

GSU Promotion and Tenure Manual

For Tenured and Tenure-Track Professors

Approved by the
University Promotion and Tenure Manual Review Committee*
September 19, 2011

Approved by the
University Senate Faculty Affairs Committee
November 10, 2011

**Approved by the
University Senate
January 19, 2012**

**AMENDED BY THE UNIVERSITY SENATE
APRIL 19, 2010**

To Be Effective: January, 2013

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1 **I. Introduction**

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

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

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

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

33 This document provides general guidelines that govern specific college and department
34 procedures for promotion and tenure review; it also defines the procedures to be followed
35 in the University-level review. These guidelines and procedures are designed to assure
36 fairness and due process throughout the review process. Included among them are the
37 appeals procedures to be followed in the event of disagreements over promotion and
38 tenure recommendations.

39 The University Promotion and Tenure Manual Review Committee is charged with
40 periodically reviewing these standards and procedures and those of the colleges to ensure
41 their adherence to the University policy. This committee will be composed of the current
42 chairs of the college/school promotion and tenure committees, a faculty member
43 representing the University senate's faculty affairs committee, and a member appointed by
44 the provost. The committee will meet annually following the award of promotion and
45 tenure. At that time the committee will review the various college/school promotion and
46 tenure manuals and their adherence to University policy, as well as college/school pre-
47 tenure and post-tenure review policies. It will provide a report of its findings with a
48 recommendation to approve (or not to approve) college promotion and tenure manuals
49 and pre-tenure and post-tenure review policies to the provost. When appropriate the
50 committee may make recommendations to the University senate for changes to University
51 policies. Amended policies will be implemented in the next promotion and tenure cycle.

52 **II. Tenure Policies**

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

59 **A. Tenure Requirements**

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

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

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

68 **B. Award of Tenure**

69 Normally, a faculty member will apply for tenure in the fifth year of service and
70 be considered in the sixth year of service. In cases of exceptional achievement, a
71 faculty member may apply for tenure in the fourth year of service and be
72 considered for tenure during the fifth year of service. A maximum of two (2)
73 years suspension of the probationary period may be granted due to a leave of
74 absence based on birth or adoption of a child, or serious disability or prolonged
75 illness of the employee or immediate family member. Such interruption must be

76 approved by the president. Except for the approved suspension of the
77 probationary period, the maximum time that may be served at the rank of
78 assistant professor or above without the award of tenure shall be seven (7)
79 years.

80 **C. *Probationary Credit toward Tenure and Promotion***

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

93 **D. *Loss of Tenure or Probationary Credit toward Tenure***

94 Tenure or probationary credit towards tenure is lost upon:

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

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

103 **III. Tenure and Promotion Goals and Standards**

104 **A. *Tenure***

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

112

113 **B. Promotion**

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

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

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

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

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

151 **C. *Promotion and Tenure Criteria***

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

161 **D. *Tenure after or before Promotion to Associate Professor***

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

170 **E. *Special Circumstances***

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

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

180 **IV. Procedures**

181 All promotion and tenure decisions at Georgia State University are to be based on
182 department, college, and University procedures, as applicable. A college is a major
183 academic unit of the University and may be a college or school. A school or college that is
184 not further subdivided may be considered as a single department. Similarly, references to
185 “the dean” refer to the candidate’s college dean.

186 Each college engaged in promotion and tenure decisions must have written guidelines on
187 promotion and tenure that clearly set forth its criteria and standards for promotion and
188 tenure as well as the procedures to be followed in the promotion and tenure process. A
189 department may choose to adopt and follow its college/school procedures for this purpose.
190 Department promotion and tenure guidelines must be reviewed and approved regularly by
191 a college committee, as designated by the college's promotion and tenure manual. This
192 committee is also responsible for reviewing the college manual. Each college will include in
193 its promotion and tenure manual a calendar for the various steps involved in the
194 promotion and tenure process. College manuals must be annually reviewed by the
195 University Promotion and Tenure Manual Review Committee and approved by the provost.

196 **A. *Calendar***

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

202 1st week of January: Deans notify candidates of negative recommendations. A candidate
203 wishing to appeal a negative recommendation of a dean has 10 business days from the date
204 of the dean's letter in which to appeal, in writing, to the provost.
205

206 3rd week of January: Deans forward all positive candidate recommendations to the
207 provost for consideration.
208

209 3rd week of February: Provost notifies the president and deans of candidate
210 recommendations. Within three business days of receiving the provost's
211 recommendations, the deans notify the candidates. Provost responds to appeals from
212 candidates, providing the candidate and dean a statement of the bases upon which the
213 appeal is supported or rejected.
214

215 A candidate wishing to appeal the provost's negative recommendation or decision
216 regarding an appeal may appeal, in writing, to the president within ten business days of the
217 date of the provost's letter.
218

219 3rd week of March: President notifies the deans of promotion and tenure decisions.
220 Within three business days of receiving the president's decisions, the deans notify the
221 candidates. President responds to appeals from candidates.

222 **B. *Annual College Meeting***

223 Each college will conduct a meeting each year for the promotion and tenure
224 candidates within the college. This meeting should be held prior to the time
225 when candidates must declare their intention to seek promotion and/or tenure.

226 The purpose of the meeting is to explain promotion and tenure policies and to
227 answer candidates' questions about any and all phases of the promotion and
228 tenure process. The meeting shall be open to all interested faculty members in
229 the college.

230 **C. Candidate's Dossier**

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

242 **1. Assessment of Research, Scholarly and Creative Activities**

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

253 **2. Assessment of Teaching**

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

262 3. **Assessment of Service**

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

268 **D. *External Reviewer Letters***

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

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

297 Each college will determine the number of names for external reviewers that
298 shall be presented to the dean. The college will also designate the minimum
299 number of reviewers that shall come from the candidate's list and from the list of
300 the department chair.

301 The dean is responsible for the selection of and communication with the external
302 reviewers. The external reviewers will be provided with the candidate's vita and
303 evidence of scholarly achievements (e.g. multiple or selected publications,
304 research endeavors, artistic works, etc.) and asked to speak to the quality and
305 level of the candidate's scholarly achievements and the significance and overall
306 contributions of these achievements to the discipline/field. All external
307 reviewers must be instructed to return their review letters to the dean.

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

312 **V. Evaluation of Dossier and Letters from External Reviewers**

313 **A. Department Review**

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

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

329 **B. Department Chair Review**

330
331 The department chair will review and evaluate the candidate's dossier, the
332 outside reviewer letters, other materials directly relevant to the candidate's
333 dossier, and the recommendation of the departmental committee. The
334 department chair forwards his/her recommendation to the college committee by
335 the date specified in the college promotion and tenure manual.

336 **C. College Committee Review**

337 Each college or unit will have a minimum of one committee on promotion and
338 tenure. Such committees will be composed of tenured faculty with the rank of

339 associate professor or professor for candidates seeking tenure and/or
340 promotion to the rank of associate professor and tenured faculty with the rank
341 of professor for candidates seeking tenure and/or promotion to the rank of
342 professor. No person can serve at more than one level of review. The
343 committee(s) will evaluate the candidate's dossier, outside reviewer letters,
344 other materials directly relevant to the candidate's dossier, and the
345 recommendations of the department chair, and department committee. The
346 committee(s) will make recommendations to the dean concerning the promotion
347 and/or tenure of each candidate by the date specified in the college promotion
348 and tenure manual.

349 **D. *Dean's Review***

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

359
360 Candidates who are not recommended by the dean must receive a written
361 decision and rationale no later than the date specified in the calendar
362 Candidates who are not recommended by the dean may appeal the dean's
363 decision to the provost.

364 **E. *Written Notification to Candidate***

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

373 **F. *Provost's Review***

374
375 The provost will conduct an independent review of the materials forwarded by
376 the dean and any other materials directly relevant to the faculty member's
377 candidacy, also applying the guidelines, norms, and expectations for the
378 University, college and department, and make his/her promotion and tenure
379 decision. The provost will consult with an Advisory Panel to the Provost on

380 Promotion and Tenure. The panel will provide the Provost with a written
381 recommendation (including the reporting of minority views as expressed) on
382 each tenure and promotion case. In cases where the recommendation of the
383 panel is to reverse the College recommendation, the panel shall provide a
384 justification for such a recommendation. All recommendations (concurrences or
385 reversals) and justifications of the panel will be conveyed in a written document
386 that accompanies the Provost's recommendation and will be shared with the
387 candidate and respective dean.

388
389 The members of the panel will hold the rank of Professor (with tenure) and
390 serve three-year terms, representing the various colleges/schools, so that there
391 is one member on the committee corresponding to each college P&T committee.
392 The Senate Executive Committee will organize initial terms so that in any given
393 subsequent academic year roughly a third of the panel seats will open. Each
394 member will be elected by her or his home college faculty. Members of the
395 committee who have had earlier involvement in a particular promotion or
396 tenure case at unit, area committee, or College level, shall recuse themselves
397 from discussions about the case when it reaches the University committee.

398
399 Taking the recommendation of the panel under consideration along with the
400 other materials pertinent to the decision, the provost will make a
401 recommendation on each case and forward it to the president, notifying the
402 appropriate dean. Within three business days after receiving notice of the
403 provost's recommendation, the dean shall notify the candidate of the provost's
404 recommendation.

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

411 **G. *President's Review***

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

419 **VI. Appeals**

420 **A. *Appeals to the Provost***

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

429 **B. *Appeals to the President***

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

436 **VII. Feedback on Promotion and Tenure Decisions**

437 The dean will meet annually with the college promotion and tenure committee
438 and provide feedback on the outcome of the year's tenure and/or promotion
439 cases and discuss the committee's assessments and recommendations in light of
440 the final tenure and/or promotion outcomes.

441 **VIII. Other Tenure-Related and Promotion-Related Reviews**

442 **A. Pre-Tenure Review**

443 **1. Purpose**

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

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

459 **2. Procedures**

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

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

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

478 **B. Post-Tenure Review**

479 **1. Purpose**

480
481 All colleges will also conduct a post-tenure review of tenured faculty. The
482 primary purpose of the post-tenure review process is to assist faculty members
483 with identifying opportunities that will enable them to reach their full potential
484 for contribution to the University. Post-tenure review is one of several types of
485 faculty performance reviews (e.g., annual, promotion, and tenure reviews) and is
486 intended to provide a longer-term perspective than is usually provided by an
487 annual review. The review should be both retrospective and prospective,
488 encouraging a careful look at possibilities for different emphases at different
489 points of a faculty member's career.

490 **2. Procedure**

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

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

505 Each college shall determine the details of the post-tenure review process,
506 subject to the following considerations. The review shall involve the department
507 chair, at least one elected committee of tenured faculty of similar or higher rank,
508 the dean, and the provost. The initial review shall be conducted either by the
509 department chair or by the faculty review committee. The initial reviewer will
510 prepare a report based on the faculty member's dossier and statement that
511 assesses the faculty member's accomplishments in research, scholarship, and
512 creative activity, teaching, and service over the previous five years. The initial
513 report will be reviewed and commented on by the department chair or the
514 faculty review committee (whichever was not involved in the initial review) as
515 well as by the dean and the provost. The faculty member must receive copies of
516 the initial review as well as of all subsequent comments.

517 The results of post-tenure reviews must be linked to rewards and professional
518 development. Faculty members who are performing at a high level should
519 receive recognition for their achievements. This may include merit pay
520 increases, and study and research leave opportunities.

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

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

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

538 **B. *Emeritus Status***

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