Research

- Teaching
- Practice

4. ACADEMIC CREDENTIALS REQUIRED FOR A FACULTY APPOINTMENT IN THE COLLEGE BY DISCIPLINE

4.1 DEGREE RECOGNITION

In assessing a prospective or current faculty member's academic credentials, the University recognizes degrees from domestic institutions accredited by the U.S. Department of Education as well as degrees from similarly accredited foreign institutions. Honorary degrees will be not be considered.

4.2 MINIMUM CREDENTIALS FOR TRACKS IN THE KANBAR COLLEGE

Faculty appointments in the Kanbar College will be considered for educators and researchers who provide substantive contributions to the academic programs in the college.

More information on the minimum credentials can be found in the appendix.

5. EVIDENCE FOR ACHIEVEMENT FOR APPOINTMENT, PROMOTION AND TENURE

USING EVIDENCE OF ACHIEVEMENT IN THE CONSIDERATION OF APT MILESTONES

All applications for appointment or promotion are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide context and general guidance for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment or promotion – the effort that is necessary but typically insufficient in itself to ensure that the candidate meets the milestone. Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate meets University milestones.

The evidence for achievement for appointment, promotion and tenure can be found in the appendix. In consultation with the Provost's Office, the evidence of achievement criteria has been developed to ensure faculty exemplify a high standard of professionalism and academic competence.

6. COLLEGE-SPECIFIC PROCEDURES FOR FACULTY APPOINTMENTS, PROMOTIONS, TENURE, PERIODIC REVIEW OF FACULTY ON UNPREFIXED TRACKS AND TRACK CHANGE

Those actions that require board approval should be completed by June of the academic year. A typical timeline in preparation for Board of Trustees review is below.

- Open Dossier and External Reviewer list Submittal: October – December
- External Review and Internal procedural review: December - February
- Order of committee review:
 - College Personnel Committee – February/March
 - College Executive Committee - March/April
 - University A/P/T Committee (EastFalls)April/May

- o Provost (for tenure) - May

7. COLLEGE-SPECIFIC PROCEDURES FOR CONSIDERATION OF SABBATICALS AND OTHER ACADEMIC LEAVES

The Dean of the College encourages faculty to apply for sabbaticals and other types of leaves that afford intensive, dedicated focus on research, scholarship or creative work, as appropriate.

Sabbatical Application and Review Process

Through annual performance evaluation and also formal mentorship on professional activity, faculty will develop a plan for their research, scholarship and/or creative work and a trajectory that may include grantsmanship and a sabbatical application. This will enable colleges to gauge interest and manage an “application pipeline” that considers curricular offerings; leave replacements, as appropriate; and budget.

If through this process a faculty member declares interest in a sabbatical, this initiates the planning cycle.

Faculty must seek permission to apply for a sabbatical leave from their supervisor. A faculty member’s plan needs to include:

- o The scholarship plan (a description of the work to be done during the sabbatical)
- o The “replacement” plan (teaching, service, administration, etc.)
- o The funding plan (if financial support is needed to perform the scholarly work)
- o The anticipated deliverables (and how they impact the College and University strategic plans)

If permission is granted and the Dean and supervisor approve of the proposed leave, the supervisor notifies the department chair or Dean, accordingly.

The Dean must recommend an application before the faculty may submit to the College Faculty Affairs Committee.

8. PROGRAMS IN THE COLLEGE

8.1 MENTORSHIP PROGRAM

The Mentorship Program is intended to establish a college-wide infrastructure to further the institution’s and college’s philosophy of a “culture of mentorship” for faculty—from entry into the ranks through promotion to Professor. This program seeks to enhance retention of qualified faculty and expedite orientation of new faculty.

The Office of the Dean shall be responsible for coordinating the Mentorship Program.

8.2 ORIENTATION OF NEW FACULTY

All new employed Kanbar College faculty are required to attend the TJU Employee Orientation as well as the TJU New Faculty Orientation administered by the Office of Faculty Affairs and to complete any Kanbar College specific orientation programs.

8.3 RESOURCES FOR FACULTY AND PROFESSIONAL DEVELOPMENT

8.3.1 Professional Development Funds

Within limits of its resources, the College will assist professional development when appropriate. Faculty can consult with their dean for guidance and suggestions on programs of development. As set forth in the TJU Faculty Handbook, the University provides resources to support research and pedagogy. Faculty should consult with the appropriate university level committees and educational resources.

8.3.2 Course Releases for research

Faculty should consult the School and College Dean to request course releases. These requests must be made with sufficient lead time to give the School and College time to plan for the accommodation if the request is approved.

9. FACULTY AWARDS IN THE KANBAR COLLEGE OF DESIGN, ENGINEERING AND COMMERCE

9.1. College-level Awards

The Kanbar College may elect to administer college and/or school-level awards. The Dean's Office will manage the awards process. In cases where school-level awards are administered, the School Dean will manage the awards process.

9.2. External Awards, nomination for

Each School in the Kanbar College is responsible for identifying discipline-specific awards and assisting in nominating qualified faculty. The Dean's Office assists with nominating faculty for awards when applicable.

9.3. University Awards (procedures for nomination)

The Thomas Jefferson University Provost Faculty Awards recognize the dedication and achievements of the university faculty in all stages of their careers. All faculty members of the University are eligible to be nominated if they meet the requirements for the award.

The awards recognize faculty in the following categories: Education, Mentoring, Discovery, Service, Faculty Team Achievement, and Career

10. PROCEDURES FOR ADMINISTRATION OF THE ANNUAL PERFORMANCE EVALUATION FOR FACULTY IN THE KANBAR COLLEGE OF DESIGN, ENGINEERING AND COMMERCE

All full-time faculty are required to receive an Annual Performance Review (APR) as described in the *TJU Faculty Handbook*. The dean of each school or designee is required to provide the review for a faculty member.

11. GENERAL FACULTY MEETINGS FOR FACULTY IN THE KANBAR COLLEGE OF DESIGN, ENGINEERING AND COMMERCE

The first faculty meeting of each fall and spring term is typically administered by the college dean. Other meetings during the academic year are generally administered by school deans for their respective schools.

12. CONSIDERATIONS FOR ADJUNCT INSTRUCTORS IN THE KANBAR COLLEGE

The education of the College's students relies heavily on adjunct faculty who serve as experts in industry with appropriate academic credentials. Adjunct faculty are expected to abide by all relevant policies governing the education of students enrolled in courses administered by the Kanbar College. Adjunct faculty are expected to display appropriate professional knowledge of their subject, be effective teachers, and provide a respectful learning environment. Adjunct faculty appointments may be terminated at the discretion of the Dean.

The Kanbar College may utilize adjunct faculty in non-instructional roles when appropriate.

Adjunct faculty may be eligible for faculty awards and/or committee service as appropriate to the award or committee description, respectively.

13. COLLEGE-SPECIFIC POLICIES/PROCEDURES/GUIDELINES

13.1 REQUIREMENTS FOR ATTENDANCE AT ACADEMIC EVENTS

It is an inherent educational responsibility of faculty at the University to assist in the development of an enriched and well-rounded program of student activities and organizations that enhance the educational experience of students at the University. In this regard, faculty are expected to support co-curricular programming or activities.

Faculty members assist in the planning and execution of student recruitment events and activities.

Faculty members may also assist in the planning and execution of orientation programs for new students.

Full-time faculty members are expected to attend meetings of the University and College Faculty and convocations (in academic costume if required) and other public observances of the University. Commencement is one of the most important observances of the academic year.

Faculty seeking exception from the requirements for attendance at academic events must consult the dean

13.2 FACULTY WORKLOAD

The distribution of faculty effort towards mission areas is set by the faculty member's supervisor and dean based on the needs of the department, college, and university. Administrative roles serve at the discretion of the relevant supervisor for the role and may be discontinued at the discretion of the supervisor. If the relevant supervisor is not the faculty member's dean, the supervisor must consult with the dean in advance. Faculty members with effort on grants or contracts should abide by relevant policies related to effort and the certification of effort.

Typical workload for 9-month faculty is equivalent to 24 credits per academic year.

13.3 STUDENT ADVISEMENT, OFFICE HOURS, ETC.

Students are assigned members of the faculty as their academic advisors. So that students have the opportunity to meet with members of the faculty, faculty members should be available in their offices at stated hours. A minimum of three (3) hours per week is typically suggested. In addition, faculty members should be available to meet with students by appointment.

13.4 COLLEGE SERVICE

It is expected that full-time faculty take part in service at the university and that a portion of the service for a faculty member take place within the Kanbar College. Faculty seeking an exception should consult the dean. Service to the college may take many forms, including but not limited to: service on college, or university committees; mentoring faculty where applicable; serving as the faculty advisor for a student committee; and actively contributing to education and research programs as appropriate to the faculty's area of expertise.

13.5 TIMELY COMPLETION OF GRADES

Faculty are required to abide by all grade submission deadlines set by the Registrar's Office. The submission dates are published on the academic calendar.

13.6 ASSESSMENT OF STUDENT LEARNING

Program directors are required to complete yearly assessment reports. Instructors must support this requirement by carrying out assessment in courses as needed.

13.7 EXTRA-UNIVERSITY ACTIVITIES, E.G. CONSULTANCY, GUEST TEACHING, ETC.

Policy No: 107.03 in the *TJU Faculty Handbook* (appendix II) contains the University's Conflict of Interest and Conflict of Commitment Policies surrounding extra-university activities.

13.8 REQUEST FOR TIME OFF AND COVERAGE OF DUTIES

Faculty members must secure permission of their supervisor before scheduling vacation, personal time, or other elective absences to ensure that the essential functions of the faculty member and program are covered. In the case of unplanned absences such as related to illness, the faculty member should notify the

supervisor of the absence as soon as practicable and, when possible and where appropriate, assist the supervisor in identifying duties that require coverage.

14. PROCEDURE TO AMEND/UPDATE THE KANBAR COLLEGE SUPPLEMENT TO THE TJU FACULTY HANDBOOK

Substantive amendment(s) to the Kanbar College Supplement to the TJU Faculty Handbook may be made by the College's Executive Committee after the proposed amendments have been made available to the college's faculty at least 30 days prior to the Executive Committee session when the vote on the proposed amendment(s) will occur. Additionally, non-substantive amendments and amendments deemed necessary by the Dean of the College for accreditation purposes may be made by the Dean of the College after consultation with the Provost (or if the Dean and the Provost are the same person, with the provost staff member primarily responsible for academic affairs). Amendment(s) to the Kanbar College of Design, Engineering and Commerce's Supplement to the TJU Faculty. All amendments are subject to the approval of the Provost.

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Kanbar College of Design, Engineering & Commerce

Appendix to the Supplement to the Kanbar College of Design, Engineering and Commerce to the Thomas Jefferson University Faculty Handbook

Approved by the Executive Committee on 1/24/2023

Office of the Dean
Office of Faculty Affairs

The information contained in the appendix are guidelines not policies, and may be subject to revision as needed by the Office of the Dean.

APPENDIX

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1. RESEARCH

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide **context and general guidance** for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. **Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure**, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate **meets University milestones**. While it is expected that candidates will have strengths in particular milestones, **all milestones must be achieved** for appointment, promotion, or tenure, as applicable.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution. **Kanbar College/School of Business**

1.1 TENURE TRACK FOR BUSINESS

Rank: Promotion from Assistant to Associate to Full

MILESTONE: Research/Scholarship

Associate Professor Milestone: The candidate's portfolio of original research/scholarship/creative work provides a clear and defined contribution to the discipline and demonstrates focus and skill. While the candidate's portfolio of work may be considered "emerging" in the discipline, the contributions must be evaluated as meaningful by academic leaders and peers in the discipline.

Tenure Milestone: Evidence of sustained, original, and substantive intellectual and/or creative contributions to the faculty member's discipline, which have had a demonstrable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Professor Milestone: The candidate's portfolio of research/scholarship/creative work reflects persistence and significant, original, ongoing contributions to the discipline, and overall demonstrates enduring and measurable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Tenure Track for Business

Examples of Evidence	Guidelines for Meeting the Career Development Milestone
<p>Primary Evidence A sustained record of scholarship that demonstrates expertise and contributes to the body of knowledge in one’s discipline.</p> <p>PUBLICATIONS</p> <ul style="list-style-type: none"> • Peer-reviewed articles in academic journals • Peer-reviewed articles in practitioner journals • Published book or authoring chapter(s) in a book • Published textbook (1st edition) • Case Studies <p>CONFERENCE</p> <ul style="list-style-type: none"> • Peer reviewed paper/poster presentations • Peer reviewed proceedings • Invited Speaker <p>GRANT</p> <ul style="list-style-type: none"> • External grant • Internal grant 	<p>APPOINTMENT/PROMOTION TO ASSOCIATE PROFESSOR Candidate demonstrates a defined research agenda focused on their field and evidence of sustained effort in terms of their scholarship. There must be a clear trajectory for active scholarship into the future, which might include manuscripts at different stages of publication (such as papers submitted or in-progress, peer-reviewed conference presentations, proceedings, or other appropriate activities). The scholarly contributions must be viewed as impactful within one’s field. Minimum criteria for considerations include:</p> <ul style="list-style-type: none"> • Multiple peer-reviewed publications in scholarly academic journals. Articles must be published in discipline appropriate peer-reviewed venues. <p>TENURE REVIEW (for Tenure track faculty) The candidate must meet the minimum criteria of promotion to associate professor. In addition, there must be evidence of independent research as shown by publication in a reputed peer reviewed journal as lead author. The body of work must be recognized by academic peers as making an impactful contribution to the discipline. Minimum criteria for consideration include:</p> <ul style="list-style-type: none"> • Sustained contribution to the discipline through publications in peer reviewed journals of medium to high impact, including publications which have lead authorship. <p>PROMOTION TO FULL PROFESSOR The candidate’s portfolio of scholarship must be rated as ‘outstanding’ by academic peers in the discipline. The scholarship must be disseminated in reputed national and international outlets with high impact. Candidate must demonstrate sustained, impactful scholarship, measured primarily by regular publications in peer reviewed journals.</p> <p><u>Impact:</u> Faculty citations are commonly used to demonstrate impact. However, impact could also be expanded to include journal ranking, adoption of research in business practices, contribution to individual and institutional reputation, social media metrics, influence on economy and broader policy discussions.</p>

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide **context and general guidance** for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. **Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure**, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate **meets University milestones**. While it is expected that candidates will have strengths in particular milestones, **all milestones must be achieved** for appointment, promotion, or tenure, as applicable.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

1.2 TENURE TRACK FOR DESIGN

Rank: Promotion from Assistant to Associate to Full

MILESTONE: Research/Scholarship

Associate Professor Milestone: The candidate's portfolio of original research/scholarship/creative work provides a clear and defined contribution to the discipline and demonstrates focus and skill. While the candidate's portfolio of work may be considered "emerging" in the discipline, the contributions must be evaluated as meaningful by academic leaders and peers in the discipline.

Tenure Milestone: Evidence of sustained, original, and substantive intellectual and/or creative contributions to the faculty member's discipline, which have had a demonstrable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Professor Milestone: The candidate's portfolio of research/scholarship/creative work reflects persistence and significant, original, ongoing contributions to the discipline, and overall demonstrates enduring and measurable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Tenure Track for Design

Examples of Evidence	Guidelines for Meeting the Career Development Milestone
<p><u>Primary Evidence</u> A sustained record of scholarship that demonstrates expertise and contributes to the body of knowledge in the Design discipline.</p> <p>PUBLICATIONS</p> <ul style="list-style-type: none"> • Peer-reviewed articles in academic journals • Peer-reviewed articles in practitioner journals • Peer-reviewed articles in National/International Design Organization Publications (e.g. IDSA, AIGA) • Published book or authoring chapter(s) in a book • Published textbook (1st edition) • Case Studies <p>CONFERENCE</p> <ul style="list-style-type: none"> • Peer reviewed paper/poster presentations • Peer reviewed proceedings • Invited Speaker <p>GRANT</p> <ul style="list-style-type: none"> • External grant • Internal grant 	<p>APPOINTMENT/PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR – Tenure Track</p> <p>Candidate demonstrates:</p> <ul style="list-style-type: none"> • a defined research agenda focused on their field • evidence of sustained effort in terms of their scholarship. • a clear trajectory for active scholarship into the future, which might include manuscripts at different stages of publication (such as papers submitted or in-progress, peer-reviewed conference presentations, proceedings, or other appropriate activities). • scholarly contributions must be viewed as impactful within one’s field. <p>Minimum criteria for considerations include:</p> <ul style="list-style-type: none"> • Multiple peer-reviewed publications in scholarly academic journals. Articles must be published in discipline appropriate peer-reviewed venues. <p>TENURE REVIEW</p> <p>The candidate must meet the minimum criteria of promotion from assistant to associate professor. In addition, there must be evidence of independent research as shown by publication in a reputed peer reviewed journal as lead author. The body of work must be recognized by academic peers as making an impactful contribution to the discipline.</p> <p>Minimum criteria for consideration include:</p> <ul style="list-style-type: none"> • Sustained contribution to the discipline through publications in peer reviewed journals of medium to high impact, including publications which have lead authorship. <p>PROMOTION FROM ASSOCIATE TO FULL PROFESSOR – Tenure Track</p> <p>Candidate demonstrates:</p> <ul style="list-style-type: none"> • a portfolio of scholarship that is rated as ‘outstanding’ by academic peers in the discipline. • scholarship that is disseminated in reputed national and international outlets with high impact. • sustained, impactful scholarship, measured primarily by regular publications in peer reviewed journals. <p><u>Impact:</u> Faculty citations are commonly used to demonstrate impact. However, impact could also be expanded to include journal rankings, adoption of research in business practices, contribution to individual and institutional reputation, social media metrics, influence on economy and broader policy discussions.</p>

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide **context and general guidance** for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. **Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure**, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate **meets University milestones**. While it is expected that candidates will have strengths in particular milestones, **all milestones must be achieved** for appointment, promotion, or tenure, as applicable.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

Kanbar College/School of Design and Engineering

1.3 TENURE TRACK FOR ENGINEERING

Rank: Promotion from Assistant to Associate to Full

MILESTONE: Research/Scholarship

Associate Professor Milestone: The candidate's portfolio of original research/scholarship/creative work provides a clear and defined contribution to the discipline and demonstrates focus and skill. While the candidate's portfolio of work may be considered "emerging" in the discipline, the contributions must be evaluated as meaningful by academic leaders and peers in the discipline.

Tenure Milestone: Evidence of sustained, original, and substantive intellectual and/or creative contributions to the faculty member's discipline, which have had a demonstrable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Professor Milestone: The candidate's portfolio of research/scholarship/creative work reflects persistence and significant, original, ongoing contributions to the discipline, and overall demonstrates enduring and measurable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Tenure Track for Engineering

Examples of Evidence	Guidelines for Meeting the Career Development Milestone
<p><u>Primary Evidence</u> A sustained record of scholarship that demonstrates expertise and contributes to the body of knowledge in the Engineering discipline.</p> <p>PUBLICATIONS</p> <ul style="list-style-type: none"> • Peer-reviewed articles in academic journals • Peer-reviewed articles in practitioner journals • Peer-reviewed articles in National/International Engineering Organization Publications (eg. ASEE, ASME) • Published book or authoring chapter(s) in a book • Published textbook (1st edition) • Case Studies <p>CONFERENCE</p> <ul style="list-style-type: none"> • Peer reviewed paper/poster presentations • Peer reviewed proceedings • Invited Speaker <p>GRANT</p> <ul style="list-style-type: none"> • External grant • Internal grant 	<p>APPOINTMENT/PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR – Tenure Track</p> <p>Candidate demonstrates:</p> <ul style="list-style-type: none"> • a defined research agenda focused on their field • evidence of sustained effort in terms of their scholarship. • a clear trajectory for active scholarship into the future, which might include manuscripts at different stages of publication (such as papers submitted or in-progress, peer-reviewed conference presentations, proceedings, or other appropriate activities). • scholarly contributions must be viewed as impactful within one’s field. <p>Minimum criteria for considerations include:</p> <ul style="list-style-type: none"> • Multiple peer-reviewed publications in scholarly academic journals. Articles must be published in discipline appropriate peer-reviewed venues. <p>TENURE REVIEW</p> <p>The candidate must meet the minimum criteria of promotion from assistant to associate professor. In addition, there must be evidence of independent research as shown by publication in a reputed peer reviewed journal as lead author. The body of work must be recognized by academic peers as making an impactful contribution to the discipline.</p> <p>Minimum criteria for consideration include:</p> <ul style="list-style-type: none"> • Sustained contribution to the discipline through publications in peer reviewed journals of medium to high impact, including publications which have lead authorship. <p>PROMOTION FROM ASSOCIATE TO FULL PROFESSOR – Tenure Track</p> <p>Candidate demonstrates:</p> <ul style="list-style-type: none"> • a portfolio of scholarship that is rated as ‘outstanding’ by academic peers in the discipline. • scholarship that is disseminated in reputed national and international outlets with high impact. • sustained, impactful scholarship, measured primarily by regular publications in peer reviewed journals. <p><u>Impact:</u> Faculty citations are commonly used to demonstrate impact. However, impact could also be expanded to include journal ranking, adoption of research in business practices, contribution to individual and institutional reputation, social media metrics, influence on economy and broader policy discussions.</p>

1.4 TEACHER/SCHOLAR TRACK FOR BUSINESS

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide **context and general guidance** for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. **Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure**, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate **meets University milestones**. While it is expected that candidates will have strengths in particular milestones, **all milestones must be achieved** for appointment, promotion, or tenure, as applicable.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

Kanbar College/School of Business

TRACK: Teacher Scholar

Rank: Promotion from Assistant to Associate to Full

MILESTONE: Research/Scholarship

Associate Professor Milestone: The candidate provides significant, original contribution to a portfolio of research/scholarship/creative work as judged by peers in the discipline.

Tenure Milestone (if applicable): Evidence of sustained, original, and substantive intellectual and/or creative contributions to the faculty member's discipline, which have had a demonstrable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Professor Milestone: The candidate's portfolio of original research/scholarship/creative work provides a clear and defined contribution to the discipline as judged by academic leaders and peers in the discipline, demonstrates focus and skill, and reflects sustained effort over time.

Teacher/Scholar Track for Business

Examples of Evidence	Guidelines for Meeting the Career Development Milestone
<p><u>Primary Evidence</u> A sustained record of scholarship that demonstrates expertise and contributes to the body of knowledge in one's discipline.</p> <p>PUBLICATIONS</p> <ul style="list-style-type: none"> • Peer-reviewed articles in academic journals • Peer-reviewed articles in practitioner journals • Published book or authoring chapter(s) in a book • Published textbook (1st edition) • Case Studies <p>CONFERENCE</p> <ul style="list-style-type: none"> • Peer reviewed paper/poster presentations • Peer reviewed proceedings • Invited Speaker <p>GRANT</p> <ul style="list-style-type: none"> • External grant • Internal grant <p>IMPACT Faculty citations are generally used to demonstrate impact. However, impact could also be expanded to include journal ranking, adoption of research in business practices, contribution to individual and institutional reputation, social media metrics, influence on economy and broader policy discussions. The final assessment of impact is made by the reviewers.</p>	<p>APPOINTMENT/PROMOTION TO ASSOCIATE PROFESSOR (Teacher Scholar track) Candidate demonstrates a defined research agenda focused on their field and evidence of sustained effort in terms of their scholarship. There must be a clear trajectory for active scholarship into the future, which might include manuscripts at different stages of publication (such as papers submitted or in-progress, peer-reviewed conference presentations, proceedings, or other appropriate activities). The scholarly contributions must be viewed as impactful within one's field. Minimum criteria for considerations include:</p> <ul style="list-style-type: none"> • Multiple peer-reviewed publications in scholarly academic and/or professional journals, peer-reviewed conference presentations, peer-reviewed conference proceedings, or other appropriate scholarly activities (such as peer-reviewed published book, case studies, authoring book chapters, first edition published textbook). Articles must be published in discipline appropriate peer-reviewed venues. <p>TENURE REVIEW The candidate must meet the minimum criteria of promotion to associate professor. In addition, there must be evidence of independent research as shown by publication in a reputed peer reviewed journal as lead author. The body of work must be recognized by academic peers as making an impactful contribution to the discipline. Minimum criteria for consideration include:</p> <ul style="list-style-type: none"> • Sustained contribution to the discipline through publications in peer reviewed journals of medium to high impact, including publications which have lead authorship. Articles must be published in discipline appropriate peer-reviewed venues. <p>PROMOTION FROM ASSOCIATE TO FULL PROFESSOR (Teacher Scholar Track) The candidate's portfolio of scholarship must be disseminated in reputed national and international outlets with high impact. Candidate must demonstrate sustained, impactful scholarship, measured primarily by regular publications in peer reviewed journals. Articles must be published in discipline appropriate peer-reviewed venues.</p>

1.5 TEACHER/SCHOLAR TRACK FOR DESIGN & ENGINEERING

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide **context and general guidance** for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. **Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure**, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate **meets University milestones**. While it is expected that candidates will have strengths in particular milestones, **all milestones must be achieved** for appointment, promotion, or tenure, as applicable.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

Kanbar College/School of Design & Engineering

TRACK: Teacher Scholar Track for Design & Engineering

Rank: Promotion from Assistant to Associate to Full

MILESTONE: Research/Scholarship

Associate Professor Milestone: The candidate's portfolio of original scholarship and creative work provides significant, original contributions to the discipline and demonstrates focus and skill. While the candidate's portfolio of work may be considered "emerging" in the discipline, the contributions must be evaluated as meaningful by academic leaders and peers in the discipline.

Tenure Milestone (if applicable): Evidence of sustained, original, and substantive intellectual and/or creative contributions to the faculty member's discipline, which have had a demonstrable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Professor Milestone: The candidate's portfolio of scholarship and creative work reflects persistence and significant, original, ongoing contributions to the discipline, and overall demonstrates enduring and measurable impact on the discipline as judged by academic leaders and recognized peers in the discipline.

Teacher/Scholar Track for Design & Engineering

Examples of Evidence	Guidelines for Meeting the Career Development Milestone
<p>Primary Evidence A sustained record of scholarship and creative work that demonstrates expertise and contributes to the body of knowledge in the Design discipline.</p> <p>PUBLICATIONS</p> <ul style="list-style-type: none"> • Peer-reviewed articles in academic journals • Peer-reviewed articles in practitioner journals • Peer-reviewed articles in National/International Design Organization Publications (e.g. IDSA, AIGA) • Published book or authoring chapter(s) in a book • Published textbook (1st edition) • Case Studies • Creative works produced and presented to the public or offered for production, or publication <p>CONFERENCE</p> <ul style="list-style-type: none"> • Peer reviewed paper/poster presentations • Peer reviewed proceedings • Invited Speaker <p>GRANT</p> <ul style="list-style-type: none"> • External grant • Internal grant <p>IMPACT For scholarship, faculty citations are commonly used to demonstrate impact. However, impact could also be expanded to include journal rankings, adoption of research in business practices, contribution to individual and institutional reputation, social media metrics, influence on economy and broader policy discussions. The external reviewers will evaluate impact.</p>	<p>APPOINTMENT/PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR – Teacher Scholar Track Candidate demonstrates:</p> <ul style="list-style-type: none"> • a defined scholarship and creative engagement agenda focused on their field • evidence of sustained effort in terms of their scholarship and creative output • a clear trajectory for active scholarship and creative work into the future, which might include manuscripts at different stages of publication (such as papers submitted or in-progress, peer-reviewed conference presentations, proceedings, or other appropriate activities) and creative works presented to the public or offered for production, or publication. • scholarly contributions and creative output must be viewed as impactful within one’s field. <p>Minimum criteria for considerations include:</p> <ul style="list-style-type: none"> • Multiple peer-reviewed papers submitted or in-progress, peer-reviewed conference presentations, proceedings, or other appropriate activities. • Creative works presented to the public or offered for production, or publication. <p>TENURE REVIEW The candidate must meet the minimum criteria of promotion from assistant to associate professor. In addition, there must be evidence of scholarship and creative work as shown by publication in a reputed peer-reviewed journal as lead author. The body of work must be recognized by academic peers as making an impactful contribution to the discipline.</p> <p>Minimum criteria for consideration include:</p> <ul style="list-style-type: none"> • Sustained contribution to the discipline through publications in peer reviewed journals of medium to high impact, including publications which have lead authorship. <p>PROMOTION FROM ASSOCIATE TO FULL PROFESSOR – Tenure Track Candidate demonstrates:</p> <ul style="list-style-type: none"> • a portfolio of scholarship and creative work that is disseminated in reputed national and international outlets with high impact. • sustained, impactful scholarship, measured primarily by regular publications in peer reviewed journals and creative work that is rated as outstanding by peers (academic and non-academic) in the discipline.

2. TEACHING

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

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Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution

2.1 ALL TRACKS FOR BUSINESS

COLLEGE/SCHOOL: School of Business, Kanbar College

TRACK: All tracks

AREA: Teaching

Associate Professor Milestone (Teacher Scholar and Teaching Excellence Tracks): The candidate demonstrates excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.

Associate Professor Milestone (Tenure): The candidate demonstrates strength in teaching as evidenced by peer/supervisor/ student evaluations, observations or awards. The candidate shows a strong commitment to the educational mission including by participating in ongoing improvement in pedagogy and teaching methods.

Tenure Milestone (if applicable): Strong commitment to the educational mission of the University as evidenced by active, effective, and substantive contribution to one or more educational program

Professor Milestone (Teacher Scholar and Teaching Excellence Tracks): The candidate demonstrates sustained excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.

Professor Milestone (Tenure): The candidate demonstrates continued strength in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and continued strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.

All Tracks for Business

Examples of Evidence	Guidance Criteria for Career Development Milestone
<p>Instructional design & Curriculum innovations Curriculum development Supplementary learning resources (such as PPT slides, case studies, simulation, audio/video recorded lectures, current news, customized database, curated online resources) Integration of DEI perspective Interdisciplinary approach to teaching Use of technology solutions New course development New program development Significant revisions to curriculum Course/Program assessment leading to continuous improvement</p> <p>Self-Assessment and Professional Development Teaching workshops attended Reflection on Pedagogy Plan for professional development</p> <p>Course Coordination Coordination of curriculum Coordinating full-time and adjunct faculty</p> <p>Special Assignments Engagement with Industry sponsored projects Collaborating with students on research projects Special independent study Mentoring other faculty members</p> <p>Conferences and Workshops Materials in support of participating in pedagogical conferences/workshops (as presenter, invited speaker, discussant, reviewer, organizer of special sessions)</p> <p>Evaluation Peer observations Student evaluations Supervisor observation</p> <p>Awards Teaching Grants Teaching Awards</p>	<p><i>Appointment or promotion to Associate Professor</i></p> <ol style="list-style-type: none"> 1. Candidate must demonstrate excellence in teaching as determined by portfolio of evidence submitted. 2. Candidates must demonstrate a thoughtful reflection on pedagogy, contribution to education mission of a specific program, and plans for continuous improvement through professional development.
	<p><i>Awarding of Tenure</i></p> <ol style="list-style-type: none"> 1. Candidate must demonstrate excellence in teaching as determined by portfolio of evidence submitted. 2. Candidates must demonstrate a thoughtful reflection on pedagogy, contribution to the educational mission of a specific program, and plans for continuous improvement through professional development and assessment.
	<p><i>Appointment or promotion to Professor Since appointment or last promotion</i></p> <ol style="list-style-type: none"> 1. Candidate must demonstrate sustained excellence in teaching as determined by portfolio of evidence submitted. 2. Candidates must demonstrate impactful contribution to the education mission of a specific program, and record of continuous improvement through professional development and assessment.

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide context and general guidance for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate meets University milestones. While it is expected that candidates will have strengths in particular milestones, all milestones must be achieved for appointment, promotion or tenure, as applicable.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

2.2 ALL TRACKS FOR DESIGN & ENGINEERING

COLLEGE/SCHOOL: School of Design and Engineering, Kanbar College

TRACK: All tracks

AREA: Teaching

Associate Professor Milestone (Teacher Scholar and Teaching Excellence Tracks): The candidate demonstrates excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.

Associate Professor Milestone (Tenure): The candidate demonstrates strength in teaching as evidenced by peer/supervisor/ student evaluations, observations or awards. The candidate shows a strong commitment to the educational mission including by participating in ongoing improvement in pedagogy and teaching methods.

Tenure Milestone (if applicable): Strong commitment to the educational mission of the University as evidenced by active, effective, and substantive contribution to one or more educational programs.

Professor Milestone (Teacher Scholar and Teaching Excellence Tracks): The candidate demonstrates sustained excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.

Professor Milestone (Tenure): The candidate demonstrates continued strength in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and continued strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.

All Tracks for Design & Engineering

Examples of Evidence	Guidance Criteria for Career Development Milestone
<p>Instructional design & Curriculum innovations Curriculum development Supplementary learning resources (such as PPT slides, case studies, simulation, audio/video recorded lectures, current news, customized database, curated online resources) Integration of DEI perspective into coursework and assessment Interdisciplinary approach to teaching Use of technology solutions New course development New program development Significant revisions to curriculum Course/Program assessment leading to continuous improvement</p> <p>Self-Assessment and Professional Development Teaching workshops attended Reflection narratives on Pedagogy Plan for professional development</p> <p>Course Coordination Coordination of curriculum Coordinating full-time and adjunct faculty</p> <p>Special Assignments Engagement with Industry sponsored projects Collaborating with students on research projects Special independent study Mentoring other faculty members</p> <p>Conferences and Workshops Materials in support of participating in pedagogical conferences/workshops (as presenter, invited speaker, discussant, reviewer, organizer of special sessions)</p> <p>Evaluation Peer observations Student evaluations Supervisor observation</p> <p>Awards Teaching Grants Teaching Awards</p>	<p><i>Appointment or promotion to Associate Professor</i></p> <ol style="list-style-type: none"> 1. Candidate must demonstrate excellence in teaching as determined by portfolio of evidence submitted. 2. Candidates must demonstrate a thoughtful reflection on pedagogy, contribution to education mission of a specific program, and plans for continuous improvement through professional development.
	<p><i>Awarding of Tenure</i></p> <ol style="list-style-type: none"> 1. Candidate must demonstrate excellence in teaching as determined by portfolio of evidence submitted. 2. Candidates must demonstrate a thoughtful reflection on pedagogy, contribution to the educational mission of a specific program, and plans for continuous improvement through professional development and assessment.
	<p><i>Appointment or promotion to Professor Since appointment or last promotion</i></p> <ol style="list-style-type: none"> 1. Candidate must demonstrate sustained excellence in teaching as determined by portfolio of evidence submitted. 2. Candidates must demonstrate impactful contribution to the educational mission of a specific program, and record of continuous improvement through professional development and assessment.

3. ALL SERVICE TRACKS

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide context and general guidance for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate meets University milestones. While it is expected that candidates will have strengths in particular milestones, all milestones must be achieved for appointment, promotion or tenure, as applicable. The committee, at their discretion, may accept equivalent evidence from candidates coming from other institutions or other colleges within Jefferson.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

3.1 INTERNAL SERVICE ALL TRACKS FOR BUSINESS

COLLEGE/SCHOOL: School of Business, Kanbar College

TRACK: All

AREA: Institutional Service

Associate Professor Milestone: The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.

Tenure Milestone (if applicable): Strong commitment to institutional service as evidenced by active, effective contributions to program, college, and university committees, and a record of contributions that overall serve to improve the welfare of the University and its community.

Professor Milestone: The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.

Internal Service all Tracks for Business

Examples of Evidence (Institutional Service)	Guidance per Career Milestone
<p>Committee service Serving on university standing committees, and school/program committees</p> <p>Serving on school, college, or university task forces and ad hoc committees</p> <p>Recruiting activities Participation in virtual and in-person recruitment events and related activities (such as open houses, career nights, DECA, scholarship events, high school and community college visits)</p> <p>Assessment and Accreditation Assist in documentation relating to assessment (such as course and program level assessment, archiving student work) and activities relating to accreditation (such as assisting in collecting documents, analyzing results, and writing reports)</p> <p>Student advising Advising first-year, upper-level, and graduate students regarding curriculum, graduation, and careers.</p> <p>Serving as faculty advisor to student professional societies and clubs</p> <p>Faculty related activities Mentoring junior faculty Evaluating faculty through class observations Assisting in recruitment of full-time/adjunct faculty</p> <p>Special events Leading, participating, or assisting in special events organized by the school, college, or university.</p> <p>Awards School, College, or University service awards</p>	<p><i>Appointment or promotion to Associate Professor and/or Tenure</i> Since appointment or last promotion</p> <ol style="list-style-type: none"> 1. Demonstrate a consistent record of regular service as a member of standing committee at the program, college and/or university level. 2. Demonstrate active engagement with the school, college and/or university that contribute to the well-being and advancement of the school, college and/or university. Examples might include serving as a chair of college-level committee, assistance with assessment data collection and analysis, and volunteering for DECA scholarship events. <p><i>Appointment or promotion to Professor</i> Since appointment or last promotion</p> <ol style="list-style-type: none"> 1. Demonstrate active and consistent record of service as a member of standing committees at the program, college and/or university level; progressively assuming greater responsibilities and recognized as a leader in one or more committees. 2. Demonstrate active and consistent engagement with the school, college and/or university that impactfully contribute to the well-being and advancement of the school, college and/or university. Examples might include serving as a chair of University-level committee, writing reports for accreditation, and being the recipient of a college award for excellence in service.

3.2 EXTERNAL SERVICE ALL TRACKS FOR BUSINESS

COLLEGE/SCHOOL: School of Business, Kanbar College

TRACK: All

AREA: External Service

Associate Professor Milestone: The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).

Professor Milestone: The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).

Tenure Track Milestone (if applicable): Strong commitment to institutional service as evidenced by active, effective contributions to program, college, and university committees, and a record of contributions that overall serve to improve the welfare of the University and its community.

Associate Professor Milestone (Tenure Track only): The candidate shows a strong commitment to service to the profession. The candidate is recognized as having an emerging national reputation in the discipline as demonstrated by activities that lead to advancement of the profession (such as participation in regional or national professional organizations, professional peer review activities, contribution to national meetings or other similar accomplishments as appropriate to the discipline).

Professor Milestone (Tenure Track only): The candidate has achieved a strong national (and international where appropriate) reputation for their contribution to the discipline and demonstrates ongoing service to the discipline as manifested, for instance, by continued invitations to serve in the activities of professional societies, to speak about the candidate's work, to participate in professional peer review activities or other similar accomplishments as appropriate for the discipline.

External Service all Tracks for Business

Examples of Evidence	Guidance Criteria for Career Development Milestone
<p>Contributions to the Profession and Community</p> <p>Membership and Engagement in professional societies relating to faculty member’s field (such as serving as a panel member, discussant, chairperson, organizer of special session at the annual national conference)</p> <p>Significant contribution to the profession through leadership roles (such as elected positions in the professional society, regional accrediting body, special task forces)</p> <p>Significant contributions to community organizations (such as serving on the board of directors)</p> <p>Serving on the editorial board of peer-reviewed journals.</p> <p>Serving as reviewer for journals, textbooks, grants, conferences, and competitions</p> <p>Invited lectures, seminars, and workshops to academic, corporate, and community organizations</p> <p>Invited expert comments on business news and media</p> <p>Awards received in recognition of service to the profession and/or community</p>	<p><i>Appointment or promotion to Associate Professor</i> Since appointment or last promotion</p> <p>Demonstrate consistent contribution to the profession and engagement with community, leading to emerging leadership in professional and community organizations.</p> <hr/> <p><i>Appointment or promotion to Professor</i> Since appointment or last promotion</p> <p>Demonstrate record of consistent and substantive contribution to the profession through leadership roles in professional societies, academic journals, and/or accreditation bodies.</p>

3.3 INTERNAL SERVICE ALL TRACKS FOR DESIGN & ENGINEERING

USING EVIDENCE OF ACHIEVEMENT IN CONSIDERATION OF TJU FACULTY APPOINTMENT, PROMOTION, AND TENURE MILESTONES

All applications for appointment, promotion, or tenure are reviewed on an individual basis by relevant committees and academic leaders to evaluate whether the candidate's evidence of achievement demonstrates readiness for progression to the next career development milestone as referenced in the Thomas Jefferson University Faculty Handbook. The general guidelines and minimum expectations summarized below are intended to provide context and general guidance for faculty and committee members around how faculty readiness for career development milestones may be determined or evaluated within the disciplines of the college. Minimum criteria define the threshold below which a candidate will not be considered for appointment, promotion, or tenure. Meeting minimums or general guidelines does not guarantee a successful application or eligibility for appointment, promotion, or tenure, as each faculty dossier must be reviewed and evaluated on a holistic basis to determine merit, relevance, and impact in the field, in consideration of whether the candidate meets University milestones. While it is expected that candidates will have strengths in particular milestones, all milestones must be achieved for appointment, promotion or tenure, as applicable. The committee, at their discretion, may accept equivalent evidence from candidates coming from other institutions or other colleges within Jefferson.

Additionally, all faculty are expected to adhere to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies, and to model personal conduct that upholds the core values of the institution.

COLLEGE/SCHOOL: School of Design and Engineering, Kanbar College

TRACK: All

AREA: Institutional Service

Associate Professor Milestone: The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.

Tenure Milestone (if applicable): Strong commitment to institutional service as evidenced by active, effective contributions to program, college, and university committees, and a record of contributions that overall serve to improve the welfare of the University and its community.

Professor Milestone: The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.

Minimum Criteria for Placement in all Tracks: Appointment or promotion requires the degree that is considered a terminal degree in the discipline/field. For appointment to Assistant Professor, if an otherwise qualified faculty member has not achieved the appropriate terminal degree they will be appointed as instructor until they achieve appropriate credentials.

Minimum Criteria for Placement in the Tenure Track: Appointment or promotion requires terminal degree of Ph.D. or Ed.D. in the field, or a substantial record of professional and academic achievement, candidates will have demonstrated through their work to-date the skills and capacity for significant and sustained contributions to their field through research and scholarship. If an otherwise qualified faculty member has not achieved the appropriate terminal degree, they will be appointed as instructor until they achieve appropriate credentials.

Internal Service all Tracks for Design & Engineering

Examples of Evidence (Institutional Service)	Guidance per Career Milestone
<p>Committee service Serving on university standing committees, and school/program committees</p> <p>Serving on school, college, or university task forces and ad hoc committees</p> <p>Recruiting activities Participation in virtual and in-person recruitment events and related activities (such as open houses, career nights, DECA, scholarship events, high school and community college visits)</p> <p>Assessment and Accreditation Assist in documentation relating to assessment (such as course and program level assessment, archiving student work) and activities relating to accreditation (such as assisting in collecting documents, analyzing results, and writing reports)</p> <p>Student Advising Advising first-year, upper-level, and graduate students regarding curriculum, graduation, and careers.</p> <p>Serving as faculty advisor to student professional societies and clubs</p> <p>Faculty related activities Mentoring junior faculty Evaluating faculty through class observations Assisting in recruitment of full-time/adjunct faculty</p> <p>Special events Leading, participating, or assisting in special events organized by the school, college, or university.</p> <p>Awards School, College, University service awards</p>	<p><i>Appointment or promotion to Associate Professor and/or Tenure</i> Since appointment or last promotion</p> <ol style="list-style-type: none"> 1. Demonstrate a consistent record of regular service as a member of a standing committee at the program, college and/or university level. 2. Demonstrate active engagement with the school, college and/or university that contribute to the well-being and advancement of the school, college and/or university. Examples might include serving as a chair of a college-level committee, assistance with assessment data collection and analysis, volunteering for academic development projects. <p><i>Appointment or promotion to Professor</i> Since appointment or last promotion</p> <ol style="list-style-type: none"> 1. Demonstrate active and consistent record of service as a member of standing committees at the program, college and/or university level; progressively assuming greater responsibilities and recognized as a leader in one or more committees. 2. Demonstrate active and consistent engagement with the school, college and/or university that impactfully contribute to the well-being and advancement of the school, college and/or university. Examples might include serving as a chair of University-level committee, writing reports for accreditation, and being the recipient of a college award for excellence in service.

3.4 EXTERNAL SERVICE ALL TRACKS FOR DESIGN & ENGINEERING

COLLEGE/SCHOOL: School of Design and Engineering, Kanbar College

TRACK: All

AREA: External Service

Associate Professor Milestone: The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).

Professor Milestone: The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).

Associate Professor Milestone (Tenure Track only): The candidate shows a strong commitment to service to the profession. The candidate is recognized as having an emerging national reputation in the discipline as demonstrated by activities that lead to advancement of the profession (such as participation in regional or national professional organizations, professional peer review activities, contribution to national meetings or other similar accomplishments as appropriate to the discipline).

Professor Milestone (Tenure Track only): The candidate has achieved a strong national (and international where appropriate) reputation for their contribution to the discipline and demonstrates ongoing service to the discipline as manifested, for instance, by continued invitations to serve in the activities of professional societies, to speak about the candidate's work, to participate in professional peer review activities or other similar accomplishments as appropriate for the discipline.

Minimum Criteria for Placement in all Tracks: Appointment or promotion requires the degree that is considered a terminal degree in the discipline/field. For appointment to Assistant Professor, if an otherwise qualified faculty member has not achieved the appropriate terminal degree they will be appointed as instructor until they achieve appropriate credentials.

External Service all Tracks for Design & Engineering

Examples of Evidence	Guidance Criteria for Career Development Milestone
<p>Contributions to the Profession and Community</p> <p>Membership and Engagement in professional societies relating to faculty member's field (such as serving as a panel member, discussant, chairperson, organizer of special session at the annual national conference)</p> <p>Significant contribution to the profession through leadership roles (such as elected positions in the professional society, regional accrediting body, special task forces)</p>	<p><i>Appointment or promotion to Associate Professor</i> Since appointment or last promotion</p> <p>Demonstrate consistent contribution to the profession and engagement with community, leading to emerging leadership in professional and community organizations.</p>
<p>Significant contributions to community organizations (such as serving on the board of directors)</p> <p>Serving on the editorial board of peer-reviewed journals.</p> <p>Serving as reviewer for journals, textbooks, grants, conferences, and competitions</p> <p>Invited lectures, exhibitions/presentations of a body of work, seminars, and workshops to academic, corporate, and community organizations</p> <p>Invited expert comments on business news and media</p> <p>Awards received in recognition of service to the profession and/or community</p>	<p><i>Appointment or promotion to Professor</i> Since appointment or last promotion</p> <p>Demonstrate record of consistent and substantive contribution to the profession through leadership roles in professional societies, academic journals, and/or accreditation bodies.</p>