Byrdine F. Lewis School of Nursing and Health Professions

Promotion and Tenure

Policies and Procedures Handbook

Effective January 2013

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I. Introduction

At the Byrdine F. Lewis School of Nursing and Health Professions (BFLSNHP), the quality of faculty accomplishments in scholarship, teaching, and service determines the quality of the institution as a whole. To ensure that the faculty in the BFLSNHP 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 in the BFLSNHP at Georgia State University.

Promotion and tenure decisions are extremely important to the life of the institution. They are the means by which the BFLSNHP 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 in the BFLSNHP 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 BFLSNHP criteria as determined by departmental and BFLSNHP faculty, but satisfaction of these criteria should reflect equivalent levels of accomplishment across the university, as delineated in the University Promotion and Tenure Document. Although faculty members in different departments within the BFLSNHP may be engaged in varied forms of research, and other scholarly activity, the quality and significance of achievement appropriate to each department should be comparable. This document provides a statement of the standards that govern the BFLSNHP criteria. The BFLSNHP criteria identify the specific forms these achievements should take. Standards are set at a high level, 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 the BFLSNHP and Georgia State University continue to encourage 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 new faculty members with copies of
the appropriate departmental, BFLSNHP, and university promotion and tenure policies and explain the contents of these documents to them.

This document provides guidelines that govern specific BFLSNHP procedures for promotion and tenure review. (For guidelines related to University-level review, please consult the University Promotion & Tenure Document.) 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.
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).

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 the BFLSNHP may request a waiver from the provost on behalf of the BFLSNHP.

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, BFLSNHP, and department criteria, and professional standards for conduct in research, scholarship, and creative activities, teaching, and service. The candidate will be evaluated as either having met or having not met the standards for promotion or tenure in each of the following areas:

1. research, scholarship, and creative activities;
2. teaching; and
3. service.

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 BFLSNHP manual and are 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 chancellor must approve the award of tenure.
IV. Procedures

All promotion and tenure decisions at Georgia State University are to be based on department, BFLSNHP, and university procedures, as applicable. This document represents the guidelines on promotion and tenure for the BFLSNHP and includes criteria and standards for promotion and tenure as well as the procedures to be followed in the promotion and tenure process. A department within the school may choose to adopt and follow this document for this purpose. Department promotion and tenure guidelines that deviate from this document must be reviewed and approved regularly by the BFLSNHP Promotion & Tenure with the goal of seeking compliance with the college’s promotion and tenure manual. This committee is also responsible for reviewing the BFLSNHP manual. This manual 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 are outlined below. The dates/deadlines for the academic unit head, school committees, and Dean must comply with the review schedule provided annually by the Office of the Provost. As such, the dates listed below are guidelines that may require adjustments to assure compliance with the Office of the Provost. Candidates, Department Chairs, and P&T Committees will receive notice of the actual dates/deadlines with notice of promotion and/or tenure eligibility.

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<tr>
<th>Date Guideline</th>
<th>Responsible Party</th>
<th>Action</th>
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<tbody>
<tr>
<td>Early February</td>
<td>Academic Unit Head</td>
<td>The academic unit head notifies in writing faculty who will be eligible in the upcoming academic year by virtue of length of service for promotion and/or tenure.</td>
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<tr>
<td>Early February through Mid-March</td>
<td>BFLSNHP Promotion and Tenure Committee</td>
<td>The BFLSNHP Promotion and Tenure Committee holds an informational meeting to discuss promotion and tenure procedures. Candidates and academic unit heads are encouraged to attend. The meeting is open to all faculty.</td>
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<td>Mid-March</td>
<td>Candidate</td>
<td>Eligible faculty who intend to apply for promotion and/or tenure respond in writing to the academic unit head with copies to the Chair of the BFLSNHP Promotion and Tenure Committee/Chair of Committee for Promotion to Professor and to the BFLSNHP Dean. The candidate provides the BFLSNHP Promotion and Tenure Committee/Committee for Promotion to Professor with a list of five (5) possible external reviewers (including their qualifications and credentials) who meet the criteria (See pages 17-18)</td>
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<tr>
<td>Late-March</td>
<td>Academic Unit Head and Candidate</td>
<td>Complete and sign &quot;P &amp; T Face Sheet&quot; in Appendix. The academic unit head provides a list of five (5) possible external reviewers (including their qualifications and credentials) who meet the criteria and submits the list to the Chair of the BFLSNHP Promotion and Tenure Committee/Chair of Committee for Promotion to Professor.</td>
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<td></td>
<td>Academic Unit Head</td>
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<td></td>
<td>Chair of BFLSNHP Promotion and Tenure Committee/Chair of Committee for Promotion to Professor</td>
<td>The Chair of the BFLSNHP Promotion and Tenure Committee/Chair of Committee for Promotion to Professor provides the candidate’s list of external reviewers to the academic unit head. The Chair of the BFLSNHP Promotion and Tenure Committee/Chair of Committee for promotion to Professor provides the academic unit head’s list of external reviewers to the candidate.</td>
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<td>Date Guideline</td>
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<td>Early-April</td>
<td>Candidate</td>
<td>The candidate notifies the Chair, BFLSNHP Promotion and Tenure Committee/Committee for Promotion to Professor of any concerns regarding the list of external reviewers submitted by the academic unit head.</td>
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<td></td>
<td>Department Chair</td>
<td>The department chair notifies the Chair, BFLSNHP Promotion and Tenure Committee/Committee for Promotion to Professor of any concerns regarding the list of external reviewers submitted by the candidate, and seeks to resolve these concerns with the candidate.</td>
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<td>Mid-April</td>
<td>Department Chair</td>
<td>The candidate's department chair sends the candidate's list of 5 external reviewers, and the chair's list of 5 external reviewers to the Dean.</td>
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<td></td>
<td>Dean</td>
<td>The Dean selects the external reviewers from the list of ten reviewers provided by the candidate's department chair. Five external reviewers, with two alternates, will be selected from the list, with the majority of reviewers coming from the list of the department head.</td>
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<td></td>
<td>Candidate</td>
<td>The candidate submits the seven (7) packets of materials (including the CV, narrative for scholarly activity if desired, and three examples of scholarly work to the Chair of the BFLSNHP Promotion and Tenure Committee/Committee for Promotion to Professor for forwarding to the external reviewers.</td>
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<td>Late April</td>
<td>Dean</td>
<td>The Dean sends a standard letter including a request for the external reviewer’s CV or biosketch, along with the candidate’s packet of materials, to the five (5) external reviewers who agree to serve. The review should be completed for return to the Dean within 3 weeks.</td>
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<tr>
<td>Mid May</td>
<td>Dean</td>
<td>The Dean contacts reviewers who have not completed the review.</td>
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<td>Mid to Late May</td>
<td>Dean</td>
<td>The Dean contacts alternate reviewers, if necessary.</td>
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<tr>
<td>Early June</td>
<td>Dean</td>
<td>The Dean provides the external review letters and the CVs of external reviewers to the candidate’s department head for inclusion in the candidate’s dossier. (These letters of the external reviewers remain confidential and are not to be shared with the candidate.)</td>
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<td>Mid August</td>
<td>Candidate</td>
<td>The candidate submits the dossier and 6 copies of the CV to the academic unit head.</td>
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<td>Late August</td>
<td>Academic Unit Head</td>
<td>The academic unit head adds the external review letters to the dossier and forwards copies of the candidate's CVs and dossier to the chair of the unit level Promotion and Tenure Committee (either the School of Nursing or the Division of Health Professions.)</td>
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<td>Mid September</td>
<td>Academic Unit Level Promotion and Tenure Committee</td>
<td>The academic unit level Promotion and Tenure Committee forwards their letter of recommendation and any dissenting letters, along with copies of the candidate's CV and dossier, to the academic unit head and sends a copy of the recommendation letter to the candidate.</td>
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<td>Early October</td>
<td>Candidate</td>
<td>The last day for the candidate to add material to his/her dossier.</td>
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<td>Academic Unit Head</td>
<td>The academic unit head forwards his/her letter of recommendation to the BFLSNHP Promotion and Tenure Committee Chair/Committee for Promotion to Professor Chair, along with copies of the candidate's CVs and dossier, and sends a copy of the recommendation letter to the candidate.</td>
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<td>Candidate</td>
<td>The candidate has 5 working days after receipt of the recommendation to respond.</td>
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<td>Mid October</td>
<td>Candidate</td>
<td>A candidate who receives a negative recommendation letter(s) determines whether to withdraw the application for promotion/tenure.</td>
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<td>Mid November</td>
<td>BFLSNHP Promotion and Tenure Committee or Committee for Promotion to Professor</td>
<td>The BFLSNHP Promotion and Tenure Committee/Committee for Promotion to Professor forwards its letter of recommendation to the Dean of the BFLSNHP, along with the candidate's CV and dossier, and sends a copy of the recommendation letter to the candidate and the candidate's unit head. The candidate may respond in writing to the Dean regarding the recommendation within 5 working days of receipt of the Committee's recommendation.</td>
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<tr>
<td>Mid November</td>
<td>Dean</td>
<td>The Dean reviews and independently evaluates the candidate's materials, and provides the candidate with the evaluation prior to forwarding the evaluation to the Provost. This is done to allow the candidate an opportunity to respond to the Dean's evaluation and to have the response included in the materials forwarded to the Provost. In the case of a positive recommendation, the Dean forwards the candidate's CV and dossier, external review letters, recommendations from the academic unit and College Promotion and Tenure Committees, any dissenting letters, responses of the candidate, and any other information requested by the Provost to the Provost/Vice President for Academic Affairs. If the Dean's recommendation is negative, the Dean notifies the candidate within 10 working days of the decision.</td>
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<td>Mid December</td>
<td>Dean</td>
<td>The Dean notifies the candidate, the BFLSNHP Promotion and Tenure Committee/Committee for Promotion to Professor, and the academic unit head in writing of the recommendation made. If the Dean's decision differs from the recommendation of the College Promotion and Tenure Committee/Committee for Promotion to Professor, a joint informational meeting of the College Promotion and Tenure Committee/Committee for Promotion to Professor and the Dean shall be held to discuss the differences. The Dean adds all electronic copies of the internal and external review letters, the curriculum vitae of the external reviewers, and, if needed, the updated curriculum vitae of the candidate to an electronic file on a media that is securely enclosed in the front of the dossier. The Dean forwards the promotion and tenure recommendation to the Provost by the date established by the Provost's office.</td>
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**Additional Dates and Deadlines Related to the Dean, Provost, and President**

1st week of January: Dean notifies 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: The dean forwards all positive candidate recommendations to the provost for consideration.
3rd week of February: Provost notifies the president and dean of candidate recommendations. Within three business days of receiving the provost’s recommendations, the dean notifies 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 dean of promotion and tenure decisions. Within three business days of receiving the president’s decisions, the dean notifies the candidates. President responds to appeals from candidates.

B. Annual College Meeting

The BFLSNHP will conduct a meeting each year for the promotion and tenure candidates within the college. This meeting should be held between February 1 and March 15, which is 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 co-authored works should describe their contribution to the works.

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 (5) 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. The majority of the letters should come from the list created by the chair. 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. The procedure is as follows:

- The candidate provides the department chair with a list of five (5) possible external reviewers (including their qualifications and credentials).
- The department chair provides the candidate with a list of five (5) possible external reviewers, and provides the candidate an opportunity to remove any candidate from the list who the candidate believes cannot provide a fair an accurate assessment of the candidate’s work. This process continues until both the candidate and the chair each have lists of 5 candidates that are agreed upon.
- The department chair provides the chair of the BFLSNHP Promotion and Tenure Committee the list of 10 external reviewers (5 from the candidate; 5 from the department chair.)
- The chair of the BFLSNHP provides the list to the Dean, and the dean selects 3 external reviewers from the chair’s list and 2 external reviewers from the candidate’s list. The Dean also selects 2 alternate reviewers, one from each list. It is the goal of the Dean to obtain a majority of external reviews from the department chair’s list.

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 candidate's department has a Promotion & Tenure Committee, the candidate's dossier and outside letters will be reviewed by the 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 following review of 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 specified date, with a copy given to the candidate.

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 BFLNSHP Promotion & Tenure Committee by the specified date, with a copy given to the candidate.

C. College Committee Review
The BFLSHP Promotion & Tenure Committee 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 specified date, with a copy given to the candidate.
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 by the specified date, with a copy given to the candidate within three business days. 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 ten working days after the dean’s decision. 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 on matters related to Promotion and Tenure. (The makeup and function of this panel is outlined in the University’s Promotion and Tenure Manual.)

The provost will make a recommendation and forward those recommendations to the president and notify the 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 President will notify the dean of his/her decision. 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 the dean 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.

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 as expeditiously as practicable after receiving the appeal including a statement of the bases upon which the candidate’s appeal is supported or rejected.

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 after three years 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.
Organization of materials for pre-tenure review: Review materials shall include the faculty member’s curriculum vita, annual reports from the previous three years, selected evidence of scholarly contributions (publications, grant proposals, presentation abstracts, etc.), all computer-summarized student evaluation forms and attached comments, peer evaluations of teaching, and any other available materials that address accomplishments in teaching, advising and serving students, scholarly activity, and service.

Materials should be organized in one three-ring binder with the following sections:

a. Curriculum vita
b. Annual reports
c. Selected evidence of scholarship, (e.g., publications, grant proposals, presentation abstracts)
d. All student and peer evaluations of teaching, including all computer-summarized student evaluation forms and attached comments
e. Other materials addressing accomplishments
f. Two page statement of effectiveness
g. One page outline of five-year goals

B. Post-Tenure Review

1. Purpose
The BFLSNHP will 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.

The post-tenure review shall involve the department chair, the dean, the provost, and at least one elected committee of tenured faculty of similar or higher rank. 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.

Organization of materials for post-tenure review: Review materials shall include the faculty member's curriculum vita, annual reports, publications, all computer-summarized student evaluation forms and attached comments, peer evaluations of teaching, and any other available materials that address accomplishments in teaching, advising and serving students, scholarly activity, and service.
A two-page statement of effectiveness in teaching, research, and service over the previous five years and a third page outlining projected five-year goals are also required.

Materials should be organized in one three-ring binder with the following sections:

- Curriculum vita
- Annual reports
- Publications
- All student and peer evaluations of teaching, including all computer-summarized student evaluation forms and attached comments
- Other materials addressing accomplishments
- Two page statement of effectiveness
- One page outline of five-year goals

**C. Emeritus Status**

The Dean of BFLSNHP 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 of BFLSNHP for a recommendation, and then to the provost.
<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>By September 30</td>
<td>The Dean’s Office notifies the faculty member in writing of his/her review during the upcoming Spring semester and sends a copy of the letter to the academic unit head.</td>
</tr>
<tr>
<td>By October 30</td>
<td>The academic unit head initiates the nomination/election process of the unit to establish Pre-Tenure Review Committee for involved faculty and notifies faculty members.</td>
</tr>
<tr>
<td>By January 10</td>
<td>The faculty member submits one copy of materials to the chair of his/her Pre-Tenure Review Committee. The faculty member submits one copy of materials to the chair of the College P&amp;T Committee for Post-Tenure Review. Full professors should submit one copy of materials to the chair of the Committee for Promotion to Professor for Post-Tenure Review.</td>
</tr>
<tr>
<td>Before March 1</td>
<td>The Review Committees review materials and comment upon the faculty member’s achievements and progress toward meeting his/her established goals (including promotion, if applicable). The Review Committees provide a written report to the faculty member.</td>
</tr>
<tr>
<td>Before March 15</td>
<td>The Review Committees meet to discuss the written report with the faculty member. The Review Committees and the faculty member may add any additional information that results from that meeting in an addendum to the report.</td>
</tr>
<tr>
<td>By March 15</td>
<td>The faculty member’s Review Committee forwards the written report, including any addenda, to the unit head of the faculty member reviewed and to the faculty member. The materials submitted by the faculty member are forwarded with the written report to the academic unit head.</td>
</tr>
<tr>
<td>Approx. April 1</td>
<td>The academic unit head reviews the materials and forwards the materials submitted by the faculty member, the written report of the Review Committee, and any addenda to the Dean of the College within 10 working days of receipt of the materials. A copy of the academic unit head’s report will be sent to the faculty member being reviewed.</td>
</tr>
<tr>
<td>Approx. April 15</td>
<td>The Dean of the College reviews the materials, comments on the materials, and forwards the materials submitted by the faculty member, the written report, and any addenda to the Provost within 10 working days (when possible) of receipt of the materials. A copy of the Dean’s report will be sent to the faculty member being reviewed.</td>
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Appendices

- P & T Application Face Sheet
- External Reviewer Invitation to Review Letter
- Specific Instructions for Dossier
- Ratings Required for Promotion
- Criteria by Rating Category for Promotion in the Area of TEACHING
- Criteria by Rating Category for Promotion in the Area of SCHOLARSHIP ACTIVITY AND PROFESSIONAL DEVELOPMENT
- Criteria by Rating Category for Promotion in the Area of SERVICE
Appendix: P & T Application Face Sheet

Part A: (To be completed and signed by unit head and candidate)

Candidate’s Name ____________________________
Candidate’s Current rank ____________________________
Candidate’s Unit __________________________________

Date of employment (full-time, tenure track) from: ___________ to: ___________ (month, day, year)
Date of employment (full time, non-tenure track) from: ___________ to: ___________ (month, day, year)

Date of first approved leave of absence from: ___________ to: ___________ (month, day, year)
Date of second approved leave of absence from: ___________ to: ___________ (month, day, year)
Date of third approved leave of absence from: ___________ to: ___________ (month, day, year)

Years of prior credit granted: ______

Earliest possible year eligible for initiation of promotion review procedures: ______
Earliest possible year eligible for initiation of tenure review procedures: ______

Candidate’s Signature ____________________________ Chair’s Signature ____________________________

Part B: Summary of Review Actions: (please check appropriate box)

<table>
<thead>
<tr>
<th>Review Action</th>
<th>Recommended</th>
<th>Not Recommended</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Level P &amp; T Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unit Head</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BFLSNHP P &amp; T Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean</td>
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</table>
APPENDIX: External Reviewer Invitation to Review Letter

DATE
NAME
ADDRESS

Dear Dr. NAME:

Thank you so much for agreeing to review the enclosed materials for Dr. CANDIDATE’S application for promotion to the rank of Assistant/Associate/Full Professor and tenure (note: delete tenure for candidates to full professor) in the Department/School of NAME, Byrdine F. Lewis School of Nursing and Health Professions, at Georgia State University. The materials include Dr. CANDIDATE’S CV and examples of her/his scholarly work. In addition, I have enclosed the College’s criteria for promotion and tenure.

Please review and evaluate the quality and level of Dr. CANDIDATE’S professional development, academic and scholarly achievements, and potential for continuing scholarly contributions to her/his field. In evaluating Dr. CANDIDATE in the area of scholarship, your review is not limited to the examples of scholarly work included in the packet. They are provided for your convenience. You are also welcome to address Dr. CANDIDATE’s accomplishments in the areas of teaching and service if you have knowledge related to these areas. It is not necessary to make a specific recommendation regarding Dr. CANDIDATE’s application for promotion to the rank of Assistant/Associate/Full Professor and/or for tenure.

Please send your written letter of evaluation to me by June 1, YEAR. It is important that an electronic copy as well as a hard copy of your letter of evaluation be submitted. Please include a copy of your curriculum vita or biosketch with the candidate’s letter of evaluation. Your letter will be reviewed by members of the school/department, college, and university who are involved in the promotion and tenure process. Dr. CANDIDATE may also obtain permission, through the Georgia Open Records law, to review your letter of evaluation.

If you have any questions, please feel free to contact me at CHAIR ADDRESS, TELEPHONE NUMBER, and E-MAIL ADDRESS

Again, we greatly appreciate your willingness to participate in the external review process for Dr. CANDIDATE.

Sincerely,

DEAN NAME
Dean, Byrdine F. Lewis School of Nursing and Health Professions
Enclosures

APPENDIX: SPECIFIC INSTRUCTIONS FOR DOSSIER

The dossier consists of three sections.

1. The first section will eventually include letters of recommendation from the academic unit Promotion and Tenure Committee, the academic unit head, the BFLSNHP Promotion and Tenure Committee, the Dean and the external review letters with the CVs of the external reviewers. This section will also include any dissenting letters and responses of the candidate to any recommendations.

2. The second section consists of materials submitted by the candidate including the CV and the candidate's comprehensive statement (described below).

3. The third section includes documentation of scholarship and teaching effectiveness.

The candidate submits ONE three-ring binder with labeled dividers, a table of contents, a title page for each of the three sections, and completed materials for second and third sections. The first section is completed as various levels of review are completed.

The candidate is responsible for compiling the dossier and providing sufficient copies of the curriculum vitae for all members of the academic unit Promotion and Tenure committee and the College Promotion and Tenure committee. A dossier and CV that are not prepared according to the format above will be returned to the candidate for reformatting and resubmission in 5 working days.

The dossier should specifically include the following in this order:

1. **Dossier cover pocket or sleeve**
   a. CD with an electronic copy of the candidate's CV
   b. 5 copies (double-sided and stapled) of the candidate's CV

2. **Table of contents (including the following sections as specified below)**

3. **Section One (letters of recommendation and external review letters)**
   a. Recommendation letter of academic unit Promotion and Tenure Committee
   b. Recommendation letter of academic unit head
   c. Recommendation letter of the BFLSNHP Promotion and Tenure Committee
   d. Recommendation letter of the Dean
e. Any dissent letters
f. Any responses of the candidate
g. External review letters
h. CV/biosketch’s of external reviewers

a. Section Two (materials submitted by candidate)
   a. Curriculum vitae
   b. The comprehensive narrative statement provides the candidate an opportunity to link his/her accomplishments to the criteria for promotion and tenure. Each narrative statement is to be no longer than two single spaced pages, double-spaced between paragraphs.
      i. Summary and self-evaluation of teaching activities
      ii. Summary and self-evaluation of scholarly activities and professional development
      iii. Summary and self-evaluation of service activities
   b. Candidates who have been awarded years of credit towards tenure and/or promotion must include a copy of the agreement, typically issued at the time of hire. Candidates who have been granted professional or educational leave, sick leave, military leave, maternity leave, family leave, and miscellaneous leave as defined by the Board of Regents must include a copy of that documentation.

4. Section Three (documentation submitted by candidate)
   a. Copies of all journal publications or other evidence of scholarly work, with a brief notation of the candidate's contribution to the work.
   b. Documentation of teaching effectiveness including all computer-summarized student evaluation forms and attached comments, peer evaluations, course syllabi (if a course was taught more than once, include only the most recent syllabus), and a list of teaching assignments and number of students in each course.
   c. Individual annual reports.
   d. Annual evaluations.
   e. Candidates applying for promotion only should submit materials limited to the past 5 years (documentation of teaching effectiveness, individual annual reports, and annual evaluations). If publications are numerous, then the 10 most recently published articles, 10 articles selected by the candidate from all journal publications, or other evidence of scholarly work during the previous 5 years are to be included.

**Additional items added by the Dean to the CD in the candidate’s dossier
   a. Electronic copies of the external review letters
   b. Electronic copies of the external reviewers’ CVs
Appendix: Ratings Required for Promotion and Tenure, and for Candidates Seeking Tenure at Current Rank.

<table>
<thead>
<tr>
<th></th>
<th>Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>Good</td>
<td>Very Good</td>
<td>Excellent</td>
</tr>
<tr>
<td>Scholarly Activity</td>
<td>Good</td>
<td>Very Good</td>
<td>Excellent</td>
</tr>
<tr>
<td>and Professional</td>
<td></td>
<td></td>
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<tr>
<td>Development</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Service</td>
<td>Good</td>
<td>Good</td>
<td>Very Good</td>
</tr>
</tbody>
</table>
Appendix: Criteria by Rating Category for Promotion and Tenure, and for Candidates Seeking Tenure at Current Rank, in the Area of TEACHING
(These activities are intended to be examples rather than an all-inclusive list. They should be used as a guide.)

<table>
<thead>
<tr>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The category of fair is reserved for candidates who fail short of meeting the criteria for good performance.</td>
<td>Achieves good teaching effectiveness ratings from students and/or has evidence of teaching effectiveness validated through a peer-review process as appropriate.</td>
<td>Achieves very good teaching effectiveness ratings from students and/or has evidence of teaching effectiveness validated through a peer-review process as appropriate.</td>
<td>Achieves excellent teaching effectiveness ratings from students and/or has evidence of teaching effectiveness validated through a peer-review process as appropriate.</td>
</tr>
<tr>
<td>AND</td>
<td>Shows evidence of 3 of the following 4 activities:</td>
<td>AND Shows evidence of 5 of the following 7 activities:</td>
<td>AND Shows evidence of 6 of the following 8 activities:</td>
</tr>
<tr>
<td>Plans and organizes the learning experiences for existing courses.</td>
<td>Plans and organizes the learning experiences for existing courses.</td>
<td>Develops effective curriculum materials and/or delivery approaches.</td>
<td>Develops innovative, effective curriculum materials and/or delivery approaches.</td>
</tr>
<tr>
<td>Develops effective curriculum materials and/or delivery approaches.</td>
<td>Participates in the development of new courses/programs.</td>
<td>Participates in curriculum development and develops new courses.</td>
<td>Provides leadership in the development of new courses, programs, and instructional materials, especially at the graduate level.</td>
</tr>
<tr>
<td>Participates in the development of new courses/programs.</td>
<td>Provides advisement to students including special projects/independent studies.</td>
<td>Develops and implements seminars/workshops for professional peers and practitioners.</td>
<td>Develops and implements seminars/workshops for professional peers and practitioners.</td>
</tr>
<tr>
<td>Provides advisement to students including special projects/independent studies.</td>
<td></td>
<td>Provides academic and research advisement to students.</td>
<td>Provides guidance and mentoring in the teaching process to other faculty members.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervises students for independent studies or special projects.</td>
<td>Contributes to student accomplishments in the form of student awards/scholarships, grants, and professional presentations and publications.</td>
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<td></td>
<td></td>
<td>Serves as committee member on thesis, masters project, and/or doctoral dissertation committees.</td>
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</tr>
<tr>
<td>Chairs thesis, masters project, and/or doctoral dissertation committees</td>
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<tr>
<td>Receiving teaching awards</td>
<td></td>
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<tr>
<td>Publishes teaching/instructional materials</td>
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</table>
Appendix: Criteria by Rating Category for Promotion and Tenure, and for Candidates Seeking Tenure at Current Rank, in the Area of Scholarship and Professional Development
(These activities are intended to be examples rather than an all-inclusive list. They should be used as a guide.)

<table>
<thead>
<tr>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The category of fair is reserved for candidates who fall short of meeting the criteria for good performance</td>
<td>General impression is that the candidate is a competent scholar who regularly publishes scholarly perspectives and research findings; has published a sufficient number of refereed articles and/or book chapters of good quality (peer-reviewed work will be given greater weight than non peer-reviewed work and both the quality and quantity of publications will be assessed)</td>
<td>General impression is that the candidate is a highly competent scholar who regularly publishes scholarly perspectives and research findings; has published a significant number of refereed articles and/or book chapters of very good quality (peer-reviewed work will be given greater weight than non peer-reviewed work and both the quality and quantity of publications will be assessed)</td>
<td>General impression is that the candidate is a superb scholar who regularly publishes scholarly perspectives and research findings; has published a large number of important and influential refereed articles and/or book chapters of excellent quality (peer-reviewed work will be given greater weight than non peer-reviewed work and both the quality and quantity of publications will be assessed)</td>
</tr>
<tr>
<td></td>
<td>Seeks internal funding for support of scholarship</td>
<td>Obtains external funding for support of scholarship. Receipt of intramural funding is an appropriate strategy for improving the likelihood of external funding</td>
<td>Demonstrates a consistent record of obtaining external funding for support of a focused program of scholarship</td>
</tr>
<tr>
<td></td>
<td>Has the beginnings of a program of research</td>
<td>Establishes a focused program of scholarship</td>
<td>AND</td>
</tr>
<tr>
<td>AND</td>
<td>Shows evidence of 2 of the following 4 activities:</td>
<td>AND</td>
<td>Shows evidence of 5 of the following 8 activities:</td>
</tr>
<tr>
<td></td>
<td>Is recognized at the local and/or state levels for an area of scholarly expertise</td>
<td></td>
<td>Provides leadership in research endeavors</td>
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<td></td>
<td>Makes scholarly presentations at local and/or state professional meetings</td>
<td></td>
<td>Provides guidance and assistance to faculty colleagues and students related to research</td>
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<tr>
<td></td>
<td>Actively maintains and enhances technical/scientific/clinical competence as appropriate OR receives professional certification and/or advanced credentialing</td>
<td></td>
<td>Is recognized nationally for an area of scholarly expertise</td>
</tr>
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<td></td>
<td></td>
<td>Regularly makes scholarly presentations at state,</td>
<td>Serves as a grant reviewer, as referee for a scholarly journal, or in any type of editorial capacity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Serves as a grant reviewer, is on an editorial review board, or regularly serves as referee for scholarly journals</td>
</tr>
</tbody>
</table>
| Develops models that are effective in addressing policy issues OR provides professional consultation resulting in significant scholarly outcomes OR develops and evaluates policy innovations that benefit communities | regional, and national professional meetings
- Actively maintains and enhances technical, scientific, and/or clinical competence as appropriate
- OR receives professional certification and/or advanced credentialing
- Develops models that are effective in addressing policy issues OR provides professional consultation resulting in significant scholarly outcomes OR develops and evaluates policy innovations that benefit communities | Regularly makes scholarly presentations at national and international professional meetings
- Obtains awards for research/scholarly activities
- Actively maintains and enhances technical/scientific/clinical competence as appropriate OR receives professional certification and/or advanced credentialing
- Develops models that are effective in addressing policy issues OR provides professional consultation resulting in significant scholarly outcomes OR develops and evaluates policy innovations that benefit communities |
Appendix: Criteria by Rating Category for Promotion and Tenure, and for Candidates Seeking Tenure at Current Rank, in the Area of SERVICE
(These activities are intended to be examples rather than an all-inclusive list. They should be used as a guide.)

<table>
<thead>
<tr>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The category of fair is reserved for candidates who fall short of meeting the criteria for good performance</td>
<td>Serves as an elected and/or appointed member of a committee and/or fulfills assignments within the academic unit and college</td>
<td>Serves as an elected or appointed member of committees and/or fulfills administrative assignments within the academic unit and college</td>
<td>Provides leadership on committees and/or fulfills administrative appointments and assignments within the academic unit, college, or university</td>
</tr>
<tr>
<td></td>
<td>Serves on committees and in leadership positions in: professional organizations at the local level OR community agencies at the local level</td>
<td>Serves on committees and assumes leadership roles in: professional organizations at the local and state levels OR community agencies and organizations at the local and state levels</td>
<td>Serves an increasing leadership role: in professional organizations at the national and international level OR serves in positions of leadership in community agencies and organizations at the national and international level</td>
</tr>
</tbody>
</table>