

**BARUCH COLLEGE
WEISSMAN SCHOOL OF ARTS AND SCIENCES
DEPARTMENTAL SCHOLARSHIP GUIDELINES:
TENURE AND PROMOTIONS**

DEPARTMENT OF BLACK AND LATINO STUDIES

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor

To be successful, candidates must produce a strong record of scholarly research publications and/or creative work that is recognized by their peers, in both domestic and international contexts. We understand scholarship in the disciplines associated with Black and Latino studies is interdisciplinary; scholarly contributions may also be multilingual. Candidates should demonstrate evidence of substantial scholarly contribution in at least one of the following ways:

- A scholarly book published (or accepted for publication) with a peer-reviewed press, accompanied by some peer-reviewed or invited publications.
- A substantial number, on average one a year, of peer-reviewed articles in reputable journals (online or in print), accompanied by other peer-reviewed publications, such as chapters in edited books or journals.
- A significant digital project, or public knowledge project, with demonstrable impact, accompanied by traditional publications in peer-reviewed venues.
- A substantial body of creative work (e.g., a novel, poetry or short story collection, memoir, documentary, performance, visual art, etc.) in a venue (such as an exhibition, trade, or arts publications) accompanied by other publications.
- A significant body of work that includes some combination of the above.

These publications can be single-authored or co-authored, depending on the demands and norms of the field. Further evidence of scholarly contribution can include editorial work on a journal, a journal's special issue, scholarly volume, or a literary work or translation; presentations at national and international conferences, organizing panels, giving readings or invited lectures, or publishing book reviews.

Scholarly contributions can also include innovative program administration, curricular development, professional development for faculty, and teaching practices on a program-wide level for faculty who take on substantial administrative assignments. Such contributions cannot wholly substitute for the scholarly contributions listed above.

It is important to recognize that there are many different ways of measuring scholarly impact including but not limited to: citations, critical reviews, reputation of publication venue.

Candidates will be expected to, in their statement and in conversations with the chair, articulate the relevance and impact of their scholarship, and how their contributions fit together into a meaningful scholarly agenda. They should consider the following questions:

- How well does the scholarship contribute to knowledge in the discipline?
- Are the issues addressed substantive?
- Are the publishing venues appropriate and respected in the profession?
- Do critical reviews, where available, support the quality and significance of the work?

Promotion to Professor

Promotion to Professor typically occurs after promotion to Associate Professor (excluding fellowship and scholarly incentive leaves). The same considerations and guidelines apply as described above for tenure and promotion to Associate, with the following additional notes as evidence of an enhanced scholarly reputation:

- A shift to more invited work, as well as public facing scholarship, may be evident at this career stage. This will be considered in balance with the previous guidelines and overall productivity.
- If gaps in productivity occur following tenure, then the 3-4 years before consideration for promotion to Professor should show the requisite expected productivity at the expected level, with evidence of continued work in the pipeline.

Candidates should prepare a Candidate Statement describing the impact and significance of their scholarly work as well as their institutional leadership.

A letter from the department chair or dean will also become part of the candidate's personnel file.

DEPARTMENT OF COMMUNICATION STUDIES

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor

The discipline of communication studies is home to a uniquely diverse array of scholars from both the social sciences and the humanities. Hence, the Department of Communication Studies at Baruch recognizes that research of sufficient volume and quality to justify tenure and promotion to Associate Professor or promotion to Professor can take many forms.

- By the time candidates come up for review, they should have produced approximately six peer-reviewed articles in reputable journals in the field, or a combination of articles, book chapters, successful external grants, review essays, or the like, each of which is peer-reviewed, and the totality of which evidences scholarly output at least equal to six peer-reviewed articles in reputable journals in the field.
- Candidates can also demonstrate a successful research program by producing a scholarly book published (or accepted for publication) with a reputable, peer-reviewed press, accompanied by peer-reviewed or invited publications.
- Weissman recognizes faculty who seek collaborations with intra-and interdisciplinary colleagues. The candidate's contribution and its relevance to the development of the candidate's independent research program should be clear in the candidate's research statement for all personnel actions. Likewise, the periodic evaluations by the chair should make clear the research contribution of the candidate relative to the other authors of the specific work.
- Mentoring or involvement with undergraduates and/or graduate students in research is considered favorably in determinations for tenure and promotion.
- Given that grant submission can be highly time consuming, grant activity can be listed in Interfolio Faculty 180 even if pending or unfunded, at the discretion of the chair and faculty member. Such grant activity is considered favorably in determinations for tenure and promotion.
- The successful candidate for tenure and promotion will be able to demonstrate the strong likelihood of continued productivity after receiving tenure, by pointing to research "in the pipeline" or by describing future research projects that the candidate is planning on pursuing.

Promotion to Professor

Application for promotion to Professor occurs following promotion to Associate Professor. Similar considerations and guidelines as those described above for tenure and promotion to Associate Professor will apply for promotion to Professor, with the following additional notes.

- A shift to more invited work, as well as public-facing scholarship, may be evident at this career stage. This may be considered together with overall productivity and with the previous guidelines for tenure and promotion to Associate Professor.

- If gaps in productivity occur following tenure, the reason or reasons for those gaps should be adequately explained by the candidate. An adequate explanation could include, for example, unusually high levels of service to the college or the discipline.
- At this stage, intellectual contributions may also include leadership positions in professional organizations, editorships, conference organization, innovative program administration, and curricular and professional development initiatives.

DEPARTMENT OF ENGLISH

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor

To be successful, candidates must produce a strong record of scholarly and/or creative work that is recognized by their peers. Candidates can demonstrate evidence of substantial scholarly contribution in one of the following ways:

- a scholarly book published (or accepted for publication) with a reputable, peer-reviewed press, accompanied by some peer-reviewed or invited publications
- a substantial number of peer-reviewed articles (approximately one per year) in reputable journals, which may be accompanied by other peer-reviewed publications, such as chapters in edited collections and reviews
- a significant digital project with demonstrable impact, accompanied by traditional publications in reputable, peer-reviewed venues
- a substantial body of creative work (e.g., a novel, memoir, book-length poetry or short story collection, etc.) in a reputable venue, accompanied by other publications
- a significant body of work that includes some combination of the above.

These publications can be single-authored or co-authored depending on the demands and norms of the field. For instance, co-authorship is common in scholarship in linguistics and the digital humanities, while articles and books in traditional literary studies and rhetoric, composition, and writing studies tend to be single-authored; essay collections and special issues of journals are frequently co-edited across the discipline. Further evidence of scholarly contribution can include editorial work on a journal, a journal's special issue, scholarly volume, or a literary work or translation; presentations at national and international conferences, organizing panels, giving readings or invited lectures, or publishing book reviews.

Scholarly contributions can also include theoretically-informed program administration, curricular development, professional development for faculty, and promotion of pedagogical innovation on a program-wide level. Such contributions cannot wholly substitute for the scholarly contributions listed above.

It is important to recognize that there are many different ways of measuring scholarly impact including but not limited to: citations, critical reviews, reputation of publication venue, or uptake in teaching and in other formal and informal scholarly conversations.

Candidates will be expected in their statement and in conversations with the chair to articulate the relevance and impact of their scholarship, and how their contributions fit together into a meaningful scholarly agenda. They should consider the following questions:

- How well does the scholarship contribute to knowledge in the discipline?
- Are the issues addressed substantive?
- Are the publishing venues appropriate and respected in the profession?

- Do critical reviews, where available, support the quality and significance of the work?

Promotion to Professor

Application for promotion to Professor occurs after promotion to Associate Professor (excluding fellowship leaves and scholarly incentive leaves).

The same considerations and guidelines apply as described above for tenure and promotion to Associate. Candidates are expected to produce a body of research or creative work after receiving tenure equivalent in quantity and/or significance to what they produced before receiving tenure in order to satisfy criteria for promotion to Professor.

- A shift to more invited work, as well as public-facing scholarship, may be evident at this career stage and this will be considered in balance with the previous guidelines and overall productivity.
- If gaps in productivity occur following tenure, then the previous 3-4 years before consideration for promotion to Professor should show the requisite expected productivity at the expected level, with evidence of continued work in the pipeline.
- At this stage intellectual contributions may also include leadership positions in professional organizations, editorships, conference organization, innovative program administration, and curricular and professional development initiatives.

DEPARTMENT OF FINE AND PERFORMING ARTS

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

This document describes the criteria for evidence of scholarship, teaching, and service commensurate with advancement to tenure and promotion. A person is promoted, granted tenure, or retained on the basis of performance and the promise of continued creative activity. The tenure and promotion committee aims to evaluate candidates holistically rather than checking off items as boxes. Annual reviews will focus on these goals, the candidate's progress toward them, and the candidate's proximity to tenure/promotion. In cases where there may be difficulty meeting a goal, the chair and relevant department committees will evaluate the extent to which the individual is poised to obtain that goal, the guidance they have received, and the obstacles that they may have faced. However, by the time someone is being evaluated for tenure and promotion, the majority of these goals should be achieved or clearly achievable within the following year.

Given the varying natures of the disciplines within the Fine and Performing Arts Department, this document includes different indicators of scholarly accomplishment, for example, publications, exhibitions, and professional practice (or some combination of these areas). In any of the departmental areas, collaboration and co-authorship can be part of the process. Candidates need to articulate the precise nature of their contribution to the collaborative work. Likewise, candidates should articulate and contextualize the significance of their research trajectory and activities to the broader discipline in which they situate their contribution. Research and creative activity can take many forms, and the dynamic nature of the creative disciplines requires that criteria remain flexible and open to new imaginative possibilities.

Tenure and Promotion to Associate Professor:

Regardless of the specific discipline, in very general terms, promotion to associate professor with tenure is a reflection of two major milestones in a candidate's career: (1) Evidence of a national reputation in the candidate's field, demonstrable via publications, exhibitions, commissions, national or international conference presentations, grants, awards, as well as any other means of distribution and critical recognition appropriate to the candidate's sub-field; and (2) The establishment of a clear trajectory in the candidate's program for research and professional achievement, such that evaluating committees can reasonably anticipate the continuation and further development of the candidate's research and creative activity. In order to ensure inclusivity and flexibility, the candidate has an option to create a unique cross-over path between the tracks described below.

Scholarship

- Publications Track:
 - In many humanities fields, the expectation for tenure and promotion is a published, sole-authored book with a reputable, peer-reviewed press.
 - A completed book under contract and in the process of production at the time of a candidate's tenure review is also very strong; also acceptable is a completed book manuscript accompanied by a contract for publication (with a publication date). If the candidate has a book, fewer articles would be expected for the tenure submission.
 - In the absence of a book, the department's standards are a minimum of one peer-reviewed scholarly article per year.
 - Peer-reviewed book chapters in edited volumes can also contribute to evidence of productivity.
 - Public-facing scholarship (non-peer reviewed articles or presentations for the general public) is valued, but should not entirely replace peer-reviewed work.
 - Work should be published in appropriate journals for the candidate's research area, with at least some articles being in higher impact journals.
 - There should be evidence of work in the pipeline and the promise of continued productivity in the coming years.
 - Overall, the scholarship should demonstrate development of an independent research program at Baruch College and show the candidate's national and international reputation.
- Exhibitions Track:
 - The primary criterion for evaluation of a studio art faculty's creative activity is a comprehensive record of state, regional and national/international art exhibitions, art performances, commissions, inclusion in significant collections, contracts, and comparable activities. Such exhibition of creative work is analogous to publication in other disciplines. Exhibitions and performances may occur in venues such as museums, galleries (whether commercial, academic, or not-for-profit), cultural centers, professional conferences related to the discipline(s), or alternative art spaces, and may frequently extend to activities including public performances, cultural events, new media platforms, software, digital experiences, and curatorial projects. Work must be selected for exhibition through a juried, invitational, or curatorial process. The exhibition record may include self-produced works but not exclusively and any self-produced works should be accompanied by documentation that establishes the significant impact of that work on broader disciplinary discourses.
 - Taken as a whole, the exhibition record should constitute a coherent line of intellectual inquiry (or set of related inquiries) that is expressed through artistic media appropriate to the discipline(s) or sub-field. Candidates must explain the relationship of their research and creative activity to developments in their discipline(s), identify what is distinctive or unique about their contributions to the field, and demonstrate how their work has been recognized by the field.

- Collaboration is a broadly accepted mode of contemporary art practice and is especially common in technology-intensive sub-fields.
- The exhibition history may include both one-person and group exhibitions, with the one-person show demonstrating a higher level of accomplishment. At the time of the tenure review, the exhibition history must demonstrate significant, cumulative participation in state, regional, national, or international venues, and will ideally include a solo exhibition at a regionally or nationally significant venue.
- All activities (exhibitions, conferences, performances, professional presentations, etc.) must be clearly documented with evidence that is appropriate to the venue (announcements, press releases, reviews, URLs, etc.).
- All artworks (studio practice relevant to the candidate's trajectory, exhibited artworks, works-in-progress, etc.) should be documented in a portfolio using whatever medium(s) (photographs, computer-generated models, video, URLs, textual description, etc.) the candidate deems best represents each particular work.
- Exhibitions of creative work in different venues constitute unique events, whether the show includes new or previously presented work.
- Consideration of the exhibition record will take into account the relative importance of the exhibition venues. External recognition in the form of critical reviews in significant print or online publications, as well as exhibition catalogs is not required, but could further demonstrate the impact of the activity.
- The candidate must provide a statement on research and creative activity that articulates and contextualizes the significance of all aspects of their practice and exhibition record. The statement should articulate the significance of each element in the exhibition record to the candidate's defined scope of intellectual inquiry, as well as the significance of the candidate's entire output (as reflected in the exhibition record as a whole) to their discipline(s). The language of the statement should avoid disciplinary jargon, remaining mindful that the dossier will be evaluated by departmental, extra-departmental, and external reviewers, who may or may not be intimate with the particularities of the discipline. Candidates should articulate and contextualize the significance of their research trajectory to the broader discipline in which they situate their contribution. Together with the curriculum vitae, the statement should help reviewers understand how the candidate's past achievements establish the foundation for a trajectory of future growth.
- There should be evidence of work in the pipeline and the promise of continued productivity in the coming years.
- Overall, the candidate's achievement should demonstrate sustained development of an independent program of research and creative activity during the time that the candidate has been a member of the Baruch College faculty. The candidate should be recognized as an emerging, significant voice in prominent venues relevant to the discipline and should show promise for continued creative growth.

- Professional Practice Track:
 - Visual communication design (graphic design) is a diverse discipline in which professional practice may include client-based commercial projects, speculative/self-authored design work that is untethered to the market, and writing and speaking about design in various contexts. Multiple activities and mediums such as commissioned works, curated/juried exhibitions and publications, authored or edited design books or articles, and works accepted into major collections are analogous to publication in other disciplines.
 - No different than in the Publications or Exhibitions track, achievement by a candidate in the Professional Practice track is evaluated based on evidence of the work's substantive dissemination and evidence of critical recognition by the field.
 - Whether the work is commercial, speculative, or scholarly, it must be properly documented with evidence of the scope, reach, and impact of the work and the reputation and significance of the presentation venues. Awards, media reviews, critiques, citations, project outcome studies, or similar impact evidence will be essential in validating the candidate's achievement.
 - To a degree more significant than in many academic fields, the designer's work is characterized by collaboration and consultation. Furthermore, successful design is often noteworthy for its ability to "disappear," or in other words to be so fitted to the task that it goes unnoticed by even the most astute user/viewer. For both of these reasons it is imperative that the candidate provide a statement on research and creative activity to:
 - articulate and contextualize the scope, impact, and significance of their practice and its dissemination;
 - articulate and contextualize the precise nature of their contribution to any collaborative or consultative work;
 - articulate and contextualize the significance of their research trajectory and activities to the broader discipline in which they situate their contribution;
 - be mindful that the dossier will be evaluated by departmental, extra-departmental, and external reviewers, who may or may not be intimate with the particularities of the discipline or the significances of the candidate's professional accomplishments.
 - The professional practice record must demonstrate substantial progress at each annual review. At the time of the tenure review, the documentation record must detail a body of work that has received significant professional recognition.
 - There should be evidence of work in the pipeline and the promise of continued productivity in the coming years.
 - Overall, the candidate's achievement should demonstrate sustained development of an independent research program during the time that the candidate has been a member of the Baruch College faculty.

Grants/Awards (applies to all tracks):

Successful grant applications can strengthen the tenure case. Artist residencies, fellowships, professional prizes, work accepted into collections, and selection of the candidate's work for public /community-based projects may provide further evidence of significant achievement, impact, and/or visibility within the discipline. The dossier should include documentation of, and information about, the prize and the awarding agency.

Conferences/Presentations (applies to all tracks): Evidence of conference presentations while at Baruch can strengthen the tenure case. Invited lectures, workshops, visiting scholar invitations, and presentations of creative and professional work are likewise indicators of impact and visibility. The stature of the sponsors and audience, the scope of the activity, and evidence of the critical reception of such presentations weigh in their consideration.

Promotion to Professor:

The same considerations and guidelines apply for promotion to Professor as are described for tenure and promotion to Associate. Please feel free to implement the good work you have already done.

DEPARTMENT OF HISTORY

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor

Research:

A candidate is expected to complete a scholarly monograph based on original research and publish it with a reputable, peer-reviewed, recognized university press with a written commitment to publish from the press.

The monograph should be the priority focus for publication. Candidates are encouraged to demonstrate their continued progress towards this goal through additional publications of peer-reviewed work. The main focus for additional publications should be 1) peer-reviewed articles in journals or 2) chapters in peer-reviewed edited volumes or 3) other types of peer-reviewed publications, such as a volume or special issue of a journal edited by a candidate, in that order of priority.

Candidates should not prioritize publishing work, including book reviews and chapters in books or online, that do not undergo peer review. While this work will be considered as evidence of the candidate's range of publications, contributing to public scholarship, and/or participation in a network of scholars, non-peer-reviewed works will be evaluated as supplemental to the overall portfolio and do not replace peer-reviewed publications.

Other evidence of scholarly activity, such as conference presentations and awarding of grants and other honors, will also be considered as supplemental to the peer-reviewed publication record.

Promotion to Professor

The candidate is expected to complete a peer-reviewed monograph reflecting the progress from the promotion from Assistant to Associate Professor.

The candidate must have additional scholarly work in the pipeline, notably peer-reviewed articles and conference presentations in the candidate's field of specialty.

The candidate must maintain a good teaching record in the Department and, when appropriate, at the CUNY Graduate Center.

DEPARTMENT OF JOURNALISM AND THE WRITING PROFESSIONS

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor:

Candidates for promotion and tenure will submit a portfolio of journalistic and/or creative works. Qualifying journalistic and creative work may be produced for a general audience or may reflect the intended audience of the publisher. The journalistic work must demonstrate substantial original reporting and research, sophisticated analysis, critical thinking, and mastery of its subject. The creative work must demonstrate mastery of craft, showcase the writer's distinctive voice and style, situate itself with a cultural context, and be in conversation with distinguished works of a given genre or genres.

Journalistic Work:

Qualifying journalistic work can appear in a range of media formats, including but not limited to: substantial articles in newspapers or magazines; collections of shorter pieces about one subject area or diverse topics; books; audio or video pieces or documentaries for television, radio or the web; photojournalism; contributions to websites or blogs; or creation of a website or blog.

The work will be evaluated not on its length or quantity, but on its quality and intellectual impact, in recognition that immediacy and timeliness can be just as important in influencing public debate as lengthier pieces that can take months or years to complete.

Qualifying journalistic work will typically appear under the faculty member's name, or the contribution will be recognized in on-air credits. However, some journalistic efforts are done behind the scene, aimed at bringing out the best in others, e.g., the work of an editor in print, audio, video or film or a broadcast producer. This work is critical to good journalism, but it poses a specific challenge in evaluating journalistic achievement. The chief criteria by which such work will be judged include the quality and impact of the resulting material, as well as evaluating the faculty member's contribution in conceptualizing, shaping, and creating the work.

More traditional forms of scholarship, e.g., academic research into a journalism-related topic that results in a peer-reviewed article in an academic journal or publication in a professional trade publication such as *The Columbia Journalism Review*, or inquiries into ways to improve journalism pedagogy, will be valued equally with outstanding works of journalism.

During the pre-tenure period, candidates should each year demonstrate a growing amount of journalistic work.

Creative Writing:

Qualifying creative work can appear in a range of literary venues and formats, including but not limited to: Fiction, memoir and creative nonfiction books published with established independent, university, regional and trade presses; short stories and personal essays published in

distinguished online and print literary journals; scripted narratives for radio, TV or the web; narrative writing published in magazines, scholarly journals and newspapers; and contributions to literary anthologies.

The creative work will be evaluated not on its length or quantity, but on its quality and literary impact, as well as its contribution to the canon of recognized works within a given genre or genres – including fiction, screenwriting, creative nonfiction, narrative writing, memoir, biography, cultural criticism, and/or a hybrid creative form.

During the pre-tenure period, candidates should each year demonstrate a growing amount of creative writing work.

Promotion to Professor:

The same considerations and guidelines apply as described above for tenure and promotion to Associate Professor. Candidates for Professor must demonstrate continued excellence and sustained publishing of journalistic and/or creative writing work in significant venues.

THE DEPARTMENT OF MATHEMATICS

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor:

The goal of the Department of Mathematics is to recruit and hire faculty who will be successful in attaining tenure and promotion.

Tenure-track Assistant Professors are expected to demonstrate a strong research record in their area of specialization by publications in recognized, peer reviewed research journals. The department's research requirement is, on average, at least one publication per year in refereed journals that are the leading publications of the sub-discipline. In the case of co-authored research, additional publications may be expected to illustrate advancement and standing in the field.

Promotion to Professor

Applications to Professor occurs after the promotion to Associate Professor. The publication record should reflect a significant maturation with a minimum of one publication per year in major refereed journals clearly indicating a robust body of research completed since their last promotion in order to merit promotion to professor.

DEPARTMENT OF MODERN LANGUAGES AND COMPARATIVE LITERATURE

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor:

A successful research portfolio can be demonstrated in one of the following ways:

- A scholarly book published (or accepted for publication) with a reputable, peer-reviewed press, accompanied by other peer-reviewed or invited publications. The publications may be in the relevant languages other than English and be published by foreign publishers and journals that would rank at the same level required of their American counterparts. A book that is no more than a slightly revised version of a dissertation will not count as satisfying this research expectation.
 - A substantial number, on average one a year, of peer-reviewed articles in reputable journals (online or in print), accompanied by other peer-reviewed publications, such as chapters in edited books or journals.
 - A substantial body of scholarly work published in peer-reviewed venues, accompanied by creative work (e.g. prose, poetry, documentary, digital projects).
 - For appropriate fields, a substantial body of translation of literary works (novels, poetry, short stories and plays) in reputable venues accompanied by peer-reviewed scholarly publications
- In addition, the candidate should make presentations in U.S. and international conferences in their appropriate field.

Promotion to Professor:

Application for promotion to Professor occurs after promotion to Associate Professor (excluding fellowship leaves and scholarly incentive leaves). The same considerations and guidelines apply as described above for tenure and promotion to Associate. If gaps in productivity occur following tenure, then the previous 3-4 years before consideration for promotion to Professor should show the requisite expected productivity at the expected level, with evidence of continued work in the pipeline.

DEPARTMENT OF NATURAL SCIENCES

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

The purpose of this document is to provide guidance to untenured faculty on the expectations in scholarship for achieving tenure and promotion to Associate Professor with a final note on promotion to Professor in the Department of Natural Sciences at Baruch College. The Department consists of scholars in four disciplines: Biology, Chemistry, Environmental Science and Physics. These expectations are written to reflect and unify the scholarly diversity of the Department. This document also discusses the tenure and promotion process and the support available to candidates. A second purpose of this document is to acquaint external reviewers with the Department.

Note: These criteria will be circulated to recent and new hires. The Department Chair meets with each non-tenured faculty member for an annual review of performance. The number of scholarly publications can be markedly different among the four disciplines in Natural Sciences based on such factors as organism life cycles, seasons appropriate for field work, and verification of experimental results.

The Natural Sciences Department hosts the Biological Sciences Major; some students combine areas, such as chemistry and biology, in an ad hoc program. Minors offered include Chemistry, Natural Sciences, Physics, and interdisciplinary Environmental Sustainability. All departments offer general education courses that satisfy base curriculum requirements for students in the three schools. The Natural Sciences Department has 25 professorial-rank faculty members; offices, teaching labs and research laboratories occupy parts of floors 3 through 10 in the original building of Baruch College. The Department Mission Statement is available at <https://weissman.baruch.cuny.edu/weissman-academic-departments/the-department-of-natural-sciences/mission-statement/>

Baruch College Science Research Laboratories: Faculty Research at Baruch takes three strategies. 45% of faculty run bench work research labs at Baruch College. 25% of faculty run computational research labs. 30% of faculty run their research groups at collaborating research institutions around the NY Metropolitan Area. Each of these strategies has its own strengths and challenges. Research space at Baruch is shared, and laboratories approved by the New York City Fire Department for chemical use are few and cannot be expanded. The College has identified and converted preparation and stock storage areas that are Fire Department approved to research labs which has helped expand lab space on campus. However, these faculty research laboratories were not originally designed for that purpose; a biologist, who needs the use of a fume hood, would take materials to the biochemistry research lab on the 8th floor. There are no technicians who support the research labs. The building lacks a loading dock and freight elevator, which poses challenges for delivery of supplies and large equipment.

Recent challenges to research productivity: The building occupied by Natural Sciences is under renovation while faculty members teach and conduct research there. From 2017 through 2022, there were several major disruptions to the research laboratories at Baruch College. From 2017 through 2021, the building was under a major renovation. The predominant disruptions were dust (causing problems both for faculty with underlying asthma and sensitive equipment and additional daily cleaning time), loss of electricity, vibrations, access to space, and relocating labs repeatedly. It also led to problems accessing shared resources spread across the 6 floors of the Department. The next phase of construction is scheduled to begin in 2023 and will again have impacts on research labs.

Covid disruptions lasted from March 2020 through at least April 2022. From March 2020 through October 2020, Baruch College research laboratories were closed due to Covid-19. Faculty were only allowed access to maintain live organisms, but many projects had to be restarted. Starting in October 2020, untenured faculty, tenured faculty with external grants, and graduate students were allowed back into Baruch to restart their research programs, but no undergraduate research assistants were permitted the building until June 2021. Faculty who conducted their research at other NYC-area institutions faced similar, and sometimes even longer, access restrictions. This led to a massive delay in research projects and slower progress once research was resumed. Although undergraduate research has restarted at Baruch, there are still health safety concerns as Covid-19 cases remain high in the NYC area and CUNY removed its mask mandate.

Tenure and Promotion to Associate Professor:

The standards for promotion to tenured rank include excellence of scholarly work, and consistent and continuing publication. Tenure is also contingent upon a strong teaching record, and candidates for tenure should demonstrate a commitment to service to their department and to the College and, if possible, to the University. Consistent guidelines for teaching and service are described in College and Weissman School documents. Tenured faculty assess the quality, quantity, and impact of the candidate's body of work, keeping in mind the standards of the candidate's sub-discipline. The Department Tenure and Promotion Committee evaluates candidates holistically, based on the entirety of their contributions to Baruch College and the research community. To this end, we have created an inclusive list of products that contribute to the requirements for tenure and promotion at Baruch College.

A. Core Products - Candidates must achieve these goals:

Research and Other Intellectual Contributions: To be successful, candidates must produce a strong record of scholarly work that is recognized by their peers. They should be the lead or corresponding author on some of the peer-reviewed articles. Co-authorship is the norm in some areas of research. The Weissman School guidelines note that "the scholar's contribution and its relevance to the development of the scholar's independent research program should be clear in the candidate's research statement for all personnel actions. Likewise, the chair should also make clear the research contribution of the candidate relative to the other authors in their periodic evaluations." Other publications, such as book chapters, invited editorial from peer reviewed journal, and patents may be considered a part of this category.

Candidates will be expected in their statement and in conversations with the Chair to articulate the relevance and impact of their scholarship. It is important to recognize that there are many ways of measuring scholarly impact including but not limited to citations, critical reviews, reputation of publication venue.

Grant submissions: Candidates are expected to submit proposals for external grant funding; this is one trait that demonstrates they are active in developing a research program. Successful external grant proposals weigh heavily in the person's favor.

B. Flexible Products - Candidates must achieve some of these goals, but they do not replace missing core products.

- Other scientific communications, such as invited talks or presentation (oral or poster) at a regional, national or international conference, panel organizer or moderator for a scientific meeting, invited instructor for a scientific workshop to train peers.
- Student mentoring, including Thesis advisor for Master or PhD students and documented undergrad mentoring, including co-authorship on publications or presentations or Independent Study or Honors Thesis credit or fellowship award.
- Outstanding service achievements. This includes service at all levels. Service to the field can include serving on a grant review panel, serving as a Journal Editor or Reviewer, and reviewing manuscripts for professional journals. Service to the Department or School could include course coordination, chairing committees, or administrative work.
- Public outreach of work, such as engagement via panels, high school work, community activities, public forums or media contact.
- Efforts supporting Diversity, Equity and Inclusion (DEI) initiatives such as participating in the LS-AMP and others.
- Substantive teaching innovation, such as curricular development, new course development, or Science Pedagogy Journal Article.

Promotion to Professor

This has the same stipulations as described above but the time period is not fixed as for the tenure process. The record should exhibit consistent rather than a single punctuated progress commensurate with circumstances that may have affected consistent progress. Candidates choose the time to request promotion. There is external review, and Department members may also contribute letters of evaluation; there is no vote within the Department.

DEPARTMENT OF PHILOSOPHY

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

The general requirements for an assistant professor to achieve tenure and promotion to associate professor is good teaching, service, and establishing a strong publication record. For guidance on expectations regarding teaching and service, please see the WSAS guidelines that follow this document.

Tenure and Promotion to Associate Professor

As a discipline, philosophy includes various sub-disciplines, traditions, and research areas, often with different methods, goals, and values. Philosophical writing is, as a consequence, *diverse*, and can be devoted to historical or interpretive issues, specific topics or problems, interdisciplinary projects, and other matters besides. Outputs can include single-author monographs, peer-reviewed journal articles, peer-reviewed anthologies, book chapters, review articles, book reviews, encyclopedia entries, and other formats. Increasingly, philosophical writing is also multi-authored, and in many cases multi-disciplinary too.

Our department embraces this diversity. There is no single template that outlines expectations for scholarship for promotion. Nonetheless, we articulate below two standard methods of demonstrating scholarship that merits tenure and promotion.

1. A book manuscript published or accepted for publication (that is, forthcoming or ‘in press’, verifiable by a letter or email from the relevant press) ahead of the departmental vote during the Fall semester of the candidate’s seventh year, together with other pieces of published or forthcoming writing that may be related to the monograph or contribute to other, distinct areas of research. While preparing the manuscript, the candidate should aim to write and present an average of one book chapter per year, with at least some parts of the book published as well-placed articles. The manuscript should be accepted at a suitable and recognizable scholarly press, or an established press with academic divisions. Some further guidance:
 - a. A book that is no more than a slightly revised version of a dissertation will not count as satisfying this research expectation.
 - b. Manuscripts that are devoted to translations of primary texts outside the Anglophone tradition, together with normal scholarly apparatus (e.g. introductory essays, appendices, etc.) at recognizable scholarly presses or established presses with academic divisions will count toward tenure.
2. A series of refereed articles, together with original contributions to edited volumes, whose cumulative impact equals that of a scholarly monograph (taking into account *quantity* of publications, *quality* of publications, stringency of *peer-review*, and the *prominence* of the venues as established by percentage of accepted papers, reputation among peer scholars, etc.). Some further guidance:
 - a. Articles should either be published or accepted for publication (verifiable by a letter or email from the relevant press) and thus forthcoming (‘in press’). Ideally,

several of these publications will jointly constitute at least one substantial research project.

- b. Candidates should aim to publish articles in major refereed journals in their areas of specialization or highly rated general philosophy journals (or highly rated journals in their interdisciplinary subfield, e.g., psychology, computer science, law, political science), as appropriate.
- c. Chapters in edited collections should be with academic presses that publish manuscripts in the candidate's area(s) of expertise. As peer review in edited volumes and special issues for journals tends to be more relaxed (e.g., often done by the volume or issue editor only) or sometimes nonexistent, publications of this sort will count for less than regular journal articles.
- d. Published or forthcoming edited volumes—especially those with introductions authored (or co-authored) by the candidate—will count favorably toward tenure and promotion; however they cannot, by themselves, fulfill the scholarship component.
- e. Publication of conference proceedings or abstracts will count depending on the particular impact for the subject area. For example, IEEE (Institute of Electrical and Electronics Engineers), VSS (Vision Science Society), and Cognitive Science Society abstracts tend to be cited on their own and thus will count for something (though not as much as the corresponding peer reviewed article journal), whereas published abstracts in philosophy conferences—or even elsewhere in cognitive science and psychology (e.g., the International Journal of Psychology) will not. Determinations will be made based on the specific cases, though a heuristic is whether the abstracts themselves get cited or only the corresponding paper.
- f. Essays in anthologies are, by definition, previously published essays that have been anthologized. Such essays—and translations of one's scholarly work into other languages—shows the impact of the work but the essays themselves will not be double-counted.

Whichever route is chosen, the candidate is also encouraged to make presentations at appropriate professional conferences to both get feedback on their research and help disseminate it.

Finally, there ought to be research projects in the pipeline to propel the next stage of their scholarly endeavors.

A Note on Co-Authored and Multi-Authored Papers

Co-authored papers will count the same as single-authored papers provided that the candidate shares equal co-authorship of the article in question. Some further guidance:

- Equal co-authorship can be established explicitly in the article (in a preliminary footnote, for example) or by verification from the co-author.
- If co-authorship follows general conventions in the social or natural sciences, then conventions in those formats will be followed. For example, in psychology and cognitive science the first author is presumed to have done most of the work in writing the article, and the last (or anchor) author is presumed to have been the senior researcher guiding, funding, and advising the research.

In other cases, co-authored publications will count for less than single-authored articles.

Promotion to Professor

Application for promotion to Professor occurs of service after promotion to Associate Professor (excluding fellowship leaves and scholarly incentive leaves). The same considerations and guidelines apply as described above for tenure and promotion to Associate, with the following additional notes.

- A shift to more invited work, as well as public-facing scholarship, may be evident at this career stage and this will be considered in balance with the previous guidelines and overall productivity.
- If gaps in productivity occur following tenure, then the previous 3-4 years before consideration for promotion to Professor should show the requisite expected productivity at the expected level, with evidence of continued work in the pipeline.

DEPARTMENT OF POLITICAL SCIENCE

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor

The discipline of political science includes multiple sub-disciplines, traditions, and methodologies. As a result, the research output of political scientists is diverse not only in substantive content, but also in style and format. Research outputs may be interdisciplinary, relating to fields such as history, sociology, philosophy, psychology, and economics. They may appear in foreign language outlets. They can include books, peer-reviewed journal articles, book chapters, review articles, and other formats. While many pieces are solo-authored, it is also quite common for political scientists to publish with coauthors.

Our department embraces this diversity. There is no single template that outlines expectations for scholarship for promotion. Nonetheless, we articulate below two standard methods of demonstrating scholarship that merits tenure and promotion.

Option 1: “Book route”

This option includes two elements:

1. A book placed at a suitable, recognizable, scholarly press employing peer-review. Highly ranked university presses are preferred. However, a book that is no more than a slightly revised version of a dissertation or a previously published work will not count as satisfying this component, nor will an edited volume.
2. Additional scholarly peer-reviewed publications, such as articles or book chapters in edited volumes. These additional pieces should not *all* be directly derived from the book (though some may be).

For annual reappointment, we would expect candidates to show progress by producing on average at least one completed book chapter or one additional scholarly peer-reviewed article per year.

Taken together, the book and the additional scholarly peer-reviewed publications ultimately submitted for tenure should reflect that a candidate’s research program demonstrates both breadth and depth.

Option 2: “Article route”

A substantial series of scholarly, peer-reviewed articles, perhaps along with original contributions to scholarly edited volumes. To qualify for annual reappointment, we would typically expect candidates to publish on average at least one peer-reviewed article per year, though this is also dependent on the quality of each publication, the stringency of peer-review, and the reputational prominence of the journal where each article is published. Taken together, the series of articles ultimately submitted for tenure should reflect that a candidate’s research program demonstrates both breadth and depth.

For both of these standard routes, and for other situations, all of the following additional guidelines apply:

Status of works

The standard is expected to be met before the votes for tenure and promotion, which generally take place in the Fall of the candidate's seventh year at Baruch. In order to count towards the candidate's record, a work must be either published (including a publisher's online-before-print format) or the final version must be formally accepted for publication ('in-press' for books), verifiable by a letter or electronic communication from the relevant publisher or editor. (Hereafter in this document, "published" / "publication" refers to both situations.)

Relative weight of different types of works

1. Publications in highly ranked peer-reviewed outlets (presses and journals) in political science (or in a candidate's interdisciplinary subfield) will count more than those published in less highly ranked outlets.
2. Because peer review of chapters in edited volumes and articles in special issues for journals tends to be more relaxed, publications of these types will count less than regular journal articles.
3. In addition to peer-reviewed books, journal articles, and book chapters, a number of other publication formats also count towards the candidate's record. These include edited volumes (books or special issues), encyclopedia entries, book reviews, conference proceedings, reprints in other contexts or languages, and public-facing scholarship (such as op-eds or curated blog posts). However, while these formats add some value to a case, they are not sufficient for tenure or promotion in their own right.
4. All else being equal, solo-authored works are of higher value than coauthored works. However, coauthored works are more similar in value to solo-authored works in proportion to the candidate's contribution to the publication. The level and type of contribution must be explicitly stated in a preliminary footnote, foreword, or (less preferred) by written verification from the coauthor(s).

Research Trajectory

In addition to crossing the threshold for *published* work, the candidate should also have sufficient research projects in the pipeline to propel the next stage of their scholarly careers.

Promotion to Professor

The same publication standards and guidelines described above for tenure and promotion to Associate also apply to promotion to Professor, with the following additional notes.

1. In the discipline of political science, there is no minimum waiting period for promotion to Professor. Associate Professors may put themselves up for promotion to Professor as soon as they meet or exceed the standards for that promotion. Indeed, rapid achievement of the publication standards may be taken as one indicator of scholarly excellence.

2. All scholarly outputs that were not listed as published or in-press on the CV that was submitted for promotion to Associate Professor will count towards promotion to Professor.
3. If gaps in productivity occur following tenure, this increases the importance of having multiple recent scholarly achievements and a robust pipeline of future projects at the time of candidacy for promotion to Professor.

DEPARTMENT OF PSYCHOLOGY

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

This document describes minimum criteria for evidence of scholarship, teaching and service commensurate with advancement to tenure and/or promotion. The tenure and promotion committee aims to evaluate candidates holistically rather than checking off items as boxes. Annual reviews will focus on these goals and the candidate's progress toward them, taking into account the candidate's proximity to tenure/promotion. In cases where there may be difficulty meeting a goal, the chair and relevant department committees will evaluate the extent to which the individual is poised to obtain that goal, the guidance they have received, and any obstacles that they may have faced. However, by the time someone is being evaluated for tenure and/or promotion, the majority of these goals should be achieved or clearly achievable within the following year.

Tenure and Promotion to Associate Professor:

- **Publications:**
 - The Department's standards are 1-2 peer-reviewed, empirical papers per year on average.
 - This number may differ depending on known methodological constraints on the speed with which data can be collected, such as research with specialized populations, certain neuroscience methods, longitudinal designs, etc.
 - This number will consider the extent to which publications include multi-experiment papers with major theoretical advances in highly selective journals (i.e., lower quantity will be considered in light of high quality).
 - Book chapters and books can contribute to evidence productivity, but should not entirely replace peer-reviewed empirical work.
 - Public-facing scholarship (non-peer reviewed articles/presentations for the general public or public groups such as educators) is valued, but should not entirely replace peer-reviewed empirical work.
 - A substantial amount of recent work (or the most central work in the research program) should be first author or anchor author (last author when the first authors are students).
 - Work should be published in appropriate journals for the area, with some papers in higher impact journals. (Note: Impact is a holistic measure that is determined by multiple factors, including but not exclusive to: published scientific impact factors, the ranking of journals by relevant academic societies, the input of faculty with discipline-specific expertise, and the input of the department chair.) The impact of the work should also be considered independently of the journal, in the form of citations, media attention, and similar forms of broader impact.
 - There should be evidence of work in the pipeline and the promise of continued productivity.

- Collaborations can benefit networking and the interdisciplinary reach of the research, but should not eclipse evidence of an independent research program.
- Overall, the scholarship should demonstrate development of an independent research program at Baruch (not just using data from post-doc or grad studies) and emergence as an independent scholar (separate from graduate/post-doc work).
- **Grants:** At least some intramural grant activity and success is expected. Evidence of substantial extramural activity (i.e. grant submission) is not necessary (and can vary by subarea), but can help compensate for fewer publications. Successful extramural grant applications (i.e., awarded grants) can greatly strengthen the tenure case.
- **Mentoring:** Some involvement of undergraduates and/or graduate students in research while at Baruch.

Promotion to Professor

- **Publications:**
 - Continuing productivity with 1-2 peer-reviewed empirical papers/year on average (same considerations apply as described above for tenure and promotion to Associate).
 - A shift to more chapter or book work, as well as public-facing scholarship, may be evident at this career stage and this will be considered in balance with empirical work in terms of overall productivity.
 - If gaps in productivity occur following tenure, at least the previous 3-4 years before consideration for promotion to Professor should show productivity at the expected level, with evidence of continued work.
 - A substantial amount of recent work (or the most important work) should be first author or anchor author (last author when the first authors are students).
 - Work should be published in appropriate journals for the area, with some papers in higher impact journals.
 - There should be demonstration of a programmatic approach to the work that has developed and established the individual as an expert in that area.
- **Grants:** At least some intramural grant activity and success is expected. Where appropriate, there should be evidence of extramural grant activity (i.e., submitting applications; appropriate venues can vary by subarea). Successful extramural grant activity (i.e., being awarded extramural grants) can greatly strengthen the promotion case, but is not necessary for promotion.
- **Mentoring:** Clear evidence of involvement of undergraduates and/or graduate students in research.

Department of Sociology and Anthropology

The general requirements for achieving tenure and promotion to associate professor are good teaching, service, and a strong record of publication and/or creative activity. For guidance on expectations regarding teaching and service, and promotion to Lecturer with CCE, please see the shared Weissman School of Arts and Sciences guidelines.

Tenure and Promotion to Associate Professor:

Candidates for tenure and promotion to Associate Professor in the Department of Sociology and Anthropology must demonstrate a strong record of scholarly, peer-reviewed publication. While peer-reviewed publications are the single most important part of the tenure portfolio, there is some variation in publication practices depending on these disciplines' subfields (e.g., social inequality and linguistic anthropology). Likewise, social scientists working in related disciplines (e.g., Latin American Studies, South Asia Studies, Religious Studies) may have differing scholarly publishing criteria. This variation in academic publishing criteria means that some scholars/subfields publish exclusively in journals; others publish only books; others publish only in edited volumes; and still others utilize a combination of books, book chapters, and journal articles. To ensure a smooth and successful tenure and promotion process, the Department Chair should work closely with candidates to ensure that they are both effectively meeting and communicating their subfield's publication practices to the department executive committee, School P&B, and College P&B.

As noted above, in the disciplines of Sociology and Anthropology (and in other fields represented in the department), publication practices vary across subfields and related disciplines. However, for tenure and promotion to Associate Professor in the Department of Sociology and Anthropology, the two standard approaches for demonstrating scholarly achievement are:

- a. a single-author peer-reviewed book and one or two peer-reviewed articles/peer-reviewed book chapters;
- b. five to six substantial single- or first-author peer-reviewed articles or peer-reviewed book chapters

Articles, books, and other forms of writing that have not undergone a scholarly peer review process fall under the category of public-facing scholarship. For the disciplines of Sociology and Anthropology (and other fields represented in the department), public-facing scholarship does not carry significant weight for tenure and promotion to Associate Professor.

Books:

The candidate should publish scholarly books with reputable presses that utilize peer-review in their process. This includes university presses and also publishing houses with a history of scholarly titles, like Norton, Viking, Routledge, Lexington, Beacon, and others.

Articles:

Articles must be published in peer-reviewed journals. It is the responsibility of the candidate, in consultation with the Department Chair and other relevant faculty, to

determine which journals are most important for their work. In Sociology and Anthropology (and other fields represented in the department), we are interested in the originality, quality, impact and value of the scholarship and academic work. We are not concerned with quantifying journal worth in terms of "rank" or "impact factor."

Book chapters:

Book chapters in edited volumes published by academic presses or publishing houses with a history of scholarly titles are of equal value to articles, provided these works are peer-reviewed. The department expects that each publication will advance the candidate's scholarly presentation of their research data and theory rather than duplicate what they have previously published. Therefore, journal articles and book chapters should be distinct from one another, with only minor overlap in argument. In some disciplines in the department, a monograph may include previously published articles as chapters or parts of chapters. The number of such chapters should ideally be kept to two and be revisions rather than reproductions. A book that contains two (revised) chapters is also common practice at many university presses.

Editor of Volumes or Special Issues of Journals:

Published or forthcoming peer-reviewed edited volumes – especially those with introductions authored (or co-authored) by the candidate – will count favorably toward tenure and promotion. However, these works cannot, in the absence of scholarly articles and books, fulfill the scholarship component.

Proceedings:

Publication in conference proceedings is of some value, but determination will be made on specific cases through consultation with the Department Chair and relevant faculty. Publication of abstracts alone is not of value.

Book reviews:

While a reflection of scholarly engagement, book reviews will not carry weight for tenure and promotion.

Promotion to Professor:

Application for promotion to Professor occurs following promotion to Associate Professor (excluding fellowship leaves and scholarly incentive leaves).

The same considerations and guidelines apply as described above for tenure and promotion to Associate. Candidates are expected to produce a body of research work after receiving tenure equivalent in quantity and/or significance to the work they produced before receiving tenure in order to satisfy criteria for promotion to full professor. In other words, while publication practices vary across subfields and related disciplines, for promotion to Professor in the Department of Sociology and Anthropology, the two standard approaches for demonstrating continuing scholarly achievement are:

- a. a single-author peer-reviewed book and 1 or 2 peer reviewed articles/peer reviewed book chapters or

b. 5-6 substantial single- or first-author peer-reviewed articles or peer-reviewed book chapters

A shift to more invited work, as well as public-facing scholarship, may be evident at this career stage and will be considered in balance with the previous guidelines and overall productivity.

If there are any periods of low productivity after achieving tenure, then at least the 3-4 years leading up to consideration for promotion to Professor should show the expected level and quality of productivity, along with evidence of continued work in the pipeline.