

Augusta University

Policy Library

Faculty Promotion Policy

Policy Manager: Office of Faculty Affairs

POLICY STATEMENT

Faculty work to help the University to achieve its educational, scholarship, and service objectives. The University's mission rests on the pillars of enhancing student success and pursuing scholarship. Academic ranks ultimately reflect the distinction and career accomplishments of faculty.

AFFECTED STAKEHOLDERS

Indicate all entities and persons within the Enterprise that are affected by this policy:

- Alumni Faculty Graduate Students Health Professional Students
 Staff Undergraduate Students Vendors/Contractors Visitors
 Other:

DEFINITIONS

These definitions apply to these terms as they are used in this policy:

Regular, full-time: Regular, full-time includes those positions in which the faculty member is employed full-time for a continuous period that is expected to exceed six (6) months. The term "full-time" denotes service on a 100% workload basis for at least two (2) out of three (3) consecutive academic terms. Only regular, full-time faculty can be employed in a position that is on the tenure track.

Special exception For Faculty with Joint AU/VA Appointments: Faculty who hold a professorial rank in a tenure track position of assistant professor or above, and who also hold a part-time or full-time appointment with the Veteran's Administration Medical Center-Augusta (VA) shall be eligible for the award of tenure in accordance with Section 8.3.7.8 of the policy of the Board of Regents (BoR) of the USG. The tenure of a faculty member who also holds a VA appointment shall apply only to that portion of the faculty member's salary and benefits that are provided directly by the University. In no event shall the award of tenure to faculty holding such joint appointments obligate the University to assume any portion of the salary or other benefits provided by the VA.

Appointment unit: This is the faculty member's academic home, the academic unit or department to which the faculty member is assigned for tenure and promotion purposes, and wherein the candidate's primary faculty appointment resides. The academic home also serves as the "tenure home" for those faculty who are in a tenure-track position.

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Executive Sponsor: Executive VP for Faculty Affairs and Provost

Next Review: 5/2029

Joint Appointment: Full-time, Academic Faculty members at AU may hold an appointment in a different department or school; these appointments hold budgetary and annual evaluation responsibility and are part of the promotion and tenure process.

Secondary Appointment: Secondary Appointments: Full-time, Academic Faculty members at AU may hold secondary appointments in different department or school; these appointments hold no budgetary or annual evaluation responsibility and are not a part of the promotion and tenure process.

Teaching Faculty: Any AU faculty member serving as a Lecturer or Senior Lecturer.

Noteworthy Achievement: Those achievements that are ranked as either Exemplary or Exceeds Expectations on the required 5-point Likert scale.

PROCESS & PROCEDURES

General Criteria and Expectations for Promotion

Faculty are eligible for and may be reviewed for promotion in rank during their fifth year or beyond of service in their current rank unless they serve as lecturers, in which case they need to serve six years to become eligible for promotion to senior lecturer. Notifications for eligibility shall occur in the academic year before the review. Recommendations for promotion are not normally considered for individuals who are currently on leave of absence. If recommended for promotion, the new rank will go into effect at the beginning of their next contract period.

Under special circumstances, faculty who are performing significantly above expectations for their current rank may be considered for “early” promotion. “Early” promotion may only be considered according to the following timetable:

- For early promotion from Lecturer to Senior Lecturer, faculty must have served a minimum of three years as a Lecturer.
- For early promotion from Instructor to Assistant Professor, faculty must have served a minimum of three years as an Instructor.
- For early promotion from Assistant Professor to Associate Professor, faculty must have served a minimum of four years as an Assistant Professor.
- For early promotion from Associate Professor to Full Professor, faculty must have served a minimum of four years as an Associate Professor.

In extraordinary cases, faculty may be considered for promotion earlier than indicated above; however, these cases require strong justification and approval by the President.

At the time of an individual’s initial appointment, a maximum of three years of probationary credit towards promotion may be awarded for service at other institutions or service in a faculty rank within

the institution. In extraordinary cases, more than three years of probationary credit at initial faculty appointments may be awarded. Such awards require approval by the President and written notification to the University System of Georgia Chief Academic Officer. Individuals serving in part-time, temporary, or limited term positions are not eligible for probationary credit towards promotion. Without the approval of the President, faculty given probationary credit towards promotion may not use their years of credit towards consideration for “early” promotion.

A) Promotion within the Professorial Ranks

The criteria for promotion to a professorial rank include the following areas of professional activity and accomplishments:

- 1) Scholarship (research, scholarship, creative activity, or academic achievement);
- 2) Teaching (teaching and effectiveness in instruction);
- 3) Service (professional service to the institution, community, or profession);
- 4) Professional Development (professional growth and development);
- 5) Student Success (involvement in student success activities).

Noteworthy achievement in all of the above areas is not required, but should be demonstrated in at least three areas. Each college or school shall determine if student success and professional development will be embedded within the remaining categories or reported separately. If professional development and student success activities are embedded inside the areas of scholarship, teaching, and service, they still must be clearly articulated and meet expectations.

Augusta University is committed to ensuring that community engagement is recognized and rewarded within the institution’s tenure, promotion, pre/post tenure, and annual evaluation processes. To that end, community engagement activities shall be recognized as appropriate to each of the following evaluation categories: Scholarship, Teaching, Service, Professional Development and Student Success. Community engagement activities should be reported within the category that best fits the nature of the individual activity.

Each academic unit shall establish written criteria and procedures governing promotion expectations to ensure transparency in the review process and that workload percentages for faculty roles and responsibilities are factored into the promotion review in a consistent manner. In addition, the expectations associated with each role and responsibility should be appropriately scaled to reflect differences in assigned workload allocation.

The results of the candidate’s annual evaluations will be utilized as a part of promotion decisions. Annual faculty evaluations utilize the following Likert scale: 1- does not meet expectations, 2 – needs improvement, 3 – meets expectations, 4 – exceeds expectations, and 5 – exemplary. A 4 or 5 on the above Likert Scale indicates Noteworthy achievement. A 3 or higher indicates that the standard has been met; and a 1 or 2 indicates that the standard was not met.

Note: While it is not required that a candidate receive noteworthy achievement as an overall annual

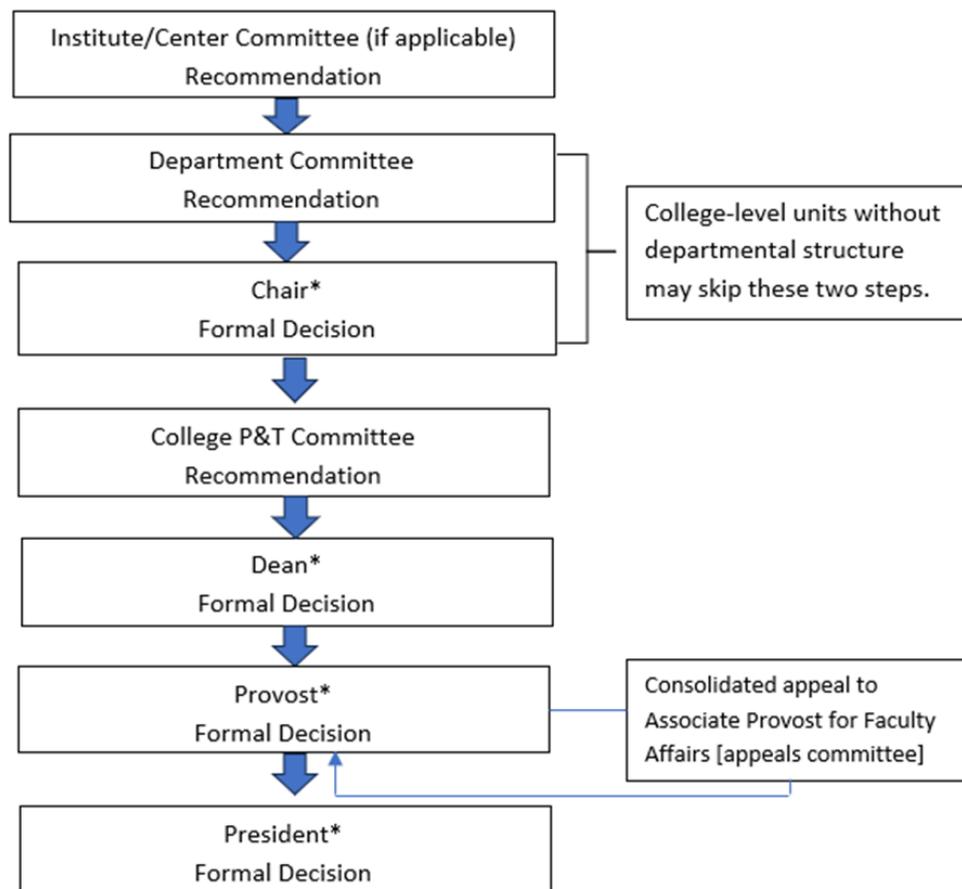
evaluation each year, or in every evaluation category, the candidate's performance should be noteworthy when holistically viewed over the promotion period.

The candidate's length of service with the institution shall be taken into consideration in determining whether or not the faculty member should be promoted. A promotion to the rank of associate or full professor requires a terminal degree in the appropriate discipline or its equivalent in training, ability, or experience. Neither the longevity of service nor possession of a terminal degree is a guarantee of promotion.

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Overview of Tenure Process for Augusta University (Professorial Ranks)

The Associate Provost for Faculty Affairs send the list of eligible faculty to the Deans of the individual academic colleges/schools and to the Director of University libraries. The Dean distributes the list of candidates to the appropriate departments. The department chair informs the faculty member. The faculty member makes the decision to pursue promotion. The faculty member has the right and is encouraged to discuss this decision with his/her chair (or dean for units without departmental structures) before making a decision to submit a portfolio for consideration. Appeal of the recommended decision may be made by the candidate after receiving the Provost’s formal decision.



- Decision letters are provided to faculty Member.

(Figure 1)

B) Promotion within the Teaching Ranks

The criteria for promotion for Teaching Faculty include the following areas of professional activity and accomplishments:

- 1) Scholarship (research, scholarship, creative activity, or academic achievement);
- 2) Teaching (teaching and effectiveness in instruction);
- 3) Service (professional service to the institution, community, or profession);
- 4) Professional Development (professional growth and development);
- 5) Student Success (involvement in student success activities).

For all Teaching Faculty (Lecturers and Senior Lecturers) promotion requires noteworthy achievements in both Teaching and Student Success Activities. The candidate must meet expectations in all other areas, if they have effort assigned in those areas.

In recognition of the variability in the deployment of lecturers and workload effort allocations, candidates for promotion to senior lecturer should be evaluated in the following areas:

- Promotion for teaching faculty requires noteworthy achievement in teaching and in student success activities,
- The candidate must at least meet expectations in categories where workload is assigned.
- All candidates for promotion are expected to provide evidence of continued growth and professional development.
- Because of the particular importance of the Student Success Activities category to Teaching Faculty, when a faculty member is reporting student success activities during their Annual Review as embedded within the Scholarship, Teaching, or Service categories, it is critical that this sub-category be clearly articulated within those reviews.

Augusta University is committed to ensuring that community engagement is recognized and rewarded within the institution's tenure, promotion, pre/post tenure, and annual evaluation processes. To that end, community engagement activities shall be recognized as appropriate to each of the following evaluation categories: Scholarship, Teaching, Service, Professional Development and Student Success. Community engagement activities should be reported within the category that best fits the nature of the individual activity.

Each academic unit shall establish written criteria and procedures governing promotion expectations to ensure transparency in the review process and that workload percentages for faculty roles and responsibilities are factored into the promotion review in a consistent manner. In addition, the expectations associated with each role should be appropriately scaled to reflect differences in assigned workload allocation.

The results of the candidate's annual evaluations will be utilized as a part of promotion decisions. Annual faculty evaluations utilize the following Likert scale: 1- does not meet expectations, 2 – needs

improvement, 3 – meets expectations, 4 – exceeds expectations, and 5 – exemplary. A 4 or 5 on the Likert Scale indicates Noteworthy achievement. A 4 or 5 on the above Likert Scale indicates Noteworthy achievement. A 3 indicates that the expectations have been met; and a 1 or 2 indicates that the standards need improvement or do not meet expectations.

The candidate's length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be promoted; however, longevity of service is not a guarantee of promotion.

Promotion to senior lecturer requires the approval of the President and University Promotion & Tenure Committee review is not required.

C) Evidence of accomplishments in promotion portfolio

A portfolio for promotion to a professorial rank includes five distinct appendices comprising evidence of accomplishments in the following areas: (1) Scholarship, research, creative activity, or academic achievement. (2) teaching and effectiveness in instruction, (3) professional service to the institution, community, or profession. (4) Professional Development, and (5) Student Success Activities.

Evidence of accomplishments in the areas of student success activities, and professional growth and development may be included in the appendices pertaining to Scholarship, Teaching, and Service, as long as this sub-category is clearly articulated.

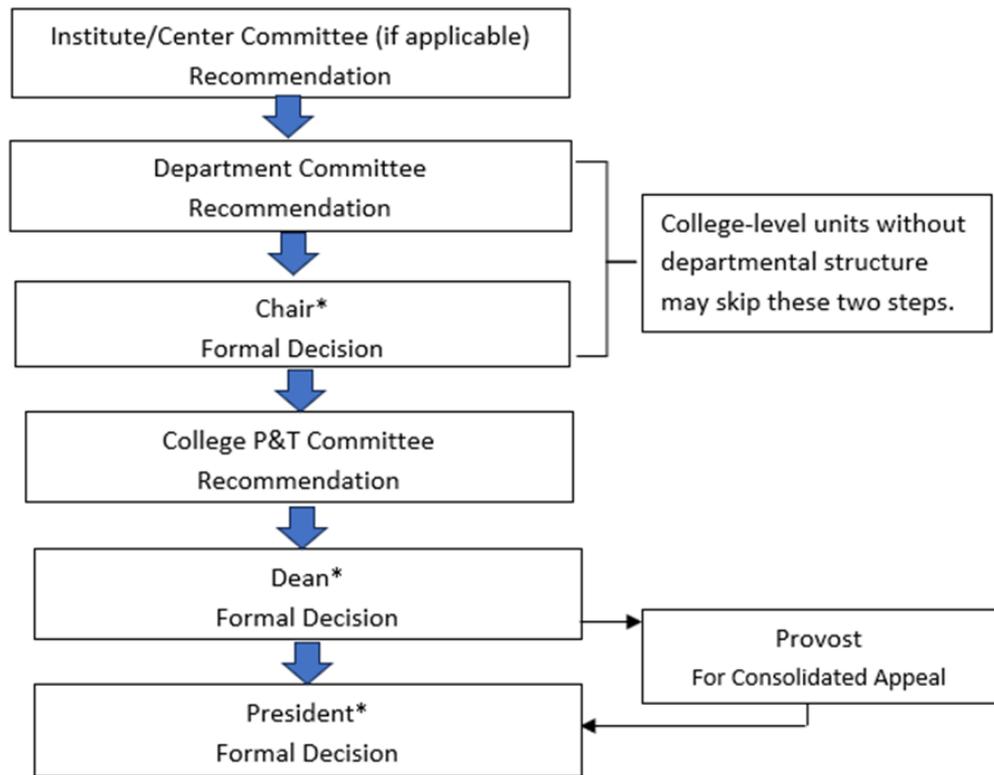
A portfolio for promotion to senior lecturer from lecturer includes an appendix comprising evidence of accomplishments in Teaching and Student Success Activities.

- If a candidate has at least 10% assigned effort in scholarship, research, or creative activity, then the evidence of accomplishments in this area shall be included in a separate appendix.
- If a candidate has at least 10% assigned effort in service, then the evidence of accomplishments in this area shall be included in a separate appendix.
- Detailed portfolio guidelines, which specify the format and contents, are given at the end of this document.

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Overview of Promotion Process for Augusta University (Teaching Ranks)

The Associate Provost for Faculty Affairs send the list of eligible faculty to the Deans of the individual academic colleges/schools and to the Director of University libraries. The Dean distributes the list of candidates to the appropriate departments. The department chair informs the faculty member. The faculty member makes the decision to pursue promotion. The faculty member has the right and is encouraged to discuss this decision with his/her chair (or dean for units without departmental structures) before making a decision to submit a portfolio for consideration. Appeal of the recommended decision may be made by the candidate after receiving the Provost’s formal decision.



*Decision letters are provided to faculty Member.

(Figure 2)

Committee Membership at All Levels

- No faculty member shall serve on more than one Promotion & Tenure Committee at different levels (department, college, university) that would cause them to evaluate the same individual(s).
- No faculty member in a position at or above the level of department chair shall serve on any Promotion & Tenure Committee.
- Any faculty member with responsibility for directly supervising the candidate shall not be present or participate in any manner in the discussion of the candidate, including not voting.
- Any member who is a candidate for tenure or promotion should recuse themselves for that cycle.
- All committee members shall adhere to the Augusta University (AU) Individual Conflicts of Interest Policy
- All votes on promotion applications shall be conducted by secret-ballot.
- A quorum will consist of 75% of those eligible to vote who must be physically or real-time virtually present at the meeting. A 60% majority vote of those present physically and real-time virtually will be required to pass a motion to promote or to tenure. Since the vote required is 60% of the members *present*, an abstention will have the same effect as a *no vote* and counts toward quorum. However, if there is a legitimate conflict of interest requiring an abstention, that should be documented in the committee letter; in such a case, the vote will not count as a *no vote*.
- Members may not serve consecutive terms.

University Promotion & Tenure Committee

1. Changes in the policies and procedures (i.e., term limits, quorum rules, membership, voting procedures, etc.) of the University Tenure and Promotion Committee must be approved by the University President, published on the Office of Faculty Affairs (OFA) webpage, and be reviewed by the college at least every 3 years.
2. Each college/School/Library that has a Promotion & Tenure Committee will have one representative on the University Senate Promotion & Tenure Committee. The college representative will be elected by the full-time faculty of that College. Ideally this representative should be a faculty member with the senior most rank in the college.
3. Term limits for University Promotion & Tenure Committee membership will be three years. One-third of the committee members (as designated by Groups 1, 2, and 3) will roll off each year and new members elected by their respective colleges. In extraordinary circumstances, it may be necessary for a college to reappoint a member sooner than the three-year rotation; however, the college faculty must vote to re-elect the member.
 - **Group 1** consists of the Hull College of Business, The Dental College of Georgia, and the Medical College of Georgia.

- **Group 2** consists of the College of Allied Health, Pamplin College of Arts, Humanities and Social Sciences; School of Public Health, and the University of Libraries.
 - **Group 3** consists of the College of Education, College of Nursing, College of Science and Mathematics, and School of Computer and Cyber Sciences.
4. All members of the University Promotion & Tenure Committee will have full-time faculty appointments, be tenured, and hold the rank of Associate Professor or above.
 5. Colleges that have no tenured associate-level or above faculty eligible to serve on the University Promotion & Tenure Committee are allowed to elect a representative that is an Associate Professor or above who is not tenured to serve on this committee. Such representatives may not vote on tenure applications.
 6. The Graduate School and AU Online do not have their own Promotion & Tenure Committee, because all AU faculty in The Graduate School and AU Online have primary appointments in another college. Therefore, The Graduate School and AU Online do not meet the criteria for representation and shall not have a representative on the University Promotion and Tenure Committee.
 7. The duties of the committee include reviewing all prior recommendations for due process and adherence to each unit's published guidelines. If the committee finds evidence of a violation in due process or inconsistencies in adherence to unit or university guidelines, the committee recommendation shall be accompanied with a detailed explanation.
 8. The duties of the committee include reviewing all changes to college level promotion guidelines.

College Promotion & Tenure Committee

1. Each college will establish a standing Promotion & Tenure Committee consisting of an odd number of members with a minimum of 5 members. This committee shall be known as the "Promotion & Tenure Committee" of that college. The policies and procedures of the College Promotion & Tenure Committee shall be established by each College. These policies and procedures must be approved by the College Dean, Augusta University Faculty Senate (AUFS), and the Provost (or designee), be published on the OFA webpage and be reviewed by the college at least every 3 years.
2. Exceptions to the committee membership policy may be appealed by the Dean to the Provost. The Provost will review college/library committee membership annually.
 - a. In departmentalized colleges, membership on this committee should be proportionally representative of the departments with at least one member from each department.

- b. Approximately one-third of the committee membership will be newly elected/appointed each year. The chair of the committee cannot serve as chair in consecutive terms. Colleges set their own term limitations.
 - c. All members of the College Promotion & Tenure Committee will have full-time faculty appointments and will hold the rank of Associate Professor or above. A majority of committee members must be tenured.
3. Committee members do not need to be tenured to vote on promotion decisions.
 4. In the event that a sufficient number of qualifying faculty is not available in the college, faculty outside the college shall be identified to serve on the College Promotion & Tenure Committee.
 - a. The manner in which outside members are appointed to the committee must be specified in the college governance documentation.
 - b. When outside members are appointed to a College Promotion & Tenure Committee, every effort should be made to solicit members who have some understanding of the disciplines contained within the college and some familiarity with those discipline's norms for excellence. The procedures used to place outside members on the committee must be harmonious with the elected/appointed proportions described in 1.

Departmental Promotion & Tenure Committees

The policies and procedures (i.e., term limits, quorum rules, membership, voting procedures, etc.) of the Departmental Promotion & Tenure Committee shall be established by each academic department. These policies and procedures must be approved by the College Dean, Augusta University Faculty Senate (AUFS) Committee on Promotion and Tenure (or designated AUFS committee), and the Provost (or designee), published on the OFA webpage, and be reviewed by the department at least every 3 years.

1. The promotion process begins with a department Promotion & Tenure committee recommendation. Each department in departmentalized colleges will establish a standing Departmental Promotion & Tenure Committee. This committee must be comprised of a **minimum** of three members of the department who hold full-time faculty appointments at the rank of Associate Professor or higher. Ideally, all members will be at the highest rank of candidates seeking promotion in a given cycle.
 - a. In the event that a department does not have three eligible members, qualifying faculty from other departments in the college must be appointed to the department committee. The department chair or their designee will work with the college dean to identify faculty from other departments within the college who can be appointed to the committee.
 - b. When the department does not have three eligible members, qualifying faculty from other departments in the college must be appointed to the department

committee. The department chair or their designee will work with those discipline's norms for excellence.

Exceptions to these Policies

In the case of Chairs, Assistant Deans, Associate Deans, and Vice Deans considered for promotion, the individual's superior will appoint a 3-person committee from the college to review the portfolio and make a recommendation. This committee serves in place of the departmental Promotion & Tenure Committee. The 3 individuals will have the same or higher professorial rank and tenure status for which the candidate is being considered. The recommendation is made to the college Promotion & Tenure Committee and the remaining process follows the steps illustrated in the Overview of Promotion Process for Augusta University (Professorial Ranks).

In the case of Deans considered for promotion, the review process will start at the college Promotion & Tenure Committee. The college Promotion & Tenure Committee will make a recommendation to a distinct review committee established by the Provost that serves in the place of the Dean. The empaneled review committee shall include 3 members charged with reviewing the portfolio and making a formal promotion decision. The 3 individuals will have the same or higher professorial rank for which the candidate is being considered. This committee serves in place of the Dean and the remaining process follows the steps illustrated in the Overview of Promotion Process for Augusta University (Professorial Ranks).

Promotion Appeals

All faculty shall be notified in writing within 5 business days of the recommended decision of the chair, Dean, Provost and President and shall receive a copy of the written rationale of the recommendation, at each step of the promotion process outlined in Figure 2: Promotion Process for Augusta University. Department committees and College P&T committees may forward a copy of their recommendation to the candidate by hardcopy or email if desired.

- If the candidate objects to the determination of any Promotion and Tenure committee, they shall have a right to challenge the decision. At each level of the tenure review process, **within 10 business days** from the date of the communication of the committee's, the candidate shall have the right to submit a written objection providing a rationale as to why they believe the committee decision is erroneous and provide any additional evidence needed to support their rationale insofar as it directly addresses the specific reasons for denial. This objection shall become a part of the candidate's portfolio for subsequent review levels.
- At the end of the tenure process the candidate may request the initiation of a full appeal to the Associate Provost for Faculty Affairs. The Associate Provost shall inform all parties that an appeal has been submitted and is under review.
- An Appeals Committee of not fewer than three, but not more than five, impartial faculty members will be appointed by the Faculty Senate Executive Committee from among the members of the entire faculty of the institution. Members of the hearing committee may serve concurrently on other committees of the faculty and should meet the minimum requirements for service on the University Promotion and Tenure Committee. The

hearing committee should elect a chair from its membership.

- The findings and recommendations of the Appeals Committee shall be made to the President who makes the final decision for the AU. The appellant will be notified of the President's decision, through the delegated authority of the Executive Vice President for Academic Affairs and Provost, with copies to the dean, department chair, candidate, and Human Resources.

The promotion decision made by the President is generally not appealable. Notwithstanding the foregoing, a candidate may apply for Discretionary review by the University System Office of Legal Affairs (USO Legal Affairs) for a review of the decision within 20 calendar days following the decision. An application may be reviewed if (1) the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed; or, (2) the record suggests that the institutional decision, if not reviewed, might reasonably have detrimental and system-wide significance. See BoR Policy 6.26 Application for Discretionary Review.

Portfolio Criteria

These guidelines detail the portfolio format and contents that must accompany the request for promotion as it moves through the approval process. Department, school, or college committees may require or request additional information to help them make their decisions, but these materials should remain at the respective level. Schools and colleges should include directions for any mandatory additions in their promotion documents.

A. Required Organization and Format of Portfolio

Candidates will submit a completed and signed Application Form* to accompany the full portfolio. The applicant will prepare the document electronically as a single PDF file with bookmarks for each section. The portfolio shall be organized as follows. The details of the following list of items are described in Section B below.

1. University Promotion & Tenure Committee Portfolio Attestation*
2. Summary of Annual Evaluations and Assigned Contract Effort Form*
3. Curriculum Vitae
4. Statement of Teaching (maximum two single-spaced pages Calibri 12 point)
5. Statement of Scholarship (maximum two single-spaced pages Calibri 12 point)
6. Statement of Service (maximum two single-spaced pages Calibri 12 point)
7. Appendix A – Copies of the Annual Performance Evaluation (provided by Human Resources - last 5 years)
8. Appendix B – Evidence of Scholarship/Research
9. Appendix C – Evidence of Teaching (course evaluation summary sheets and peer observations required)
10. Appendix D – Evidence of Service
11. Appendix E – Evidence of Student Success (if not embedded in appendix B-D; optional for Professorial Faculty, but required for Teaching Faculty)

12. Appendix F – Evidence of Professional Development (optional for all faculty if not embedded in appendix B-D)

*All forms are available on the Promotion & Tenure website.

No other material shall be included in the portfolio. The combined total of optional evidence for appendices B, C, D, E and F shall not exceed 100 pages. Summaries of course evaluations and peer reviews of teaching are not included in the 100-page limit.

B. Preparing a Portfolio

Except for the required and optional documents listed in Section A: Required Organization and Format of Portfolio, no other material shall be included by the candidate in their portfolio. The combined total of optional evidence for appendices B, C, D, E, F, and G shall not exceed 100 pages. Summaries of course evaluations and peer reviews of teaching are not included in the 100-page limit.

The applicant will prepare the portfolio electronically as a single PDF file with bookmarks for each section. The portfolio shall be organized as follows.

Once the dossier is presented to the department/college and begins to move through the AU P&T Process, that is committees begin to vote, the dossier should remain unchanged except for the appending of committee and formal review letters.

Order of Documents in Portfolio

(Required forms are available on the Office of Faculty Affairs Website)

Promotion Application Form

Portfolio Attestation

The candidate should sign the attestation indicating that the portfolio is complete and adheres to the guidelines outlined in the “Portfolio Guidelines” document.

Summary of Annual Evaluations Form

The candidate should list (and their immediate supervisor confirm) the annual evaluation results period under review.

Summary of Annual Assigned Contract Effort Form

The candidate should list (and their immediate supervisor confirm) the assigned contract effort for the period under review. Any revisions to assigned contract effort (i.e., reassignment of effort from one category to another) should be noted. For areas in which the faculty member has 0% effort, the portfolio should include a brief statement indicating the category is not applicable to the review.

Curriculum Vitae

The candidate should include a CV that adheres to the guidelines for documentation style in a specific discipline (e.g., AMA, APA, CMS, MLA). The CV must clearly distinguish the activities/achievements that have occurred since the candidate began their tenure-track position (for tenure candidates) or since the candidate's the last promotion (for promotion candidates).

Statement of Teaching (maximum one single-spaced page Calibri 12 point)

This narrative will highlight the candidate's teaching philosophy, methods, and procedures, and how these contribute to student learning. This narrative should also highlight the candidate's contributions in student advising and mentoring and other activities that contribute to student success.

Statement of Scholarship (maximum one single-spaced page Calibri 12 point)

This narrative will highlight the significance of the candidate's scholarship, using criteria from the candidate's discipline as evidence. The candidate should expound on the relevance of publications, presentations, and other examples of scholarship listed on the CV. "The candidate should expound on the relevance of publications, presentations, and other examples of scholarship listed on the CV, for both disciplinary and non-disciplinary colleague, explaining how the candidate's scholarship contributes to regional, national or international prominence, appropriate to rank. If the candidate's scholarship includes activities that contribute to student success, the candidate should explain those contributions.

Statement of Service (maximum one single-spaced page Calibri 12 point)

This narrative will highlight the candidate's service to their profession; their department, college, AU, and/or USG; and/or community. The candidate should identify any service activities that contribute to student success.

Statement of Student Success Activities (maximum one single-spaced page Calibri 12 point)

This narrative will highlight the candidate's contributions to activities that contribute to student success. Accounting for student success activities separately from the Statements of Teaching, Scholarship, and Service is **only required for Instructors and Lecturers** seeking Promotion. This statement is **optional for all Professorial Faculty** but may be useful in some circumstances. For example, if a faculty member is participating in a student advising program that accounts for a significant amount of their work effort.

Statement of Professional Development Activities (maximum one single-spaced page Calibri 12 point)

This narrative will highlight a candidate's professional development activities to their profession; their department, college, AU, and/or USG; and/or community. The candidate should identify any service activities that contribute to student success. This statement is **optional** for all candidates but may be useful in some circumstances. For example, if a faculty member is participating in a leadership program that accounts for a significant amount of their work effort.

Appendices

Appendix A. Copies of Annual Performance Evaluation Forms (check with your Dean's office if you did not retain copies)

For Appendices B, C, and D:

The candidate should present the information that best supports their candidacy based on expectations of their discipline. This information should be presented in the most concise manner possible using lists, tables, and diagrams. The following are examples that may be included, but these lists are not exhaustive:

Appendix B. Evidence of Teaching (since appointment for tenure or since last promotion for next promotion)

- Summary sheets of quantitative and qualitative course evaluations since appointment. (required)
- Evidence of peer review, including letters from peers that have observed the candidate teaching. (required)
- If advising graduate student projects or residents include communications from up to 5 residents, graduate students, advisees, etc. that address the quality of the supervision that the student received.
- A list of examples of student achievements such as projects, awards, honors theses, publications, presentations, time to degree for graduate students.
- A list of course and program development activities.
- Evidence that the candidate assesses whether or not they have been successful in increasing student learning outcomes.
- An annotated list of pedagogical literature and instructional development sessions that have influenced the faculty member's teaching and how the faculty member has addressed this information in planning their classes and instructional strategies.
- Other evidence that the faculty member makes noteworthy contributions to student success.
- Evidence of continued professional growth and development related to teaching.

Appendix C. Evidence of Scholarship/Research (since appointment for tenure or since last promotion for next promotion)

- Faculty member's publications: designate that which is peer-reviewed versus that which is not peer-reviewed, such as material from other publications, including the Scholarship of Teaching and Learning, the Scholarship of Engagement, and any evidence consistent with USG ASA Handbook 4.8.2: The Scholarship of Discovery.
- Creative endeavors and activities including art exhibitions, professional poetry recitals, theatrical, dance, or music performances, etc.
- All grants, fellowships, and scholarships, as appropriate to the discipline, with funding amounts.
- Invited seminars and presentations.

- Conference proceedings publications, explicitly designating peer-reviewed material.
- Conference presentations, explicitly designating peer-reviewed material.
- Evidence of interdisciplinary collaborations across departments, centers, institutes, or colleges.
- Evidence that the faculty member's research or scholarship makes noteworthy contributions to student success.
- Evidence of the candidate's most significant publications and/or creative endeavors (e.g., abstracts, first pages with DOI's, or complete publication, as appropriate)
- Evidence of continuous professional growth and development related to scholarship/research.

Appendix D. Evidence of Service (since appointment for tenure or since last promotion for next promotion)

- International, national, or regional professional committees, including any offices held.
- USG, AU, college, and department committees, organized by level.
- Evidence that the faculty member, either through scholarly work and/or service, applies knowledge toward solutions to complex societal problems and human needs.
- Evidence that the faculty member contributes to the continuous improvement of public higher education.
- Evidence that the faculty member makes noteworthy contributions to student success.
- Evidence that the faculty member contributes in some way to the public good.
- Evidence that the faculty member has served their profession through professional organizations and/or other professionally oriented entities.
- Evidence that the faculty member has participated in clinical patient care, when appropriate.
- Evidence of continuous professional growth and development related to service.

Appendix E. Evidence of Student Success (if not embedded in Appendices B-D; since appointment for tenure or since last promotion for next promotion)

Evidence of Student Success Activities Examples (not inclusive)

Teaching and student success activities:

- Using data and student feedback to continuously improve student engagement.
- Completing early alerts for students' course and career mentoring.
- Advising of students.
- Promoting academic growth mindset in students.
- Developing and updating courses to include best practices for student engagement.
- Assisting students, residents, and fellows in their clinical practice and duties.

Research and student success activities:

- Directing student research.
- Co-authoring or co-presenting with students.
- Sponsoring and/or supporting students to attend professional meetings and conferences.
- Presenting or publishing papers or securing grants related to student success.
- Providing resource support for student research success.

Service and student success activities:

- Serving on committees, teams, and task forces related to student success.
- Mentoring faculty colleagues in student success activities.
- Providing professional development student success sessions to faculty colleagues.
- Attending commencement ceremonies and other student recognition events.
- Organizing or providing professional development activities for students.
- Participating in student recruitment, and retention activities.
- Partnering with academic support services and student affairs organizations.

Administration and student success activities:

- Providing support for curriculum development.
- Assessment of student learning and development.
- Implementing student-centered course scheduling.
- Development of academic calendar policies.
- Developing student support.
- Implementing pedagogical training for faculty members.
- Assisting students with administrative issues.

Appendix F. Evidence of Professional Development (if not embedded in Appendices B-D; since appointment for tenure or since last promotion for next promotion)

- Workshops, seminars or other training related to teaching, **research, clinical work, administration.**
- Participation in leadership programs

Appendix G. Pre-tenure Review Letter or Report and Plan of Action (only required for Tenure Candidates)

C. Review and Recommendation Documents

The following attachments shall accompany the candidate's portfolio through all levels of the promotion review process. The candidate submits only the Application Form; all other documents in the attachment are appended during the review process, as described below.

Attachment 1 – Application Form

Please see forms on the Promotion & Tenure website.

Attachment 2 – External Letters of Review Appended by the Chair or designee prior to the department tenure committee review. Candidates for the award of tenure are expected to have a minimum of three confidential external (outside of Augusta University) letters of review. External review letters should be from reviewers of the same or higher rank and tenure status as that to which the candidate is applying and be objective reviewers who have no vested interest in the candidate's success. External reviewers should have a significant scholarly reputation and sufficient knowledge of the candidate's field or sub-field. Selection of a pool of possible external reviewers is the shared responsibility of the candidate, the departmental or college promotion/tenure committee, and the department chair. Augusta University Colleges and Schools will develop a process, subject to approval by the Provost or his or her designee, for selecting and contacting external reviewers. Candidates shall not be informed of the identities of the external reviewers.

Attachment 3 – Internal Letters of Support

Appended by chair and/or reviewers at each level of review: department Promotion & Tenure Committee, Chair, college tenure committee, and Dean.

D. Promotion Portfolio Reviewer's Rubric

Refer to college and department guidelines for specific expectations of types of activities and productivity (aligned with workload allocation) and examples of evidence.

A recommendation for promotion requires:

- Teaching Ranks: The candidate to demonstrate **noteworthy achievement** in Teaching and Student Success Activities and **meet expectations** in the remaining categories for which effort has been assigned.
- Professorial Ranks: The candidate to demonstrate **noteworthy achievement** in Scholarship, Teaching and Service and **meet expectations** in the remaining categories.
- **For individuals in a professorial rank, they must meet noteworthy in three areas and meet expectations in the remaining categories. For individuals who do not have an allocated effort to student success and/or professional development (i.e., these areas are merged into teaching, research, and service), they can demonstrate**

“noteworthy” by including concrete evidence in Appendices E and F in accordance with the Augusta University Promotion and Tenure Review Guidance (<https://www.augusta.edu/faculty-affairs/promotionandtenure.php>). The required rubric will also include sections for student success and professional development.

Required Rubric for Promotion and Tenure Committees at all levels:

All Promotion and Tenure Committees shall complete the evaluation rubric below and upload the completed form to the candidate’s tenure application folder.

Please indicate the level of achievement the candidate has demonstrated, including brief examples. Refer to the candidate’s department and/or college guidelines for specific criteria and evidence.

<p>Scholarship, Research, and Creative Activity A candidate whose achievements are noteworthy and demonstrates a trajectory of national and international development. They disseminate their work through publications or other avenues appropriate for their discipline and have evidence of its impact in their discipline. Productivity in research, scholarship, and creative activity is noteworthy and aligned with the candidate’s workload allocation.</p>		
<p>Exemplary or Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Needs Improvement or Does Not Meet the Standard</p>

<p>Contributions to Student Success (if applicable for this category)</p>

<p>Teaching A candidate whose achievements are noteworthy will demonstrate excellence and effectiveness in teaching and instruction. They create engaging learning environments, both in and out of the classroom; demonstrate knowledge of the subject matter; advise and mentor; and contribute to curricular and instructional innovation. The candidate’s specific teaching activities and contributions to student learning demonstrate noteworthy achievement appropriate to their assigned workload and discipline.</p>		
<p>Exemplary or Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Needs Improvement or Does Not Meet Expectations</p>
<p>Contributions to Student Success (if applicable for this category)</p>		
Empty space for contributions to student success		

<p>Student Success (if applicable) A candidate who is noteworthy in this area will demonstrate student success activities related to teaching, research, service, clinical practice, or administration.</p>		
<p>Exemplary or Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Needs Improvement or Does Not Meet Expectations</p>

<p>Professional Development (if applicable) A candidate whose achievements meet the standard will demonstrate evidence of active, engaged and successful participation in: workshops, seminar, or other training related to teaching, research, clinical work, administration; leadership programs; other professional development opportunities.</p>		
<p>Exemplary or Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Needs Improvement or Does Not Meet Expectations</p>
<p>Contributions to Professional Development (if applicable for this category)</p>		

POLICY CONFLICT:

In the case of any divergence from our conflict with the official policies of the Board of Regents of the University System of Georgia found in these Statutes, the official policies of the Board of Regents shall prevail.

REFERENCES & SUPPORTING DOCUMENTS

[BoR Policy Manual 8.3.6 Criteria for Promotion:](https://www.usg.edu/policymanual/section8/C245/#p8.3.6_criteria_for_promotion)

https://www.usg.edu/policymanual/section8/C245/#p8.3.6_criteria_for_promotion

[BoR Policy Manual 8.3.5. Evaluation of Personnel:](https://www.usg.edu/policymanual/section8/C245/#p8.3.5_evaluation_of_personnel)

https://www.usg.edu/policymanual/section8/C245/#p8.3.5_evaluation_of_personnel

[BoR Policy Manual 8.3.7.8 Augusta University \(Veterans Administration Medical Center-Augusta\)](https://www.usg.edu/policymanual/section8/C245/#p8.3.8_non-tenure_track_personnel)

https://www.usg.edu/policymanual/section8/C245/#p8.3.8_non-tenure_track_personnel

RELATED POLICIES

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APPROVED BY:

Interim Executive Vice President for Academic Affairs and Provost, Augusta University

Date: 9/18/2024

President, Augusta University

Date: 9/23/2024