

205 PROMOTION AND TENURE

205.01 General Policies for Promotion and Tenure

Each faculty member is expected to contribute to the achievement of the University's mission through effective teaching, service, and scholarly activities and professional development appropriate to the faculty member's discipline. It is the responsibility of the faculty member, with assistance from administrators, to document the quality of his or her contributions by maintaining and presenting clear and adequate records.

The Annual Faculty Evaluation process is integral to the procedures for faculty to advance in rank or to gain tenure at Clayton State. Annual evaluations and periodic reviews shall be designed to assist faculty, promotion and tenure committee members, and administrators in making decisions relative to personal development, promotion, and tenure.

The promotion and tenure policies and procedures at Clayton State are based on the policies, guidelines, and timelines established by the Board of Regents (BOR) of the University System of Georgia. While BOR policy prescribes minimum standards for promotion and tenure, it allows considerable flexibility to University System institutions in developing appropriate criteria. In the event of any conflict, the policies of the BOR shall prevail. Appeal or grievance may be made in accordance with general University and Board policy and procedures. The President, when justified by extraordinary circumstances, may make exceptions to the requirements set forth in this section.

Because tenure resides at the institutional level rather than system-wide, faculty who have achieved tenure status in one state system institution cannot hereby claim tenure in other institutions of the state system ([BOR Policy Manual](#))

The BOR policy for promotion is available in the [BOR Policy Manual](#). The policy for tenure is available in the BOR Academic Affairs Handbook.

Dates published within this document are considered finite; however, when the stated dates fall on a weekend, the deadline date will be the first business day immediately following the specified date.

205.02 Clayton State Policy on Tenure

205.02.1 Definition of Tenure

Tenure is the practice that entitles a faculty member to continuation of his or her appointment until relinquishment or forfeiture of tenure or until termination of tenure for adequate cause, financial exigency, or academic program discontinuance ([BOR Policy Manual](#)). The burden of proof that tenure should be awarded rests with the faculty member. Tenure is acquired only by positive action of the president of the university.

205.02.2 Obligations and Responsibility of Tenured Faculty

The primary responsibility of tenured faculty is to ensure the open and free exchange of knowledge and the pursuit of truth and to initiate others into their respective fields of learning and research through creative and effective teaching. The American Association of University Professors states that faculty, as members of the academy, have the responsibility, above all, to be effective teachers and scholars and to encourage the free pursuit of learning in their students. Professors should exhibit the best scholarly and ethical standards of their discipline, adhere to “their proper roles as intellectual guides and counselors,” and demonstrate respect for students as individuals.

It is the duty of all members of the academy to seek the best-qualified persons for appointment. Tenured faculty are also entrusted with the responsibility for retention and promotion of exceptional faculty. As standard bearers, these faculty are to ensure the quality of learning within the institution. It is for that reason that tenured faculty members must be intimately involved in the development of an environment that is conducive to the discovery of knowledge, academic freedom, and high ethical standards of conduct. In addition, tenure insures the academic freedom that is essential to an atmosphere conducive to the free search for truth and attainment of excellence in the University.

205.02.3 Eligibility for Tenure

Tenure should be granted only to faculty whose teaching, service, scholarly activities and professional development exhibit the potential for outstanding long-term and continued performance so that the University, to the extent that its fiscal and human resources permit, can justifiably undertake to employ the faculty member for the rest of that faculty member’s academic career. The granting of tenure, therefore, should be more significant than promotion in academic rank and exercised only after a comprehensive evaluation of the faculty member’s capacity for effective continued performance throughout the individual’s career.

According to [BOR policy](#), only faculty who hold the rank of Assistant Professor, Associate Professor, or Professor and are employed on a full-time basis¹

¹ The term full-time refers to service with a one hundred percent workload for at least two out of three consecutive academic semesters.

in a tenure-track appointment are eligible for tenure. ([BOR Policy Manual](#)) At Clayton State, tenure is usually considered for only associate professors and professors; adjunct faculty, instructors, senior lecturers, lecturers, clinical track faculty and assistant professors are not eligible for tenure, although assistant professors who received credit toward tenure upon appointment can be considered for tenure while holding the rank of assistant professor.

Administrative personnel, such as department chairs, associate deans, and deans who hold academic rank in addition to their administrative positions, may hold tenured status as faculty members. Administrative positions per se are not subject to tenure.

It is routine and customary to consider tenure in the fifth year of a tenure-track appointment, with a tenure decision to be determined prior to the beginning of the sixth year. If the faculty member is not awarded tenure at the beginning of the sixth year, he or she may have the opportunity to strengthen the identified areas where improvement is needed and resubmit documentation during the sixth year for tenuring at the beginning of the seventh year. If tenure is not awarded at the beginning of the seventh year of service, termination notice will be given.

Clayton State neither recognizes nor grants “de facto” tenure or the practice of conferring tenure without a tenure review solely by reason of the faculty member’s time of service in rank exceeding six years.

205.02.4 Probationary Period for Consideration of Tenure

Clayton State’s policies for the probationary period required for the consideration of tenure are in accordance with policies prescribed by the BOR in the [Academic Affairs Handbook](#) and in the [BOR Policy Manual](#).

- a. A probationary period of at least five years of full-time service* at the rank of assistant professor or higher is required before a candidate is eligible to be awarded tenure. The earliest time for submission of a portfolio, therefore, is during the fifth year. These five years of service must be continuous at Clayton State with the following exceptions:
 - a. A maximum of two years’ interruption because of a leave of absence or part-time service may be permitted, but no probationary credit for the period of an interruption shall be allowed. (The [BOR Policy Manual](#) allows additional exceptions in certain circumstances.)
 - b. When hiring faculty with especially strong credentials and with experience in tenure track at a professorial rank, Clayton State is permitted by the BOR policy to grant up to three years of credit toward the required five years of probationary service at this institution. At Clayton State, three years of credit is granted toward tenure only in cases of extremely

*The term full-time refers to service with a one hundred percent workload for at least two out of three consecutive academic semesters.

- exceptional and unique merit. The BOR does not allow credit for the purposes of promotion. Such credit for prior service toward tenure shall be defined in writing by the President and approved by the BOR at the time of the initial appointment at the rank of assistant professor or higher.
- c. The [BOR Policy Manual](#) allows tenure on appointment in unique cases for highly distinguished positions.
2. The BOR specifies policies concerning the maximum time that tenure-track faculty can serve without tenure.
 - a. The maximum time that may be served at the rank of assistant professor or above without the award of tenure is seven years. However, a terminal contract for an eighth year may be proffered if the President does not approve an institutional recommendation for tenure ([BOR Policy Manual](#)).
 - b. The maximum time that may be served in any combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure is ten years. However, a terminal contract for an eleventh year may be proffered if the President does not approve an institutional recommendation for tenure ([BOR Policy Manual](#)).
 3. Faculty employed as clinical faculty, lecturer or other temporary positions are not eligible for consideration for the award of tenure. Probationary credit toward tenure shall not be awarded for service as clinical faculty, lecturer or temporary positions.

205.02.5 Criteria for Tenure at Clayton State

Tenure is awarded to a faculty member after a thorough review of all presented evidence, the ultimate determination of professional excellence and the reasonable presumption that the faculty member's performance will contribute substantially over a considerable period of time to the mission and anticipated needs of the academic unit in which tenure is granted. Professional excellence is reflected in the record of faculty member's teaching, service, scholarly activities, and professional development, including the faculty member's ability to interact appropriately with colleagues and students. The relative weights of these factors will vary according to the fit between the faculty member and the mission and needs of the academic unit to which he or she is appointed.

At a minimum, candidates for tenure must satisfy the promotion criteria (as detailed in relevant parts of Section 205.03) for the rank at which they will be tenured. A candidacy for simultaneous promotion to Associate Professor and tenure at the rank of Associate Professor will result in one of the following three outcomes: promotion and tenure, promotion only, or neither promotion nor tenure. A candidacy for simultaneous promotion to Professor and tenure at the rank of Professor will result in one of the following four outcomes: both promotion and tenure, promotion only, tenure at the current rank, or neither promotion nor tenure.

As stated below, an academic unit must also establish more specific criteria for tenure in that unit. After approval by the faculty of the academic unit, these criteria for tenure shall be published in the bylaws of the academic unit and posted on the official University Promotion and Tenure website.

If a tenure-track assistant professor, who does not have previous credit for tenure, applies for tenure, the faculty member must simultaneously apply for promotion to associate professor. Applying for promotion to associate professor without applying for tenure is permitted.

205.03 Clayton State Policy on Promotion

Promotion is a way in which the University rewards professional achievement and contributions of individual faculty during their employment. Promotion is not a routine event for satisfactory time in rank, but rather an endorsement of high professional competence and service.

205.03.1 Length of Service Required for Promotion

The BOR has established minimum requirements for length of service in rank at an institution before a candidate is recommended for promotion. The BOR does not allow credit for the purposes of promotion. Any recommendation to the BOR for promotion before this period of time has been served at the institution must be accompanied by a “strong justification.” This policy is detailed in the Board of Regent’s [Academic Affairs Handbook](#).

Clayton State’s policies for the length of service in rank before consideration for promotion are in accordance with policies prescribed by the BOR; however, an academic unit (college, school or department) must establish the specific criteria for promotion in that unit. After approval by the faculty, these criteria for promotion shall be published in the bylaws of the academic unit and posted to the University Promotion and Tenure website. The minimum years for consideration of promotion refer to full-time service.

205.03.1.1 Minimum Time in Rank For Promotion To:

Assistant Professor: For those not appointed as Assistant Professor, faculty members may serve no more than three years at the rank of instructor at Clayton State. (The portfolio may be submitted during August of the beginning of the third year.)

Associate Professor: Faculty members must serve a minimum of five years at the rank of assistant professor at Clayton State. (The portfolio may be submitted during August of the beginning of the fifth year.)

Professor: Faculty members must serve a minimum of five years at the rank of associate professor. (The portfolio maybe submitted during August of the beginning of the fifth year.)

Note: For faculty hired during the academic year, that year counts as a full year for purposes of both promotion and tenure.

205.03.1.2 Universal Requirements for Promotion and/or Tenure

The [BOR Policy Manual](#) and the [Academic Affairs Handbook](#) prescribe the evaluation of four general criteria for promotion, upon which the criteria for promotion and tenure at Clayton State are based:

- a. **Academic Achievement:** An earned degree appropriate to a specified discipline and rank at Clayton State, or extraordinary recognition and achievement in the area of specialization, is required. For Senior Lecturers, an appropriate master's degree is required. For faculty in tenure-track positions, the appropriate terminal degree is required. (In disciplines where the appropriate terminal degree is the doctorate, the doctorate is the required credential.)
- b. **Superior Teaching:** Demonstration of effectiveness in teaching. The candidate must show an overall positive assessment in his/her courses as evidenced by the Student Evaluation of Instructor instrument. The candidate must show that syllabi for all of the courses are readily available to the students and departmental offices, and that office hours are provided for each semester the candidate teaches. (Each unit should establish minimum number of hours per week.) Other evidence germane to this category as the candidate deems appropriate for evaluation.
- c. **Outstanding Service to the Institution:** Demonstration of effectiveness as shown by areas such as service on committees at the departmental, college/school, and/or university level, advisement, mentorship, student activity engagement and other evidence germane to this category as the candidate deems appropriate for evaluation.
- d. **Scholarly Activities and Professional Development.** Demonstration of effectiveness and participation in the candidate's discipline and other evidence germane to this category as the candidate deems appropriate for evaluation.

Each criterion will be assessed as to whether the candidate has met expectations or has exceeded expectations and to what degree they may have exceeded those expectations by the candidate's department or the candidate's college or school if there is no departmental governance document. The portfolio will then be reviewed by the candidate's college or school and by the dean of the college or school. At each step in the review, up to and including the assessment by the dean of the college or school, a rating value will be assigned to each criterion as follows:

- does not meet expectations
- meets expectations
- exceeds expectations
- exhibits exemplary performance

The departments will establish description of a “meets expectations”, “exceeds expectations” and “exhibits exemplary performance” rating that would have to be attained by the candidate for each possible rank, tenure and/or promotion. Departments/college can tailor their requirements to meet the needs of their accreditation agencies, faculty, etc. without competition or conflict from totally dissimilar areas. Once these rating policies are established, they will be posted on an Official University Promotion and Tenure website with any necessary forms needed for the review process.

All candidates will be evaluated on the first criterion listed above, Academic Achievement, on a “pass/fail” basis determined by the department/college of the candidate.

A successful candidate for promotion to Senior Lecturer must have a rating of meets expectations in the criterion of Academic Achievement and have a rating of exceeds expectations or greater in the criterion of Teaching.

A successful candidate for promotion to Assistant Professor or above must have earned a set or ratings in the remaining areas equivalent to at least one “exhibits exemplary performance”, one “exceeds expectations” and one “meets expectations” for the rank description the candidate is seeking. For example: the candidate could exceed expectations in all three areas; or the candidate could exceed expectations in one area, meet expectations in a second area and exhibit exemplary performance in a third area.

Each unit’s tenure and promotion guidelines must be approved by three-fifths of the full-time tenure-track and tenured faculty in that unit before being published to the Official University Promotion and Tenure website.

205.03.2 Evidence to Document Achievement of Criteria for Promotion and/or Tenure at Clayton State

The Promotion Procedure and Criteria listed in Section 205.03 specify the degree requirements of Clayton State University for promotion to a certain rank or to receive tenure at rank. Candidates will document their qualifications for promotion and/or tenure in the categories of Superior Teaching, Outstanding Service, and Scholarly Activities and Professional Development in a portfolio submitted for review. An extensive but not exhaustive list of representative examples of activities within each category is provided in 205.03.3. Judgments concerning whether the evidence represents the quality of performance expected

for the rank sought and/or tenure are made by the appropriate department chair/associate dean, the appropriate dean, the Provost, and the promotion and tenure committees of the department (if applicable), of the college or school, and (when warranted) of the university.

205.03.3 Evidentiary Sources Relevant to Promotion and/or Tenure

What follows below is a listing of some examples of areas of endeavor which faculty members may use as evidence of Superior Teaching, Outstanding Service, and Scholarly Activities and Professional Development. It is not expected that faculty members must engage in all of these activities or even any particular activity. Faculty members will be evaluated on their *overall* achievements within each of the categories of Superior Teaching, Outstanding Service, Scholarly Activities and Professional Development, rather than upon the presence of a specified number of activities.

a. Academic Achievement

Validation of the appropriate degrees is determined by the department, college/school of the candidate and verified by the Office of the Provost.

b. Superior Teaching:

- Evidence from Student evaluation of instructor
- New course(s) development
- Significant updating or revision to existing course(s)
- Noteworthy application of technology to course(s)
- Program and/or curriculum development
- Peer or mentor evaluation of teaching
- Direction of individual student research or internship
- Participation in collaborative instruction
- Participation in cross-disciplinary program
- Program implementation in K-12 schools
- Teaching of core or introductory courses
- Coordinator of large core class sections
- Special recognition for teaching accomplishments

c. Outstanding Service to the Institution:

- Committee service
- Service as a mentor to full-time and/or part-time faculty
- Advisement of students
- Development of advisement materials
- Support to student organizations and/or campus activities
- Management of department, college or university wide budgets
- Coordination of department, school, college or university-wide programs
- Contributions to system or regional accreditation programs

- Contributions to the improvement of campus life
- Contributions to the improvement of community life related to one's discipline
- Participation in community activities and organizations which enhance CSU's image
- Direct participation in K-12 school activities

d. Scholarly Activities and Professional Development:

- Publications
- Artistic performances or creations as appropriate to the discipline
- Membership and/or service in professional societies
- Development of new grant proposals, contracts or fellowship applications
- Receipt of new grants, fellowships or contracts
- Research with undergraduate or graduate students
- Research
- Presentations before learned societies, professional organizations or public institutions
- Consulting or other applications of professional expertise
- Professional licenses or certifications
- Development of professional applications of technology
- Participation in professional development training related to one's discipline, scholarship and/or creative activities
- Honors and awards for research, scholarship or other creative activities

The general criteria of Superior Teaching, Outstanding Service to the Institution, and Scholarly Activities and Professional Development allow flexibility by permitting other evidentiary sources to be included. Inclusion of other evidentiary sources does not guarantee that the new evidentiary source will be considered to be of comparable importance to those specifically listed, however the candidate is invited to make the case for inclusion.

In addition to the evidentiary sources listed above, specific requirements for promotion and/or tenure are determined by individual academic units.

205.04 Process and Procedures for Promotion and Tenure

At Clayton State, the processes for application for promotion and/or tenure follow the same procedures, and an applicant may apply for tenure and promotion at the same time. The documentation period for promotion covers the period of time that is required in the rank for the respective ranks, and it may not include activities or credits after 21 August in the year of portfolio submission.

Tenure decisions will be made using evidence/documentation which spans the time frame that is required in the promotion guidelines for the rank that is currently held by the

candidate requesting tenure in addition to the information provided by the curriculum vitae relative to accomplishments throughout the faculty member's career.

If the faculty member is requesting both tenure and promotion, the documentation shall be the evidence provided by the faculty member's portfolio for promotion and the faculty member's curriculum vitae listing accomplishments throughout his or her career.

When Department Chairs, Associate Deans, or Deans are candidates for promotion and/or tenure, their petitions will follow the same process and procedures as non-administrative faculty, except that a review by an *ad hoc* committee of three tenured faculty at appropriate rank as stated for other reviews will replace the review the Department Chair, Associate Dean, or Dean would normally conduct. Such an *ad hoc* committee will be convened by the appropriate Dean in the case of Department Chairs or Associate Deans and by the Provost in the case of Deans. The members of such an *ad hoc* committee will not have previously reviewed the candidate's portfolio at any level.

205.04.1 Membership and Terms on Promotion and Tenure Committees

Faculty holding an administrative appointment² are not eligible to serve on promotion and tenure committees. Only tenured faculty members are eligible to serve on Promotion and Tenure Committees.

Departmental Committee:

If a department committee is formed, it will consist of a minimum of three eligible tenured departmental faculty. Only members who hold the academic rank at or above the rank being sought may evaluate a candidate's portfolio. When there are fewer than three departmental members who meet the criteria for service on a departmental committee or the School does not have departments, faculty seeking promotion and/or tenure will be reviewed only by the department chair/associate dean. There are no term limits on service at the Departmental committee.

College/School Committee:

If possible, each school will elect a Promotion and Tenure Committee consisting of a minimum of three tenured faculty members. Only tenured faculty members who hold the academic rank at or above the rank being sought may evaluate a candidate's portfolio. If there are fewer than three faculty members eligible and available to serve, the dean, in consultation with the relevant other deans, will appoint members from the larger university community to augment the school committee. There are no term limits on service at the college/school committee.

University Committee:

² Administrative appointment will apply to any person who plays a direct role in the evaluation of the candidates under consideration, such as a department chair or dean. This may or may not include directors and/or coordinators depending upon the circumstances.

Each school will elect a tenured Professor as its representative(s) to the University Promotion and Tenure Review Committee. If a school does not have enough tenured Professors to elect the requisite number of representatives, the dean, in consultation with the Provost, will appoint representative(s) from the larger university community as needed to equal the specified number. Representatives to the University committee serve for three years. Members may serve additional terms after a break in committee service. University committee members may serve on department or college/school committees during the same academic year, unless the college or school chooses to prohibit this in its own by-laws.

205.04.2 Promotion and Tenure Portfolio

The portfolio that the candidate submits for promotion and tenure should be compiled by the candidate in an effort to assure their promotion/tenure. The candidate should be aware of the time span and documentation required for promotion and tenure. Binders to be used for promotion and tenure are standard and provided to petitioner by the Office of Academic Affairs. The portfolio for promotion and tenure should consist of no more than 3-1/2" of contents in a single binder, including the following:

1. An essay/cover letter presenting the portfolio, describing significant accomplishments and information about performance or other information that would promote the candidate. Candidates should endeavor to coordinate their essays with the order of categories on the Summary of Professional Activity Form.
2. The Summary of Professional Activity Form providing factual information about the candidate covering the entire promotion/tenure evaluation period. To complete this section of the portfolio, faculty members should follow the Instructions for Completing the Summary of Professional Activity Form.
3. A copy of the faculty member's Annual Faculty Evaluation Summary Form for each year during the promotion/tenure evaluation period. Whenever possible, a candidate with previous academic employment during the promotion/tenure evaluation period will provide similar documentation from the previous employer.
4. An up-to-date curriculum vitae in the required Clayton State format.
5. Statistical summaries of the responses to objective questions from the Student Evaluation of Instructor during the evaluation period. Summer semester statistical summaries may be included at the candidate's discretion. (These summaries will be provided to each faculty member by the department chair/associate dean responsible for evaluation; any missing data will be explained.)
6. A summary of student comments from all Student Evaluations of Instructor (Summer optional).
7. Statistical summaries of the grade distributions of the courses taught by the faculty member during the evaluation period. (These summaries will be provided to each faculty member by the department chair/associate dean responsible for evaluation; any missing data will be explained.)
8. Mentor and/or peer comments (optional).

9. Documentation for each activity for which the faculty member is claiming credit. This section will be clearly organized in the order in which the evidentiary categories appear on the Promotion and Tenure evaluation form.

205.04.2 Responsibilities and Timelines in the Promotion and Tenure Process

The promotion and tenure process involves four stages:

1. Preparation by the Faculty Member of the Portfolio for Promotion and/or Tenure
2. Review at the Department Level (Department chair/Associate Dean and Departmental Review Committee, if one exists)
3. Review at the College or School Level (College or School Promotion and Tenure Review Committee & Dean of the College or School)
4. Review at the University Level (University Promotion and Tenure Review Committee, if needed; Provost, and President)

These stages as well as the timelines in the process of promotion and tenure are described in the following section. For convenient reference, refer to the Calendar for Promotion & Tenure.

1. Preparation of the Portfolio for Promotion and/or Tenure

- a. By the end of Spring Semester (approximately May 1), the candidate receives notification from the department chair/associate dean that he or she is facing a retention deadline. (Copies of this notification will be forwarded to the dean of the college/school and to the faculty member's file in the Office of the Provost.) A faculty member who believes that he or she has met the criteria for consideration of promotion and/or tenure may initiate the process by submitting a portfolio to his or her department chair/associate dean.
- b. By August 21, each candidate for promotion and/or tenure will submit a portfolio to his or her department chair/associate dean. Prior to the deadline for submission, the candidate should consult with the department chair/associate dean to ensure all required materials have been included in the portfolio and obtain a binder or binders from the Office of Academic Affairs. No material may be added by the candidate after 21 August. The portfolio materials, the format of the portfolio, and the criteria to be met are described above in Section 205.03 and 205.04.1. The portfolio for promotion and/or tenure will constitute the individual's annual evaluation portfolio. However, the individual must submit to the department chair/associate dean an updated Summary of Professional Activity Form in January to document activities during Fall Semester for purposes of annual evaluation.

2. Review at the Department Level (Department chair/Associate Dean and Departmental Review Committee, if one exists)

- a. From August 21 to September 20, the Departmental Review Committee, if applicable, and the department chair/associate dean will evaluate the candidate's portfolio materials using the Promotion and Tenure Evaluation Form.

Faculty holding an administrative appointment³ are not eligible to serve on promotion and tenure committees. The department chair/associate dean will confer with his or her dean to insure that a departmental committee is appropriate and not redundant to the School or College Promotion and Tenure Committee. If a department committee is formed, it will consist of a minimum of three eligible tenured departmental faculty. For candidates seeking promotion (whether applying for tenure or not), only members who hold the academic rank at or above the rank being sought may evaluate the candidate's portfolio. For candidates not seeking promotion, only members at or above the rank of the candidate may evaluate the candidate's portfolio.

When there are fewer than three departmental members who meet the criteria for service on a departmental committee, faculty seeking promotion and/or tenure will be reviewed only by the department chair/associate dean.

The department chair/associate dean and/or departmental committee may request clarification of any confusing items from the candidate. Such clarification may be included in the department's report.

- b. By September 21, the department chair/associate dean submits the candidate's portfolio, the completed Promotion and Tenure Evaluation Form, the current annual evaluation form, and a recommendation to the dean of the college or school.

If a departmental committee exists, the committee chair submits a written recommendation for each candidate to the dean.

By September 21, the dean forwards the portfolio, the department chair's evaluation, and any departmental committee recommendations to the College or School Promotion and Tenure Review Committee, regardless of whether the recommendations are favorable or unfavorable. At this

³ Administrative appointment will apply to any person who plays a direct role in the evaluation of the candidates under consideration, such as a department chair or dean. This may or may not include directors and/or coordinators depending upon the circumstances.

time, candidates should be informed of the recommendations made at the departmental level concerning their applications.

3. Review at the College/School Level (College/School Promotion and Tenure Review Committee and Dean of the College/School)

a. College or School Promotion and Tenure Review Committee

- (1) From September 21 to October 20, for each eligible candidate applying for promotion and/or tenure, the College or School Promotion and Tenure Review Committee reviews the portfolio, the evaluation form, and any departmental committee recommendations. At its discretion, the College or School Promotion and Tenure Review Committee may request clarifying information from a candidate.

Faculty holding administrative appointments⁴ are not eligible to serve on promotion and tenure committees. Only tenured faculty members are eligible to serve on College or School Promotion and Tenure Committees. The College or School Promotion and Tenure Committee will consist of a minimum of three eligible tenured faculty. Colleges or Schools may (or may not) allow individuals to serve simultaneously on both a Departmental and College or School Promotion and Tenure committee, consistent with their own bylaws. For candidates seeking promotion (whether applying for tenure or not), only members who hold the academic rank at or above the rank being sought may evaluate the candidate's portfolio. For candidates not seeking promotion, only members at or above the rank of the candidate may evaluate the candidate's portfolio. Reviews must be completed by a minimum of three eligible faculty. If fewer than three members of the committee are eligible to review a particular portfolio (e.g., if the portfolio is for promotion to the rank of full Professor and there are not three full Professors on the committee), additional members will be appointed by the Dean either from the college or school, or from the larger university faculty if there are not sufficient eligible faculty within the college or school.

- (2) By October 21, the College or School Promotion and Tenure Review Committee will provide a written report of its findings and a recommendation to the dean of the college or school regarding each candidate.

b. Dean of the College or School

⁴ Administrative appointment will apply to any person who plays a direct role in the evaluation of the candidates under consideration, such as a department chair or dean. This may or may not include directors and/or coordinators depending upon the circumstances.

1. From October 21 to November 7, the dean of each college or school will review all portfolios submitted by candidates of that college or school and will evaluate each portfolio.
 - (a) If all previous levels of review produce a favorable evaluation and the dean concurs, he or she attaches a note of written concurrence to the report completed by the college or school committee and forwards these together with the candidate's portfolio to the Provost.
 - (b) If a candidate receives a favorable recommendation from some levels but not all levels of review, his or her materials and evaluations will be forwarded to the University Review Committee (described below). Also,
 - The dean must complete a separate evaluation and forward it to the University Promotion and Tenure Review Committee
 - The dean will provide a written notification to the candidate.
 - The candidate has the option of submitting a statement of appeal to the University Promotion and Tenure Review Committee.
 - (c) If all levels of review submit unfavorable recommendations, the dean will provide a written notification to the candidate. From November 8 through November 15, the candidate has the option of submitting a written statement of appeal with clarifying information to University Promotion and Tenure Committee. The University Promotion and Tenure Committee will review to assure compliance with procedures and forward a written report to the Provost, dean, and candidate. If the candidate submits no appeal, the candidacy is terminated.

By November 8, evaluations and recommendations from the deans and college or school committees are submitted either to the Provost or to the University Promotion and Tenure Committee, as appropriate.

4. Review at the University Level (University Promotion and Tenure Committee, when warranted; Provost; and President)

a. Composition of the University Promotion and Tenure Review Committee

The University Promotion and Tenure Review Committee will consist of tenured professors elected from each college or school: Arts and Sciences, three (3); Business, one (1); Health, one (1); Information and Mathematical Sciences, one (1). Every year the Provost will review the distribution of faculty within the Schools at Clayton State University. After review, the Provost may recommend that the Faculty Senate reconsider the proportional representation.

Faculty holding administrative appointments⁵ are not eligible to serve on promotion and tenure committees.

If possible, each school will elect its representative(s) to the University Promotion and Tenure Review Committee. If a school does not have enough tenured Professors to elect the requisite number of representatives, the dean, in consultation with the Provost, will appoint representative(s) from the larger university community as needed to equal the specified number.

Elected members of this committee will have a term of three (3) years. Terms will be staggered to provide continuity of representation. Appointed representatives will have a term of one year and may be reappointed. In the case of an appeal of an unfavorable Post-Tenure Review by a committee member, that committee member will be replaced for that academic year by election or appointment as appropriate.

b. Actions by the University Promotion and Tenure Review Committee

- (1) From November 16 to January 20, the University Promotion and Tenure Review Committee reviews the materials of candidates who have not received a positive recommendation at all previous levels of review or who have requested an appeal. This committee will consider portfolios, specific criteria developed by the individual college and school, and the Promotion and Tenure Evaluation Forms and recommendations from the department chair/associate dean (and departmental review committee, if one exists), College or School Review Committees, and the dean, and any appeal from the candidate. The University Review Committee may request clarifying information from the candidate.
- (2) A candidate must receive favorable votes from at least 2/3 of the membership of the University Promotion and Tenure Review Committee in order to be recommended for promotion and/or tenure to the Provost.
- (3) By January 21, the University Promotion and Tenure Review Committee will present to the Provost its recommendation on each candidate it reviewed. The Provost will provide written notification of the University Promotion and Tenure Review Committee's recommendation to the candidate and to the dean of the candidate's college or school. Any candidate who receives an

⁵ Administrative appointment will apply to any person who plays a direct role in the evaluation of the candidates under consideration, such as a department chair or dean. This may or may not include directors and/or coordinators depending upon the circumstances.

unfavorable recommendation from the University Promotion and Tenure Review Committee has the option to appeal to the Provost.

c. Provost

- (1) From January 21 through January 28, any candidate who has received an unfavorable recommendation from the University Promotion and Tenure Review Committee may appeal to the Provost. Written justification for the basis of the appeal must be included. Any candidate who has not submitted appeal materials to the Provost by January 28 will have forfeited his or her right to appeal, and the candidacy is terminated.
- (2) For candidates who received favorable recommendations from all levels of review, candidates who received favorable reviews from the University Promotion and Tenure Review Committee, and candidates who appealed an unfavorable recommendation from a lower level, and candidates who appealed an unfavorable recommendation from the University Promotion and Tenure Review Committee, the Provost will review portfolios, specific criteria developed by individual colleges or schools, and the Promotion and Tenure Evaluation Forms and recommendations from the department chair/associate dean (and departmental review committee, if one exists), College or School Review Committees, and deans, and any appeal materials from the candidates.
- (3) In February, at a date consistent with the BOR timetable, the Provost will make recommendations to the President. Each candidate, as well as the dean of the candidate's school or college, will be informed in writing of this recommendation by the Provost. In the case of an unfavorable recommendation, the candidate has the option of submitting a statement of appeal with clarifying information to the President.

d. President

- (1) By the date specified by the BOR the President makes a decision regarding the final approval or rejection of all candidates that were submitted to the President by the Provost.
- (2) The President will provide written notification to the candidate, the Provost, and the dean of the candidate's school of his or her recommendation.

205.99 Forms and Instructions

[Summary of Professional Activity Form](#)

[Annual Faculty Evaluation Summary Form](#)
[Promotion/Tenure Candidate Evaluation Form](#)
[Calendar for Promotion & Tenure](#)
[Calendar for Pre-Tenure](#)
[Calendar for Post-Tenure](#)

206 PRE- AND POST-TENURE REVIEW

206.01 Pre-Tenure Review: Policy and Procedures

206.01.1 Pre-Tenure Review: Policy

The BOR Policy Manual specifies requirements for pre-tenure review at University System of Georgia institutions. Clayton State University's policy on pre-tenure review is in accordance with BOR requirements.

During the Spring Semester of their third year at Clayton State University, tenure-track faculty are required to participate in a review of progress toward tenure.

The purpose of this review is to assist faculty members in determining whether they are making appropriate progress toward tenure or promotion into tenure-track rank. Because this review occurs before a faculty member becomes eligible for tenure or promotion, it does not result in or guarantee a positive tenure or promotion decision. Instead, pre-tenure review provides feedback to the faculty member about performance strengths and weaknesses and addresses progress toward tenure or promotion, taking into account his or her stage of academic career development. The general performance expectations vary with academic rank. See Section 205.3 for specific criteria.

The third-year progress review assesses how well the faculty member is meeting the expectations of the University during the probationary period. The review also addresses the individual's prospects for continued development and contributions to his or her department and school and to the University. The review concludes with a formal written report stating the faculty member either is "***Making Good Progress***" (indicating the individual's performance to date appears to be progressing well for promotion or tenure in due course) or "***Deficiencies Noted***" (indicating that there are areas of performance that are deficient and need to be addressed for a successful promotion or tenure decision in the future).

Each committee involved in the pre-tenure review process provides a single written recommendation with rationale for each candidate. Minority opinion recommendations and rationale may be included.

206.01.2 Pre-Tenure Review: Process and Procedures

Pre-tenure review is an integral part of the promotion and tenure process at Clayton State University. So that the faculty member will receive constructive feedback, the dean will provide a written notification to the faculty member. The evaluation forms for pre-tenure review shall reflect the criteria used for promotion and tenure:

1. The Annual Faculty Evaluation Summary Form provides a record of numerical scores from the annual evaluations of the two preceding years and the current year.
2. The Pre-Tenure Evaluation Form provides a suggested list for the criteria for promotion and tenure and the evaluator's recommendation.

The pre-tenure review process involves three stages:

1. Preparation of the Pre-Tenure Review Portfolio by the Faculty Member
2. Review at the Department Level (Department chair/Associate Dean & Departmental Review Committee, if one exists)
3. Review at the School Level (College or School Promotion and Tenure Review Committee & Dean).

These stages, as well as the timelines in the process of pre-tenure review, are described in the following section. For convenient reference, refer to the Calendar for Pre-Tenure Review.

1. Preparation of the Pre-Tenure Review Portfolio

- a. By the end of Spring Semester of the second year of employment (approximately May 1), the faculty member receives notification from the department chair/associate dean that he or she will be undergoing pre-tenure review. (Copies of this notification will be forwarded to the dean of the school and to the faculty member's personnel file.)
- b. By January 21, each individual undergoing pre-tenure review will submit a portfolio to his or her department chair/associate dean. The portfolio materials to be submitted by the faculty member undergoing pre-tenure review are identical to those described in Section 205.04.1. The portfolio for pre-tenure review will constitute the individual's annual evaluation. Prior to the deadline for submission, the candidate may consult with the department chair/associate dean about the portfolio, but no material may be added by the candidate after January 21.

2. Pre-Tenure Review at the Department Level (Department chair/Associate Dean and Departmental Promotion and Tenure Review Committee, if one exists)

- a. From January 21 to February 20, the Departmental Review Committee, if applicable, and the department chair/associate dean will evaluate the

individual's portfolio materials using the Pre-Tenure Evaluation Form. At his or her discretion, the department chair/associate dean and/or departmental committee may request clarifying information from the candidate.

- b. By February 21, the department chair/associate dean submits the individual's portfolio, the completed Pre-Tenure Evaluation Form, the current annual evaluation form, and the recommendation to the dean of the college or school.

If a departmental committee exists, the committee chair submits a written recommendation for each candidate to the dean.

- c. By February 21, the dean forwards the portfolio and evaluation and any departmental committee recommendations to the College or School Promotion and Tenure Review Committee, regardless of whether the recommendations are favorable or unfavorable.
- d. Any individual receiving a recommendation of "***Deficiencies Noted***" will receive a written evaluation from the department chair/associate dean explaining the rationale for that recommendation and may submit a statement of response to the dean, who will forward the response to the College or School Promotion and Tenure Review Committee.
- e. Section 205.04.2 provides guidelines for forming a departmental review committee.

3. Pre-Tenure Review at the College or School Level (College or School Promotion and Tenure Review Committee and Dean)

a. College or School Promotion and Tenure Review Committee

- (1) From February 21 to February 28, any faculty member undergoing pre-tenure review who receives a recommendation of "***Deficiencies Noted***" at the department level may prepare a formal statement of response with clarifying information. If the individual chooses to file a response, he or she must submit it to the dean by February 28.
- (2) From February 21 to March 20, the School Promotion and Tenure Review Committee will review the portfolios of each individual undergoing pre-tenure review and all evaluations and recommendations from the department chair/associate dean and the departmental committee. The committee may not begin a review of any pre-tenure file with a recommendation of "***Deficiencies Noted***" until the deadline for submission of a response has passed.

At its discretion, the School Promotion and Tenure Review Committee may request clarifying information from the individual undergoing pre-tenure review.

- (3) By March 21, the College or School Promotion and Tenure Review Committee will provide a written report of its findings and recommendation to the dean of the school regarding each individual.

b. Dean of the College or School

- (1) From March 21 to April 7, the dean of each school will review and evaluate all portfolios, including the recommendations of the School Review Committee and, if applicable, any response by the faculty member.
- (2) By April 8, the dean will provide a formal written report indicating a final decision of *“Making Good Progress”* or *“Deficiencies Noted.”* A copy of this report is forwarded to the faculty member undergoing pre-tenure review, to the department chair/associate dean, and to the official file in the Office of the Provost.

206.06 Post-Tenure Review: Policy and Procedures

206.06.1 Post-Tenure Review Policy

The Academic Affairs Handbook of the BOR states that all institutions in the University System of Georgia shall conduct post-tenure reviews of all tenured faculty members, beginning five years after the faculty member’s tenure or post-tenure review. The policy and procedures for post-tenure review at Clayton State University are in accordance with BOR requirements.

The primary purpose of post-tenure review is to examine, recognize, and enhance Superior Teaching, Outstanding Service to the Institution, and Scholarly Activities and Professional Development of all tenured faculty members, consistent with the mission of the University. Post-tenure review serves to highlight constructive and positive opportunities for all tenured faculty to realize their full potential in contributing to Clayton State University and the University System of Georgia. It also serves to identify deficiencies in performance and provides a structure for addressing such concerns.

At Clayton State University, the actual review begins in the Spring Semester of the individual’s fifth year after award of tenure or since his or her last post-tenure review or other personnel action. For individuals who submit materials for promotion in the same academic year in which they would be required to submit for post-tenure review, the promotion portfolio will be used for the post-tenure review as well. Recommendation for promotion will constitute successful post-tenure review. If, at any level of review, promotion is not recommended, the

review will indicate whether or not the candidate is achieving expectations in post-tenure performance.

Post-tenure review shall continue at five-year intervals unless interrupted by a further review for promotion or other personnel action. Post-tenure review provides both retrospective and prospective examination of performance, taking into account that a faculty member probably will have different emphases and assignments at different points in his or her career. It is directed toward career development and a multi-year perspective of accomplishments and plans for professional development.

206.06.2 Post-Tenure Review Criteria

The criteria for evaluating the performance of a faculty member undergoing post-tenure review will be the same as those established for evaluations for promotion and tenure. Two outcomes of the evaluation will be possible:

1. ***“Achieving Expectations in Post-Tenure Performance”*** means that the faculty member has achieved or exceeded expectations in Superior Teaching, Outstanding Service to the Institution, and Scholarly Activities and Professional Development, and that satisfactory performance has been sustained in annual reviews over the last five years. The individual has continued to grow in his or her development as a faculty member and has maintained a level of professional activity and accomplishment that achieves or exceeds expectations for an individual at this rank, in this faculty position, and with this level of experience. (For definitions of “meets expectations,” see Section 205.03.1.2) The individual has, at most, minor deficiencies in expected faculty performance.
2. ***“Not Achieving Expectations in Post-Tenure Performance”*** means that the faculty member has failed to meet expectations in Superior Teaching, Outstanding Service to the Institution, and Scholarly Activities and Professional Development, and that satisfactory performance has not been sustained in annual performance reviews over the past five years. The individual has failed to grow significantly in his or her development as a faculty member and has not maintained a level of professional activity and accomplishment that achieves expectations for an individual at this rank, in this faculty position, and with this level of experience. The individual has major deficiencies in expected faculty performance.

206.06.3 Post-Tenure Review: Process and Procedures

Each committee involved in the post-tenure review process will provide a single written recommendation with rationale for each candidate. Minority opinion recommendations and rationale may be included. In cases in which the person undergoing post-tenure review is also applying for promotion, the materials required for promotion will constitute post-tenure review.

The post-tenure review process involves four stages:

1. Preparation of the Post-Tenure Review Portfolio by the Faculty Member
2. Review at the Department Level (Department Chair/Associate Dean & Departmental Review Committee, if one exists)
3. Review at the College or School Level (College or School Promotion and Tenure Review Committee & Dean of the college or school)
4. Review at the University Level of those portfolios not achieving expectations (University Promotion and Tenure Review Committee & Provost)

These stages, as well as the timelines in the process of post-tenure review, are described in the following section. Please refer to the Calendar for Post-Tenure Review.

1. Preparation of the Post-Tenure Review Portfolio by the Faculty Member

- a. By the end of Spring Semester of the fourth year since the faculty member's tenure or post-tenure review (approximately May 1), the faculty member receives notification from the department chair/associate dean that he or she is undergoing post-tenure review. (Copies of this notification will be forwarded to the dean of the school and to the faculty member's personnel file.)
- b. By January 21, each individual undergoing post-tenure review will submit a portfolio to his or her department chair/associate dean for review by that individual and to the departmental review committee if one exists. Superior Teaching, Outstanding Service to the Institution, and Scholarly Activities and Professional Development are the primary focuses of post-tenure review. Any tenured faculty member who is scheduled for post-tenure review must submit the following for consideration to the committee:
 - (1) A cover letter or narrative of accomplishment and projected goals
 - (2) A packet consisting of the last five Annual Report Forms
 - (3) A letter of evaluation from the faculty member's immediate supervisor
 - (4) An up to date curriculum vitae in the required Clayton State format

If the candidate is uncomfortable using only the last five Annual Report Forms as the basis of his/her post-tenure review, he/she may compile a more comprehensive portfolio consisting of:

- (1) A cover letter or narrative of accomplishments and projected goals
- (2) A Summary of Professional Activities form in the required Clayton State format
- (3) An up-to-date curriculum vitae in the required Clayton State format

- (4) An analysis or summary of the past five year's Student Evaluation of Instructor data including the comments
- (5) The last five annual evaluations from the department chair
- (6) A letter of evaluation from the faculty member's immediate supervisor
- (7) Written student and/or peer evaluations at the discretion of the faculty member

The purposes of this procedure are to maximize the efficiency of the evaluation process already in place and to require submission of only the information necessary for post-tenure review. Consequently, a faculty member subject to post-tenure review who opts for option #1 above, will also need to submit a complete annual self-evaluation and accompanying portfolio to his/her department chair for review of the past calendar year. If the candidate opts for option #2 above, he/she can include all necessary documentation for the past year and have the portfolio count for the annual review as well as post-tenure review.

2. Post-Tenure Review at the Department Level (Department Chair/ Associate Dean & Departmental Review Committee, if one exists)

- a. From January 21 to February 20, the Departmental Review Committee, if applicable, and the department chair/associate dean will evaluate the candidate's portfolio materials using the Post-Tenure Evaluation Form. The department chair/associate dean and/or departmental committee may request clarifying information from the candidate.
- b. By February 21, the department chair/associate dean submits the candidate's portfolio, the completed Post-Tenure Evaluation Form, and the evaluation and recommendation to the dean of the college or school. If a departmental committee exists, the committee chair submits a written recommendation for each candidate to the dean.
- c. By **February** 21, the dean forwards the portfolio and evaluation and any departmental committee recommendations to the College or School Promotion and Tenure Review Committee, regardless of whether the recommendations are favorable or unfavorable.
- d. Any individual receiving a recommendation of "***Not Achieving Expectations***" will receive a written evaluation from the dean and may submit a statement of response to the dean, who will forward the response to the School Promotion and Tenure Review Committee. (See below.)
- e. Section 205.04.1 provides guidelines for forming a departmental review committee.

3. Post-Tenure Review at the College or School Level (College or School Promotion and Tenure Review Committee & Dean)

a. College or School Promotion and Tenure Review Committee

- (a) From February 21 to March 20, the College or School Promotion and Tenure Review Committee will review the portfolios of each candidate undergoing post-tenure review and all evaluations and recommendations from the department chair/associate dean and the departmental committee.

The School Promotion and Tenure Review Committee may request clarifying information from the individual undergoing pre-tenure review.

- (b) By March 21, the School Promotion and Tenure Review Committee will provide a written report of its findings and a recommendation to the dean of the school regarding each candidate. Any individual receiving a ***“Not Achieving Expectations in Post-Tenure Performance”*** by the School Promotion and Tenure Review Committee may submit a statement of response to the dean.

b. Dean of the College or School

- (1) From March 21 to April 7, the dean of each college or school will review and evaluate all portfolios submitted by each faculty member of the school undergoing post-tenure review. The dean’s review will include the recommendations and evaluations of the department chair/associate dean (and departmental review committee, if one exists) and the College or School Promotion and Tenure Review Committee.
- (2) If all levels of review concur in a recommendation of ***“Achieving Expectations in Post-Tenure Performance”*** the review process is complete. In such cases, the dean can simply endorse the recommendation and no separate statement is necessary. A copy of the favorable recommendation is forwarded to the Provost and to the faculty member by April 8.
- (3) If the candidate receives a recommendation of ***“Not Achieving Expectations in Post-Tenure Performance”*** from any committee or administrator, the portfolio is automatically reviewed by the University Promotion and Tenure Review Committee. In such cases, the dean must prepare a separate report explaining his or her recommendation. From April 8 through April 15, the candidate has the option of submitting a written statement of appeal with clarifying information to the University Promotion and Tenure Committee. By April 8, the dean will submit his or her report, the report from College or School Promotion and Tenure Committee, and the faculty member’s response (if any) to the Provost, who will forward copies of these reports to the University Promotion and Tenure Review Committee and to the individual undergoing post-tenure review.

4. Post-Tenure Review at the University Level (University Promotion and Tenure Review Committee and Provost)

a. University Promotion and Tenure Review Committee

- (1) The University Promotion and Tenure Review Committee will review the file of any individual undergoing post-tenure review who has received a recommendation of *“Not Achieving Expectations in Post-Tenure Performance,”* and it will make a recommendation even if the individual has not submitted a formal statement of appeal.
- (2) The University Promotion and Tenure Review Committee may not begin a review of post-tenure files until the deadline for submission of a response has passed or until it has received all possible responses.
- (3) The University Promotion and Tenure Review Committee will review the following:
 - (a) The recommendation of College or School Promotion and Tenure Review Committee (if one exists)
 - (b) The recommendation of the department chair/associate dean
 - (c) The recommendation of the dean
 - (d) The faculty member’s portfolio
 - (e) The faculty member’s response, if any
 - (f) Any additional information the University Promotion and Tenure Review Committee may request through the Office of the Provost, including copies of favorable post-tenure reviews of other faculty members for comparative purposes
- (4) Representatives of colleges or schools will advise other University Promotion and Tenure Review Committee members of the criteria used by the department before consideration of the individuals undergoing post-tenure review begins.
- (5) In order to be recommended as *“Achieving Expectations in Post-Tenure Performance,”* the individual undergoing post-tenure review must receive favorable votes from at least 2/3 of the membership of the University Promotion and Tenure Review Committee. Fewer than 2/3 of the votes constitute a recommendation of *“Not Achieving Expectations in Post-Tenure Performance.”*
- (6) By the deadline established by the Provost, the University Promotion and Tenure Review Committee will present to the Provost a written report containing its recommendation and justification concerning each individual reviewed. The Provost will forward a written evaluation of an unfavorable recommendation to the individual undergoing post-tenure review and to the dean of his or her school.

b. Provost

- (1) Any individual undergoing post-tenure review who receives a recommendation of *“Not Achieving Expectations in Post-Tenure*

Performance” from the University Promotion and Tenure Review Committee has the right to submit a statement of appeal to the Provost, who will establish a deadline for receipt of the appeal statement. (This deadline must allow the individual *at least one week* to prepare the appeal statement.) The Provost will review the recommendation regardless of whether the individual undergoing post-tenure review submits a response.

- (2) The Provost will review all post-tenure recommendations (whether favorable or unfavorable) from the University Promotion and Tenure Review Committee.
- (3) After reviewing the recommendation from the University Promotion and Tenure Review Committee, the individual’s response (if one is submitted), and any other relevant information deemed appropriate, the Provost will assign a final determination of either **“Achieving Expectations in Post-Tenure Performance”** or **“Not Achieving Expectations in Post-Tenure Performance”** and will inform the faculty member and the dean of his or her decision in writing. (The decision by the Provost must be made and communicated no later than two weeks following the deadline for the individual to submit his or her response.)
- (4) If the decision of the Provost is **“Achieving Expectations in Post-Tenure Performance,”** then the process is complete. If the decision of the Provost is **“Not Achieving Expectations in Post-Tenure Performance,”** then a formal faculty development plan is prepared (See Section 206.06.4).

206.06.4 Faculty Development Plan for Faculty Not Achieving Expectations in Post-Tenure Performance

When the faculty member undergoing post-tenure review is found to be **“Achieving Expectations in Post-Tenure Performance”** no additional action is necessary. (Faculty development efforts should be based on annual faculty evaluations.)

When a faculty member at Clayton State University is identified in the post-tenure review as **“Not Achieving Expectations in Post-Tenure Performance”** a formal faculty development plan must be developed and written in accordance with the Academic Affairs Handbook of the BOR. This development plan should address how deficiencies cited in the post-tenure review will be corrected. It should be individualized, taking into account the faculty member’s specific circumstances. In all cases, face-to-face meetings and discussions are required to ensure thorough exploration of all options and clear communication of the understandings reached. A formal plan for faculty development should do the following:

1. define specific goals or outcomes that are to be achieved;
2. outline the activities that will be undertaken to achieve the goals or outcomes;

3. identify appropriate sources of faculty development, whether they be located on campus, on other campuses of the University System, at the system level, or in other locations;
4. set appropriate times within which the goals or outcomes should be accomplished; and
5. indicate appropriate criteria by which progress will be monitored.

The department chair/associate dean and the dean of the faculty member's school are jointly responsible for arranging appropriate funding for the development plan, if required. However, development plans will typically expect the faculty member to remedy deficiencies within existing resources and the normal level of support available for faculty development and for achieving faculty expectations. Furthermore, faculty members with unsatisfactory performance reviews should not expect to receive paid leaves to pursue further study or research for the purpose of remediation of the deficiencies.

Three or four individuals will be involved in the creation of a formal faculty development plan:

1. the faculty member
2. his or her administrative unit head
3. the administrative officer one level above the faculty member's administrative unit
4. an optional fourth colleague (The affected faculty member may ask one of the members of the School or University Promotion and Tenure Review Committees to serve as this fourth principal)

This group of three or four individuals will be responsible for designing the formal plan, monitoring the faculty member's progress in completing the plan, and signing off on the plan's completion. As a supplement to the advice, support, and encouragement that these principal colleagues will provide, the faculty member will be free to seek other mentors as needed for the successful completion of the plan.

The maximum time allowed to complete a faculty development plan will be three years. The three-year period will normally start in the spring of the academic year in which the post-tenure review was conducted and in which the faculty development plan is formulated. Depending on the nature of the circumstances, remediation could occur in less time. An assessment of progress made on the faculty development plan will be incorporated into the individual's annual evaluation each year. A written progress report on the plan will be prepared as a supplement to the annual performance evaluation and be reviewed by the department chair/associate dean. Satisfactory completion of the faculty development plan must be documented in writing, approved by the signatories of the plan, and copied to the Provost. Each candidate, as well as the dean of the candidate's college or school, will be informed in writing of this recommendation

by the Provost. In the case of an unfavorable recommendation, the candidate has the option of submitting a statement of appeal with clarifying information to the President.

206.06.5 Consequences of an Unsuccessful Faculty Development Plan

In accordance with the procedures outlined in the Academic Affairs Handbook of the BOR, if, after three years, the tenured faculty member has not satisfactorily completed his or her formal faculty development plan as determined by the University Promotion and Tenure Committee, one of several consequences could occur as determined by the Provost with the approval of the President:

1. University colleagues would continue to work with the individual toward the completion of the plan, but the individual's salary would be frozen until the plan was finished satisfactorily;
2. a reassignment might be considered if it appears that the individual will not successfully complete the original plan; or
3. other personnel actions, which may include dismissal in accordance with appropriate BOR and Clayton State University procedures.

206.99 Forms and Instructions

[Pre-Tenure Evaluation Form](#)

[Post-Tenure Evaluation Form](#)

[Calendar for Pre-Tenure Review](#)

[Calendar for Post-Tenure Review](#)