

**Proposed Revision of the University of Georgia Guidelines for  
Appointment, Promotion, and Tenure  
PREAMBLE**

The ad hoc committee appointed to revise the University of Georgia Guidelines for Appointment, Promotion and Tenure believes that there should be as much faculty input as possible into all decisions regarding the appointment, promotion and tenure of tenure-track faculty members. Further, we believe in the principles of peer review, meaning that colleagues, in similar positions as that to be held by a candidate, are best qualified to decide if a candidate has the qualifications and ability to perform at the levels and meet the standards expected of professionals of that rank in that discipline.

We recognize that any change is difficult. Many of us have been appointed, promoted and tenured under the current rules and they worked well enough for us. Some may feel that “If it ain’t broke, don’t fix it”, but there have been enough identified problems and complaints with the present system, from both faculty and administration, that we feel that some improvement and simplification is possible. As we gain experience with the implementation of a procedure, we recognize strengths and weaknesses. As we appreciate all of the specific implications of policies, we will come up with ideas to modify and replace procedures. This will be a continuing process and we must self monitor and work to improve any system that we devise.

We believe that the promotion and tenure procedures should rely on objective criteria as much as is possible and that personal friendships and animosities should play no role in these decisions. Further, the process itself should be as humane as possible. Deserving candidates should not feel that they are being forced to endure unnecessary scrutiny and review. The process should proceed in an orderly and timely fashion without the candidate being required to initiate each step in the process and defend the application. This should not be an adversarial proceeding. At the same time we recognize the necessity to identify candidates who do not meet the standards of their discipline.

The committee also accepts the principle that all faculty candidates at the University of Georgia should be subject to the same procedures with regard to appointments, promotion and tenure. The number of reviews should be determined by the tasks required to do a consistent and appropriate review, rather than the number of administrative units and subunits involved. We recognize the enormous diversity of academic structures at the University of Georgia, such that some colleges (or schools) are divided into schools, or divisions, which are further divided into departments. Other colleges are only divided into departments, and still others function as colleges without departments. We, nonetheless, believe that the process should be consistent for candidates within the University of Georgia regardless of the particular college in which their appointment resides. An effort to create a uniform process by imposing a divisional and departmental structure on colleges without departments creates artificial units that serve little real function. In some cases a department in one college may have more faculty members than the

total faculty in another college. Dividing a small college into subunits in such cases serves no useful purpose.

Our goal is to provide a review system that will provide an efficient and equitable procedure for evaluating scholarship. The system must: 1) appoint, promote and tenure those who are qualified in their field and, 2) ensure that “high quality” in one discipline means the same as “high quality” in any other discipline at the University of Georgia. To this end we propose a system involving two levels of review, the first to evaluate the qualifications of the candidate in accordance with the criteria appropriate to the candidate’s discipline, and the second to ensure that the criteria are being applied to meet the standards of the Guidelines. This will require that the first review be conducted by a group of peers from the same or closely related disciplines, and that the second review be conducted by a group of faculty representing the broad interests of all disciplines at the University of Georgia.

We believe that no single individual should decide if a candidate has the qualities desired for appointment, promotion and tenure. Such decisions should be based on the combined assessments of multiple, qualified faculty members. If the peers of a candidate consist of a very small number of individuals, then personal friendships and animosities may transcend objective judgments. If the deciding body is very small and works closely with the candidate, then there may be a reluctance to express a negative opinion about someone that an individual might have to work with for many years in the future. In such cases, the small size of the group makes it possible that an individual’s vote would be identified. A larger committee precludes the formation of small cliques that might otherwise control a discipline. On the other hand, the committee must not be so large as to include members not truly familiar with the discipline of the candidate and hence not capable of judging the candidate based on the criteria appropriate to that discipline. Given these constraints, we believe that a committee consisting of at least 11 eligible professors would provide an objective assessment of a candidate and preclude control by any clique or ready identification of any one voting “nay”. We also chose an odd number to try to avoid deadlocked, tied votes.

In practice this would mean that the promotion/tenure unit doing the initial review of a candidate must include at least 11 tenured eligible professors. Although some of the larger departments may meet this criterion, we recommend that the promotion/tenure unit include at least two full professors from another department or school. This will insure that the promotion/tenure unit will represent the interests of the college or school as well as the appointment unit. In all cases the department would have to either 1) select another department, or departments to combine with in order to establish a promotion/tenure unit, or 2) invite specific members of other departments, with expertise in a comparable area, to serve as part of the promotion/tenure unit doing the initial review. In the first instance an entire school, division or college might serve as the promotion/tenure unit. In the second case service on the promotion/tenure unit of another department should, in no way, preclude service in one’s home department or promotion/tenure unit. Selection of departments or units to be combined or of faculty to be invited to serve on a promotion/tenure unit would be done

consulting the faculty, the department head and the relevant Dean. In some few cases, it may be necessary for a Dean to negotiate with faculty from another college to serve on a promotion/tenure unit when they are recognized as having the most similar interests to candidates that will be reviewed by a promotion/tenure unit. Moreover, the formation of a promotion/tenure unit bears no other relevance on the administrative organization of a department, division, school or college. It shall be used solely for the purposes of providing input in matters related to appointments, promotion and tenure.

The appointment unit will be responsible for writing the criteria that will be applied to make judgments concerning the qualifications of candidates in a discipline. These criteria will be reviewed by the promotion/tenure unit to insure that the criteria meet the Regents and University standards for excellence. Once they are approved by the promotion/tenure unit, they will be forwarded to the Dean and thence to the Provost, both of whom will review the criteria to insure that they are comparable to those prepared by other units. It is not anticipated that these criteria will be frequently revised, i.e. they may only need to be revised as new techniques for assessing teaching, research and service are devised. Should the University Review Committee, the University Appeals Committee, or any other reviewer find that a set of criteria is difficult to interpret or apply, or is not comparable to those published by other units, the criteria shall be referred to the originating unit for revision for the following year.

The first review will be conducted by the candidate's promotion/tenure unit, using the criteria of the appointment unit, to determine if the candidate meets the standards of the Guidelines with regard to promotion and/or tenure. The second review, conducted by the University Review Committee, will insure that the promotion/tenure unit applied the published criteria of the appointment unit appropriately in deciding if the standards of the Guidelines had been met. This committee will review all votes, positive or negative, since we are just as concerned with candidates that have been unfairly denied promotion as we are with candidates that have been unfairly granted promotion. Because the promotion/tenure unit may be considered more qualified to judge merit in its own field, reversal of its vote will require a super majority of the University Review Committee. The vote of the University Review Committee would likely only achieve the required super majority when there was a clear discrepancy, i.e. an apparent failure to apply the published criteria in a particular case.

If the promotion/tenure unit vote is negative and the University Review Committee does not have a super majority to override that vote, or if the promotion/tenure unit vote is positive and the University Review Committee does have a super majority to override that vote to make it negative, the negative decision will be automatically reviewed by the University Appeals Committee. No action will be required of the candidate. No challenge or confrontation or public disagreement will be required to have the decision considered by the University Appeals Committee. We believe that this is more humane to the candidate and avoids the implication that there is a belief that one or more committees have acted improperly or made a bad decision. Again, we believe that a super majority is required to overturn a previous vote so that only the most discrepant cases will be reversed.

In specifying the number and composition of the University Review Committee and the University Appeals Committee, we have tried to consider both the uniformity of procedure and the work burden on the committees. The subcommittee system of the University Review Committee, modeled after National Science Foundation Review Panels, provides a mechanism to reduce the workload of individual committee members while allowing full participation in votes by all committee members for all candidates. The University Appeals Committee was structured taking into consideration the number of negative votes recorded in recent years. Only the actual experience of these committees will determine whether we have over or underestimated the workloads involved.

We also took note of the special circumstances involved in joint appointments and tried to craft means of achieving fair treatment when multiple interested parties were involved. We tried to protect the candidate while at the same time not forcing an undesired colleague on one or more units.

We expect all of our colleagues to work in good faith and we expect those in administrative positions to review, implement and monitor these policies. Administrators are expected to question and support, as is appropriate, practices under their administration. Whereas an administrator may be the first to identify a practical problem, the solution should come from the faculty to whom the administrator refers this problem. It may take a team to decide how well a policy is working, but we want to maintain academic freedom and self-governance rather than abdicating these responsibilities and putting the burden on the administration to fix the problems that we might create.

We recognize the special cases of academic professionals, non-tenure track and temporary faculty positions. Whereas we wish to preserve a faculty voice in all faculty decisions, we recognize that some decisions must be made promptly and that faculty committees are inherently cumbersome and slow to respond. Some decisions, such as temporary appointments, must be made in a short time frame and will have to be done by a Head or Dean or other administrative officer. We would, however, encourage faculty self-governance wherever feasible. When time frames permit we would like to have faculty input to such decisions. When a temporary position is refilled with the same person repeatedly there may well be time for faculty review and we would encourage administrators to establish mechanisms whereby faculty are involved in such decisions.

We also agreed that non-tenure track faculty positions represented sufficiently different challenges such that a committee that more fully represented such faculty would be better suited than we to suggest procedures to govern appointment, reappointment and promotion. Whereas we believe that tenure-track faculty should be involved in all such proceedings only people in these positions would know the particular problems and considerations that must be addressed.

**PROPOSED REVISION OF THE  
UNIVERSITY OF GEORGIA GUIDELINES FOR  
APPOINTMENT, PROMOTION, AND TENURE**

AUGUST 2002

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## STATEMENT OF PHILOSOPHICAL UNDERPINNINGS

1. The processes of appointment, promotion, and tenure of faculty are the heart of faculty governance at the University of Georgia. No administrative decision on these issues should be made without faculty consultation.
2. The faculty appointment process involves faculty members of the appointment unit in the search, recruitment, and selection (through voting) of the candidate to be hired.
3. The process leading to promotion/tenure decisions is fundamentally different from the appointment process because the success of the promotion/tenure process requires much more faculty involvement.
4. The most important promotion/tenure decisions should be made at the level of the promotion/tenure unit. While review of such decisions is appropriate, the decision of the promotion/tenure unit should not be easily over turned.
5. With increased weight being placed on decisions at the promotion/tenure unit, there must be a sufficient number of eligible professors in each promotion/tenure unit. In order to represent the broader interests of a school or college, as well as the appointment unit, the promotion/tenure unit must have input beyond that provided by a single appointment unit and will include at least two full professors from another appointment unit. A group of not less than eleven eligible professors, from at least two appointment units, should be able to represent the interests of the college or school as well as the appointment unit.
6. The review at the university level preserves a parallel process for all candidates for promotion/tenure.
7. The university review should confirm that the promotion/tenure unit adhered to that appointment unit's criteria.
8. In keeping with the fourth point, above, the vote at the university review level should not easily over turn the vote by the promotion/tenure unit. Consequently, a vote greater than a simple majority is required to reverse the vote of the promotion/tenure unit.
9. Before being turned down for promotion or tenure or both, candidates for promotion or tenure or both should be assured of an additional review beyond the university review level without the need for the candidate to initiate an appeal.
10. Once the candidate has passed the initial consideration, the promotion/tenure process should flow uninterrupted from the promotion/tenure unit faculty vote. Thus, all promotion/tenure unit votes (positive and negative) will be reviewed by the University Review Committee.

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Following positive results at the university review level, the promotion and tenure documents are presented to the Provost. Following negative results at the university review level, the documents are presented to the University Appeals Committee.

## GLOSSARY -- DEFINITIONS OF KEY TERMS

These items appear in **bold font** on first use in the rest of the document.

Appointment unit – an administrative unit within the university authorized to hire tenure-track faculty. Usually such units are departments within colleges, and schools that do not have departments.

Appointment unit criteria – the documentation created by the tenure-track faculty within an appointment unit that describes in detail the expectations that must be met to merit tenure as well as promotion to the ranks of associate professor and professor.

Appointment unit head – the designated person who is responsible for the administration of an appointment unit. Usually this person is the department head, or the dean of a school that does not have departments. If this designated person is not eligible to vote on a particular candidate, the tenure-track faculty in the appointment unit shall select an eligible person to act as the appointment unit head for that promotion/tenure case.

Assistant professor – the primary entry-level rank for tenure-track faculty at the University of Georgia. Assistant professors should have the terminal degree appropriate for their discipline. Individuals in this rank can not be tenured.

Associate professor – the middle rank for tenure-track faculty at the University of Georgia. Associate professors should have the terminal degree appropriate for their discipline.

Candidate – a person being considered for appointment to a tenure-track faculty position, or a tenure-track faculty member under review for promotion/tenure, or an assistant professor during the third-year review.

Dossier – sections 3 and 4 of the documentation submitted by a candidate and the appointment unit head for promotion/tenure in accordance with Appendices B & C.

Eligible voting faculty – those tenure-track faculty who may vote on promotions or tenure or both. All associate professors and professors vote on candidates for promotion from assistant professor to associate professor. Only professors vote on candidates for promotion from associate professor to professor. Tenured faculty, regardless of rank, vote on candidates for tenure.

Faculty Post-Tenure Review Appeals Committee – A seven-member faculty committee elected by the University Council for two-year staggered terms. The Executive Committee of the University Council will nominate faculty members at the rank of professor with tenure from within and outside the University Council as candidates for election to this committee. No more

than two members will be from the same college. The committee will elect its chair annually. The Office of Faculty Affairs will provide staff assistance to this committee.

Full time – when used in conjunction with employment, this term denotes a 100% workload during either an academic- or fiscal-year contract.

Initial consideration – the vote of eligible voting faculty in the promotion/tenure unit to solicit external letters of evaluation.

Post-Tenure Review Appeals Committee – see entry under “Faculty Post-Tenure Review Appeals Committee”.

Probationary Period – the time period that tenure-track faculty must serve, with the exception of receiving tenure upon appointment, prior to becoming eligible for tenure at the University of Georgia.

Professor – the highest rank for tenure-track faculty at the University of Georgia. Professors should have the terminal degree appropriate for their discipline.

Promotion/tenure unit – the organization of tenure-track faculty responsible for conducting votes on promotion/tenure decisions. A promotion/tenure unit shall consist of a minimum of nine eligible professors from the appointment unit plus a minimum of two full professors from outside the appointment unit. The representation of faculty from outside of the unit provides for additional perspectives on the promotion and tenure process. The appointment unit head shall nominate members from outside of the appointment unit after consulting with the appointment unit faculty, with the other appointment unit head(s) from which members will be selected, and the appropriate dean(s). Any of the following mechanisms may be used to create the promotion/tenure unit:

- The entire college shall act as a promotion/tenure unit.
- Two or more departments or schools (or departments and schools) shall be combined to act as a promotion/tenure unit.
- A sufficient number of full professors from related disciplines shall be invited to vote with the existing faculty of an appointment unit to create a promotion/tenure unit.

The final organization of the promotion/tenure unit will be subject to approval by a majority of the votes cast by the eligible faculty in the affected appointment unit. If the eligible faculty in the promotion/tenure unit are unable to select outside professors one month prior to the date selected by the provost for initial consideration, then the dean will select the outside members. Professors selected from outside the appointment unit shall serve for a minimum of one year, beginning at the start of a promotion/tenure cycle. At their discretion, appointment units may appoint professors from outside the appointment unit to serve on the promotion/tenure unit for

periods greater than one year. Professors selected from outside the appointment unit are not denied their right to vote in their own promotion/tenure unit.

Scholarship – the intellectual activities expected of every tenured-track faculty at the University of Georgia as these members carry out all aspects of the university’s mission – teaching, research, and service.

Tenure – the status granted by the University of Georgia to associate professors or professors, either upon appointment or following a probationary period, ensuring the university’s commitment of full-time employment and protection against dismissal except for cause as determined by formal hearings.

Tenure-track faculty – a term used to describe faculty members at the University of Georgia who hold the positions of assistant professor, associate professor, or professor. This term often is used in an inclusive fashion and may describe both untenured and tenured faculty members.

Terminal degree – the highest degree awarded in a discipline. For most disciplines, the doctorate is the terminal degree.

University Appeals Committee – a university level committee that reviews negative decisions of the University Review Committee. The University Appeals Committee shall consist of 9 tenured professors, each of whom will have been at the University of Georgia at least five years. Each committee member will serve a three-year term, with these terms being staggered so that three committee members rotate off each year. No college or school shall have more than three representatives on this committee, and no promotion/tenure unit shall have more than one representative. The membership of this Appeals Committee shall be elected by the Faculty Conference of University Council, which consists of the *elected* faculty members on the Council, from a group of nominees equaling at least two times the number to be elected. The nominees shall be selected by the University Council’s Executive Committee, which shall charge the Council’s Committee on Statutes, Bylaws, and Committees to conduct this election.

University Review Committee – the group of thirty tenured professors appointed by the Senior Vice President for Academic Affairs and Provost that reviews the votes of the promotion/tenure units. The membership of this committee shall be apportioned among the college and schools based on the percentage of tenure-track faculty in each, with the assurance that each college and school has at least one member. Each member shall serve a three year term, with the terms being staggered so that usually ten new members are named every year. Each year, the membership of this committee shall elect its chair.

Years in rank – The time a tenure-track faculty member has served in a particular position. For tenure considerations, prior service as faculty at other colleges/universities or prior service in other appropriate professional activities may qualify for consideration in meeting the requirements for years in rank.

## CREATION AND REVIEW OF APPOINTMENT UNIT CRITERIA

The eligible faculty of an appointment unit shall write the criteria specific to their discipline that will ensure that candidates for promotion and tenure meet the standards of the University of Georgia Guidelines for Appointment, Promotion, and Tenure. The **appointment unit criteria** will be reviewed and approved by the **promotion/tenure unit** and forwarded to the Dean and Senior Vice President for Academic Affairs and Provost. In the event that the **University Review Committee**, the **University Appeals Committee**, or other reviewers find these criteria difficult to understand or apply in meeting the standards of these Guidelines, the criteria will be returned to the appointment unit for clarification and revision. Revised criteria will be forwarded to the promotion/tenure unit for approval and then sent to the Dean and Provost. Revisions will be expected to be implemented in the next annual promotion/tenure cycle.

## PROCEDURES FOR APPOINTMENTS

When filling a **tenure-track faculty** position, the **appointment unit head** shall appoint a committee of faculty to search for and screen **candidates**. Members of the search and screening committee shall perform their duties according to Affirmative Action Guidelines and University policy. In summary, they shall:

- prepare a position description,
- prepare an advertisement,
- place the advertisement in national media appropriate for the discipline,
- screen applicants for the position,
- identify a pool of applicants who are qualified for the position,
- arrange interviews, if appropriate, for qualified applicants.

All candidates for the rank of **assistant professor** should show promise of moving toward excellence in their scholarship. All candidates for **associate professor** or **professor** should have sufficient records of excellence in their **scholarship** to satisfy the standards for promotion stated in these Guidelines.

All tenure-track faculty members of the **appointment unit** are eligible to vote by secret ballot on all candidates recommended for full-time tenure-track appointments. When an appointment involves the rank of associate professor or professor, the **eligible voting faculty** of the promotion/tenure unit must also vote to approve the candidate for a particular rank.

Exceptions to the requirement of the **terminal degree** for appointments to the tenure-track faculty may be made for individuals whose experience and accomplishments compensate for the lack of a terminal degree. Such requests for an exception shall be made to the Senior Vice

President for Academic Affairs and Provost by providing supporting documentation and the recommendation of a Dean. Extremely strong justification should be provided in support of any recommendation for promotion to the rank of associate professor or professor for candidates who have not earned the appropriate terminal degree in their respective disciplines.

The appointment unit head shall recommend the candidate approved by the faculty to the appropriate dean, or to the Provost if the appointment unit is headed by a dean. The appointment unit head will also forward documents supporting this recommendation to the Dean/Provost.

The dean shall review the documents and, if approved, forward it to the appropriate vice-president. When the Senior Vice-President for Academic Affairs and Provost approves the appointment, the recommendation shall be processed in accordance with University of Georgia and Board of Regents Policies.

When a new tenure-track faculty member is appointed, the appointment unit head shall give the faculty member a copy of these Guidelines and the appointment unit criteria. After the newly appointed tenure-track faculty member has had a reasonable time to read these documents, the appointment unit head shall meet with the new tenure-track faculty member to discuss these Guidelines and the appointment unit criteria.

If a tenure-track faculty member is jointly appointed in more than one appointment unit, then each appointment unit head is responsible for complying with these Guidelines.

#### TENURE UPON APPOINTMENT

Eligible voting faculty in an appointment unit may recommend that a senior faculty member be awarded **tenure** upon initial appointment. Such a recommendation must include the vote of the faculty of the promotion/tenure unit and be sent to the Senior Vice President for Academic Affairs and Provost. Tenure upon appointment may be granted in cases in which the faculty member is to be appointed as an associate or full professor and meets the standard for tenure as stated in these Guidelines.

#### REVIEWS OF CONTINUATION OF APPOINTMENT

Every year the appointment unit head must determine whether to extend a contract to each tenure-track member of the unit who is not yet tenured.

For assistant professors in their third year, the appointment unit head shall appoint a committee of not less than three members from the promotion/tenure unit to review the candidate's achievements and performance in teaching, research, other creative activities and service, according to the appointment unit criteria. The assistant professor will prepare a document addressing each of the appointment unit criteria for the committee's review. Either

party may request that a meeting between the candidate and the committee be a part of the review process. The committee shall present its findings to the appointment unit head in a written report. The appointment unit head shall then call a meeting of the eligible faculty of the promotion/tenure unit to discuss the committee's report and to vote on whether the candidate is making sufficient progress towards promotion/tenure. The appointment unit head shall provide the candidate with a written report and a tally of the promotion/tenure unit vote.

#### STANDARDS APPLICABLE FOR PROMOTION

All tenure-track faculty members are expected to attain excellence in scholarship in the area or areas in which they have been budgeted and to document such excellence using the appointment unit criteria. Candidates for the rank of associate professor must show clear and convincing evidence of emerging national stature and a likelihood of continuing excellence. Candidates for the rank of professor must show clear and convincing evidence of having attained national or international recognition in their fields and the likelihood of maintaining that stature.

#### REQUIREMENTS FOR TENURE

Associate professors and professors who are employed **full time** by the University are eligible to hold tenure. The award of tenure is limited to these two academic ranks. At the University of Georgia, assistant professors can not be tenured.

##### A. Standard

Candidates for tenure must have a record of excellence in scholarship in the area or areas in which they have been budgeted and must document such excellence using the appointment unit criteria. In addition, a recommendation for tenure must also address a fundamental consideration: the University's continuing and long-range need for what the candidate for tenure may be expected to do. When considering the award of tenure, eligible voting faculty are responsible for considering whether or not candidates are likely to continue to be active and productive scholars over the period of a faculty member's career.

##### B. Probationary Period

With the exception of receiving tenure upon appointment, a tenure-track faculty must complete the **probationary period** prior to receiving tenure. This probationary period must be at least five years, including the year of the tenure vote, and may not extend beyond seven years in a tenure-track position unless there is an approved suspension of the period. With respect to this probationary period, the Board of Regents and the University of Georgia do not recognize fractional years of service. Any faculty member employed after the beginning of a fiscal- or academic-year but prior to the mid-point of that Fall Semester will be treated as having been employed for that year. If a faculty member's employment commences after the mid-point of the Fall Semester, that year does not count as a part of the probationary period.

Generally, the probationary period will be continuous. However, a tenure-track faculty member may request that the probationary period be suspended due to family medical leaves or other leaves of absence. Any suspension of the probationary period must be for at least one year. The University may permit the suspension of the probationary period in accordance with the Board of Regents' policies.

A maximum of three years' credit toward the minimum probationary period may be allowed for service in tenure-track positions at other institutions. The credit toward the probationary period must be approved at the time of the initial appointment. A candidate may forego the benefits of probationary credit by notifying in writing the appointment unit head and the Office of Faculty Affairs.

Tenure-track faculty may serve no more than 7 years without tenure.

## PROCEDURES FOR PROMOTION/TENURE

### A. Initial Consideration

For most candidates, the promotion/tenure vote will be preceded by an **initial consideration** of their qualifications during the Spring Semester. The candidate will prepare the **dossier** (sections 3 and 4 of Appendices B and C) and will submit them to the appointment unit head. The appointment unit head will call a meeting of the eligible faculty of the promotion/tenure unit to discuss the dossier and to vote on whether to solicit external letters of recommendation. This initial consideration of the dossier will be skipped for certain candidates, e.g. assistant professors at the end of their **5<sup>th</sup> year in rank**, or associate professors who have been in rank for at least 5 years and are seeking promotion to full professor for the first time (see Table 1).

The initial consideration vote will be considered positive unless more negative than positive votes are cast. Absentee ballots will be accepted. Abstentions will count as neither a positive nor a negative vote, but will be recorded. The tally of the vote will be reported to the candidate in writing. If the vote is negative, the promotion/tenure process is ended for that year.

### B. Solicitation of External Recommendations

The appointment unit head will solicit external letters of recommendation if the initial consideration vote is positive, or if no initial consideration is required as outlined in Table 1. The appointment unit head will ask the candidate for the names of five potential outside reviewers, and for the names of up to three outside reviewers from whom the candidate does not want letters to be solicited. The appointment unit head will solicit letters from at least three of the

**Table 1.** Initiation of the promotion and tenure process, as governed by the candidate’s years in rank.

<b>Candidate’s Rank</b>	<b>Years in Rank*</b>	<b>Action to Initiate Process</b>
Assistant Professor	< 4	Candidate may request initial consideration for promotion. Not eligible for tenure.
	4 – 5	Candidate may request initial consideration for promotion and/or tenure.
	6	Initial consideration step is skipped. Candidate prepares dossier and appointment unit head requests external letters for promotion and tenure, unless the candidate submits a letter to the appointment unit head requesting that s/he not be considered in the 6 <sup>th</sup> year.
	7	Candidate may request initial consideration. Contract will not be renewed for year 8 if candidate is not awarded promotion and tenure during year 7.
Associate Professor	< 5	Candidate may request initial consideration.
	≥ 5	<p>If it is the candidate’s first application for promotion to full professor, the initial consideration step is skipped. Candidate prepares dossier and appointment unit head requests external letters.</p> <p>Any year the candidate does not wish to apply for promotion to full professor, s/he may request a one-year delay in the process by writing to the appointment unit head.</p> <p>If the candidate has applied previously and received a negative vote, then s/he may request initial consideration in the 1-4 years following the first negative vote. In the 5<sup>th</sup> year following the first negative vote, the initial consideration step is skipped; candidate prepares dossier and appointment unit head requests external letters.</p>

\* Including the year of the promotion/tenure unit vote, which will occur in the fall semester. This may include credit for service in tenure-track positions at other institutions (see “B. Probationary Period” under “Requirements for Tenure”).

candidate’s suggested nominees and an equal number of letters from other reviewers, after consultation with the eligible faculty in the appointment unit. The appointment unit head may not solicit letters or information from the three individuals that the candidate did not want to be included. The appointment unit head will keep the list of people not to be contacted

confidential. The appointment unit head will attempt to insure that most of the solicited letters are actually received by sending timely follow up requests as needed. A list of all reviewers solicited along with all letters received will be appended to the dossier by the appointment unit head. Unsolicited letters will not be appended.

#### C. Decision of Promotion/Tenure Unit

The appointment unit head will call a meeting of the eligible voting faculty of the promotion/tenure unit to study the dossier and appended external letters. The promotion/tenure unit will vote by secret ballot on promotion and tenure separately. The vote shall be based on the standards of these Guidelines by applying the appointment unit criteria. Absentee ballots will be accepted. The vote will be considered positive unless there are more negative than positive votes cast. Abstentions will count as neither a positive nor a negative vote but will be recorded. The voting tally will be reported in writing to the candidate by the appointment unit head.

#### D. Preparation of Cover Letters and Transmittal Documents

The appointment unit head will write a cover letter (See Appendix C) and prepare all required transmittal documents. These materials will be forwarded to the dean (if different than the appointment unit head). If the dean is the appointment unit head, a single cover letter will accompany the dossier. If the dean is not the appointment unit head, the dean will review all materials to assure that these Guidelines have been followed applying the appointment unit criteria. The dean will write a cover letter, which will detail the dean's review and evaluation, and forward all materials to the University Review Committee.

A single set of materials will suffice for candidates being considered for promotion and tenure, but votes on promotion and tenure will be separately recorded. The central administration shall establish procedures and timetables for forwarding promotion/tenure materials to the University Review Committee.

#### E. Review of Promotion/Tenure

The University Review Committee will study all submitted materials to ensure that these Guidelines have been adhered to and that a common standard is being applied throughout the University. The University Review Committee will set up a three-person subcommittee of committee members in disciplines most closely related to the candidate's discipline to review the materials and make recommendations to the entire University Review Committee. The three-member subcommittee will review the candidate's dossier, external letters and cover letters to ensure that the standards of these Guidelines have been followed by applying the appointment unit criteria. The three-member subcommittee will make its recommendations with regard to promotion and/or tenure to the University Review Committee. All University Review Committee members will have access to all materials. At least 24 of the 30 members of the

Committee must be present to take a vote. It shall take a two-thirds vote of the University Review Committee members that are present to reverse the vote of the promotion/tenure unit. Absentee ballots will not be accepted. If the vote is positive, the vote will be forwarded to the Provost. All negative votes will automatically be forwarded to the University Appeals Committee.

The University Appeals Committee will review all submitted materials to ensure that the previous votes were consistent with the standards of these Guidelines and the relevant appointment unit criteria. At least seven of the nine members of the University Appeals Committee must be present to take a vote. Absentee ballots will not be accepted. It shall take a minimum of six votes to overturn the previous negative vote. The University Appeals Committee will forward their vote and all materials to the Provost.

If either the University Review Committee, or the University Appeals Committee finds the appointment unit criteria difficult to interpret or apply, or thinks that the appointment unit criteria are not meeting the standards of these Guidelines, the committee will contact the appointment unit and ask that the criteria be revised for the following promotion/tenure cycle. Current year candidates, however, will be judged using the existing appointment unit criteria.

#### PROCEDURES FOR POST-TENURE REVIEW

Reviews will occur every five years after a positive recommendation for tenure or promotion unless delayed because the faculty member is on leave. The tenured faculty of the appointment unit will establish the procedure for appointing a Post-Tenure Review Committee. The committee will consist of a minimum of three tenured professors and may include faculty members from other units contingent upon their willingness and availability to serve. The faculty member under review may formally object to the service of a faculty member in a review capacity. Up to five such objections will be honored if made to the appointment unit head, unless guidelines established within the appointment unit provide for a greater number. Every effort will be made to keep these formal objections confidential.

The appointment unit will prepare a plan for scheduling reviews of tenured faculty. The timetable for the review is:

- December 1 - the faculty member scheduled for a review is notified by the appointment unit head to submit a dossier for consideration by January 15;
- March 15 - the Post-Tenure Review Committee reports to the appointment unit head;
- April 1 - the appointment unit head notifies the faculty member of the report.

In cases where the appointment unit head is the person being reviewed under this policy, an administrative officer one level above the appointment unit head will assume the appointment unit head's function in this review.

The Post-Tenure Review Committee will consider evidence of the faculty member's performance over at least the previous five-year period. The faculty member should provide the

Post-Tenure Review Committee with a concise summary of accomplishments and future plans in no more than two pages.

The Post-Tenure Review Committee will provide the faculty member with a written report of their evaluation. A positive report will consist of the statement, “The post-tenure review was completed on *month day, year* and the faculty member was found to be performing satisfactorily.” A negative review will require a concise, written report identifying the areas of weakness and suggest actions that might strengthen the faculty member's performance. The faculty member will have the opportunity to prepare a written response to the summary. The committee's report and any written response to it will be given to the appointment unit head and will be placed in the personnel file of the faculty member. A faculty member may request reconsideration of the post-tenure review committee's recommendation by submitting a letter and additional documentation to the appointment unit head within 15 days of the receipt of the written review. The recommendation of the appointment unit head shall be forwarded to the appropriate dean, or the Provost if the appointment unit is headed by a dean.

If the faculty member's performance was deemed unsatisfactory, the faculty member, the chair of the Post-Tenure Review Committee, and the appointment unit head must establish a formal plan of faculty development. If they are unable to agree on a plan of faculty development, a request may be filed with the **Faculty Post-Tenure Review Appeals Committee** to act as an arbitrator. The plan should:

- define specific goals or outcomes to be achieved;
- outline activities that will be undertaken to achieve the goals or outcomes; and
- set appropriate times within which the goals or outcomes should be accomplished.

The appointment unit head will forward the faculty development plan to the dean. The appointment unit head, the dean, and the appropriate vice president are jointly responsible for arranging suitable resources for the development plan, if required. The appointment unit head will meet at least annually with each faculty member who is working under a faculty development plan to review progress toward achieving the goals or outcomes of this development plan. It will be the responsibility of the appointment unit head and a Post-Tenure Review Committee to determine if, after three years, the faculty member, whose performance was deemed unsatisfactory, has been successful in completion of their faculty development plan. The appointment unit head will report that finding to the appropriate administrative officer. If the report indicates that the faculty member has not been successful in completion of the faculty development plan, administrative procedures may be implemented to revoke a faculty member's tenure and possibly terminate the faculty member's appointment.

The Faculty Post-Tenure Review Appeals Committee will hear appeals from a faculty member whose post-tenure review had an evaluation of "unsatisfactory" and/or appeals from a faculty member whose faculty development plan was deemed not satisfactorily completed. The faculty member wishing to file an appeal with the Faculty Post-Tenure Review Appeals Committee must submit a written statement specifying the grounds on which the appeal is based.

This written request must be filed with the Faculty Post-Tenure Review Appeals Committee within 15 days of having been notified of a decision.

A final decision requires a majority of the committee members (four of the seven). To avoid conflicts of interest, members of this committee will not serve on any other post-tenure review committee during their term as a committee member. Abstention will not be considered an acceptable vote.

Once an appeal is filed, the Faculty Post-Tenure Review Appeals Committee may consider the fairness of the evaluation process within the appointment unit, the reasonableness of the determination, as well as the appropriateness of the course of action suggested that might strengthen the faculty member's performance. In addition to the written appeal, the committee, in its sole discretion, may hear and consider oral testimony.

The decision of the Faculty Post-Tenure Review Appeals Committee will be final. If the committee approves the appeal, the performance of the faculty member will be deemed satisfactory. A record of any action taken as a result of an appeal, including all documents related to the appeal, will be forwarded to the Provost.

## APPENDICES

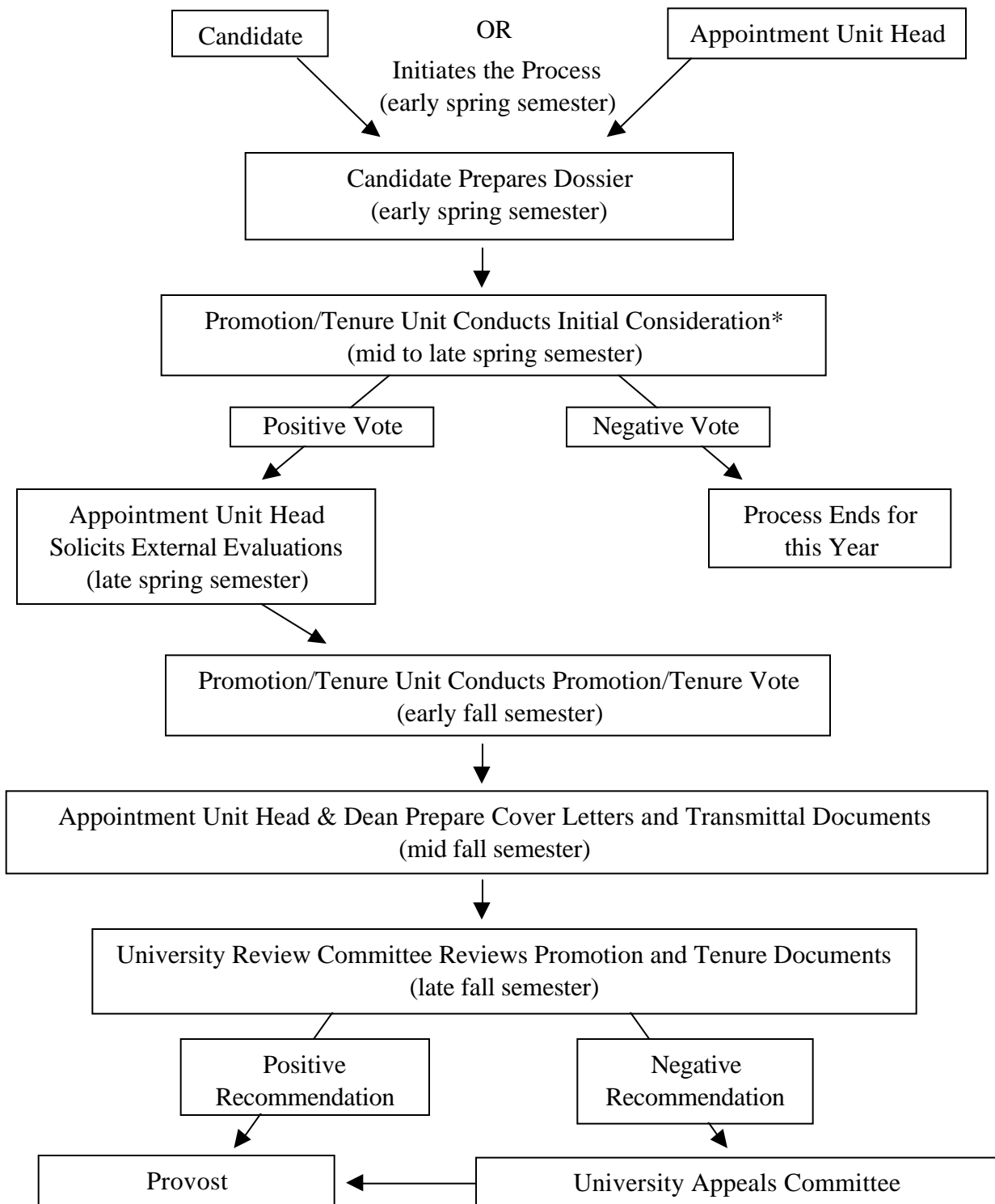
**Appendix A:** Promotion/Tenure Flow Chart

**Appendix B:** Documents used in the Promotion/Tenure Process

**Appendix C:** Details of Documentation used in the Promotion/Tenure Process

**Appendix D:** Evidence of Scholarship

### APPENDIX A: PROMOTION/TENURE FLOW CHART



\*Note: Initial consideration is skipped in certain situations, see Table 1 (p. 12).

## **APPENDIX B: DOCUMENTS USED IN THE PROMOTION/TENURE PROCESS**

**Section 1:** Regents' Summary Sheet(s)

**Section 2:** Cover Letter(s)

**Section 3:** Vitae

**Section 4:** Achievements

**Section 5:** Appointment Letter and Third Year Review

**Section 6:** External Evaluations

**Section 7:** Appointment Unit Criteria

Sections 1, 2, and 5, 6 and 7 are the responsibilities of the appointment unit head. Sections 3 and 4 are the responsibilities of the candidate and are considered the dossier.

## **APPENDIX C: DETAILS OF DOCUMENTATION USED IN THE PROMOTION/TENURE PROCESS**

The purpose of this documentation is to present evidence of the candidate's accomplishments that satisfy the standards of these Guidelines by applying the appointment unit criteria.

### **Section 1: Regents Summary Sheet(s)**

Include Promotion Summary Sheet and/or Tenure Summary Sheet as appropriate. These forms are available from the Office of Faculty Affairs.

### **Section 2: Cover Letter(s)**

Include Cover Letter for Promotion and/or Cover Letter for Tenure as appropriate. In the cover letters, include the information specified below:

#### **Promotion**

##### **A. Background**

List the candidate's work assignments since appointment or promotion to the presently held rank, giving the proportions of time allocated for instruction, research or other creative activities, service, and administration. List the total number of ayes, nays and abstentions from the promotion/tenure unit vote.

##### **B. Summary of Candidate's Achievements**

Summarize the candidate's accomplishments in instruction, research or other creative activities, and service. Anchor this summary with cross-references to the pages of the dossier where the evidence is presented.

##### **C. Assessment of the Candidate's Stature**

Evaluate the candidate's regional, national, or international stature among those of his or her specialty and time within the discipline. Again, anchor this evaluation with cross-references to pages in the dossier where the evidence is presented.

#### **Tenure**

##### **A. Background**

List the candidate's work assignments since appointment or since promotion to the presently held rank, giving the proportions of time allocated for instruction, research or other creative activities, service, and administration. List the total number of ayes, nays, and abstentions from the promotion/tenure unit vote.

##### **B. Probation**

State the number of years granted by The University of Georgia for service elsewhere,

if any, toward the minimum probationary tenure period. Specify the number of full-time years of service completed at The University of Georgia in a tenure track position.

C. Qualifications and Record of Exemplary Performance

Summarize the candidate's qualifications in instruction, research or other creative activities, and service for the academic rank he or she is to be tenured in. State the specific duties he or she is assigned to do.

D. Demand for Services

Demonstrate a current and future demand for the candidate's services. Indicate how the duties assigned to the candidate are essential to the unit fulfilling its mission.

### Section 3: Vitae

The vitae should summarize the candidate's scholarly contributions in teaching, research and other creative activities, and service. The vitae may include but is not limited to the following items. If any of the items in parts II, III, or IV are not relevant to the candidate's appointment unit criteria, they may be omitted and the outline re-numbered or re-lettered accordingly. Items that are relevant to the candidate's appointment unit criteria that are not listed below may be added as necessary.

I. Academic History

- A. Name
- B. Present Rank
- C. Recommended Rank
- D. Budgeted Time Assignments
- E. Tenure Status
- F. Administrative Title (if any)
- G. Graduate Faculty Status
- H. Highest Degree, the Institution, and the Date
- I. List Of Academic Positions (in chronological order with titles and inclusive dates)
- J. Other Professional Employment (current and previous with dates)

II. Instruction

- A. Undergraduate Courses (include course name, number, semester taught, credit hours, number of students, and % participation by instructor in the course)
- B. Undergraduate Student Advisement
- C. Graduate Courses (including course name, number, semester taught, credit hours, number of students, and % participation by instructor in the course)
- D. Graduate Student Supervision (include student name, degree, and (expected) graduation date)
- E. Membership On Graduate Student Advisory Committees (include student name, degree, and (expected) graduation date)

- F. Continuing Education Courses (include course name, date, credit hours, number of students, and % participation by instructor in the course)
- G. International Courses or Study Abroad Programs
- H. Instructional Grants
- I. Invited Instructional Seminars
- J. Instructional Honors

### III. Scholarly Activities

- A. Areas In Which Research Is Done (bulleted list or brief paragraph)
- B. Publications Authored by Candidate (indicate number of pages for books or chapters; mark with an asterisk those publications that have gone through stringent editorial review; mark with a double asterisk those publications which were invited.)
  - 1. Books Authored or Co-Authored (in print or accepted; distinguish original editions and revisions)
  - 2. Books Edited or Co-Edited (in print or accepted; distinguish original editions and revisions)
  - 3. Chapters in Books (in print or accepted)
  - 4. Monographs (longer than articles, in print or accepted)
  - 5. Journal Articles (in print or accepted)
  - 6. Bulletins or Reports (in print or accepted)
  - 7. Abstracts (in print or accepted)
  - 8. Book Reviews (in print or accepted)
  - 9. Works Submitted But Not Yet Accepted
  - 10. Popular Media Articles
  - 11. Any Other Publications
- C. Creative Contributions Other Than Formal Publications
  - 1. Exhibits
  - 2. Juried Showings
  - 3. Performances
  - 4. Compositions
  - 5. Choreography
  - 6. Directorships
  - 7. Installations
  - 8. Any Other Creative Activities
- D. Grants Received (title, dates, amounts, principal investigator or co-principal investigator)
- E. Convention Papers (mark with an asterisk those which have a published counterpart; mark with a double asterisk those papers which were especially invited, i.e., keynote papers).
- F. Invited Research Seminars
- G. Supervision of Student Research (including number of theses and dissertations supervised)
- H. Editorship, or Editorial Board Member of Journals, or Other Learned Publications
- I. Grant Review Panel Member

- J. *Ad hoc* Reviewer of Journal Articles
  - K. *Ad hoc* Reviewer of Competitive Grant Proposals
  - L. Organization of Conferences
  - M. Research Awards or Fellowships
- IV. Public Service or Extension Activities
- A. Program Development and Implementation
  - B. Instructional Presentations
  - C. Consultation and Technical Assistance
  - D. Popular Media Interviews
  - E. Other Service or Extension Activities
  - F. Service Awards
- V. Academic/Professional Service
- A. University Committees
  - B. Departmental or School Committees
  - C. Supervision of Student Organizations
  - D. Professional Society Committees or Offices
  - E. Professional Society Membership
  - F. Professional Awards

#### **Section 4: Achievements**

The candidate should prepare a summary of achievements in relation to the standards of these Guidelines and the appointment unit criteria. This summary shall include a listing of work assignments and the percentage of time allocated for each since appointment or promotion to the presently held rank. Appendix D lists the types of information that can be used to document achievements in teaching, research and other creative activities, and service.

#### **Section 5: Appointment Letter and Third Year Review**

For candidates being recommended for promotion to the rank of associate professor, the appointment unit head shall include a copy of the letter of original offer of appointment that specifies the responsibilities of the position as offered. The copy of the third year review and any candidate's response to this review shall also be included. If there have been promotion/tenure unit approved changes in those responsibilities, the appointment unit head should include a brief statement describing the changes and their rationale.

#### **Section 6: External Evaluations**

The appointment unit head will add a list of all external evaluators that were contacted as well as all letters that were received to the candidate's promotion/tenure documents. The appointment unit head should also briefly state the qualifications for each person evaluating the

candidate. The external assessors should be disinterested individuals who know the candidate professionally (preferably through his or her publications, presentations, or artistic creations, or performances) and who are able to judge the candidate's reputation and relative status in the field. The assessors should not be the candidate's former major professor, former students, close associates, or friends. Nor should the appointment unit head contact anyone the candidate has declared a non-assessor. When soliciting the external evaluations, the appointment unit head should provide the reviewers with the appointment unit criteria, the candidate's vitae and examples of the candidate's best scholarly works. The appointment unit head should request a critical evaluation of the candidate's performance and quality of scholastic achievements. Supporting letters or personal references should not be solicited. A sample letter requesting evaluation follows.

Dear YYYYYY:

The University of Georgia is considering the promotion/tenure of XXXXXX to the rank of ZZZZZZ.

As an aid in determining a wise promotion/tenure recommendation, thoughtful evaluations of the candidate's scholarly contributions are required. You have been recommended as a person who is in a position to evaluate these contributions by XXXXXX. Although you may be able to judge the candidate as a person, your professional judgment is requested instead on the impact and quality of XXXXXX's scholarly contributions. Specifically, please address the following:

1. Length and nature of any relationship with the candidate.
2. Your judgment of the quality and significance of the candidate's professional publications (artistic productions/performances). The judgment should be specific to particular works, or sets of works. (Optional: Enclosed find work examples [reprints, books, or other productions] upon which your professional judgment is particularly valued.)
3. The candidate's professional reputation and standing as a scholar relative to outstanding people in the same field at approximately the same stage of development.

The University of Georgia will use your reply only in the promotion/tenure process. Due to the fact Georgia is an open records state, the confidentiality of your letter cannot be guaranteed. Please indicate if you believe another individual can better comply with this request.

Thank you for your assistance.

Sincerely,

**Section 7: Appointment Unit Criteria**

The appointment unit head will supply a copy of the appointment unit criteria.

## **APPENDIX D: EVIDENCE OF SCHOLARSHIP**

Examples of the types of information that can be used to document scholarly achievements in teaching, research and other creative activities, and service.

### **Teaching**

Teaching communicates knowledge to students, develops in them the desire and skills necessary to continue the quest for knowledge, and trains them to enter into the professions and scholarly disciplines. Faculty with teaching responsibilities must demonstrate this scholarship in instruction.

Evidence of teaching effectiveness may include, but is not limited to:

- Honors, awards, and recognitions for teaching accomplishments.
- Development of courses, curriculum, and instructional methods.
  - a. Development of innovative courses, preparation of innovative teaching materials or instructional techniques.
  - b. Creative contributions to an instructional program, including development or significant revision of curriculum or course of study.
- Effectiveness shown by student evaluations and accomplishments.
  - a. Information from student questionnaires designed to reflect teaching effectiveness and creativity, rather than popularity. In such cases, complete information for all courses taught in the last three years that have been evaluated should be included, if available. Where possible, report the mean and median scores on those items that provide summary evaluations of the course and instructor.
  - b. Representative student comments that attest to a candidate's abilities to arouse student interest and to stimulate work and achievement by students. Comments should be reported in chronological order for each course taught that has been evaluated during the last three years, if available.
  - c. Evaluation by students being trained in clinical, laboratory, field or teaching hospital activities.

- d. Letters of evaluation from former students attesting to the candidate's instructional excellence both within the traditional classroom setting and beyond it.
- e. Performance of students on uniform examinations or in standardized courses.
- f. Accomplishments of the candidate's present and former students, including information to show the students' success both in learning the subject matter of the discipline and in pursuing it to a point of intellectual significance.
- g. Students coming from other institutions especially to study with the candidate.
- h. Successful direction of individual student work such as independent studies, theses or dissertations, special student projects, and informal student seminars.
- i. Effective and diligent advisement of students in pursuing their chosen academic programs.

Effectiveness shown by peer evaluation of expertise in instruction.

- a. Peer evaluations by colleagues/supervisors who are familiar with the candidate's teaching, have team-taught with the candidate, or have taught the candidate's students in subsequent courses.
- b. Selection for teaching in special honors courses and programs.
- c. Selection for special teaching activities outside of the University, including international assignments, e.g., Fulbright awards, special lectureships, panel presentations, seminar participation, and international study and development projects.
- d. Membership on special bodies concerned with teaching such as accreditation teams and special commissions.
- e. Special invitations to testify before governmental groups concerned with educational programs.
- f. Selection for membership on the Graduate Faculty.

Publication activities related to teaching.

- a. Textbooks, published lecture notes, or articles that reflect a candidate's teaching contributions and scholarship.
- b. Adoption of candidate's textbooks, especially repeated adoption, by institutions.
- c. Presentation of papers on teaching before learned societies.
- Grants related to instruction.
  - a. Receipt of competitive grants/contracts to fund innovative teaching activities or to fund stipends for students.
  - b. Membership on panels to judge proposals for teaching grants/contracts programs.
- Election to offices, committee activities and other important service to professional associations and learned societies including editorial work and peer reviewing as related to teaching.
- Departmental and institutional governance and academic policy and procedure development as related to teaching.

### **Research and Other Creative Activities**

Research is studious inquiry or examination. Creative activities include innovative work and fresh interpretation. Faculty whose work assignments include research or other creative activities should clearly demonstrate high quality in these endeavors.

Evidence of research or other creative activities may include, but is not limited to:

- Honors, awards, and recognitions for research or other creative activities.
- Publication of research results and applications.
  - a. Books, reviews, monographs, bulletins, articles, and other scholarly works published by reputable journals, scholarly presses, or publishing houses that accept works only after review and approval by peers in the discipline.
  - b. Scholarly reviews of publications by the candidate.
  - c. Citations and republications of the candidate's research publications.
  - d. Presentation of research papers before learned societies.

- e. Development of, or obtaining patents for, processes or instruments useful in solving important problems.

- Generation of creative works.

- a. Exhibitions of art works when juries of recognized artists or critics select work on the basis of rigorous review.
- b. Performances in recitals or productions when appropriate judges select performances on the basis of stringent auditions.
- c. Membership on editorial boards reviewing publications, juries judging art works, or juries auditioning performing artists.
- d. Invitations to direct, choreograph, compose, perform or exhibit work at other institutions.

- Acknowledgment of research and creative activities.

- a. Membership on scientific expeditions or membership on teams making artistic recordings of events or engaging in the delivery of technology through involvement in development projects.
- b. Fellowships for research or artistic activities or selection for tours of duty at special institutes for advanced study.
- c. Invitations to testify before governmental groups concerned with research or other creative activities.
- d. Appointments as consultants to state, national, and international groups engaged in scholarly and artistic endeavors.
- e. Selection for membership on the Graduate Faculty.
- f. Assessment of quality by recognized leaders in the discipline.

- Obtaining grants related to research and creative activities.

- a. Competitive grants and contracts to finance the development of ideas, when these grants and contracts are subject to peer review and approval.

- b. Membership on panels reviewing proposals for grants and contracts.
- Election to offices, committee activities, and service to professional associations and learned societies, including editorial work and peer reviewing as related to research and other creative activities.
- Departmental and institutional governance and academic policy and procedure development as related to research and other creative activities.

### **Service**

Service is the application of knowledge to solve problems confronting society. Faculty with responsibilities in service must deliver it at a quality level reflecting scholarship.

Evidence of the effectiveness of public service contributions may include, but is not limited to:

- Honors, awards, and recognitions for service activities.
- Program and project development, and other creative activities.
- a. Programs and projects developed as documented by client and peer evaluation.
  - b. Impacts or outcomes of programs and projects as reported by statements of clients, evidence of successful changes and improvement, and contributions to knowledge and understanding, including any significant writing in terms of program outlines, prospectuses, proposals, project reports, and the like.
  - c. Publication of program or project results in applied journals or other suitable research/creative publications and presentations at professional and trade associations.
  - d. Assessment of quality by leaders in the discipline.

Effective instruction.

- a. Educational presentations and instructional materials as measured by clientele and peer evaluation.
- b. Evidence of knowledge transfer and behavior modification of clientele.

Consultation and technical assistance.

- a. Needs assessments, demographic data, or educational.

- b. Impact or outcomes of the consultation or technical assistance work, including development or use of written materials, integrated knowledge bases, tests, techniques, solutions, or as evaluated by the clientele served.

Applied research.

- a. Impact of written documents produced, including knowledge integration, creative solutions, or other outcomes of applied research as evaluated by clientele and peers.
- b. Scholarly publication in professional or applied journals or other suitable publications and associated presentations.

Other service activities.

- a. Selection for special service activities outside of the state or nation.
  - b. Program and project coordination activities.
  - c. Receipt of grants and contracts to finance development and delivery of service innovations, when such grants and contracts are competitive and subject to peer review and approval.
  - d. Individuals from outside the state or nation seeking to study the service provider's work and innovations.
  - e. Development of patents for instruments and processes useful in solving persistent problems.
  - f. Performance of clinical activities in the veterinary hospitals, psychology clinics, reading clinics, clinical pharmacy sites, special education clinics, and other clinical settings.
- Election to offices, committee activities and important service to professional associations and learned societies, including editorial work and peer reviewing as related to service.
  - Departmental and institutional governance and academic policy and procedure development as related to service.