

# Augusta University

## Policy Library

### Promotion Guidelines

**Policy Manager: Office of the Provost**

Academic promotions aim to recognize and reward excellence of faculty in their contributions to the University's mission.

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.

#### **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 leaves 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 the 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

Faculty may be considered for promotion earlier than indicated above with less than the required minimum years of service in rank listed 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.

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**Executive Sponsor: EVP, Academic Affairs & Provost**

**Next Review: 3/2028**

## **A) Promotion to a Professorial Rank**

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

- 1) teaching and effectiveness in instruction;
- 2) involvement in student success activities;
- 3) professional service to the institution or the community;
- 4) research, scholarship, creative activity, or academic achievement; and
- 5) professional growth and development.

The candidate's accomplishments in each of these areas with an assigned workload effort must at least meet expectations. In addition, the candidate's accomplishments in at least three of these areas must be noteworthy.

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 review in a consistent manner. In addition, the expectations associated with each category (teaching, research, service, clinical practice, and administration) should be appropriately scaled to reflect differences in assigned workload allocation. For all teaching faculty, promotion requires excellence in teaching and involvement in student success activities.

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. Noteworthy achievement is reflective of a 4 or 5 on the above Likert Scale. Deficient and unsatisfactory is reflective of a 1 or a 2 on the above Likert Scale. While it is not required that a candidate receives 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 an 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 the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience. Neither the possession of a terminal degree nor longevity of service is a guarantee of promotion.

## **B) Promotion to Senior Lecturer from Lecturer**

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

- 1) teaching and effectiveness in instruction;
- 2) involvement in student success activities;
- 3) professional service to the institution or the community;
- 4) research, scholarship, creative activity, or academic achievement; and
- 5) professional growth and development.

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

- The candidate must at least meet expectations in the role model categories of teaching, scholarship, and service when the associated workload effort assignment in the category is at least 10% over the review period,
- The candidate must be noteworthy in the role model categories of teaching, scholarship, and service when the associated workload effort assignment in the category is at least 50% over the review period,

- For all teaching faculty, promotion requires excellence in teaching and involvement in student success activities,
- All candidates for promotion are expected to provide evidence of continued growth and professional development.

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 review in a consistent manner. In addition, the expectations associated with each category (teaching, research, and service) 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 subsequent 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. Noteworthy achievement is reflective of 4 or 5 on the above Likert Scale. Deficient and unsatisfactory is reflective of a 1 or a 2 on the above Likert Scale. While it is not required that a candidate receives 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 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 approval by the President; however, a University P&T Committee review is not required.

The promotion process for part-time faculty follows the same process as for lecturers. Their portfolios are not reviewed by the University P&T Committee.

### **C) Evidence of accomplishments in promotion portfolio**

A portfolio for promotion to a professorial rank includes three distinct appendices comprising evidence of accomplishments in the following areas: (1) teaching and effectiveness in instruction, (2) professional service to the institution or the community, (3) research, scholarship, creative activity, or academic achievement.

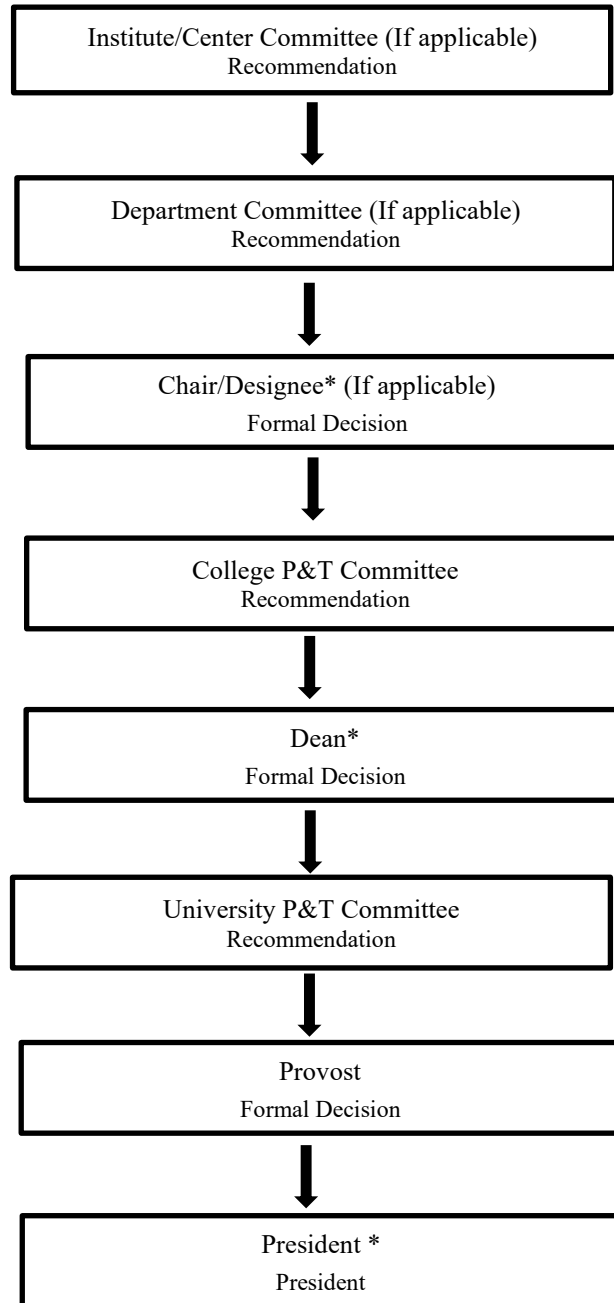
The evidence of accomplishments in the following two areas: (a) involvement in student success activities, and (b) professional growth and development, should be included in the appendices pertaining to teaching, service, and research.

A portfolio for promotion to senior lecturer from lecturer includes an appendix comprising evidence of accomplishments in teaching and effectiveness in instruction. If a candidate has at least 10% assigned effort in research, scholarship, 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. Evidence of accomplishments in the following areas: (a) involvement in student success activities, and (b) professional growth and development, shall be included as appropriate in the appendices pertaining to teaching, service, and scholarship and creative activity.

Detailed portfolio guidelines, which specify the format and contents, are given at the end of this document.

Overview of Promotion Process for Augusta University (Professorial Ranks)

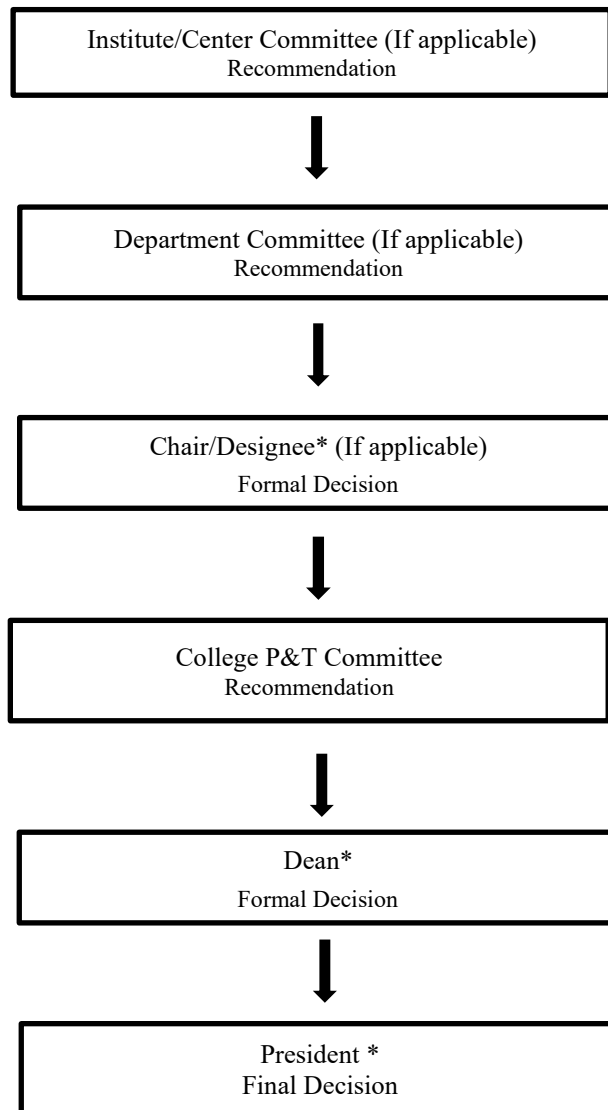
The Associate Provost for Faculty Affairs sends the lists of faculty members eligible for promotion to the Deans of the individual academic colleges/schools. The Dean/Director distributes the list of candidates to the appropriate departments. The department chair or his/her designee informs the faculty 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) or designee before deciding to submit a portfolio for consideration. Appeal of formal decisions may be made by the candidate at each level of the process.



\* Decision letters are provided to faculty member. If negative recommendation is made, the process is stopped, and the faculty member may appeal to the next level of review.

Overview of Promotion Process for Augusta University (Lecturer)

The Associate Provost for Faculty Affairs sends the lists of faculty members eligible for promotion to the Deans of the individual academic colleges/schools. The Dean/Director distributes the list of candidates to the appropriate departments. The department chair or his/her designee 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) or designee before deciding to submit a portfolio for consideration. Appeal of formal decisions may be made by the candidate at each level of the process.



\* Decision letters are provided to faculty member. If negative recommendation is made, the process is stopped, and the faculty member may appeal to the next level of review.

## Committee Membership

No faculty member can serve on more than one P&T Committee at different levels (department, college, university) that would cause them to evaluate the same individual(s). For the purpose of this document the University Libraries will be considered as a college. No faculty member in a position at or above the level of department chair shall serve on any P&T 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. All committee members shall adhere to the Augusta University Individual Conflicts of Interest Policy.

## University Committee

- 1) The policies and procedures (i.e., term limits, quorum rules, membership, voting procedures, etc.) of the University P&T Committee must be approved by the University President, published in the institutional policy library and be readily available to faculty, and be reviewed at least every 3 years.
- 2) Each college that has a P&T committee will have one representative on the University P&T Committee. The college representative will be elected by the full-time faculty of that College.
- 3) Term limits for University P&T 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. Group 1 consists of the Hull College of Business, College of Dental Medicine, and Medical College of Georgia. Group 2 consists of the College of Allied Health, Pamplin College of Arts Humanities and Social Sciences, and the University Libraries. Group 3 consists of College of Education, College of Nursing, College of Science and Mathematics, and School of Computer and Cyber Sciences. Members may not serve consecutive terms or exceed three years of continuous membership on the committee.
- 4) All members of the University P&T Committee will have full-time faculty appointments and hold the rank of Associate Professor or above. All committee members vote on promotion decisions.
- 5) Colleges that have no tenured associate-level or above faculty eligible to serve on the University P&T Committee are allowed to elect a representative that is an Associate Professor or above who is not tenured to serve on this committee.
- 6) The Graduate School does not have its own P&T committee, because all Augusta University faculty in The Graduate School have primary appointments in another college. Therefore, The Graduate School does not meet the criteria for representation and shall not have a representative on the University P&T Committee.
- 7) 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.
- 8) 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.
- 9) Duties of the committee include reviewing all changes to college level P&T Guidelines.
- 10) Appeals of the College P&T committee decisions are to be made in accordance with the Augusta University P&T appeals procedures.

## College P&T Committees

1. Each college will establish a standing P&T Committee consisting of an odd number of members with a minimum of 5 members. This committee shall be known as the “Promotion and Tenure Committee” of that college. The policies and procedures (i.e., term limits, quorum rules, membership, voting procedures, etc.) of College P&T Committee shall be established by each College. 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), be published in the institutional policy library and be readily available to faculty, and be reviewed at least every 3 years.
2. The specific number of members on each College P&T committee will be established by the college. Exceptions to this 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 committee membership will be 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 P&T Committee will have full-time faculty appointments and will hold rank of Associate Professor or above. A majority of committee members must be tenured.
3. All committee members vote on promotion decisions.
4. 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.
5. 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 P&T Committee.
  - a. In the event that sufficient qualified members are not available in a college for service on the College P&T Committee, members from other colleges must be appointed. 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 P&T 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.
6. Appeals of the College/School P&T committee decisions are to be made in accordance with the Augusta University P&T appeals procedures.

## Departmental P&T Committees

The policies and procedures (i.e., term limits, quorum rules, membership, voting procedures, etc.) of Departmental P&T 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 in the institutional policy library and be readily available to faculty, and be reviewed at least every 3 years.

1. The promotion process begins with a department P&T committee recommendation. Each department in departmentalized colleges will establish a standing Departmental P&T 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. 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 by the department chair or his/her designee.
2. When outside members are appointed to a Department P&T Committee, every effort should be made to solicit members who have some understanding of the disciplines contained within the department and some familiarity with those discipline's norms for excellence.
3. Quorum rules and majority vote percentage standards will be established by the department.
4. Appeals of Department P&T Committee decisions are to be made in accordance with the Augusta University Promotion appeals procedures.

### **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 to review the portfolio and make a recommendation. This committee serves in place of the departmental P&T Committee, which is the point at which the promotion process begins. 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 P&T Committee and the remaining process follows the steps illustrated in the Overview of Promotion Process for Augusta University (Professorial Ranks).

In the case of Dean considered for promotion, the review process will start at the college P&T committee. The college P&T 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, and receive a copy of the written rationale of recommendation, at each step of the promotion process outlined in Figure 1: Promotion Process for Augusta University. Formal decisions are made at the Department Chair, Dean, and President/Provost levels.

The individual faculty member shall have an avenue for appeal of recommended decisions at each level of the promotion review process within 10 business days from the date of communication of the decision to the candidate. The appeal should be made in writing to the appropriate individual in the next formal decision level of the appeal process. The letter of appeal must contain the rationale for appealing the decision. The candidate may include additional evidence only insofar as it directly addresses the specific reasons for denial.

Notification of the recommended decision made by the appellate level will be made in written form and sent electronically within 10 days of receipt of the appeal. The letter of notification must include the rationale for the decision.

Formal decisions by the Department Chairperson may be appealed to the Dean through the college's established channel for appeal. For the Libraries faculty members' appeals may be made to the Dean of the Libraries through the Libraries' established channel for appeal.

Formal decisions by the Dean may be appealed to the Provost within 10 business days of the written notification of the decision. The Provost shall refer the appeal to the University P&T Committee. The Provost shall inform the Dean that an appeal has been submitted and is under review. The findings and recommendations of the Appeals Committee shall be made to the Provost. The Provost makes a recommendation to the President who makes the final decision for the Augusta University. The appellant will be notified of the President's decision, through the delegated authority of the Provost, with copies to the Dean.

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](#).

The procedures for appeal at each level shall be available through the department and through the Dean's office.

## Portfolio Guidelines

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 P&T Committee Portfolio Attestation\*
2. Summary of Annual Evaluations and Assigned Contract Effort Form\*
3. Curriculum Vitae
4. Statement of Teaching
5. Statement of Scholarship
6. Statement of Service
7. Appendix A – Copies of the Annual Performance Evaluation
8. Appendix B – Evidence of Teaching
9. Appendix C – Evidence of Scholarship/Research
10. Appendix D – Evidence of Service

\*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 C, D, and E, shall not exceed 100 pages. Summaries of course evaluations and peer reviews of teaching are not included in the 100-page limit.

**B. Details of the Portfolio.**

**a. 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.

**b. Summary of Annual Evaluations and Assigned Contract Effort Form**

The candidate should list and their immediate supervisor confirm the annual evaluation results and the assigned contract effort for the promotion period under review. Any revisions to assigned contract effort (i.e., reassignment of effort from one category to another) should be noted.

**c. 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 should clearly distinguish the activities/achievements that occurred during the promotion review period from those activities/achievements that occurred prior to the review period.

**d. Statement of Teaching**

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. Format: maximum one single-spaced page, Calibri 12 points.

**e. Statement of Scholarship**

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 explain how their 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. Format: maximum one single-spaced page, Calibri 12 points.

**f. Statement of Service**

This narrative will highlight the candidate’s service to the profession; their department, college, Augusta University, and/or University System of Georgia; and/or community. The candidate should identify any service activities that contribute to student success. Format: maximum one single-spaced page, Calibri 12 points.

## Appendices

### Appendix A – Copies of Annual Performance Evaluation Forms

Provided by HumanResources, for the last 5 years.

### Appendix B – Evidence of Teaching

This information should cover the time period since the last review or appointment. 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 can be included:

- a. The summary sheets of quantitative and qualitative course evaluations for the past 5 years. (required)
- b. Evidence of peer review, including letters from peers that have observed the candidate teaching. (required)
- c. 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.
- d. A list of examples of student achievements such as projects, awards, honors theses, publications, presentations, time to degree for graduate students.
- e. List of course and program development activities.
- f. Evidence that the candidate assesses whether or not s/he has been successful in increasing student learning outcomes.
- g. 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 his/her classes and instructional strategies.
- h. Evidence of activities enhancing student success through teaching and instruction (see the Augusta University guidelines for inclusion of student success activities in the evaluation of faculty).
- i. Evidence of continuous professional growth and development related to teaching.

### Appendix C – Evidence of Scholarship/Research

This information should cover the time period since the last review or appointment. The candidate should present the information that best supports their candidacy based on expectations of their discipline, including the scholarship of teaching and learning, the scholarship of engagement, and the scholarship of discovery. This information should be presented in the most concise manner possible using lists, tables, and diagrams.

The following are examples that can be included:

- a. Journal publications, explicitly designating peer-reviewed material.
- b. Conference proceedings publications, explicitly designating peer-reviewed material.
- c. Conference presentations, explicitly designating peer-reviewed material.
- d. Invited seminars and presentations.
- e. Creative endeavors and activities, including art exhibitions, professional poetry recitals, theatrical performances, dance, or music performances.
- f. Grants, fellowships, and scholarships, as appropriate to the discipline, with funding amounts.
- g. Evidence of enhancing student success through scholarship/research (see the Augusta University guidelines for inclusion of student success activities in the evaluation of faculty).
- h. Evidence of continuous professional growth and development related to scholarship/research.

#### **Appendix D – Evidence of Service**

This information should cover the time period since the last review or appointment. The candidate should present the information that best supports their candidacy. This information should be presented in the most concise manner possible using lists, tables, and diagrams.

The following are examples that can be included:

- a. International, national, or regional professional committees, including any offices held
- b. University System of Georgia, Augusta University, college, and department committees, organized by level
- c. Evidence that the faculty member, either through scholarly work and/or service, applies knowledge toward solutions to complex societal problems and human needs
- d. Evidence that the faculty member contributes to the continuous improvement of public higher education
- e. Evidence that the faculty member contributes in some way to the public good
- f. Evidence that the faculty member has served his or her profession through professional organizations and/or other professionally oriented entities
- g. Evidence that the faculty member has participated in clinical patient care, when appropriate
- h. Evidence of enhancing student success through service (see the Augusta University guidelines for inclusion of student success activities in the evaluation of faculty).
- i. Evidence of continuous professional growth and development related to service.

## **Review and Recommendation Documents**

The following attachments shall accompany the candidate's portfolio through all levels of the tenure 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 (according to University and College guidelines)**

Appended by the Chair or designee prior to the department P&T committee review.

Candidates are expected to have a minimum of three external letters of review. The candidate shall recommend external reviewers who have sufficient knowledge of their work. The majority of external review letters should be from reviewers of the same or higher rank and tenure status as that to which the candidate is applying. Colleges shall specify the format and scope of these letters, including appropriate restrictions on who may author them and a process for identifying and contacting those persons.

External letters are defined as those review letters solicited from outside Augusta University. Due the multidisciplinary work of many Augusta University faculty, one letter of review is allowed from outside one's primary college on the Augusta University campuses.

### **Attachment 3 – Internal Letters of Review**

Appended by reviewers at each level of review: department tenure committee, Chair, college tenure committee, and Dean.

**APPROVED BY:**

Executive Vice President for Academic Affairs and Provost, Augusta University  
Date: 3/29/2023

President, Augusta University                      Date:3/29/2023