GSU Promotion and Tenure Manual
For Tenured and Tenure-Track Professors

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University Promotion and Tenure Manual Review Committee*
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I. Introduction

At Georgia State University, the quality of faculty accomplishments in scholarship, teaching, and service determines the quality of the institution as a whole. To ensure that the institution and its faculty sustain a high level of excellence, we engage in systematic evaluations of faculty. In evaluations for the purpose of promotion and tenure, it is imperative that clear standards be articulated and publicized. This document provides a statement of promotion and tenure standards and procedures for tenure-track faculty at Georgia State University.

Promotion and tenure decisions are extremely important to the life of the institution. They are the means by which the University retains its most valuable scholars, sustains excellence in its instructional program, and promotes its mission to advance knowledge. Promotion and tenure evaluations are also among the most important events in a faculty member's professional life. Accordingly, it is essential that all faculty members be treated fairly and granted due process in the deliberations that determine tenure and promotion.

Tenure and promotion decisions are to be based on discipline-specific departmental and college criteria as determined by departmental and college faculty, but satisfaction of these criteria should reflect equivalent levels of accomplishment across the University. Although faculty members in different colleges are engaged in varied forms of research, creative effort, and other scholarly activity, the quality and significance of achievement appropriate to the field in question should be comparable. This document provides a statement of the general, University-wide standards that govern the specific departmental and college criteria. These University standards define the expected quality and significance of faculty accomplishments, while the departmental and college criteria identify the concrete forms these achievements should take. Standards should be high even as they take into account such factors as teaching loads and the level of institutional support for scholarship. Moreover, standards should be expected to rise as Georgia State University continues its drive for excellence.

Department chairs and senior faculty are expected to mentor and advise all new faculty members. In particular, chairs shall inform them of all promotion and tenure requirements. To this end, they shall provide the new faculty members with copies of the appropriate departmental, college, and University promotion and tenure policies and explain the contents of these documents to them.

This document provides general guidelines that govern specific college and department procedures for promotion and tenure review; it also defines the procedures to be followed in the University-level review. These guidelines and procedures are designed to assure fairness and due process throughout the review process. Included among them are the appeals procedures to be followed in the event of disagreements over promotion and tenure recommendations.
The University Promotion and Tenure Manual Review Committee is charged with periodically reviewing these standards and procedures and those of the colleges to ensure their adherence to the University policy. This committee will be composed of the current chairs of the college/school promotion and tenure committees, a faculty member representing the University senate’s faculty affairs committee, and a member appointed by the provost. The committee will meet annually following the award of promotion and tenure. At that time the committee will review the various college/school promotion and tenure manuals and their adherence to University policy, as well as college/school pre-tenure and post-tenure review policies. It will provide a report of its findings with a recommendation to approve (or not to approve) college promotion and tenure manuals and pre-tenure and post-tenure review policies to the provost. When appropriate the committee may make recommendations to the University senate for changes to University policies. Amended policies will be implemented in the next promotion and tenure cycle.

II. Tenure Policies

The tenure criteria and procedures established by Georgia State University conform to the requirements of the Board of Regents. The most current version of these policies can be found in the Policy Manual of the Board of Regents (http://www.usg.edu/policymanual/ section 8.3.7). If a college requires more time to review and revise departmental guidelines and the college manual, the Dean may petition the Provost for a one year delay in implementing the University’s P&T Manual.

A. Tenure Requirements

Tenure resides at the institutional level at Georgia State University. Only assistant professors, associate professors and professors are eligible for tenure.

The University is responsible for the employment of tenured faculty until retirement, dismissal for cause, or release because of financial exigency or program modification.

Faculty with non-tenure track appointments shall not acquire tenure. The award is limited to the above academic ranks and shall not be construed to include honorific appointments, such as adjunct appointments.

B. Award of Tenure

Normally, a faculty member will apply for tenure in the fifth year of service and be considered in the sixth year of service. In cases of exceptional achievement, a faculty member may apply for tenure in the fourth year of service and be considered for tenure during the fifth year of service. A maximum of two (2) years suspension of the probationary period may be granted due to a leave of absence based on birth or adoption of a child, or serious disability or prolonged illness of the employee or immediate family member. Such interruption must be
approved by the president. Except for the approved suspension of the
probationary period, the maximum time that may be served at the rank of
assistant professor or above without the award of tenure shall be seven (7)
years.

C. Probationary Credit toward Tenure and Promotion

A maximum of three years’ credit toward the minimum probationary period may
be allowed for service in tenure track positions at other institutions. Such credit
for prior service shall be approved in writing by the president at the time of the
initial appointment at the rank of assistant professor or higher. A candidate for
promotion and tenure may relinquish some or all probationary credit received,
with the approval of the department chair and dean. When a candidate with
probationary credit is first eligible for consideration for promotion and tenure,
he/she must notify the department chair if he/she will keep or relinquish some
or all of the awarded credit. This notice will be provided to the department chair
at the beginning of that year’s promotion and tenure cycle, at the time the
candidate informs the department chair whether he/she would like to be
considered for promotion and tenure.

D. Loss of Tenure or Probationary Credit toward Tenure

Tenure or probationary credit towards tenure is lost upon:

1. Resignation from an institution; or
2. Resignation from a tenure-track or tenured position in order to take a non-
tenured position; or
3. Resignation from a position for which probationary credit toward tenure is
given in order to take a position for which no probationary credit is given.

In the event such an individual is again employed as a candidate for tenure,
probationary credit for the prior service may be awarded in the same manner as
for service at another institution.

III. Tenure and Promotion Goals and Standards

A. Tenure

The main purposes of tenure are to recognize high quality performance of
faculty members, to protect academic freedom, and to enable the University to
attract and retain outstanding faculty. The decision to award tenure is based on
the merit of the individual faculty member’s demonstrated accomplishments in
research, scholarship, and creative activities, teaching, and service, the trajectory
of continued accomplishments throughout the faculty member’s career, and the
mission of the department, the college, and the University.
B. Promotion

Promotion to the rank of associate professor is based on an assessment of a faculty member's research, scholarship, and creative accomplishments, teaching, and service activities.

Normally, an assistant professor will apply for promotion to the rank of associate professor in the fifth year of service and be considered for promotion during the sixth year of service. In cases of highly exceptional achievement, an assistant professor may apply for promotion in the fourth year of service and be considered for tenure during the fifth year of service. Strong justification must be provided to support consideration for promotion whenever the candidate has served fewer than four years at the rank of assistant professor at Georgia State University. Nevertheless, where national standards deviate from these norms, the dean of a college may request a waiver from the provost on behalf of the college.

At a minimum, an associate professor is expected to have developed a substantial body of work that has already contributed to the advancement of his/her discipline as determined by peers within and outside of the University, and have a record of growth in research, scholarship, and creative accomplishments that demonstrates a strong likelihood of a continued upward trajectory in terms of high quality and productive research, scholarship, and/or creative activities. Candidates for promotion to associate professor should be establishing a national reputation in their field. They also must demonstrate high quality teaching and appropriate evidence of service.

Normally, an associate professor will not apply for promotion to the rank of professor before the fourth year of service at the rank of associate professor and will not be considered for promotion before the fifth year of service at the rank of associate professor. An associate professor may seek early promotion if a strong justification exists for doing so. Earliest consideration in this case occurs, however, during the fourth year of service.

Promotion to the rank of professor is also based on research, scholarship, and creative accomplishment, teaching, and service activities. Both the quality and the level of achievements required for a recommendation to the rank of professor must substantially surpass those required for a recommendation to associate professor. A professor is expected to have established a national/international reputation in his/her field and have a high probability of continued high quality and productive research, scholarship, and creative activities. The faculty member must demonstrate high quality teaching and provide significant service to the University and professional communities.
C. Promotion and Tenure Criteria

The candidate’s record will be evaluated according to University, college, and department criteria, and professional standards for conduct in research, scholarship, and creative activities, teaching, and service. In each area—(1) research, scholarship, and creative activities; (2) teaching; and (3) service—the candidate will be evaluated as either having met or having not met the standards for promotion or tenure. It is necessary to meet the standards in each of the three areas for promotion or tenure. Norms and expectations appropriate to the discipline are specified in the college and department manuals and must be consistent with University standards.

D. Tenure after or before Promotion to Associate Professor

It is customary for tenure and promotion to the rank of associate professor to be considered concurrently. The criteria for tenure are the same for faculty hired at the rank of associate professor and faculty up for promotion to associate professor with tenure. Similarly, the criteria for tenure at the rank of professor are the same as those for promotion to the rank of professor with tenure. The granting of promotion to associate professor without tenure or tenure at the assistant professor level without promotion should occur only in discipline-specific or exceptional individual circumstances.

E. Special Circumstances

The president may approve an outstanding distinguished faculty member for the award of tenure upon the faculty member’s initial appointment; such action is otherwise referred to as tenure upon appointment.

Each such recommendation shall be granted only in cases in which the faculty member, at a minimum, is appointed as an associate or professor, was already tenured at a prior institution, and brings a demonstrably national reputation to the institution. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the chancellor.

IV. Procedures

All promotion and tenure decisions at Georgia State University are to be based on department, college, and University procedures, as applicable. A college is a major academic unit of the University and may be a college or school. A school or college that is not further subdivided may be considered as a single department. Similarly, references to “the dean” refer to the candidate’s college dean.
Each college engaged in promotion and tenure decisions must have written guidelines on promotion and tenure that clearly set forth its criteria and standards for promotion and tenure as well as the procedures to be followed in the promotion and tenure process. A department may choose to adopt and follow its college/school procedures for this purpose.

Department promotion and tenure guidelines must be reviewed and approved regularly by a college committee, as designated by the college’s promotion and tenure manual. This committee is also responsible for reviewing the college manual. Each college will include in its promotion and tenure manual a calendar for the various steps involved in the promotion and tenure process. College manuals must be annually reviewed by the University Promotion and Tenure Manual Review Committee and approved by the provost.

A. Calendar

The exact dates for the notification of the outcomes of college and University review will be determined by the Office of the Provost and communicated to the University faculty in advance of each year’s promotion and tenure cycle. The dates for candidates to submit their dossier, list of recommended external reviewers, as well as the dates for reviews by the department, chair, and college committee will be clearly stated in the college manuals.

1st week of January: Deans notify candidates of negative recommendations. A candidate wishing to appeal a negative recommendation of a dean has 10 business days from the date of the dean’s letter in which to appeal, in writing, to the provost.

3rd week of January: Deans forward all positive candidate recommendations to the provost for consideration.

3rd week of February: Provost notifies the president and deans of candidate recommendations. Within three business days of receiving the provost’s recommendations, the deans notify the candidates. Provost responds to appeals from candidates, providing the candidate and dean a statement of the bases upon which the appeal is supported or rejected.

A candidate wishing to appeal the provost’s negative recommendation or decision regarding an appeal may appeal, in writing, to the president within ten business days of the date of the provost’s letter.

3rd week of March: President notifies the deans of promotion and tenure decisions. Within three business days of receiving the president’s decisions, the deans notify the candidates. President responds to appeals from candidates.

B. Annual College Meeting

Each college will conduct a meeting each year for the promotion and tenure candidates within the college. This meeting should be held prior to the time when candidates must declare their intention to seek promotion and/or tenure.
The purpose of the meeting is to explain promotion and tenure policies and to answer candidates’ questions about any and all phases of the promotion and tenure process. The meeting shall be open to all interested faculty members in the college.

C. Candidate’s Dossier

All candidates for promotion and/or tenure will prepare a dossier that contains a record of their professional career achievements (in research, scholarship, and creative activities; teaching; and service), appropriate documentation, copies of their published works, and information about the nature and term of any funded research. In addition, candidates shall provide a statement that summarizes their accomplishments and effectiveness in (1) research, scholarship, and creative activity, (2) teaching, and (3) service. In the case of candidates for promotion to the rank of professor, the dossier should emphasize the record of professional achievements since the candidate’s promotion to the rank of associate professor. Documentation of these areas to be included in the candidate’s dossier is outlined below.

1. Assessment of Research, Scholarly and Creative Activities

A clear description of the types of indicators used to assess research, scholarship, and creative activities will be included in each college promotion and tenure manual and each department’s guidelines for promotion and tenure. Candidates shall indicate which of their publications appear in peer reviewed journals and shall assess the quality and standing in the profession of the journals. In addition, candidates with multi-authored works should describe their contribution to the works. Acknowledging that methods of disseminating research are changing, when using alternative methods of sharing scholarly output, candidates are encouraged to provide assessments of the quality and standing of those alternative methods.

2. Assessment of Teaching

Candidates for promotion and tenure must submit in the dossier the results of student evaluations of instruction within a timeframe to be determined by their college. Additional evidence of teaching effectiveness must be presented in the dossier. Evidence of teaching effectiveness may include, but is not limited to: peer evaluations, selected examinations and quizzes, students’ passing rates on licensure/certification examinations, a teaching portfolio, new course and/or program development, use of technology for teaching, program accreditation review results, teaching awards received, and student accomplishments.
3. **Assessment of Service**

Each college manual and departmental guidelines will provide a clear description of the types of service indicators to be used in departmental and college reviews. Department, college, and University service, as well as professional and community accomplishments constitute appropriate activity in this area of assessment.

**D. External Reviewer Letters**

It is expected that five letters from external reviewers will be obtained for each candidate. Additional letters are acceptable as defined by the college. The number of external review letters procured shall not be regarded as an indicator of the quality of the candidate’s dossier. External reviewers shall be drawn from lists of those recommended by the candidate and by the chair in consultation with senior faculty in the department. If after repeated efforts five reviewers are not found a dean may accept fewer letters (but not less than three) with a memorandum in the candidate’s dossier summarizing the steps taken to obtain reviewers and the number of people contacted from both lists. External reviewers from academic institutions must hold the rank of associate professor or professor (or the international equivalent) for candidates seeking tenure and/or promotion to the rank of associate professor and the rank of professor (or the international equivalent) for candidates seeking tenure and/or promotion to the rank of professor. Appropriate rank and scholarship should be the deciding factors for selecting an external reviewer.

The external reviewers from academic institutions are to be affiliated with research universities in which the emphasis on research and scholarship is of a rigor similar to aspirational peer institutions for the candidate’s discipline. In special circumstances (with written justification from the department chair and with the approval of the dean), external reviewers may be used who are not affiliated with academic institutions or with academic institutions that are not research universities. A brief resume of the external reviewer or a description of this person’s accomplishments, standing in the field, and past relationship with the candidate shall accompany the reviewer’s letter of evaluation. This description is to be prepared by the departmental chair or other comparable academic official. External reviewers must be able to provide an independent assessment and therefore may not have any personal or professional investment in the career of the candidate.

Each college will determine the number of names for external reviewers that shall be presented to the dean. The college will also designate the minimum number of reviewers that shall come from the candidate’s list and from the list of the department chair.
The dean is responsible for the selection of and communication with the external reviewers. The external reviewers will be provided with the candidate’s vita and evidence of scholarly achievements (e.g. multiple or selected publications, research endeavors, artistic works, etc.) and asked to speak to the quality and level of the candidate’s scholarly achievements and the significance and overall contributions of these achievements to the discipline/field. All external reviewers must be instructed to return their review letters to the dean.

All letters from the external reviewers will be treated as confidential and included in the material to be considered by the relevant committees, as well as by any individual or group subsequently involved in the review beyond the initial level.

V. Evaluation of Dossier and Letters from External Reviewers

A. Department Review

If the college or unit has departments, the candidate’s dossier and outside letters will be reviewed by a departmental committee composed of at least three tenured faculty at the rank of associate and professor for candidates seeking tenure and/or promotion to associate professor and at least three tenured faculty at the rank of professor for candidates seeking the rank of professor. In consultation with the department chair, the dean will augment faculty committees with members at the appropriate rank from other departments when the home department does not have a sufficient number of faculty at the appropriate rank to constitute a committee of at least three members.

The department committee will prepare a recommendation to the department chair reviewing the candidate’s dossier, the letters from external reviewers, and other materials directly relevant to the candidate’s dossier. This recommendation along with the candidate’s dossier and external review letters will be forwarded to the department chair by the date specified in the college promotion and tenure manual.

B. Department Chair Review

The department chair will review and evaluate the candidate’s dossier, the outside reviewer letters, other materials directly relevant to the candidate’s dossier, and the recommendation of the departmental committee. The department chair forwards his/her recommendation to the college committee by the date specified in the college promotion and tenure manual.

C. College Committee Review

Each college or unit will have a minimum of one committee on promotion and tenure. Such committees will be composed of tenured faculty with the rank of
associate professor or professor for candidates seeking tenure and/or promotion to the rank of associate professor and tenured faculty with the rank of professor for candidates seeking tenure and/or promotion to the rank of professor. No person can serve at more than one level of review. The committee(s) will evaluate the candidate’s dossier, outside reviewer letters, other materials directly relevant to the candidate’s dossier, and the recommendations of the department chair, and department committee. The committee(s) will make recommendations to the dean concerning the promotion and/or tenure of each candidate by the date specified in the college promotion and tenure manual.

D. Dean’s Review

The dean will evaluate the candidate’s dossier, outside reviewer letters, other materials directly relevant to candidate’s dossier, and the recommendations of the departmental committee, departmental chair and college committee. If the dean makes a positive recommendation, the dean will forward the recommendation to the provost and notify the candidate by the date specified in the calendar. In all instances of a positive recommendation by the dean, a file containing the candidate’s curriculum vitae and statement, the various letters of internal assessment, and the letters of external review will go forward for review.

Candidates who are not recommended by the dean must receive a written decision and rationale no later than the date specified in the calendar. Candidates who are not recommended by the dean may appeal the dean’s decision to the provost.

E. Written Notification to Candidate

At each of the stages of review, a candidate must receive a written notice of the outcome of the deliberations and a copy of any evaluation(s) that are made of the candidate’s credentials including any possible minority reports. Reports from department and college committees, as well as minority reports may remove the signature page or section which identifies committee members by name. A candidate has the right to respond in writing to any or all of these evaluations, and copies of the candidate’s response(s) will be included in the material reviewed at all higher levels.

F. Provost’s Review

The provost will conduct an independent review of the materials forwarded by the dean and any other materials directly relevant to the faculty member’s candidacy, also applying the guidelines, norms, and expectations for the University, college and department, and make his/her promotion and tenure decision. The provost will consult with an Advisory Panel to the Provost on
Promotion and Tenure. The panel will provide the Provost with a written recommendation (including the reporting of minority views as expressed) on each tenure and promotion case. In cases where the recommendation of the panel is to reverse the College recommendation, the panel shall provide a justification for such a recommendation. All recommendations (concurrences or reversals) and justifications of the panel will be conveyed in a written document that accompanies the Provost’s recommendation and will be shared with the candidate and respective dean.

The members of the panel will hold the rank of Professor (with tenure) and serve three-year terms, representing the various colleges/schools, so that there is one member on the committee corresponding to each college P&T committee. The Senate Executive Committee will organize initial terms so that in any given subsequent academic year roughly a third of the panel seats will open. Each member will be elected by her or his home college faculty. Members of the committee who have had earlier involvement in a particular promotion or tenure case at unit, area committee, or College level, shall recuse themselves from discussions about the case when it reaches the University committee.

Taking the recommendation of the panel under consideration along with the other materials pertinent to the decision, the provost will make a recommendation on each case and forward it to the president, notifying the appropriate dean. Within three business days after receiving notice of the provost’s recommendation, the dean shall notify the candidate of the provost’s recommendation.

Before forwarding a negative recommendation to the president, the provost will consult with the dean. In response to the query from the provost, the dean may gather additional information from the candidate, the departmental chair, the department or college promotion and tenure committee, and other materials directly relevant to the faculty member’s candidacy. The dean will notify the candidate and department chair of his/her reply to the provost.
G. President’s Review

The president will conduct an independent review of the candidate’s curriculum vitae and statement, outside reviewer letters, recommendations, and any other material directly relevant to the faculty member’s candidacy, also applying the guidelines, norms, and expectations for the University, college and department, and make his/her promotion and tenure decision. Within three business days after receiving notice of the president’s decisions, the dean shall notify the candidate of the decision.

VI. Appeals

A. Appeals to the Provost

Appeals of negative recommendations by college deans may be made to the provost. In reviewing the appeal, the provost may gather additional information pertaining to the appeal from the candidate, the college dean, the departmental chair, the departmental or college promotion and tenure committee, and other appropriate individuals inside or outside the University. The provost shall provide the candidate and the dean with a written decision, including a statement of the bases upon which the appeal is supported or rejected, by the date specified in the calendar.

B. Appeals to the President

A candidate may appeal the provost’s negative recommendations or decision regarding his/her appeal to the president. The appeal to the president shall conform to the principles and processes stated above for appeals to the provost. The president shall provide the candidate a written decision including a statement of the bases upon which the candidate’s appeal is supported or rejected by the date specified in the calendar.

VII. Feedback on Promotion and Tenure Decisions

The dean will meet annually with the college promotion and tenure committee and provide feedback on the outcome of the year’s tenure and/or promotion cases and discuss the committee’s assessments and recommendations in light of the final tenure and/or promotion outcomes.
VIII. Other Tenure-Related and Promotion-Related Reviews

A. Pre-Tenure Review

1. Purpose

Normally, the department will conduct a pre-tenure review of each tenure-track faculty member. A formal review of the progress made toward promotion and tenure will be made during the third year so that the tenure track faculty member has a clear idea of how adequately he or she is progressing toward successfully achieving promotion and tenure. When a faculty member is hired with one or two years of probationary credit towards tenure and promotion there shall also be a mid-course pre-tenure review. A faculty member hired with three years of probationary credit may waive pre-tenure review with written approval of the department chair and dean.

The pre-tenure review should provide an opportunity for colleagues to review accomplishments and provide assistance to the tenure track faculty member seeking tenure and promotion. Such review should complement efforts to implement mentoring programs within each department. This review is distinguished from the annual review in that it encourages a longer-term perspective on accomplishments.

2. Procedures

This review will be conducted by a committee of either at least three faculty of the appropriate rank elected from the tenured faculty or all departmental faculty of appropriate rank and tenure. Normally these faculty members will be from the department; however, in small units faculty of appropriate rank from outside the department may be elected. This cumulative review should address accomplishments in research, scholarship, and creative activities; teaching; and service. It will be based on available information as articulated in the department or college guidelines: e.g., annual reports, student and peer evaluations of teaching, curriculum vita, publications, etc.; a candidate should not be expected to prepare additional materials solely for the purpose of the cumulative review but may prepare a short statement.

The pre-tenure evaluation conducted by the department should be reviewed and commented on by the department chair, the dean and the provost. Faculty must receive a written report of the results of this review and comments by department chair, the dean, and the provost.

The University Promotion and Tenure Manual Review Committee shall review the University’s pre-tenure review policies, as well as any subsequent revisions, and submit these to the provost for final approval.
**B. Post-Tenure Review**

1. **Purpose**

   All colleges will also conduct a post-tenure review of tenured faculty. The primary purpose of the post-tenure review process is to assist faculty members with identifying opportunities that will enable them to reach their full potential for contribution to the University. Post-tenure review is one of several types of faculty performance reviews (e.g., annual, promotion, and tenure reviews) and is intended to provide a longer-term perspective than is usually provided by an annual review. The review should be both retrospective and prospective, encouraging a careful look at possibilities for different emphases at different points of a faculty member's career.

2. **Procedure**

   With the exception of tenured administrators whose majority of duties is administrative, all tenured faculty will be reviewed. Each faculty member must be assessed five years after the most recent promotion or personnel action, and reviews will continue at five-year intervals unless interrupted by a further review for promotion or leave of absence.

   The post-tenure review should focus on the faculty member's accomplishments in research, scholarship and creative activities, teaching, and service, relating these to the stated expectations for performance developed by the institution. The faculty member being reviewed should prepare a dossier based on available information such as annual reports, student/peer evaluations of teaching, curriculum vita, publications, etc. In addition, the faculty member should provide a statement that summarizes his/her accomplishments and effectiveness in research, scholarship, and creative activity, teaching, and service over the previous five years and outlines goals for the next five years.

   Each college shall determine the details of the post-tenure review process, subject to the following considerations. The review shall involve the department chair, at least one elected committee of tenured faculty of similar or higher rank, the dean, and the provost. The initial review shall be conducted either by the department chair or by the faculty review committee. The initial reviewer will prepare a report based on the faculty member's dossier and statement that assesses the faculty member's accomplishments in research, scholarship, and creative activity, teaching, and service over the previous five years. The initial report will be reviewed and commented on by the department chair or the faculty review committee (whichever was not involved in the initial review) as well as by the dean and the provost. The faculty member must receive copies of the initial review as well as of all subsequent comments.
The results of post-tenure reviews must be linked to rewards and professional development. Faculty members who are performing at a high level should receive recognition for their achievements. This may include merit pay increases, and study and research leave opportunities.

When a faculty member has not met the standards for promotion to the rank of professor or maintained the standard for the rank of professor in his/her research, scholarly and creative activities, teaching, or service, the faculty member’s chair and/or dean and the faculty member will work together to develop a formal plan for faculty development that includes clearly defined and specific goals or outcomes, an outline of activities to be undertaken, a timetable, and an agreed-upon monitoring strategy.

Faculty members with tenure and who also have some combination of administrative and teaching responsibilities will not be subject to post-tenure review as long as a majority of their duties are administrative in nature. At such time when a faculty/administrator returns full-time to the faculty, she/he will be placed into the post-tenure review cycle and will be evaluated under those guidelines as a faculty member in the fifth year following the return to the faculty and at subsequent five-year intervals.

The University Promotion and Tenure Manual Review Committee shall review the University’s post-tenure review policies, as well as any subsequent revisions, and submit these to the provost for final approval.

B. **Emeritus Status**

The dean may recommend for approval by the provost the title of "emeritus" for any retired tenured or non-tenured faculty member with the rank of assistant professor, associate professor, professor, or regents' professor who, at the time of retirement, had ten years or more of honorable and distinguished service in the University. In making recommendations for emeritus appointments, departments should be specific with respect to the emeritus title (e.g., associate professor emeritus, professor emeritus, etc). Candidates for emeritus faculty status may be nominated by other faculty in their own department or may self-nominate to be considered for emeritus status. The department faculty must vote on the nomination and, if the department faculty recommends the candidate for emeritus status, the recommendation goes to the department chair for a recommendation, then to the dean for a recommendation, and then to the provost.