



MARK P. BECKER
EXECUTIVE VICE PRESIDENT FOR
ACADEMIC AFFAIRS AND PROVOST

MEMORANDUM

TO: Academic Deans

FROM: Mark P. Becker

DATE: February 29, 2008

SUBJECT: Tenure and Promotion for 2008-2009

The 2008-2009 tenure and promotion cycle will begin shortly. A draft calendar and other information concerning the 2008-2009 tenure and promotion process are attached. Subsequent changes, if any, in the calendar will be forwarded at the beginning of the fall semester. Please consider the following as you begin the tenure and promotion process for the coming year.

The *Faculty Manual*, <http://www.sc.edu/policies/facman/fmhome.html>, assigns the University Committee on Tenure and Promotion (UCTP) the responsibility to establish guidelines. The *Goldenrod Manual* <http://www.sc.edu/tenure/guide.shtml> contains the official guidance from the UCTP. Thus, questions not addressed in the unit's approved procedures criteria should be referred to the *Goldenrod Manual* (revised May 2007 edition or the latest version) and/or the *Faculty Manual*. In the event of a conflict between the *Faculty Manual* and the *Goldenrod Manual*, the *Faculty Manual* dictates. However, such conflicts are exceedingly rare, and questions that are not unambiguously answered by these sources should be referred to the Office of the Provost.

The UCTP will hold Tenure and Promotion (T & P) Workshops on Tuesday, April 29, in Gambrell 153. The T & P workshops are for faculty planning to submit files in September 2008 and for the chairs of the unit T & P committees. The workshop for unit T & P chairs will be from 10:00 am to 11:00 am and the workshop for candidates will be from 11:15 am to 12:15 pm. Please encourage all faculty candidates and T & P chairs in your school or college to participate in the workshops. This is especially important for T & P chairs, who are expected to provide guidance for their candidates.

Please contact my office, specifically, Christine Curtis, 7-2808 or curtisch@gwm.sc.edu or Rhonda Filiatreault, 7-4029 or rhondaf@gwm.sc.edu with any questions or concerns you have about the tenure and promotion process.

Enclosures:

2008-09 T & P Promotion Calendar

T & P Process and Procedures: Reminders and Updates from the Provost Office

C: Dr. Michael Sutton, Chair, University Committee on Tenure and Promotion

Tenure and Promotion Process and Procedures: Reminders and Updates from the Provost Office

Organizing the File for the Mid-Year and Regular cycle

(clearly designate the mid-year file and ensure that the files follow the correct calendar)

Department chairs or deans should keep copies of all components of each primary file. The tenure and promotion files must be kept intact once they reach our office. Specific documents cannot be retrieved from them.

- Electronic forms are mandatory for compiling T & P files and are available at www.sc.edu/tenure/. If you have any questions please call Rhonda @ 7-4029.
- Unit criteria must be that applicable to candidate. For tenure and promotion to associate professor the criteria which were in effect on the tenure start date apply. For promotion to professor, the criteria apply which are currently in effect unless the faculty member joined USC prior to 1995. Then the criteria currently in effect or that was in effect when the faculty member was hired apply.
- File should have labeled tabs with titles of sections.
- Due to space limitations, please use pressboard binders found on page 584 in the 2007 Forms and Supply, Inc. catalog.
- The Board of Trustees requests a one-page curriculum vitae for candidates. Please put the one-page vitae, loose, inside the front cover of the primary file, which contains the tenure and promotion forms (TP 00 to TP 20). The secondary file contains documentation of teaching, research, and service.

File Contents

Reviewers: Since the accomplishments of external reviewers are an important aspect of determining the credibility of their observations, we advise that reviewers be drawn from peer institutions or institutions in our aspirant group.

Each file must include:

- At least five external review letters.
- A copy of the letter requesting reviews.
- A statement by the reviewer in the letter indicating the relationship, if any, to the candidate.
- Indication of the reviewers suggested by the candidate and the reviewers chosen by the unit.
- An abbreviated curriculum vita for each reviewer. A one-page version is normally adequate.

To have the greatest credibility, reviewers should be objective and "at arms length" from the candidate. For example, the candidate's dissertation directors, post-doctoral directors, advisors, co-authors, former classmates, or co-investigators should not be selected.

The reviewers should be appointed at a rank equal to or higher than that for which the candidate is being considered.

Bibliography: Since many of the readers of files will be from disciplines other than those of the candidates, it is very helpful to explain discipline-specific features. We ask, for example, that the following be stated

- Conventions for listing co-authors.
- Explanation of the candidate's contributions to co-authored work.
- Citations with co-authors should be listed in the same order as they were published.
- Comments on the level of importance or prestige of the various journals involved; e.g., by including journals' *impact factors* where possible.
- Distinction between refereed and non-refereed publications.

Teaching: A few key points to remember are

- Adequate documentation of teaching requires a narrative summary of teaching evaluations prepared by a senior faculty member.
- If rating scales are contained in the file as teaching performance indicators, please include a statement explaining how the scale should be interpreted. For example, what types of scores are good versus poor? How does the candidate's teaching performance compare to that of peers and unit norms?
- The source(s) of the scores used in comparison with the candidates' should be explained; e.g., are they for other sections of the same course, courses at a similar level, or aggregates of scores for all courses in the department or program? Is the time frame the same?
- A blank student evaluation form should be attached to the summary of teaching evaluations.
- If student's comments are to be included, they all must be included, not just a selected few.

Peer evaluation of teaching is required and should be documented annually for untenured assistant and associate professors and for tenured associate professors who will soon be eligible for promotion.

Service: Professional service should include more than membership in professional societies. Specific service activities should be described.

Voting Rules

Votes cannot be disallowed simply because faculty did not attend certain meetings unless this is specified in the Unit's approved procedures. Faculty members who are on sabbatical leave, for example, should be informed that they may vote on tenure or promotion cases as long as they make appropriate arrangements.

Several key points to remember are

- Statements by the faculty on ballot justifications should provide a thorough rationale stating why the candidate did or did not meet the unit criteria. It is strongly advised that evaluators use the vocabulary specified in the unit criteria (e.g., excellent, above average, etc.)
- If the candidate receives a negative vote from the unit, the file may be forwarded only if the candidate appeals the unit decision in writing. Remember to include the appeal letter in the file.

- If both tenure and promotion decisions are being made and the unit vote is negative on only one of these, the file should contain a statement from the candidate indicating whether or not she/he is appealing the negative decision.