School of Computer and Cyber Sciences
Amplifications for Faculty
Promotion and Tenure Policy

Augusta University

Version 4
March 20, 2021

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1   Introduction

This document presents criteria for tenure and promotion in the School of Computer and Cyber Sciences at Augusta University. These criteria are amplifications of Augusta University criteria, as given in the document "University Guidelines for Faculty Promotion and Tenure", dated February 2020. The Guidelines specify three areas of assessment for the award of promotion and/or tenure: 1. Scholarship, 2. Teaching, 3. Service.

Per the Guidelines, "It is expected that faculty will meet the standards in all three of these areas. *Outstanding* contributions in at least one of the first two areas must be made for non-tenure track faculty and in both of the first two areas for tenure track faculty. It is expected that all faculty engage in professional development that will enhance their scholarship, teaching and service responsibilities."

2   Promotion for tenure track faculty

2.1   Promotion from Assistant Professor (tenure-track) to Associate Professor (tenured)

Tenure, and the associated promotion to Associate Professor, will be reserved for faculty members who have clearly demonstrated the ability and potential to become distinguished scholars and recognized leaders in their research fields, who are effective teachers in the classroom and in advising, and who provide high quality service to the university and to the community.

The University Guidelines state that: "A candidate for promotion to Associate Professor on the tenure track should be outstanding in both Scholarship and Teaching meeting the standards in Service. A candidate for promotion to Associate Professor who is on the tenure track or is tenured should be on a trajectory of regional and national scholastic development."

2.1.1   Outstanding scholarship

There are varied means to demonstrate outstanding scholarship, and these depend on the current practice and cultural norms in the candidate's chosen field. Assessment of the candidate will be in comparison to others in their field who have achieved the rank of Tenured Associate Professor at peer institutions. Evidence of research excellence that the candidate may submit to justify promotion and tenure includes, but is not limited to, the following:

1. Evidence that the candidate has established an independent research identity and reputation. The candidate should strive to produce research that is neither derivative nor incremental, but which establishes innovative new approaches and solutions.

2. A record of consistent publication in the top venues in the candidate's field. Quality of publication venues is discipline-specific, and will be assessed by the promotion and tenure committee, in part by obtaining references from leading academics in the discipline.

3. Citation counts and impact will also be evaluated. Impact is evaluated not only by citation counts, but also through referee letters, and through documented use of the candidates results by others.

4. The publication of software tools that are adopted and used by others.

5. External Research funding, as successful funding provides independent confirmation that the candidate's research directions have been viewed as competitive by review panels and funding agencies. Furthermore, the funding promotes research activities in the school. This is especially true for agencies that peer-review grant proposals, and/or when research funding supports students in the school.

6. Invited presentations at other institutions

7. Invitations to serve on editorial boards or program committees of prestigious journals or conferences

2.1.2   Outstanding teaching

Evidence of teaching excellence that the candidate may submit to justify promotion and tenure includes, but is not limited to, the following:

1. Outstanding teaching evaluations. The response rate for each evaluation will be taken into account, and evaluations with very few students responding will be discounted.

2. Evidence that the candidate is regarded as an excellent teacher by students generally. This can take the form, for example, of letters from ex-students.

3. A teaching portfolio which demonstrates that the candidate has maintained their course material at the state-of-the-art.

4. If appropriate, the candidate should consider the use of relevant software tools and methods to make their classes interactive and "hands on", and not only "pencil and paper" exercises.

5. Peer review, which is implemented by a senior faculty attending a classroom session to observe the candidate's teaching, and to provide feedback to the candidate. This can be done on a regular basis, e.g., once a semester, and candidates are encouraged to undertake regular peer reviews.

6. Successful research mentoring of graduate and undergraduate students.

2.1.3   Promotion of tenured Assistant Professor to tenured Associate Professor

In the tenure track, the usual sequence of promotions is Assistant Professor (without tenure) to tenured Associate Professor and then to tenured Full Professor. Nonetheless, Augusta University procedures allow the granting of tenure without promotion, so that, in some cases, there will be candidates applying for promotion from tenured Assistant Professor to tenured Associate Professor. Such candidates are expected to satisfy the same criteria as Assistant Professors without tenure who are applying for promotion to tenured Associate Professor.

2.2   Promotion from Tenured Associate Professor to Tenured Full Professor

Promotion is based on performance in the three areas of Scholarship, Teaching, and Service. A candidate for promotion to Full Professor must have national and international visibility in research, be outstanding in teaching, and must meet the standard in service.

The University Guidelines state that: "A candidate for promotion to Professor, on the tenure track, should be outstanding in both Scholarship and Teaching and meet the standards in Service. Therefore, a candidate for promotion to Professor must have a sustained record of publication in high quality, refereed professional journals; publication of a monograph with a peer reviewed, national or international academic press; or creative endeavors that have peer recognition and have reached a national or international audience during the period of time since his or her last promotion or time of hire."

2.2.1   Outstanding scholarship at the national and international level.

To demonstrate outstanding scholarship nationally and internationally, a candidate must have a consistent record of publication in the top venues in their field, and must in addition have achieved visibility nationally and internationally. Visibility is assessed by the impact of the candidate's research: are other groups using the candidate's results, or has the direction of research of others in the field been influenced by the candidate's work? Quality of publication venues is discipline-specific, and will be assessed by the promotion and tenure committee, in part by obtaining references from leading academics in the discipline.

A key measure of the quality and impact of the candidate's work will be referee letters from renowned researchers in the candidate's field. These should confirm the case for promotion that is made by the candidate, and attest to the quality and impact of the candidate's research. An additional (but not required) input for research evaluation is funding, as successful funding indicates that the candidate's ideas have competed successfully against others for scarce funding. This is especially true of prestigious funding venues such as NSF. Evidence of research excellence that the candidate may submit to justify promotion to full professor includes, but is not limited to, the following:

1. A total body of high-quality work and recognition as a leader in the field that leads to national or international distinction.

2. A record of consistent publication in the top venues in the candidate's field. Quality of publication venues is discipline-specific, and will be assessed by the promotion and tenure committee, in part by obtaining references from leading academics in the discipline.

3. Citation counts and impact will also be evaluated. Impact is evaluated not only by citation counts, but also through referee letters, and through documented use of the candidates results by others.

4. The publication of software tools that are adopted and used by others.

5. External Research funding, as successful funding provides independent confirmation that the candidate's research directions have been viewed as competitive by review panels and

funding agencies. Furthermore, the funding promotes research activities in the school. This is especially true for agencies that peer-review grant proposals, and/or when research funding supports students in the school.

6. Invited presentations at other institutions.

7. Substantial service on editorial boards or program committees of prestigious journals or conferences.

2.2.2   Outstanding teaching

The candidate must demonstrate continuing improvement and evolution of their teaching since promotion to Associate Professor; the candidate must (1) have outstanding teaching evaluations, (2) must be regarded as an excellent teacher by students generally, and (3) must make substantial contributions to mentoring graduate and undergraduate students. The candidate must maintain course material at the state-of-the-art. When appropriate, the candidate should consider the use of relevant software tools and methods to make their classes interactive and "hands on", and not only "pencil and paper" exercises.

Evidence of teaching excellence that the candidate may submit to justify promotion and tenure includes, but is not limited to, the following:

1. Outstanding teaching evaluations. The response rate for each evaluation will be taken into account, and evaluations with very few students responding will be discounted.

2. Evidence that the candidate is regarded as an excellent teacher by students generally. This can take the form, for example, of letters from ex-students.

3. A teaching portfolio which demonstrates that the candidate has maintained their course material at the state-of-the-art.

4. If appropriate, the candidate should consider the use of relevant software tools and methods to make their classes interactive and "hands on", and not only "pencil and paper" exercises.

5. Peer review, which is implemented by a senior faculty attending a classroom session to observe the candidate's teaching, and to provide feedback to the candidate. This can be done on a regular basis, e.g., once a semester, and candidates are encouraged to undertake regular peer reviews.

6. Substantial and successful research mentoring of graduate and undergraduate students.

   Substantial innovation in teaching, for example, introduction of relevant current research into courses and/or adjusting course content to reflect latest industrial practices.

3   Promotion for non-tenure track faculty

Promotion in the non-tenure track is based primarily on teaching, curricular contributions, external educational funding, and service. Scholarship contributions are a plus and will be taken into account. Suggested evidence for excellence in pedagogy and scholarship of teaching may include the following:

1. Documented teaching innovation and/or curriculum development activities as appropriate:
   a. Original and/or unique innovations to enhance teaching and content in an existing course;
   b. Enhanced use of teaching technology;
   c. Development of new courses;
   d. Contributions to the revision of programs and related curricula;
   e. Evidence of the specific nature of teaching activities (seminars, lectures, laboratories, workshops, other) that follow a written statement detailing teaching philosophy;
2. Evidence of steps taken to improve their instructional effectiveness;
3. Peer evaluation of teaching in the classroom;
4. Participation in faculty professional development programs.;
5. Dissemination of pedagogy scholarship and innovations (e.g., presentations at conferences or publications in relevant and appropriate archival journals on education);
6. Specific materials developed by the individual for the benefit of the program (e.g., new program evaluation forms, a new student handbook, etc.);
7. Communications from students regarding courses;
8. Nominations and/or conferrals of teaching awards;
9. Serving as PI/Co-PI on educational grants;
10. Support of ABET and SACS accreditation and CAE designations.

3.1   Promotion (non tenure-track) from Instructor to Assistant Professor

Promotion is based on outstanding teaching, curricular contributions, and meeting the standard in service. The following criteria must be met:

- Satisfactory performance in assigned duties;
- Satisfactory performance in student advisement as assigned by Department Head / Program Director / Dean;
- Sustained evidence of high quality teaching is expected in all contexts, including academic classrooms and project settings. It is expected that all course related materials (syllabi, grading, etc.) are completed in a timely manner and are consistent with department standards;

- Formal evaluations of teaching, including university-administered student evaluations of teaching that meet, or exceed the departmental/school means and/or any direct observations of instruction by peers or administrators;
- Sustained evidence of proactive innovation and creativity in pedagogy;
- Support of external educational grant proposals;
- Earned doctorate in computing or related disciplines.

3.2   Promotion (non-tenure-track) from Assistant Professor to Associate Professor

Promotion is based on performance in Teaching, Curricular Contributions, Educational Funding, and Service. A candidate for promotion to Associate Professor without tenure must be outstanding in teaching, and must meet the standard in service. Supporting evidence of achievements includes, but is not limited to, the following:

- Meaningful evidence of scholarship in pedagogy;
- Meaningful efforts to secure funding for educational endeavors;
- Active participation in education forums in computing/information disciplines and remaining up-to-date with advances in education;
- Active mentoring of undergraduate/graduate students.
- Meaningful contributions to accreditation and designation efforts;
- Service as PI/Co-PI on successful external educational grants;
- Earned doctorate in computing or related disciplines.

3.3   Promotion (non-tenure track) from Associate Professor to Full Professor

Promotion is based on performance in Teaching, Curricular Contributions, Educational Funding, and Service. A candidate for promotion to Associate Professor without tenure must be outstanding in teaching, and must meet the standard in service. Evidence of teaching achievement includes, but is not limited to, the following:

- Meaningful evidence of scholarship in pedagogy;
- Meaningful efforts to secure funding for educational endeavors;
- Active participation in computing/information/engineering education forums and remaining up-to date with advances in education;
- Outstanding record of service to the department, school, university and profession; Evidence of staying up-to-date with advances in the field;
- Successful mentoring of undergraduate/graduate students.
- Substantial and successful leadership-level contributions to accreditation and designation efforts;

- Service as the PI on successful significant educational grants;
- Earned doctorate in computing or related disciplines.
- Broad visibility in the educational field, for example, by presenting at national or international education conferences, such as ACM SIGCSE and/or ASEE-IEEE FIE.

4   Nonstandard candidates

Due to the particular history of Augusta University and the School of Computer and Cyber Sciences, there are some faculty with nonstandard career paths: high teaching loads, 12 month contracts, etc.. The P&T committee will flexibly interpret the criteria for promotion decisions for such candidates in consultation with the dean.

5   Preparation of the promotion package

The candidate is responsible for preparation of the promotion and tenure dossier. The dossier should include at least the following elements.

- A statement on teaching, giving the candidates teaching philosophy and practice, and discussing how the candidate has attempted to achieve teaching excellence during the probationary period.
- A table, in reverse chronological order, of courses taught and including teaching evaluations with instructor, department and university median scores. For each course taught, include a copy of the student evaluations as an appropriately labeled appendix.
- A statement on research, summarizing the candidates research accomplishments and justifying the quality of the candidate's research.
- List of scholarly and creative record:
    a. Refereed conference papers,
    b. Refereed journal papers
    c. Research monographs
    d. Chapters in textbooks;
    e. Textbooks;
- A statement on the service accomplishments of the candidate since the previous promotion or appointment.

6 Procedures

Promotion and tenure reviews will normally take place in Fall semester and must follow the university established schedule for mid-point reviews, post-tenure reviews, and promotion and tenure evaluations.

Committee duties are evaluating each dossier and providing a written recommendation to the Dean regarding promotion and/or tenure. The committee also assesses pre-tenure candidates annually, performs post-tenure review when required, and provides written recommendations to the Dean.

6.1 The promotion and tenure committee membership

The membership of the Promotion and Tenure Committee is defined by the Bylaws of the Faculty Assembly of the School of Computer and Cyber Sciences. Specifically,

> "The Promotion and Tenure Committee has five members. One member is appointed by the Dean. The remaining members are elected by the voting members of the assembly.
>
> All members must be full-time and hold the rank of Associate Professor or above. A majority of members must be tenured and only tenured members may vote on tenure recommendations. For promotion, only members who have achieved the rank for which the candidate is applying for or higher may vote; there must be at least three members who are eligible to vote on promotion cases. The Chair, elected by committee members, must be tenured and cannot serve consecutive terms. No faculty member in a position at or above the level of department chair shall serve on any P&T Committee.

6.2 Voting in the promotion and tenure committee

The voting process is defined by the Bylaws of the Faculty Assembly of the School of Computer and Cyber Sciences. Specifically,

> "All members of the committee who are eligible to vote in a candidate case must vote. The manner in which the vote is taken is determined by the committee. In any case when the vote is not unanimous, the committee recommendation must include a minority opinion."

6.3 Procedure for Soliciting Letters from Referees

6.3.1 Procedure for soliciting referee letters

Promotion cases the non-tenure track require requesting a minimum of five letters of reference our of which at least four must be received, and promotions in the tenure track require requesting a minimum

of ten letters of reference our of which at least eight must be received. The candidate may submit a list of referees that the Promotion and Tenure Committee will consider, but final determination of the referees rests with the committee, in particular, the committee may select up to half of the referees. Requests for letters must be communicated to referees at least two months before the letters are required, to provide ample time for the referees to write the letter.

6.3.2   Expectations of referee letters

Referees must be asked to address the following in their letter:

- His or her relationship to the candidate.
- The field (fields) in which the candidate has made significant contributions.
- The works (books, journal publications and conference proceedings articles, patents, reports) that contain seminal concepts and/or contributions that have changed the other researchers view in the field, or computing/engineering principles/tools that are utilized widely in research, education, or professional practice.
- Whether the candidate's achievements would merit promotion and/or granting of tenure at nationally prestigious departments in computing, information, or engineering disciplines. For tenure-track candidates the letter must contain an answer to the question of whether the candidate would merit promotion and/or tenure at national comprehensive research universities.
- Whether the work of the candidate is central to the field or is essential to addressing a critical state or national need.