

**GUIDELINES FOR RETENTION, PRE-TENURE REVIEW,
PROMOTION, AND TENURE
COLLEGE OF LIBERAL ARTS
ARMSTRONG ATLANTIC STATE UNIVERSITY**

I. Introduction

The College of Liberal Arts offers students a broad range of curricula in the liberal arts designed to sharpen critical thinking and problem solving skills, to master various bodies of knowledge, and to cultivate ethical sensitivity that will prepare students for careers, graduate study, and life-long learning opportunities.

This document establishes guidelines within which departments conduct the evaluations for pre-tenure review, promotion, and tenure. Consistent with the intentions stated above and within the broader framework of institutional policies (especially Article II of Regulations of the Faculty Handbook), the College of Liberal Arts bases decisions concerning pre-tenure review, promotion and/or tenure of faculty on effective teaching, scholarship, and service. These guidelines provide the basis for discerning the merits of an application for pre-tenure review, promotion and/or tenure. The Board of Regents policies and the regulations of Armstrong Atlantic State University govern these guidelines and take precedence in all matters of interpretation.

The expectations of the university regarding tenure and promotion should be clearly delineated at the time of initial employment and should be subject to review as part of the annual evaluation process. All forms relating to evaluation and peer review should be given to new faculty as part of the orientation process by the department head. The definition of the terminal degree should be made clear at the time of initial employment.

II. Definitions and Guidelines for the Evaluation of Teaching, Scholarship, and Service

1. Definitions

AFE – Annual Faculty Evaluation: The faculty evaluation completed each spring by the faculty member’s supervisor.

APAR – Annual Professional Activity Report: A report completed by the faculty member and submitted to the department head/program director at the end of the reporting cycle, which documents the activities of a calendar year (January – December). A copy of this report must be attached as an appendix to the Annual Faculty Evaluation of the faculty member. The APAR should include scholarship only for the year documented by the APAR.

FACE/EFACE – Faculty and Course Evaluation: The student evaluation system used by Armstrong Atlantic State University.

2. Teaching

a) Scope and Definition of Teaching

Teaching may include traditional lecturing in the classroom, supervision and training in a laboratory or clinical setting, the guidance of students in independent study and research, and academic advising. The following criteria will be used to determine teaching effectiveness: quality of course preparation, adherence to professional standards in class management, currency within the discipline, innovative pedagogy, sound methods of evaluation, and teacher-student relationship.

Criteria related to the evaluation of teaching effectiveness should take into consideration the mission of the particular department, the college, and the university. The criteria should allow and encourage diversity in instructional styles, methods, and creative approaches. The following guidelines offer general considerations for reviewing teaching effectiveness. Each department should use and interpret these categories in ways that best meet the department's teaching mission and goals. In general, evaluation should not only identify weaknesses but also give special attention to the strengths of each faculty member, noting particularly how the strengths contribute to the particular teaching needs of the department. Departments should consider both quantitative and qualitative data when evaluating a candidate's teaching. Qualitative assessments include, but are not limited to, the candidate's self-reflective statement, peer reviews, signed students' comments, and the department head's evaluation. Quantitative measurements include, but are not limited to, student evaluations and teaching assignments, including variety, levels, contact hours, and sizes of courses.

b) Guidelines for Evaluation:

i) Teaching assignment: The college serves two primary teaching missions within the university: 1) teaching the core curriculum required of all students; and 2) teaching various level courses in undergraduate and graduate programs. When evaluating candidates, consideration should be given to the types of courses that the faculty member teaches, including interdisciplinary courses, and how that assignment serves the mission of the department and the college, bearing in mind that course assignment is largely determined by the department head.

ii) Teaching and testing methods: Basic faculty teaching responsibility involves being prepared for classes and meeting classes as scheduled, or as approved by the department head. In the education of its students, the College of Liberal Arts particularly stresses the development of academic skills in critical thinking, problem solving, reading, writing, oral communication, and use of technologies. Other skills may be distinct to particular disciplines or courses, e.g. visual and performing arts. In general, the methods of teaching, testing, and grading used by a particular faculty member should be deemed by the department or program that sponsors the course as appropriate to the discipline and to the level of instruction and grading.

iii) Continuing attention to courses and teaching: Excellence in teaching requires continuing involvement in activities appropriate to the teaching assignment. Evidence of continuing engagement may include course preparation, development of new courses, revision of old courses, attention to pedagogical development in the discipline and consequent use of new teaching materials or techniques, and assessment of teaching and learning effectiveness.

iv) Teacher-Student relationship: This relationship includes being available to students for conferences and academic counseling, especially during office hours. It may also include supervision of individual student work such as independent study, directed readings, honors projects, or student research.

c. Specific Evaluation Requirements

It is the responsibility of the instructor to submit the following information: student evaluations (FACE/EFACE), peer reviews, a reflective self-evaluation that responds to student input and peer review, additional student surveys, syllabi, tests and assignments, other course handouts and materials.

i) Evaluation by students. Student evaluations of faculty are produced through the use of Faculty and Course Evaluation (FACE/EFACE) data and signed students' comments. Evaluators should bear in mind the grade level and size of courses being evaluated, as well as the response rate of students in the class. They should note patterns evident in an overview of student evaluations. Student evaluations provide important data but should never be the sole means of evaluating teaching.

ii) Evaluation by peers. The method of peer review will vary according to department. Each department should establish specific guidelines for peer review for mentoring and evaluative purposes, and these guidelines must be approved by the dean of the college. Peer review includes review of course materials and syllabi, as well as classroom visitation. When used, peer review of instruction should allow for multiple sets of data to be collected. The faculty member shall have input on the review process, in consultation with the department head. Peer evaluation should culminate in a final statement of evaluation to which the instructor has an opportunity to respond.

iii) Self-evaluation. A reflective, personal assessment of teaching experience shall be included as part of the pre-tenure review, promotion, and/or tenure application process. This assessment should address how student, peer, and department head evaluations and feedback were used to improve teaching. It may also include documents, such as course syllabi, tests, assignments, or other material deemed appropriate.

iv) Evaluation by department head. The department head shall consider all submitted material and any other factual data relevant to the performance of teaching duties.

3. Scholarship

a) Scope and Definition of Scholarship

Scholarship is an obligation of all tenure-track and tenured faculty in the college in support of the university's mission. The term “scholarship” is used in a broad sense to encompass professional achievements that include research and publication, creative writing, performance, and exhibition. The object of scholarship at Armstrong Atlantic State University is to ensure that the faculty member is active professionally in the discipline and that the faculty member has the knowledge and expertise not only to convey the work of others to students but to judge work in the field, engage that work productively, and continue to develop intellectually.

Scholarship should be understood as:

i) The advancement of knowledge. This involves original research and/or original creative endeavor. It normally results in conference presentation, publication (including editing a journal or book), performance, or exhibit for an audience of one’s professional peers.

ii) The application of knowledge. This involves scholarly and creative work that supports the department, college, and university's mission and that relates to the community at large or the professional discipline. It is distinct from service when it advances the faculty member’s discipline.

b) Guidelines for Evaluation

Departments within the College of Liberal Arts are responsible for establishing criteria and procedures to be used in the annual evaluation of the scholarly activities and achievements of their members. These criteria should address types of scholarly activity appropriate within the department. The criteria should provide the basis for making qualitative as well as quantitative judgments of scholarly activities.

To be acknowledged as scholarship, there must be demonstrable product or outcome and the work must involve a scholarly contribution based on the faculty member’s professional knowledge and expertise. For such contributions to be understood as scholarship, they shall be subjected to peer-review appropriate to the discipline and disseminated within that community. Invited talks, essays, exhibitions, and performance may indicate a level of distinction in one’s field and should be considered in the category of scholarship.

These established criteria should strongly support the defined mission of the department while being consistent with college regulations and the definition of scholarly activities and achievements adopted by the college. Copies of departmental criteria and procedures shall be provided to the dean of the College of Liberal Arts and the college Committee on Promotion and Tenure. Departmental criteria are subject to review and approval by the dean of the college and the vice president for academic affairs. Department heads are responsible for informing their faculty members of the criteria and procedures to be used by the department in the annual evaluation of scholarship. It is the responsibility of the

faculty member to provide copies of work or supporting evidence such as programs and reviews of performances for review. Departments should review their criteria and procedures at least every five years.

4. Service

Service includes work that involves the use of a faculty member's academic status or professional expertise to benefit the university, the community, and/or the profession. Unless otherwise stipulated, service is considered a responsibility of employment and consequently subject to evaluation. Each department head should communicate clearly to each faculty member the importance of service in the evaluation process and provide guidelines for appropriate forms of service. Each faculty member's Annual Professional Activities Report (APAR) will include a summary (not merely a list) of all appropriate service activities engaged in during the evaluation period in question.

a) Service to the University

Service to the university includes contributions to the department, college, university, and/or university system; work with students or faculty on extracurricular activities; active involvement on department, college and/or university committees; and participation in public service, continuing education, or recruitment programs of the department and the university.

b) Service to the Profession

Service to the profession can be demonstrated in a variety of ways. Such service often arises through membership in and participation in projects of local, regional, national, or international professional organizations, lecture series, editorial boards, governing boards, and conferences.

c) Service to the Community

Service to the community may vary from department to department. Evidence of service to the community may include, but need not be limited to, service to public agencies; service to the K-12 educational sector; professional consultation; public talks reflecting the discipline and profession of a faculty member or reflecting the results of scholarship; cultural or artistic contributions; and involvement and participation in civic organizations, charitable projects, and community service. In all cases, however, linkages to the faculty member's professional role within the university must be evident.

III. General Guidelines for Retention, Pre-tenure Review, Promotion, and Tenure

Candidates for retention, pre-tenure review, promotion, and tenure will be judged according to the following guidelines and by the merits of the candidate's total professional history with emphasis on accomplishments at Armstrong Atlantic State University. Candidates will be evaluated according to the criteria of the Board of Regents, the university, the college, and the department.

For issues related to pre-tenure review, tenure, and/or promotion, the department head shall convene a committee of all tenured faculty members from that department. At its first meeting, the committee shall elect a chair from among its members. If there are fewer than three eligible faculty members, then additional tenured faculty from the College of Liberal Arts faculty will be appointed by the department head in consultation with the dean to serve as voting members of the committee. Prior to a vote by secret ballot of all tenured faculty at appropriate rank (excluding the department head), open discussion of the candidate will take place by the eligible members of the department. In cases of joint appointments, all appropriate department heads and program directors will have input on the candidate's evaluation.

1. Retention of Non-tenured Faculty

All non-tenured faculty who serve on the basis of yearly contracts must be reviewed annually. The candidate must provide FACE/EFACE summary forms and the annual APAR that documents accomplishments in teaching, scholarship, and service. The department head will make the recommendation on retention, which will be sent to the dean of the College of Liberal Arts. The department head's and the dean's recommendation will be forwarded to the vice president of academic affairs.

2. Pre-tenure Review

At the end of the fifth semester of eligibility for tenure and promotion, faculty in tenure-track positions shall undergo an in-depth review of progress in their respective department. The faculty member will provide the department head and the department review committee the documentation necessary, in accordance with the college criteria for progress toward promotion and tenure. The results of the review process at the department level, including the record of the vote, will be forwarded to the college Promotion and Tenure Committee by the department head. After evaluating the candidate's portfolio, the college Promotion and Tenure Committee shall write a report summarizing the committee's discussion, including the merits and deficits of the file and make a recommendation to the dean. The chair of the Promotion and Tenure Committee will send copies of that report to the department head and the candidate.

3. Promotion

Candidates for promotion must possess a terminal degree in academic area of specialization. The terminal degree for most faculty members in the College of Liberal Arts is the Ph.D. from an accredited institution in the faculty member's discipline or a closely related field; notable exceptions to the Ph.D. include the M.F.A., the D.M.A., and the Ed.D. Candidates for promotion will be judged according to the following guidelines and by the merits of the candidate's professional history with emphasis on accomplishments at Armstrong Atlantic State University as reflected in the individual's accumulated evaluations:

a) Promotion to the Rank of Associate Professor

A candidate for promotion to the rank of associate professor must document a minimum of six years of college-level teaching, or eight years total teaching and/or related experience, which includes five years at the rank of assistant professor with four of the five years at Armstrong Atlantic State University.¹ At minimum, the candidate must

¹ "Related experience" is defined as full-time teaching at a pre-university level or other full-time

document an overall performance of satisfactory in teaching, service, and scholarship.

b) Promotion to the Rank of Professor

A candidate for promotion to the rank of professor must document a minimum of twelve years of college-level teaching experience or fourteen years total teaching and/or related experience, which includes five years at the rank of associate professor at Armstrong Atlantic State University. The candidate must demonstrate a strong and ongoing record of scholarly activity, in addition to a satisfactory record of teaching and service.

When a department head with faculty appointment applies for promotion, the dean or assistant dean of the college shall convene the department review committee and attend the meeting at which the department head's application materials are reviewed. If there are fewer than three eligible faculty members within the department, then additional tenured faculty at appropriate rank will be chosen by the dean in consultation with eligible faculty members. The dean or assistant dean of the College of Liberal Arts shall conduct the department vote and report the proceedings, including an explicit record of the department vote, to the college Promotion and Tenure Committee. The department representative on the college Promotion and Tenure Committee shall be present for the review but shall be recused from the voting process. Evaluation shall follow the parameters established for teaching, scholarship, and service for faculty members.

Although the above-mentioned conditions are necessary in order for a faculty member to be considered for promotion, they do not assure that a promotion in academic rank will be forthcoming in the initial years of eligibility.

4. Tenure

In order to be considered for tenure, a faculty member must have completed a satisfactory probationary period of at least five years of full-time service at the rank of assistant professor or higher. The five-year period must be continuous except that a maximum of two years' interruption because of leave of absence or of part-time service may be permitted. No probationary credit, however, for the period of an interruption shall be allowed. A maximum of three years' credit toward the minimum probationary period may be allowed for service at other institutions in tenure-track positions. Such credit for prior service shall be requested by the individual and shall be defined in writing by the president only at the time of the initial appointment at the rank of assistant professor or higher.

Candidates for tenure must satisfy the criteria for promotion to associate professor except that tenure may be granted prior to the fulfillment of the necessary four years of service at Armstrong Atlantic State University. Candidates for tenure will be evaluated via the Annual Faculty Evaluation (AFE) in areas of teaching, scholarship, and service. Because Armstrong Atlantic

experience relevant to the faculty member's teaching field. Each such year to be included must be certified as "related experience" by the vice president of academic affairs with the concurrence of the appropriate department head and dean, at the time of the faculty member's initial appointment or promotion to the rank of assistant professor.

State University considers quality teaching as an essential element that must be demonstrated in each faculty member's record, teaching effectiveness is the most important consideration in tenure decisions. A recommendation for the award or denial of tenure should take into account the candidate's cumulative performance in the sense that the candidate should not automatically be denied tenure because of isolated or anomalous unsatisfactory evaluations in any one of the three areas. However, no faculty member shall be awarded tenure without demonstrating at least an overall performance of satisfactory in each of these areas.

Although the boundaries of teaching, scholarship, and service are not sharply defined, and the relative importance of each may vary both among and within departments, there should be some general guidelines regarding the relative weighting of each of these areas in any overall evaluation upon which a tenure recommendation is based. These guidelines should be recorded on the Annual Faculty Evaluation (AFE) during the probationary period and should also be stated in the department head's tenure recommendation.

In accordance with University policy, faculty may be appointed with tenure at the time of appointment where a substantial record justifies such action.

IV. Procedures for Pre-tenure Review, Promotion, and Tenure

A. Criteria, Application, and Notification

1. Departmental Criteria. Each department will develop criteria, especially in the interpretation of service, scholarship, and teaching. These criteria will be received by both the dean of the College of Liberal Arts and the college Committee on Promotion and Tenure prior to implementation and will be available to faculty. Criteria must address the evaluation of scholarship, service, and teaching outlined above.

2. Application. A faculty member must participate in the pre-tenure review process in the fifth semester of employment and should meet with the department head at the beginning of the academic year to discuss the process. A faculty member seeking promotion and/or tenure who believes that he/she has met all criteria of the department, the college, and the university as they appear in the Faculty Handbook, and the Board of Regents should meet with the department head to discuss the application. Candidates may apply for promotion and/or tenure during the academic year in which they will complete the minimum time requirement. Faculty in tenure-track positions have two years in which to apply for tenure: the year in which the fifth year of credit toward tenure is completed and again in the sixth year. (Only on rare occasions will candidates applying for tenure in the first of their two years of eligibility be recommended for tenure. A multiyear record of outstanding evaluations in all three evaluation areas would be an example of a circumstance in which such a recommendation might be considered See Art. V; 2.) All tenure-track faculty members in the sixth year of service must be reviewed for tenure. A faculty member not awarded tenure during the final year review will not be offered a contract for service in a tenure-track position past the next academic year.

The details of the application procedure and the departmental review process may vary with departments. All materials prepared by the candidate and all recommendations in the process

must be communicated to the next level of review.

3. Departmental Recommendations. The departmental recommendation consists of two components: the vote of the tenured faculty members at appropriate rank (excluding the department head) and the recommendation of the department head. In case of pre-tenure review, tenure and promotion to associate professor, tenured faculty at or above the rank of associate professor may vote; in case of promotion to full professor, tenured full professors may vote. Where appropriate, as when the faculty member has a dual appointment, the program coordinator/director must also be consulted. The department head's recommendation, the recommendation and record of the vote from the appropriate members of the candidate's department, and the candidate's application materials are forwarded to the college dean.

4. College Committee Recommendations. The office of the dean will forward these application materials to the chair of the college's Committee on Promotion and Tenure. The materials, along with the committee's report, will be returned to the dean.

5. Dean's Recommendation. The dean of the college will forward his/her recommendation along with that of the college committee, the department head, the report denoting the departmental vote, and other accumulated materials to the vice president for academic affairs.

6. Deadlines.

a) Pre-tenure Review:

- 1) Review materials to department head – January 20th
- 2) Results of department committee vote to the college Promotion and Tenure Committee – February 20th
- 3) College Promotion and Tenure Committee report and recommendation to the dean, department head, and candidate – March 20th

b) Promotion and/or Tenure:

- 1) Application to department head – September 8
- 2) Department head to dean – October 8
- 3) Committee to dean – December 1

The deadline will shift to the next business day when it falls on a weekend or university holiday. Candidates may respond in writing at any stage of the review.

7. Appeals. Candidates whose applications are denied may appeal through the appropriate procedures of the university.

B. Portfolio Contents

The application for promotion and/or tenure must include a portfolio containing the following items. The materials will be organized with a small, 1" to 1.5", master binder and one or more larger binders with the contents as follow:

Master binder contains:

- a) Letter requesting pre-tenure review, promotion and/or tenure;
- b) Up-to-date Curriculum Vitae;
- c) 1-2 page summary of FACE/EFACE documents;
- d) A copy of the candidate's pre-tenure review as well as a copy of the candidate's response, if he/she has chosen to write one;
- e) Reflective statements about teaching, scholarship, and service;
- f) Documentation of teaching: syllabi, course materials, tests and exams, and peer review evaluations;
- g) Annual Faculty Evaluations (copies of the Annual Faculty Evaluation (AFE), the Annual Professional Activities Report (APAR), and FACE/EFACE annual statistical summaries for at least the previous three years;
- h) Explicit record of the vote and recommendation of tenured faculty members and department head (included by department head); and
- i) Table of Contents for the other binder(s)

Other binders contain:

- a) FACE/EFACE results, including at least five years of results for promotion and/or tenure reviews and all available results for pre-tenure reviews;
- b) Documentation of scholarship and creative work: copies of publications and presentations, noting which are refereed, as well as the role of each joint author when relevant. Performances should be documented by programs and reviews where available. Grants that are counted toward scholarship should indicate the amount of funding.
- c) Other materials required by department;
- d) Other materials that the candidate wishes to include.

Candidates should be judicious in their selection of materials, making sure to tell a complete story as succinctly as possible.

V. College of Liberal Arts Committee on Promotion and Tenure

A. Composition of the Committee

1. The committee will be composed of one tenured faculty member from each department in the College of Liberal Arts, exclusive of Military Science. If the department does not have any full-time tenured faculty, the departmental representative will be appointed by the dean in consultation with the department head.
2. If for any reason a member of the Committee on Promotion and Tenure resigns prior to the end of the term, the member's department will be asked to elect a new representative to serve a two-year term.
3. If in a given year a member of the Committee on Promotion and Tenure is a candidate for promotion, the committee member will resign from the committee.

B. Selection of the committee

1. The departmental representative shall be elected by vote of the full-time tenured and tenure-

track faculty of the department.

2. Each member will serve a two-year term and no more than two consecutive terms. Any member appointed by the dean will serve for one year.

C. Functions of the Committee

1. The committee will review the departmental criteria for tenure and promotion at the request of the department head when any change(s) has/have been implemented regarding pre-tenure review, tenure and/or promotion.

2. The committee may recommend revisions of “The Guidelines for Annual Review, Pre-tenure Review, Promotion, and Tenure of the College of Liberal Arts” to the dean when it is deemed necessary.

3. The committee will consistently apply, in a fair and professional manner, college guidelines to all dossiers submitted for the committee’s review and evaluation. The committee serves to ensure the consistent application of the college guidelines across the departments of the college and to monitor procedural matters.

4. The committee will review the application materials of candidates for tenure, promotion, or pre-tenure review subsequent to departmental action, make its recommendation to the dean of the college, and report that recommendation to the department head and candidate.

D. Chair of the Committee

1. The committee will elect a chair who will serve for a term of one academic year. The chair may be re-elected for a second one-year term.

2. The committee chair is responsible for:

a) Receipt of application materials for tenure and promotion;

b) Distribution of information concerning the application to committee members;

c) Smooth transition of committee from year to year;

d) Scheduling and overseeing meetings of the committee;

e) Maintenance of accurate records of all proceedings;

f) Relaying the recommendations of the committee to the dean;

g) Convening the committee, as necessary, to discuss and act on recommended revisions to the college’s guidelines.

E. Vote of the Committee*

1. Votes are by secret ballot;

2. The vote will be included in the report of the committee to the dean of the college, the department head, and the candidate.

*All committee members should be aware that some provisions of the Georgia Open Records Act might apply to the proceedings of the committee.