

Faculty Appointment, Development, Promotions and Tenure Policy

The school level committee on appointment, development, promotion, and tenure reviews, makes recommendations, and monitors policies and procedures at the school and departmental levels. The Academic Council's Faculty Appointment, Development, Promotion, Tenure & Post-Tenure Subcommittee of the Faculty Governance Committee reviews and offers comments on relevant policies and procedures of all schools and faculties within the Medical College of Georgia.

1.0 RECRUITMENT

Search and screening committees serve a key function at the Medical College of Georgia by publicizing the availability of positions to a broad cross section of members of affected disciplines or professions, expanding the pool of qualified women and minority applicants, and facilitating the selection of the best qualified candidate for the advertised position.

The committee also acts under an additional responsibility assigned by the President to ensure decisions concerning the selection of prospective members of the University family are made solely on a basis of job related criteria, without biased consideration of race, color, religion, national origin, gender, age, handicap or veteran status.

1.1 General Procedures

- a. All requests to fill faculty vacancies must be submitted to and approved by the Senior Vice President for Academic Affairs.
- b. Requests that have been approved by the Senior Vice President for Academic Affairs will be forwarded to the Dean for initiation of search procedures as described below.
- c. The Affirmative Action/Equal Employment Opportunity Office will serve in a consultative capacity in matters pertaining to the institution's affirmative action and equal employment policies and procedures.
- d. Faculty hires are not official until approved by the University System of Georgia Board of Regents.

1.2 Specific Procedures

1.2.1 Obtaining Approval to Search

The department must complete a Faculty Vacancy Form (see Attachment A) and submit this form to the Dean for approval. The Dean, in turn, forwards the request to the Senior Vice President for Academic Affairs for approval and assignment of a log number. The Senior Vice President for Academic Affairs returns written approval to the Dean. The Dean of the school or the appropriate unit administrator shall initiate the search by:

- a. Appointing a search and screening committee (in consultation with the recruiting department)
- b. Making sure that the chairperson has discussed means of assuring an effective search with the Affirmative Action Officer
- c. Preparing a position description that identifies duties assigned to the position under consideration, identifies skills required to perform duties assigned, and outline the qualifications that provide the requisite skills (in consultation with the search and screening committee)
- d. Preparing evaluative criteria that follow from the position description and that will comprise the evaluation form to be used by members of the search committee in evaluating each candidate (in consultation with the search and screening committee)

1.2.2 Composition of Search and Screening Committee

- a. As described above, the appointment of a search and screening committee for a faculty position shall be the responsibility of the dean of the school and the chair of the recruiting department. A department with 15 or more faculty shall have a search committee consisting of at least five members. A smaller department shall have a committee consisting of at least three members. Departments may include a representative from outside the department and/or institution. Departments are strongly encouraged to establish committees with diverse membership.
- b. Search and screening committees will be charged by their appropriate Dean and/or unit administrator regarding expectations of the committee. The committee should not act until its responsibilities are fully understood by each member.

1.3 Advertising

- a. A copy of the announcement/advertisement must be forwarded to the AA/EEO Office and registered with the University System of Georgia Applicant Clearinghouse for any position where Board of Regents' approval of the appointment is required. Competitively recruited faculty and administrative position vacancies must be in the University System of Georgia Applicant Clearinghouse for a minimum of 30 days.
- b. Beyond the Clearinghouse, there is no required medium through which a position must be advertised, however, it is suggested that an effort be made to expand the pool of strong candidates by advertising widely and appropriately. The AA/EEO Office can assist departments in expanding applicant pools as they relate to under represented minorities.
- c. Each recruitment advertisement must carry the statement "The Medical College of Georgia is an Equal Opportunity/ADA/Affirmative Action Institution." The following abbreviated versions also are acceptable - "An Equal Opportunity/Affirmative Action/ADA Institution" and "An AA/EEO/ADA Institution". Additionally, advertisements must state the date on which the review of applications will begin and that the review will continue until the position is

filled.

1.4 Interviewing

- 1.4.1 Before the interviewing of candidates begins, the search committee shall develop a file for each candidate that contains:
 - a. the candidate's letter of application,
 - b. at least three recent written recommendations and, when applicable, reports of telephone conversations and any correspondence with the candidate, including copies of electronic mail, and
 - c. evaluation forms that contain job-related criteria as described in 1.d above (NOTE: If two candidates seem equally qualified, the committee must be able to justify the final selection based on identifiable determining factors.)
- 1.4.2 While individuals with interview responsibilities should seek to put the interviewee at ease, formal interviews should avoid questions which are not related to the applicant's skills, qualifications, or other job related factors. Neither the interviewer nor any other pre-employment inquiry should seek information which might be viewed as the basis for a biased hiring decision.
- 1.4.3 If the interviewed candidates are found to be unacceptable for the advertised position, then the pool of remaining acceptable candidates should be considered. If no remaining candidates exist, the Dean or appropriate unit administrator may extend or re-open the search.
- 1.4.4 Expenses associated with the interview process are the responsibility of the recruiting school and/or department. If a candidate visits the campus on his/her own initiative, the candidate must be told that the visit does not constitute an interview.

1.5 Offer of Employment

Upon selecting an appropriately qualified candidate for the position, the department chair will offer the candidate the position using the Standard Faculty Offer of Employment (see Attachment B).

1.6 Disposition of Applicants' Pre-employment Files

At the conclusion of each search process, the hiring department should contact the Office of the President for information about personnel papers that are required for submission to the University System Board of Regents for approval of appointment.

1.7 Retention of other applicant files

The completed files of all other applicants should be retained for a minimum of one year from the date the position is filled.

Recruitment Section approved by Academic Council 8/17/00

2.0 APPOINTMENTS

2.1 Primary Appointment

At the time of appointment each faculty member of the Corps of Instruction will be given a statement which includes his/her academic rank, a list of criteria, for appointment to rank, and whether the appointment is to be on tenure or a non-tenure track. If credit toward tenure has been given for previous academic service at another institution, this shall also be stated at the time of appointment.

Administrative officers are appointed by the President acting on his own behalf or upon recommendation by the appropriate Dean or unit head; these officers serve at the pleasure of the President and the Board of Regents.

Appointments to affiliated programs off-campus are subject to the same criteria and guidelines as apply for appointments to the faculty on the main campus.

2.2 Secondary (Joint) Appointment

Secondary (joint) appointments will be made for those faculty who have a responsibility and/or make a significant contribution in a program, department, or school that is not directly and explicitly included as part of their primary appointment. Such appointments are made for definite contributions to the secondary unit and with the approval and guidance of the administrative head of the primary and secondary units. Secondary appointments shall not be given as a courtesy.

- 2.2.1 Secondary (joint) appointments of faculty within units of the primary school are usually at a similar academic rank as the primary appointment. (Situations may arise in which a faculty member may contribute significantly to the activities within a second unit in an academic area removed from his/her principal discipline and competence. In such instances, the faculty member may hold dissimilar academic rank in the primary and secondary appointment within the same school.)

- 2.2.2 Secondary (joint) appointments of faculty between primary schools are usually at a similar academic rank as the primary appointment, except when the academic activities of the faculty member in the second unit are not part of his/her principal discipline and competence. In such instances, a faculty member may hold dissimilar academic rank in the primary and secondary appointments.
- 2.2.3 Appointment to the School of Graduate Studies shall be made subsequent to a primary appointment in an appropriate discipline in one of the primary schools. The appointment to the School of Graduate Studies requires the recommendation of the Dean of the primary school and the approval of the Dean of the School of Graduate Studies.

The rank and title designations for all secondary appointments shall be made according to the criteria outlined in 2.3 of these Policies for Faculty Appointment, Development, Promotion, and Tenure.

In instances in which a faculty member in a secondary appointment is under consideration for promotion and/or tenure, the following shall pertain:

- c. The administrative head and faculty from each unit shall have opportunity for review and comment concerning faculty under consideration for promotion and/or tenure. Both the time commitment and significant contributions made within each unit shall be considered in all recommendations regarding promotion. Tenure shall reside within the primary appointment. However, comment from the second unit should be received during tenure consideration in the primary unit.
- d. Since the graduate level academic activities of a faculty member with appointment in the School of Graduate Studies are within the faculty member's area of primary competence, faculty rank in the School of Graduate Studies should be the same as that held within the primary school.

The Dean of the School of Graduate Studies shall have opportunity for independent review and comment concerning faculty holding joint appointments in the School of Graduate Studies who are under consideration for promotion and/or tenure within a primary school. The comments from the Dean of the School of Graduate Studies shall be made directly to the Dean of the primary school.

The portfolio of the candidate for promotion shall be presented by the Dean of the primary school to the President, and shall include a complete assessment of the candidate's teaching, research/scholarly achievement, and service contributions in all units in which the candidate holds appointments.

2.3 Responsibilities

In accordance with the MCG Statutes, the responsibility of initiating recommendations for appointments resides at the departmental/unit level. Recommendations are then routed to the Dean of the primary school, the Senior Vice President for Academic Affairs, the President and to the Board of Regents for final review and decision.

Notice from the Board of Regents regarding the appointment of a candidate shall be reported by the President to the Dean of the appropriate school. The Dean shall notify in writing the appropriate Chairperson of the decision of the Board of Regents. The Chairperson shall in turn notify the candidate in writing of the action of the Board of Regents.

3.0 FACULTY CLASSIFICATION

3.1 Introduction

Faculty classification is the institutions system for designation of faculty, providing rank and titles to be used for faculty appointments, reappointments and promotion. Additionally, the system outlines the nature of and time commitment to academic responsibilities for each classification of faculty.

The purpose of faculty classification is to (1) promote optimal working relationships among faculty and staff, (2) promote individual professional development and (3) provide structure consistent with the mission and goals of the Medical College of Georgia.

3.2 MCG Policies

The Medical College of Georgia will annually prepare and submit to the Chancellor a list of positions designated as tenure and non-tenure-track positions (Board of Regents Policy Manual 803.10). Requests for position designation or for conversion during the budget year will also be submitted to the Chancellor for approval (Board of Regents Policy Manual 803.10).

Transfer from a tenure to non-tenure-track position shall be supported on the basis of the nature of the position rather than on the nature of the performance (Board of Regents Policy Manual 803.10). In addition, positions designated as non-tenure-track positions or as tenure-track positions may be converted to the other type only with approval by the Chancellor and the Board of Regents (Board of Regents Policy Manual 803.10). Normally that transfer should occur no later than the fifth year of the appointment. An MCG faculty transferring to a non-tenure-track position shall not be considered for a new appointment to a tenure-track position for at least two years.

3.3 Classification, Rank and Title

By Regents policy, the faculty of the institution consists of the corps of instruction and administrative officers. Academic rank may refer to tenure or non-tenure-track faculty whereas administrative titles carry no rights of tenure.

3.3.1 Tenure-Track

a. Definition

Tenure-track is established at the time of initial appointment. Significant performance, as defined by school policy, is expected in all three areas of academic appointment: teaching, research/scholarly achievement and service. Outstanding performance is expected in at least two areas that must include research/scholarly achievement. Faculty on the tenure-track must be classified as full-time which is denoted by service on a 100% workload basis for a fiscal-year or an academic-year contract.

b. Ranks

- (1) Instructor
- (2) Assistant Professor
- (3) Associate Professor
- (4) Professor

3.3.2 Non-Tenure-Track

a. Definition, (Board of Regents Policy Manual 803.10)

Institutions of the University System are authorized to establish professional positions designated as non-tenure-track positions. Non-tenure-track positions may be established for full-time professional personnel employed in administrative positions or to staff research, technical, special, career and public service programs or programs which are anticipated to have a limited life span or which are funded, fully or partially, through non-system sources. There shall be no maximum time limitation for service in positions in this category. The following provisions shall apply to all non-tenure-track professional personnel:

- (1) Individuals employed in non-tenure-track positions shall not be eligible for consideration for the award of tenure.
- (2) Probationary credit toward tenure shall not be awarded for service in non-tenure-track positions.
- (3) Notice of intention to renew or not to renew contracts of non-tenure-track personnel who have been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor, Assistant Research Scientist, Research Scientist, Senior Research Scientist, Principal Research Scientist) shall follow the schedule required for tenure-track personnel. This schedule of notification shall not apply to other professional personnel.
- (4) Individuals employed in non-tenure-track positions may apply, on an equal basis with other candidates, for tenure-track positions which may become available.

Non-tenure-track is usually established at the time of initial appointment. Outstanding performance is expected in specific areas of job assignment. Competency in research/scholarly achievement and professional development associated with patient care must be achieved. Career progress may include appointment to a tenure-track position. Appointments can be made for either full-time or part-time workload.

b. Ranks

- (1) Instructor
- (2) Assistant Professor
- (3) Associate Professor
- (4) Professor

c. Research Faculty

(1) Definition

The research scientist track is established at the time of initial appointment. Outstanding performance is expected in specific areas of job assignment. Persons appointed as research scientists usually do not conduct independent research. Teaching related to research is encouraged but not required.

Appointments can be made for either full-time or part-time workload.

- (2) Ranks
 - (a) Assistant Research Scientist
 - (b) Research Scientist
 - (c) Senior Research Scientist
 - (d) Principal Research Scientist

3.3.3 Off-Track

a. Clinical Faculty

(1) Definition

Non-paid faculty involved in patient care activity or other service related to a department or discipline. Usually teach, but not necessarily.

(2) Ranks

- (a) Clinical Instructor
- (b) Assistant Clinical Professor
- (c) Associate Clinical Professor
- (d) Clinical Professor

b. Adjunct Faculty

(1) Definition

Non-paid faculty involved in teaching, research, and service not related to patient care.

c. Ranks

- (a) Adjunct Instructor
- (b) Assistant Adjunct Professor
- (c) Associate Adjunct Professor
- (d) Adjunct Professor

d. Emeritus Faculty *See separate document*

4.0 INSTITUTIONAL GUIDELINES FOR FACULTY DEVELOPMENT

4.1 Introduction

The goal of the faculty development process of the Medical College of Georgia is to support the securing and maintaining of faculty members of the highest quality. This goal requires that the environment be conducive to developing faculty so that they may (1) contribute substantially to serving the institutions mission, and (2) achieve their own goals for professional satisfaction, promotion, and tenure.

4.2 Term of Contract and Renewal Notice

4.2.1 Term of Contract

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract. (Board of Regents Minutes, 1964-5, pp.614-16; 1970-1, pp. 685-87; 1974-5, pp.304-13; 1980-81, p. 137).

4.2.2 Renewal of Contract

Consistent with the Board of Regents policy, and as stated in the Statutes of the Medical College of Georgia, notice of intention to renew or not to renew the contract of a non-tenured faculty member who has been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor, Assistant Research Scientist, Research Scientist, Senior Research Scientist, Principal Research Scientist) shall be furnished, in writing, according to the following schedule.

- a. At least three months before the date of termination of an initial one-year contract;
- b. At least six months before the date of termination of second one-year contract;
- c. At least nine months before the date of termination of a contract after two or more years of service in the institution.

- d. Written notice of intention not to renew the contract precludes further process toward tenure.

4.3 General Guidelines for Annual Review

Within each School, procedures will be developed which meet the following general guidelines:

4.3.1 Department Level

- a. At least annually, the Chairperson or the head of the appropriate academic unit and each individual faculty member will meet to discuss his/her faculty development goals and related progress. This annual performance evaluation should be scheduled to accommodate time requirements for decision-making and portfolio preparation of faculty who meet time-in-rank and/or time-in-service eligibility requirements, and who may wish to initiate the promotion and/or tenure process. It is important that all faculty understand that recommendations on promotion and/or tenure are advisory until the Board of Regents takes action.
- b. Workloads should be assigned so that each faculty member is able to realize individual goals related to teaching, research/scholarly achievement, patient care/service, and/or other academic initiatives. The division of a faculty member's obligations between teaching, research, and service is left to the discretion of the Chair.
- c. Professional leave should be provided, and travel funds should be distributed equitably so as to facilitate faculty attendance at professional meetings or continuing education courses which are conducive to faculty growth and professional development.
- d. In instances where areas of deficiency are noted at the annual review and further action required, the administrative head is responsible, in consultation with the faculty member, for establishing a Faculty Development Plan (FDP) directly related to the findings of the annual review. This includes identifying appropriate sources for such activities. The FDP shall be included with the report and forwarded to the appropriate administrative individual(s).

The Faculty Development Plan (FDP) will:

- (1) specify goals or outcomes which would help the faculty member overcome identified deficiencies;
- (2) outline the activities that can be undertaken to achieve the goals or outcomes;
- (3) set appropriate times within which the goals or outcomes should be accomplished (which should not exceed one year); and,
- (4) indicate the criteria by which progress will be monitored.

The Chair and Dean will be responsible for financial arrangements associated with the FDP. If the nature or scope of the FDP is such that the individual cannot carry out other duties, the Chair and the Dean shall make other arrangements for these duties to be completed.

The FDP will be reviewed at the next annual review unless an earlier review is deemed appropriate.

A faculty member who disagrees with the FDP or any subsequent actions resulting from the evaluation process has the right to appeal as outlined below under 3.5.

4.3.2 School Level

- a. Within the school, specific guidelines and procedures for faculty development should be developed. These should conform to Regents policy (Board of Regents Policy Manual 803.10) and the MCG Statutes and should not abridge the academic freedom, rights, or responsibilities of faculty members.
- b. The Department Chairman will guide faculty in meeting promotion/tenure requirements.
- c. The Deans should facilitate the development of faculty by:
 - (1) supporting Chairpersons in their faculty development responsibilities,
 - (2) requiring annual faculty development progress reports for each faculty member from the Chairpersons,
 - (3) developing and/or supporting intramural faculty development programs to enhance faculty skills related to education, research/scholarly achievement, patient care, and the seeking of extramural funds,
 - (4) supporting, where possible, deserving requests for educational leave not requiring Regents approval, i.e. one semester.

4.4 General Guidelines for Post Tenure Review

- 4.4.1 All units are required to conduct a periodic, regularly scheduled review of tenured faculty to provide ongoing assessment of teaching, scholarly achievement and service activities of the individuals after they have been granted tenure. A Post-Tenure Development Plan (PTDP) will be developed if any performance areas are found to be deficient. Review will reside in the school. Each school within the university will develop and implement such a review process according to its organizational structure but consistent with the policies and procedures of the Medical College of

Georgia and the Board of Regents.

- 4.4.2 The review process for an individual shall be conducted during the first academic year after the individual has completed five years as a tenured faculty member, and each five years thereafter. It shall be completed no later than the end of that academic year. If an individual is on leave at the time of review he/she will be reviewed during the first academic year after his/her return.
- a. All tenured faculty will be reviewed with the following exception: tenured faculty members with a primary administrative appointment (greater than 50% time commitment) at the level of Assistant Dean and above will not be subject to post-tenure review. If such an individual leaves that administrative position and returns to a primary academic position, he/she will then become subject to post-tenure review according to the guidelines within his/her school. The first review will occur at the end of three years of service in the primary academic appointment.
 - b. Review will be conducted by at least three tenured faculty members, all or a majority of whom are in the school of the individual being reviewed. A representative of the individual's department may be included as a non-voting member of the review committee.
 - c. The review will encompass teaching, research/scholarly achievement, and service. It will be based upon the faculty member's current job description, faculty evaluations, Quarterly Personnel Reports, and the Faculty Activities Profiles. Documentation required will be the Educator's Dossier as appropriate, the above named reports/forms as appropriate for the last five years, and a Curriculum Vitae. It should be noted that competence in all three areas is expected as is excellence in the area of primary activity. Lack of activity in an area for three years shall be deemed unsatisfactory.
 - d. Results of the review will be communicated in writing to the Department Chair. The Chair and the committee will come to an agreement on the content of the review. If they cannot come to an agreement, the Dean will be consulted.
 - e. The Chair will then review the findings with the individual faculty member. The individual faculty member will be provided with a written copy of the report at least five working days prior to the meeting. The faculty member and the Chair will sign the document after review. The faculty member, if he/she desires, may prepare a written response. The Chair will then transmit the report and any response to the Dean of the school. In the case of reviews of Department Chairs the results will be communicated directly to the Dean. After review by the Dean, the report and any response will be communicated to the Senior Vice President for Academic Affairs with a recommendation for further action or no further action.
- 4.4.3 In instances where areas of deficiency are noted and further action is required, the Chair is responsible, in consultation with the faculty member and Dean, for establishing a PTDP directly related to the findings of the post-tenure review and identifying appropriate sources for completion of the PTDP. If a PTDP is required for a Chair, it will be developed by the Dean in consultation with the Chair. The PTDP shall be included with the report and forwarded to the Senior Vice President for Academic Affairs.
- The Post-Tenure Development Plan (PTDP) will:
- a. specify goals or outcomes which would help the faculty member overcome identified deficiencies;
 - b. outline specific activities which can be undertaken to achieve the goals or outcomes;
 - c. at appropriate times within which the goals or outcomes should be accomplished (which should not exceed three years); and
 - d. indicate the criteria by which progress will be monitored.
- 4.4.4 The Dean will be responsible for financial arrangements associated with the PTDP. If the nature or scope of the PTDP is such that the individual cannot carry out other duties, the Chair and the Dean shall make other arrangements for these duties to be completed.
- 4.4.5 At the end of the PTDP the individual shall be reviewed by a three-member review committee. If possible, the committee should have the same members who completed the original review (3.4.2.b) Results of the review will be communicated in writing to the Department Chair. The Chair and the committee will come to an agreement on the content of the review. If they cannot come to an agreement, the Dean will be consulted.
- a. Upon satisfactory completion of the PTDP the individual shall continue with five year reviews, such time commencing with the next academic year after completion of the program.
 - b. If completion of the PTDP is deemed unsatisfactory by the review committee, the Chairperson and the Dean, this decision with a recommendation from the Chairperson and the Dean will be referred to the President for further action.
- 4.4.6 All records of reviews will be retained by the Dean's office. At the end of each academic year the school must forward to the office of the Senior Vice President for Academic Affairs the names of the faculty members reviewed that year; the results; and the names of each member of the review committees.
- 4.4.7 A faculty member who disagrees with the results of a post-tenure review, an PTDP or any subsequent actions resulting

from the review process has the right to appeal, as outlined below (3.5).

4.5 Evaluation/Review Appeals

- 4.5.1 The individual faculty member shall have an avenue for appeal of decisions made from annual review or post-tenure review, and/or for disagreement with an PTDP or any subsequent actions resulting from the evaluation process.
- a. Decisions by an administrative head, Department Chairperson, or review committee may be appealed to the Dean within 10 days of written notification of a decision, action, or finalization of an PTDP.
 - b. Decisions by the Dean may be appealed to the a President within 10 days of written notification from the Dean. The President shall refer the appeal to an ad hoc Appeals Committee composed of the Chairman of the Faculty Appointment, Development, Promotion and Tenure Committee of the Academic Council and four corps of instruction members to be named by the President two of whom must be members of the Academic council, one of whom must be from the School of the appellant, and in the case of post-tenure review appeals, three of whom shall hold tenure. The appellant has the right to strike for cause any members of the ad hoc Appeals Committee. The President shall inform the Dean and the Senior Vice President for Academic Affairs that an appeal has been submitted and is under review. The findings and recommendations of the Appeals Committee shall be made to the President. The appellant will be notified of the President's decision with copies to the Dean and Senior Vice President for Academic Affairs.
 - c. Decisions by the President may be appealed in writing to the Board of Regents within 20 days of notification of the Presidents action.
- 4.5.2 The procedures for appeal at each level shall be available through the department and through the Dean's office.

4.6 Institutional Responsibilities

The institution should promote and foster faculty development through the provision of administrative support for programs aimed at quality improvement of faculty and by timely consideration and processing of deserving faculty requests for professional leave that require Regents approval.

4.7 Faculty Retraining

Institutional needs assessments and concomitant programmatic changes within schools and disciplines may at times require the reallocation of faculty positions. When this occurs, competent and productive faculty who may otherwise find their position in jeopardy may wish reassignment to other responsibilities which may require a period of retraining. Such faculty retraining is a complex issue at the individual as well as at the academic unit and institutional levels. It is recommended that each School form a board or committee, as necessary, to provide recommendations to the Dean or appropriate unit director on how to facilitate such retraining should retraining become desirable.

5.0 PROMOTION CRITERIA AND PROCEDURES

5.1 Introduction

Promotion is the major way in which an institution recognizes and rewards a faculty member's contributions and academic achievements. A promotion is not a routine reward for satisfactory service but reflects a positive appraisal of high professional competence and accomplishment. Therefore, service time in rank is not in itself sufficient reason for promotion.

A candidate for promotion is evaluated by peers and appropriate administrators at several different levels. Care must be taken to ensure that each of these evaluations is conducted fairly and openly. To assure that this is the case, specific criteria and procedures at each level should be judged against the following goals:

- 5.1.1 The promotion process shall recognize and reflect the individual faculty member's advancement in the areas of teaching, research/scholarly achievement, and service.
- 5.1.2 Faculty shall be made aware at the time of initial faculty appointment of the specific criteria by which they shall be evaluated for promotion and these criteria may be updated as required (1.1).
- 5.1.3 Responsibilities of those involved in the promotion process shall be clearly assigned and made known to those concerned.
- 5.1.4 Avenues for appeal shall be available and the appeals procedures made known to the individual faculty member.

5.2 Eligibility for Promotion

The time in rank necessary before being considered for promotion varies from school to school within the MCG. The following are guidelines of time requirements for promotion to the proposed rank (minimum time at which promotion could be awarded). The Board of Regents requires strong justification based upon performance criteria for accelerated promotion or promotion without a terminal degree in the candidate's discipline. Promotion at the first year of eligibility should be based upon exceptional performance.

Requirements for promotion to:

- 5.2.1 Assistant Professor - At least three years of full time academic experience or its equivalent at the Instructor level or non-teaching postdoctoral experience.
- 5.2.2 Associate Professor - At least four years of full time academic experience at the Assistant Professor level or equivalent responsibilities. Doctorate or its equivalent in training or experience is expected.
- 5.2.3 Professor - At least five years of full time academic experience at the Associate Professor level or equivalent responsibilities. Doctorate or its equivalent in training or experience is required.
- 5.2.4 Academic appointments made on or before October 1 shall be considered a full year appointment and shall be included in both the promotion eligibility calendar and as year one of the probationary tenure period. There is no prior credit toward promotion.

5.3 Criteria for Promotion

Recommendations to promote a faculty member must be made as a result of a thorough evaluation of performance in all areas of faculty activity. Such evaluations will be summarized in writing and placed in individual personnel folders by the Chairman of primary appointment or section chief. Faculty recognition and reward through promotion shall be based upon each faculty member's contribution to the defined mission and purpose of the Medical College of Georgia as undertaken and supported by the school and discipline in which the faculty member holds primary appointment. Therefore, it is recognized that the application and weighing of criteria for promotion and the means of fulfilling those criteria may vary among schools reflecting each school's unique mission and purpose. However, there are general guidelines that each candidate is expected to meet. Competence in all three areas with outstanding achievement in two of the three areas, one being research/scholarly achievement, is expected of all tenure track faculty. Competence in all three of the areas outlined below, with outstanding achievement in at least one of the three areas is expected of all non-tenure track faculty. The area(s) of outstanding achievement should be determined by the individual job assignment (e.g. based on area of greatest time commitment indicated in his/her letter of appointment or annual review).

- 5.3.1 Teaching Effectiveness: Documentation of teaching effectiveness should be based on the Educator's Dossier and include three elements:
 - a. Citations of professional growth and development as a teacher/educator including but not limited to advanced degrees obtained since appointment; publications that show evidence of teaching effectiveness, such as textbooks, chapters in books, review papers, position papers, or editorials; and appointment to state, regional or national boards, or accreditation site visit teams.
 - b. Citations of teaching load, including but not limited to number of courses taught; level of responsibility in course development, management, evaluation, and revision; development of teaching materials or aids; and the number and level of students and fellows directed.
 - c. Citations of the effectiveness of teaching/learning activities, including but not limited to teaching awards; performance of students on external examinations and/or evaluations; and development of teaching protocols and aids that have been adopted by other institutions. The primary focus shall be upon the demonstrated quality of teaching as evidenced by teaching effectiveness. (This will be supported by student learning that has been measured against recognized competency based criteria. May be demonstrated by student and/or peer evaluation.)
- 5.3.2 Research/Scholarly Achievement: Documentation of research/scholarly achievement should include evidence of original research and scholarship leading to significant advances in the discipline and to publications in refereed journals, textbooks, or chapters in books. Seniority of authorship or degree of participation/contribution should be included in any consideration of achievement. Scholarly recognition is also reflected in the type, level and extent of extramural grant support, as well as by awards and citations of merit in the recognition of contributions to the field or discipline. Evidence of professional growth and development as a scholar may include but shall not be limited to appointment to review panels, to project review site visit teams, to committees or officership of academic societies, or to journal editorial boards; and consultantship to research institutions and agencies. The quality and significance of scholarship and research shall be supported by written evaluations by outside recognized experts in the field.
- 5.3.3 Service: Documentation of service should include two elements: service to the public and service to the institution.
 - a. Service to the Public: As the health sciences university of the State of Georgia, the principal public service activity of the faculty should be in health care delivery, disease prevention, health promotion, and health education. However, other forms and types of public service should not be excluded, if germane to the mission and purpose of the institution, school and discipline in which the faculty member holds appointment. Demonstrated quality of service should include the level of activity, such as numbers and types of patients served and the number of students, house officers and fellows supervised in patient evaluation and health care delivery. Evidence of professional development should include certifications, licensures, boards, and citations of merit as well as evidence of special expertise such as intramural and extramural consultantships, and the development of innovative approaches to health care delivery, disease prevention, health promotion, and health education.
 - b. Service to the Institution: As members of the corps of instruction of the Medical College of Georgia, faculty are

expected to be participants in the collegial functions of higher education. These include, but are not limited to, participation in departmental, school, and institutional faculty governing bodies; service on departmental, school, and institutional academic committees, including those concerned with student recruitment, admissions, and counseling; the development of and/or participation as a teacher in continuing education programs; and service on governmental and agency boards and commissions.

TENURE TRACK PROMOTION to:

Competence in all three areas with outstanding achievement in two of the three areas, one being research/scholarly achievement, is expected of all tenure track faculty.

- c. Assistant Professor shall indicate satisfactory performance of all academic duties and demonstrated potential for further professional development. The candidate should be recognized locally as an expert in his/her field. (Specific expectations shall be outlined in the school FADPT documents.)
- d. Associate Professor shall indicate a sustained record of professional achievement. The candidate shall have achieved regional recognition for accomplishments in his/her field. Outstanding achievement should be demonstrated in both areas of Research/Scholarly achievement and in Teaching. (Specific expectations shall be outlined in the school FADPT documents.)
- e. Professor shall be reserved for those who have been accepted and recognized nationally or internationally for distinction and excellence of their professional achievements. Outstanding achievement should be demonstrated in all three areas: Research/Scholarly achievement, Teaching, and Service, as defined in 4.C.3 above. (Specific expectations shall be outlined in the school FADPT documents.)

In addition, it is expected that the general level of performance at each rank will be higher than that at lower ranks.

NON-TENURE TRACK PROMOTION to:

Competence in all three of the above areas, with outstanding achievement in at least one of the three areas, is expected of all non-tenure track faculty. The area of outstanding achievement should be determined by the job assignment. Conditions and expectations for any faculty appointment (tenure or non-tenure) shall be agreed upon in writing at the time of appointment and adjusted if necessary in accordance with the guidelines below (1.1).

- f. Assistant Professor shall indicate satisfactory performance of all academic duties and demonstrated potential for further professional development. The candidate should be recognized locally as an expert in his/her field. (Specific expectations shall be outlined in the school FADPT documents.)
- g. Associate Professor shall indicate a sustained record of professional achievement. The candidate shall have achieved regional recognition for accomplishments in his/her field. (Specific expectations shall be outlined in the school FADPT documents.)
- h. Professor shall be reserved for those who have been accepted and recognized nationally or internationally for distinction and excellence of professional achievement, and who show evidence of continued professional growth. (Specific expectations shall be outlined in the school FADPT documents.)

In addition, it is expected that the general level of performance at each rank will be higher than that of lower ranks.

5.4 Guidelines and Procedures

5.4.1 Guidelines

- a. At the departmental level
 - (1) The letter of initial faculty appointment shall indicate whether the appointment is tenure track or non-tenure track. Subsequent contracts indicate the tenure/non tenure track status. The letter of appointment shall outline projected job assignment and work effort in the categories of teaching, research/scholarly achievement, service, and administration. Such work assignments shall be subject to change and modification in the course of changing priorities and circumstances with proper consultation and written notification. Rank and eligibility for promotion shall be stated in the letter of appointment.
 - (2) Criteria for promotion shall be provided to each faculty member for review. These should contain specific school criteria used in judging qualifications for tenure and promotion to each faculty rank in the school.
 - (3) Each faculty member shall generate and annually update a career status portfolio. This file shall be annually presented to the Chairperson for review as part of the annual evaluation, and when appropriate to the career development committee of the department. A summary letter of this review shall become a part of the faculty member's portfolio and notification that the review occurred forwarded to the Dean.
- b. At the school level

- (1) A statement including the criteria and procedures for promotion shall be distributed to faculty members at the time of their initial appointments. The criteria and procedures for promotion shall be discussed during faculty orientation.
 - (2) Updated guidelines for promotion shall be available to each individual faculty member and shall include a statement of eligibility requirements for each level of faculty rank.
 - (3) The calendar for the evaluation process shall be published and distributed at the beginning of the academic year to Chairmen.
- c. At the institutional level
- (1) Action taken by the President regarding a candidate presented for promotion shall be promptly reported to the faculty member, with a copy to the Dean and Chair, by the Senior Vice President of Academic Affairs. The Senior Vice President for Academic Affairs shall notify the individual in writing as to the status of the recommendation.
 - (2) Notice from the Board of Regents regarding promotion shall be reported by the President to the Dean of the candidate's school. The Dean shall notify the appropriate Chairperson of the decision of the Board of Regents in writing. The Chairperson shall in turn notify the candidate in writing.

5.4.2 Procedures for Promotion

- a. The Senior Vice President for Academic Affairs determines the due date for the promotion process. Each school submits a calendar to the Senior President for Academic Affairs for approval. The calendar is then distributed to the faculty within each school and the Library.
- b. Annually the promotion eligibility status (credited time in rank) of each faculty member shall be reviewed by the Department Chairperson and a listing of faculty meeting minimal credited time in rank for promotion prepared and forwarded to the Dean's office. Concurrently, the Departmental Chairperson will notify each faculty member who is eligible to be considered for promotion in terms of time of service in rank of his/her status.
- c. Should the proposed candidate be a Chairperson, the Dean or appropriate Associate Dean will notify the Chairperson who is eligible for promotion and/or tenure in terms of service in rank or his/her status. The Dean or appropriate Associate Dean will prepare a portfolio for promotion and/or tenure in conjunction with the Chairperson and submit it for review to the school level committee or equivalent.
- d. An eligible faculty member may initiate the promotion process by submitting a portfolio to his/her Departmental Chairperson who initiates the review process. A candidate may halt the promotion process at any time prior to a recommendation being made to the Board of Regents.
- e. The Departmental Chairperson or the Head of the academic unit will appoint a promotion review committee or its equivalent, preferably consisting of tenured faculty from within the department or other unit within the school and preferably one or two tenured faculty (if possible) from outside the department.
- f. The departmental promotion review committee or its equivalent will conduct a substantive evaluation of the candidate's record and performance using the established criteria for promotion. The candidate shall not be present during the deliberation of his/her qualifications but shall be available during the meeting to answer questions or clarify circumstances relevant to his/her qualifications. In accordance with the published calendar, the committee will submit to the Department Chairperson a written report of its proceedings which will include a recommendation based upon the candidate's record and performance in relation to the established criteria.
- g. The Department Chairperson shall evaluate the Departmental promotion review committee report and request supplementary evidence or analysis from the committee as needed. In accordance with the published calendar, the Department Chairperson shall submit the complete portfolio along with the committee's recommendation and his/her own separate recommendation and rationale to the school level Faculty Appointment, Development, Promotion and Tenure Committee. This committee sends their recommendation to the primary Dean in accordance with the published calendar. If the candidate has a joint appointment, the primary Dean sends a copy of the portfolio to the secondary Dean for comment.
- h. The Dean may review the recommendations of the school level committee with the Chairperson or with the entire committee prior to making his/her own assessment and decision. If the school level committee does not support promotion, the Dean will review the basis of the decision with the committee or its Chairperson. Recommendations to the candidate's Chairperson on ways to enhance future candidacy for promotion shall be made.
- i. The Dean shall review the candidate's portfolio, including all recommendations sent forward by the appropriate promotion committees at the section, departmental and school levels. If the candidate is a member of the faculty of the School of Graduate Studies, the Dean of the School of Graduate Studies shall offer his/her recommendation to the Dean of the primary school regarding the candidate's record and performance in graduate studies. The Dean of the primary unit will make his/her own assessment and decision and will make it known to the Chairperson. If the Dean does not support a recommendation for promotion, the Dean shall discuss with the Chairperson activity levels and performance needs for enhancing candidacy for promotion of the faculty person at a subsequent review. It is recommended that the Dean also present such performance and activity expectations to the Chairperson of the department of the secondary appointment (if appropriate). The Dean will notify the candidate, by letter, of his/her assessment.

- j. The Chairperson shall discuss with the candidate ways to enhance candidacy for promotion at a subsequent review. The Chairperson and candidate should review areas which should be strengthened prior to a subsequent promotion recommendation. Recommendations should be based upon the criteria for promotion and should be a part of the academic responsibilities and expectations for the candidate for the following year(s).
- k. Recommendations of the Dean for promotion are transmitted to the Senior Vice President for Academic Affairs, in accordance with the published calendar, along with two copies of the complete portfolio of each candidate.
- l. The Senior Vice President for Academic Affairs shall review the faculty portfolios submitted by each Dean, including the accompanying documents recommending promotion generated at each level of the promotion process.
- m. The Senior Vice President for Academic Affairs shall prepare the appropriate documents for the President of all those faculty members for whom positive recommendation was sustained by the President. The President shall transmit to the Chancellor a list, by school, of all faculty members recommended for promotion for final action by the Board of Regents in accordance with the published calendar.

The Senior Vice President for Academic Affairs shall also prepare the documentation for the President of those faculty with recommendations for whom promotion was deferred in accordance with the published calendar. The Senior Vice President of Academic Affairs shall transmit to each Dean a list of all faculty for whom promotion was deferred and shall send a letter to the individual. Each Dean and Chairperson may discuss recommendations for career development of each faculty for whom promotion was deferred. The appropriate Chairperson shall discuss the recommendations and counsel those faculty members whose promotions were deferred in accordance with the published calendar.

5.5 Appeals

5.5.1 The individual faculty member shall have an avenue for appeal of decisions made at each level of the promotion process.

- a. Decisions by the departmental review committee or Department Chairperson may be appealed to the Dean through the School's established channel within 10 days of written notification of the decision.
- b. Decisions by the Dean may be appealed to the President within 10 days of the written notification of the decision. The President shall refer the appeal to an ad hoc Appeals Committee composed of the Chairman of the Faculty Appointment, Development, Promotion and Tenure Committee of the Academic Council and four corps of instruction members to be named by the President, two of whom must be members of the Academic Council, and all of whom shall hold the rank of Associate Professor or above. The appellant has the right to strike for cause any members of the ad hoc Appeals Committee. The President shall inform the Dean and the Senior Vice President for Academic Affairs that an appeal has been submitted and is under review. The findings and recommendations of the Appeals Committee shall be made to the President. The appellant will be notified of the President's decision with copies to the Dean and Senior Vice President for Academic Affairs.
- c. Decisions by the President may be appealed in writing to the Board of Regents within 20 days of notification of the President's action.

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

6.0 TENURE CRITERIA AND PROCEDURES

6.1 Introduction

In order for the Medical College of Georgia to maintain and recruit a distinguished faculty, it must have a promotion and tenure system that encourages excellence and creates an atmosphere of free inquiry and expression. The choices that an institution makes in granting tenure are crucial to its progress towards academic excellence. Tenure implies a mutual responsibility on the part of the institution and the tenured faculty member. Tenure should never be regarded as a routine award since, in granting tenure to a faculty member, the institution makes a commitment to his or her continued employment (subject to certain qualifications).

The award of tenure carries with it the expectation that the institution shall continue to need the services that the faculty member is capable of performing and that the financial resources are expected to be available for continued employment. Tenure also carries the expectation that the faculty member will maintain or improve upon the level of attainment which characterized the qualifications for the original award of tenure.

Tenure is designed as a means to protect the academic freedom of faculty members. It is a means to assure unfettered, unbiased, unencumbered search, verification, and communication of truth by professional scholars and teachers by freeing them from political, doctrinaire, and other pressures, restraints and reprisals which would otherwise inhibit their independent thought and actions in performing their professional responsibilities.

6.2 Eligibility for Tenure

6.2.1 General Qualifications:

- a. All persons with full time faculty appointments at the Medical College of Georgia who hold a regular professional rank in a tenure track of Assistant Professor or above shall be eligible for tenure. Tenure-eligible faculty may be reviewed for tenure alone or for promotion and tenure simultaneously. If reviewed for both, failure to receive one does not preclude a decision to award the other. It is recognized that criteria for promotion and for tenure are similar and meeting these criteria is linked in both form and process. The award of tenure is the commitment of the institution to the continued value of and need for the faculty member in meeting the defined missions of the department, school and institution.
- b. Acceptance of an administrative position at the Medical College of Georgia by a Medical College of Georgia faculty member does not influence the tenure status, with the exception of the office of President.
- c. When an initial appointment is made to an administrative position and where academic rank of Assistant Professor or above is granted concurrently, a specific understanding must be reached at the time of the offer as to whether the faculty rank is tenure track or non-tenure track.
- d. Before a regular faculty member assumes an administrative position during a probationary period, an agreement similar to that in 5.2.1c must be reached.

6.2.2 Probationary Periods:

- a. Tenure track faculty members shall serve probationary periods prior to being eligible for the award of tenure. The minimum probationary period (minimum time at which tenure could be awarded) is five (5) years of full time service* at the rank of Assistant Professor or higher. The five year period must be continuous except that a maximum of two years interruption because of a leave of absence or part-time service may be permitted.
- b. A maximum of three (3) years' credit toward the minimum probationary period may be allowed for service in tenure track professional positions at other institutions or for full-time service at the rank of Instructor at the Medical College of Georgia. No credit is allowed for service in a non-tenure track position. Such credit for prior service shall be defined in writing by the President and approved by the Board of Regents at the time of the initial appointment at the rank of Assistant Professor or higher.
- c. Under certain circumstances tenure can be awarded at the time of appointment.
*Full-time will denote a 100% workload basis for a fiscal-year or an academic-year contract. Except for faculty with VA appointments.
- d. The maximum time that may be served at the rank of Assistant Professor or above without the award of tenure shall be seven years, provided, however, that a terminal contract for an eighth year may be proffered if an institutional recommendation for tenure is not approved by the Board of Regents. The maximum time that may be served in a combination of full-time instructional appointments (lecturer, instructor, or professorial ranks) without the award of tenure shall be ten years provided, however, that a terminal contract for an eleventh year may be proffered if an institutional recommendation for tenure is not approved by the Board of Regents.
- e. Consistent with Board of Regents policy*, and as stated in the Statutes of the Medical College of Georgia, notice of intention to renew or not to renew a non-tenured faculty member who has been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor) shall be furnished, in writing, according to the following schedule.

At least three months before the date of termination of an initial one-year contract;
At least six months before the date of termination of a second one-year contract;
At least nine months before the date of termination of a contract after two or more years of service in the institution.

- f. Faculty receiving a letter of non-renewal are not eligible for tenure or the tenure appeal process. Annually, the Chairperson will counsel each tenure-eligible faculty member regarding his/her progress toward the award of tenure. In exceptional cases, tenure may be awarded upon the completion of the minimum probationary period of five years. It is more likely, however, that tenure will be awarded in the sixth or seventh years, provided that the faculty member meets the criteria for tenure. A more comprehensive review must be done in the third year. The third-year review is designed to assess the individual's progress toward promotion and/or tenure, and must involve the Chair and the Dean. A favorable result of the third-year review does not bind the institution to recommend the individual for promotion and/or tenure. It is an assessment which informs faculty members whether their progress toward promotion and/or tenure is satisfactory at the time of the assessment.
- g. Tenure track faculty may voluntarily transfer to a non-tenure track status with approval of Chairman, Dean and President. Such transfer is considered a change of status and requires the review and approval of the Board of Regents. In all but exceptional cases, this change in status may be granted at any time through the first five years of the active employment of the faculty member. A faculty member with a non-tenure track appointment may only be placed in a tenure track position as a new appointment. Faculty transferring to a non-tenure track position shall not be considered for new appointment to a tenure track position for at least two years.

*Board of Regents Policy Manual 803.06, B.I, Page 27.

6.3 Faculty with VA Appointment

The Board of Regents has approved tenure status for full-time MCG faculty with VA appointment. (Board of Regents Policy Manual, 803.06, E) which states:

Anything in this Policy Manual to the contrary notwithstanding, faculty members employed by the Medical College of Georgia (MCG) who hold a professorial rank in a tenure track position of Assistant Professor or above who also hold a part-time or full-time appointment at the Veterans Administration Medical Center-Augusta (VA), shall as stated above (Section 803.09-C) be eligible for the award of tenure at MCG upon completing at least five years of full-time or part-time service at the rank of assistant professor or higher. Such faculty members shall otherwise meet the same probationary periods, criteria for promotion, procedures and other requirements set forth in the Bylaws and Policy Manual of the Board of Regents and Statutes of MCG for the award of tenure to full-time faculty, provided, however, that such faculty members who have been employed previously by MCG for five consecutive years or more shall be eligible to apply for tenure. The tenure of a faculty member who also holds a VA appointment shall apply only that portion of a faculty member's salary and benefits which are provided directly by MCG. In no event shall the award of tenure to faculty members holding such joint appointments obligate MCG to assume any portion of the salary and benefits provided by the VA. In the event a faculty member who has been awarded tenure at MCG under provisions of this section shall for any reason cease to be employed by the VA, the Medical College shall have the right, at its sole discretion, to revoke the tenure, employment or other affiliation of the faculty member by MCG without hearing or other due process procedures or requirements set forth in the Bylaws and Policy Manual of the Board of Regents and the Statutes of MCG for other full-time tenured faculty. After termination of employment or revocation of tenure, MCG shall not be obligated to provide such faculty member with any further salary, benefits or other financial support.

6.4 Criteria for Granting of Tenure

The tenure decision shall be based on a thorough evaluation of the candidate's total contribution to the mission of the Medical College of Georgia. Faculty recognition and reward through the award of tenure shall be based upon each faculty member's sustained contribution in the areas of teaching, research/scholarly achievement, and service to the defined mission and purpose of the Medical College of Georgia as undertaken and supported by the school and discipline in which the faculty member holds appointment. Since the Medical College of Georgia is unique among University System of Georgia institutions in that it is heavily involved in patient care, faculty members in appropriate disciplines may also be evaluated in terms of their clinical service in addition to those areas common to all University System of Georgia institutions. While specific responsibilities of faculty members may vary because of the special assignments or because of the particular mission of the academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in the areas of teaching, research/scholarly achievement, and service. (See also criteria for promotion.) A decision to grant tenure must be based not only on the candidate's attainment of high professional competence and academic performance measured against national standards but also on the goals and anticipated future needs of the institution.

It is recognized that the weighing of criteria for tenure and the means of fulfilling those criteria may vary among schools reflecting each school's unique mission and purpose. However, there are general guidelines that each candidate is expected to meet for measuring competence and academic performance. They are the same guidelines as those prescribed for promotion. (4.3)

6.5 Guidelines and Procedures (See also Procedures for Promotion 4.4.2)

6.5.1 A calendar for tenure processes shall be published by the Senior Vice President for Academic Affairs and sent to the Deans by June 1 of each year.

6.5.2 The tenure eligibility status (credited time in rank) of each faculty member shall be reviewed, in accordance with the calendar each year, by the Chairperson and a listing of faculty eligible for tenure prepared and forwarded to the Dean's office.

In the event that the candidate for tenure is a Chairperson, the Dean or appropriate Associate Dean will notify each Chairperson who is eligible for tenure in terms of service in rank of his/her status.

In conjunction with this annual review, the Departmental Chairperson will notify each faculty member who is eligible for tenure in terms of service in rank of his/her status.

The Chairperson will counsel each tenure-eligible faculty member as to his/her career progress. A third-year-review will be done for each faculty member. No later than the fifth year of the probationary period for faculty members holding the rank of Assistant Professor or above and no later than the eighth year for faculty members holding the rank of Instructor (or who have held any combination of instructor or professorial ranks), the Chairperson will assess the faculty member's career progress and potential and will discuss the assessment with the faculty member and the Dean.

6.5.3 In accordance with the calendar, an eligible faculty member may initiate the tenure process by submitting a portfolio to his/her Department Chairperson who may submit it to the departmental tenure review committee or its equivalent, unless the candidate has received a letter of non-renewal. A faculty member whose contract will not be renewed is not eligible for tenure or the tenure appeals process. A candidate may halt the tenure process at any time prior to a recommendation being made to the Board of Regents. The Department Chairperson should not be present at the deliberations of the review committee.

6.5.4 In accordance with the published calendar, the Chairperson shall appoint the department tenure review committee or its equivalent to conduct a substantive evaluation of the candidate's record and performance using the current published criteria for tenure as the basis for evaluation. The candidate shall not be present during the deliberation of his/her qualifications but shall be available during the meeting to answer questions or clarify circumstances relevant to his/her qualification. In accordance with the published calendar, the committee will submit to the Department Chairperson a written report of its proceedings which will include a recommendation based upon the candidate's record and

performance in relation to the established criteria.

- 6.5.5 The Department Chairperson shall evaluate the departmental tenure review committee report and request supplementary evidence or analysis from the committee as needed. In accordance with the published calendar, the Department Chairpersons shall submit the complete portfolio, the committee's recommendation, and his/her own separate recommendation and rationale to the school level faculty promotion and tenure committee. This committee sends their recommendations to the Dean in accordance with the published calendar. If the candidate has a joint appointment, the primary Dean sends a copy of the portfolio to the secondary Dean for comment.
- 6.5.6 The Dean may review the recommendations of the school level committee with the committee Chairperson or with the entire committee prior to making his/her own assessment and decision. If the school level committee does not support tenure the Dean will review the basis of the decision with the committee or its Chairperson. The Departmental Chairperson and the candidate should then reach a final consensus on the areas of concentration for the faculty member's efforts during the following years. These recommendations should be based upon established criteria for tenure and should become a part of the academic responsibilities and expectations for the candidate for the following year(s).
- 6.5.7 The Dean shall review the candidate's portfolio, including all recommendations sent forward by the Chairperson and by the appropriate tenure committees at the section, departmental and school levels. If the candidate is a member of the faculty of the School of Graduate Studies, the Dean of the School of Graduate Studies shall offer his/her recommendation to the Dean of the primary school regarding the candidate's record and performance in graduate studies. The Dean of the primary unit will make his/her own assessment and decision and will make it known to the Chairperson. If the Dean does not support a recommendation for tenure, the Dean shall discuss with the Department Chairperson activity levels and performance needs to enhance the candidate's prospects for tenure at a subsequent review. The Chairperson shall discuss with the candidate ways to enhance candidacy for tenure at a subsequent review. The Chairperson and the candidate should then reach a final consensus on the areas of concentration for the faculty member's efforts during the following years. This consensus should be based upon established criteria for tenure and should become a part of the academic responsibility and expectations for the candidate for the following year(s).
- 6.5.8 Recommendations by the Dean for tenure are transmitted to the Senior Vice President for Academic Affairs, in accordance with the published calendar, along with two copies of the completed portfolio of each candidate.
- 6.5.9 The Senior Vice President for Academic Affairs shall review the faculty portfolios with each Dean, including the accompanying documents recommending tenure generated at each level of the tenure process. The Senior Vice President for Academic Affairs, upon determining the completeness of each portfolio and supporting documents, shall transmit the portfolios to the President for review.
- 6.5.10 The President will confer with the Senior Vice President for Academic Affairs. The Senior Vice President for Academic Affairs shall prepare the appropriate documents for the President for all those faculty members for whom a positive recommendation was sustained by the President in consultation with his senior staff. The President shall transmit to the Chancellor a list, by school, of all faculty members recommended for tenure for final action by the Board of Regents, in accordance with the published calendar. It is important that faculty members understand that all tenure recommendations are advisory until the Board of Regents takes action.
- 6.5.11 The Senior Vice President for Academic Affairs shall prepare the appropriate documents with recommendations for the President for those faculty members for whom tenure was not recommended. The Senior Vice President for Academic Affairs sends letters directly to those individual faculty. The Senior Vice President of Academic Affairs shall transmit to each Dean a list of those faculty members for whom tenure was not recommended, in accordance with the published calendar. Each Dean shall discuss the status of those faculty who were not recommended for tenure with the appropriate Department Chairperson or head of the academic unit. The appropriate Chairperson or academic unit head will discuss the recommendations and counsel those faculty members whose tenure was not recommended, in accordance with the published calendar.

6.6 Appeals

- 6.6.1 The individual faculty member shall have an avenue for appeal of decisions within 10 days at each level of the tenure review process.
 - a. Decisions by the departmental review committee or the Department Chairperson may be appealed to the Dean through the school's established channel for appeal.
 - b. Decisions by the Dean may be appealed to the President within 10 days of the written notification of the decision. The President shall refer the appeal to an ad hoc Appeals Committee composed of the Chairman of the Faculty Appointment, Development, Promotion and Tenure Committee of the Academic Council and four corps of instruction members to be named by the President, two of whom must have served on the Academic Council and all of whom shall hold tenure. The appellant has the right to strike for cause any members of the ad hoc Appeals Committee. The President shall inform the Dean and the Senior Vice President for Academic Affairs that an appeal has been submitted and is under review. The findings and recommendations of the Appeals

Committee shall be made to the President. The appellant will be notified of the President's decision with copies to the Dean and Senior Vice President for Academic Affairs.

- c. Recommendations to the President may be appealed in writing to the Board of Regents within 20 days of notification of the President's action.

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

Approved by Academic Council

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