

**Tenure and Promotion Criteria and Procedures**  
**Department of Educational Leadership & Policies**  
**College of Education**  
**University of South Carolina, Columbia**  
**Approved by UCTP - October 2018**

Revised June, 2009 – Approved July 6, 2009  
Revised Fall 2012  
Revised Fall 2018, Approved October 29, 2018

**Tenure and Promotion Criteria**

Candidates are evaluated for tenure and/or promotion in the areas of scholarship, teaching, and service. Performance is defined according to the following categories used in the Department of Educational Leadership & Policies' Annual Performance Review: "outstanding," "excellent,"

"good," "fair," and "unacceptable." Candidates must have demonstrated required levels of performance in the areas of scholarship, teaching, and service, relative to the rank for which they seek promotion and/or tenure. Consistency of performance and potential for further development as a scholar and teacher, are additional factors in evaluating candidates for promotion and/or tenure. Faculty appointed after January 1, 1995 may choose to use the unit criteria in effect at the time of hire or the unit criteria in effect at the time of the application for tenure. Candidates for promotion to full professor must use the criteria in effect at the time of their application. Time and accomplishments at other universities may be considered in evaluating a candidate. Faculty appointments normally will not be recommended for tenure at time of appointment.

Promotion to Associate Professor

Promotion to Associate Professor will typically not be recommended until the candidate completes at least his or her fourth year in a tenure track position at U.S.C. The successful candidate will demonstrate a level of excellent performance in the area of scholarship or teaching, accompanied by a good record in the other areas and progress toward a national or international reputation in the field.

Promotion to Professor

Promotion to Professor normally will not be recommended until the candidate has at least nine years of effective, relevant experience. If seeking promotion to professor while currently employed at USC, the successful candidate will normally have completed at least his or her fourth year in a tenure track position with at least four years at U.S.C. as an Associate Professor. The successful candidate will demonstrate excellent performance in scholarship and teaching and at least good performance in service and also provide evidence of having a national or international reputation in the field. Accomplishments from previous universities can be considered. Time and accomplishments in a faculty position at another educational institution may be considered in evaluating a candidate for tenure or promotion.

Tenure at the Rank of Associate Professor

Tenure at the rank of Associate Professor normally will be recommended when the candidate completes at least his or her fourth year in a tenure track position at U.S.C. The successful candidate will demonstrate a level of excellent performance in the area of scholarship or teaching, accompanied by a good record in the other areas and progress toward a national or international reputation in the field. Additionally, the successful candidate will display

consistency of performance in scholarship, teaching, and service and potential for further development as a scholar and teacher.

#### Tenure at the Rank of Professor

Promotion to Professor normally will not be recommended until the candidate has at least nine years of effective, relevant experience. If seeking promotion to professor while currently employed at USC, the successful candidate will normally (1) have completed at least his or her fourth year in a tenure track position with at least four years at U.S.C. as an Associate Professor. The successful candidate will demonstrate excellent performance in scholarship and teaching and at least good performance in service and also provide evidence of having a national or international reputation in the field. Accomplishments from previous universities can be considered. Time and accomplishments in a faculty position at another educational institution may be considered in evaluating a candidate for tenure or promotion.

#### Joint Appointment

Faculty with Joint Appointments. The criteria for granting tenure or promotion to a jointly appointed faculty member shall be those of the primary unit. For faculty holding joint appointments, each secondary unit must be given an opportunity to propose outside evaluators and to comment on evaluators proposed by the primary unit. Primary and secondary units should work together to obtain a suitable and representative group of evaluators. An evaluation must be solicited from at least one evaluator nominated or approved by each secondary unit. Any department or program that is the secondary unit for one or more faculty members with joint appointments must have in effect a written statement of procedures, which must be approved by the University Committee on Tenure and Promotion, and by which the views of all faculty eligible to participate in evaluation of the candidate will be solicited and provided for inclusion in the candidate's file. In cases in which the secondary unit does not achieve consensus regarding a file, the secondary unit may submit two letters for inclusion in the candidate's file: a majority and a minority report.

Any department that is the primary unit for one or more faculty members with joint appointments must include in its criteria processes for (1) involving each secondary department or program in the selection of outside evaluators; (2) making the candidate's file available to eligible faculty of each secondary unit; and (3) obtaining formal input from the eligible faculty of each secondary unit and placing it in the candidate's file at least five working days prior to the unit's vote on the application. Faculty who are members of both the primary and secondary unit can only vote in the primary unit.

A memorandum of understanding (MOU) must be in place for all faculty members holding joint appointments. The MOU should include (1) identification of the tenuring unit; (2) teaching load and split of teaching load between the primary and secondary units; (3) formula and criteria for sharing indirect cost return (IDCR) among the units; and (4) service responsibility load and split between the units. The MOU should include signatures of the jointly appointed faculty member, the unit heads of the primary and secondary units, the deans of the colleges in the units reside, and the provost. The teaching load for a joint appointment should not be greater than for a faculty member of the same rank in the primary unit. The service load for a joint

appointment should be comparable to normal service load of a faculty member of the same rank in the primary unit. The MOU should be included in the candidate's file.

## Scholarship

### Definition of Scholarship

The Department of Educational Leadership & Policies is comprised of program areas that involve a wide range of academic endeavors and as such recognizes and values diversity and collaboration in scholarly activities and products. Refereed and non-refereed publications, books (including textbooks), critical commentaries or reviews, editing, development of data bases, preparation of scholarly exhibits or web publications, presenting research papers, chairing research sessions at professional meetings, and similar projects are recognized as scholarly activities.

Scholarship includes those intellectual activities as defined below that contribute to the development and dissemination of the knowledge base of the faculty member's respective discipline and the advancement of educational practice.

### Scholarship activities and products include the following:

Category A is more important than B

- Authored and edited books (university presses or top-tiered publishing houses)
- Book chapters
- Invited articles for thematic issues of a journal
- Monographs
- Peer-reviewed journal articles (the candidate should state the percentage of contribution to the article. The T. Reuters Impact Factors for Citation and Journal Metrics may be used as an example of impact)
- Reprints of articles in books of readings that are peer-reviewed
- Scholarly projects with external support and external research grants

Category B

- Book reviews
- Editorship of professional journals
- Evidence of clinical site development for research purposes
- Government and agency publications
- Grant proposals, evaluations, internal grants, and other technical documents
- Colloquia at other universities
- Non-refereed professional publications
- Original curricular projects (e.g., digital projects, videos, tests, clinical documents)
- Presentations at professional and scholarly meetings (please state the percentage of your contribution to the presentation)

### Definitions of Scholarship Ratings

Outstanding in scholarship is defined as meeting the criteria of outstanding in scholarship plus a

substantial and continuing record of peer-reviewed scholarly activities that receive national recognition. The majority of the candidate's record of scholarship will include extensive work distributed primarily within Category A.

Excellent in scholarship is defined as meeting the criteria of excellent. The candidate's record of scholarship will be distributed across Category A and Category B.

Good in scholarship is defined as meeting the criteria of good. The candidate's record of scholarship will be primarily distributed in category B.

Fair in scholarship is defined as meeting the criteria of fair. The candidate's record of scholarship does not include sufficient work from Category A or category B.

Unacceptable in scholarship by the candidate's record does not meet the minimal level of performance required for fair scholarship.

Note of Importance: We recognize a variety of work in categories is possible; however, for tenure and promotion to Professor or Associate Professor the expectation is that the majority of work should be primarily from category A. In general, candidates seeking tenure and promotion to Associate Professor will have 2-3 publications a year with approximately 12-15 completed publications by the time the candidate submits the tenure and promotion file. Similarly, candidates seeking promotion to Professor will have 2-3 publications a year with a minimum of 20-30 completed publications by the time the candidates submits the promotion file.

## Teaching

### Definition of Teaching

In the Department of Educational Leadership & Policies, teaching refers to all forms of university-level instructional activities on and off campus, including teaching assigned courses, conducting doctoral and peer seminars, engaging in course and program development, and training educators and community groups. Further, clinical teaching and supervision are recognized and valued for contributing to effective instruction in the department. Instructional activities also include academic advising, grants and awards that enhance teaching, directing and/or membership on doctoral research committees, and the development as well as implementation of course materials.

Evaluations by students will be examined to determine the degree to which students perceive faculty effectiveness in instruction. Peer observations will also be considered in judging teaching effectiveness. Other instructional activities documented in the candidate's T&P file will also be evaluated.

A summary of assessment of all teaching at U.S.C. prior to the awarding of tenure or since the last promotion will be prepared and placed in the candidate's file. The summary assessment of teaching is based on the required sources (student evaluations of courses taught prior to tenure or since the previous promotion, peer evaluations prior to tenure or since the previous promotion, and on any optional sources (e.g., annual evaluations prior to tenure and promotion). The Chair of the Tenure and Promotion Committee shall designate another member of the Committee to prepare the summary.

### Other instructional activities and products include the following:

- Chairing and/or serving on master's thesis and/or doctoral committees
- Conducting seminars for academic or professional associations
- Developing and teaching courses, workshops, in-services, and seminars
- Developing and/or revising new courses or programs
- Developing course materials
- Preparing instructional materials in print or for computer-based instruction
- Providing instruction that leads to the receipt of teaching awards
- Receiving faculty development grants to support teaching innovations
- Receiving leadership roles in teaching-related activities of professional associations
- Receiving visiting teaching appointments and lectureships at post-secondary institutions
- Serving as a faculty and/or student mentor
- Student advising

## **Definitions of Teaching Ratings**

Outstanding in teaching is determined by three evaluative measures: department peer review of teaching, the standardized student evaluation scale, and faculty review of other instructional activities. Candidates must receive an average rating of effective or higher during the past four years on the departmental peer review of teaching. On the 5-point standardized student evaluation scale (1=poor; 5=excellent), candidates must receive a majority of ratings at 4.0 or higher during the past four years. Other instructional activities documented in the candidate's T&P file must receive an evaluation of outstanding by members of the Tenure and Promotion Committee.

Excellent in teaching is determined by three evaluative measures: department peer review of teaching, the standardized student evaluation scale, and faculty review of other instructional activities. Candidates must receive an average rating of effective or higher during the past four years on the departmental peer review of teaching. On the 5-point standardized student evaluation scale (1=poor; 5=excellent), candidates must receive a majority of ratings at 3.8 or higher during the past four years. Other instructional activities documented in the candidate's T&P file must receive an evaluation of excellent by members of the Tenure and Promotion Committee.

Good in teaching is determined by three evaluative measures: department peer review of teaching, the standardized student evaluation scale, and faculty review of other instructional activities. Candidates must receive an average rating of effective or higher during the past four years on the departmental peer review of teaching. On the 5-point standardized student evaluation scale (1=poor; 5=excellent), candidates must receive a majority of ratings at 3.5 or higher during the past four years. Other instructional activities documented in the candidate's T&P file must receive an evaluation of good by members of the Tenure and Promotion Committee.

Fair in teaching is determined by three evaluative measures: department peer review of teaching, the standardized student evaluation scale, and faculty review of other instructional activities. Candidates must receive an average rating of effective or higher during the past four years on the departmental peer review of teaching. On the 5-point standardized student evaluation scale (1=poor; 5=excellent), candidates must receive a majority of ratings at 3.0 or higher during the past four years. Other instructional activities documented in the candidate's T&P file must receive an evaluation of fair by members of the Tenure and Promotion Committee.

Unacceptable in teaching is determined by three evaluative measures: department peer review of teaching, the standardized student evaluation scale, and faculty review of other instructional activities. Candidates must receive an average rating of effective or higher during the past four years on the departmental peer review of teaching. On the 5-point standardized student evaluation scale (1=poor; 5=excellent), candidates must receive a majority of ratings at less than 3.0 during the past four years. Other instructional activities documented in the candidate's T&P file must receive an evaluation of unacceptable by members of the Tenure and Promotion Committee.

## Service

### Definition of Service

The faculty of the Department of Educational Leadership & Policies recognizes a responsibility to provide service to the University (including the College and the Department) and the profession. As an academic unit within the University, faculty members participate in a broad range of intellectual and governance activities on campus. In addition, faculty members extend their expertise to service activities that support their profession and their professional development.

#### **Categories of Service activities include the following contributing to the efforts of professional and scholarly organizations:**

- Assuming leadership roles of professional organizations; including local, state, regional, national, international and; editorship and scholarly editorial review boards.
- Attaining internal and/or external grant monies for service activities.
- Fulfilling university administrative roles (program coordinator, department chair, faculty leadership, college deanships, and other university administrative positions)
- Participating on university committees (at the program, department, college, university levels)

### Definitions of Service Ratings

Outstanding in service is defined as productive, sustained, and positive *involvement* in all four categories of service activities and leadership in two categories.

Excellent in service is defined as productive, sustained, and positive *involvement* in three of four categories of service activities and leadership in one category.

Good in service is defined as productive, sustained, and positive *involvement* in two of four categories of service activities.

Fair in service is defined as productive, sustained, and positive *involvement* in one of four categories of service activities.

Unacceptable in service is defined as productive, sustained, and positive *involvement* in none of four categories of service activities.

## Procedures & Calendar

The Department of Educational Leadership & Policies adheres to the tenure and promotion procedures delineated in the *Faculty Manual* (located on the Web at [http://www.sc.edu/policies/facman/Faculty\\_Manual\\_Columbia.pdf](http://www.sc.edu/policies/facman/Faculty_Manual_Columbia.pdf)). Candidates should note specifically the procedures in the *Faculty Manual* under headings: “Guidelines for Departmental and College Policy” and “Tenure and Promotion Procedures.”

The Department Chair will notify potential candidates for tenure and/or promotion in writing by the date specified on the tenure and promotion calendar established by the Office of the Vice President for Academic Affairs and Provost (available on the Provost Web site at <http://www.sc.edu/provost/forms/goldenrod.pdf>), for the submission and consideration of files. Files are to be submitted electronically. Timelines must follow the calendars provided by the University Committee on Tenure and Promotion (located on the web at <http://www.sc.edu/tenure/index.shtml>).

The outline of a candidate’s application file for tenure and/or promotion must follow the guidelines established for that purpose by the University Committee on Tenure and Promotion (UCTP). The candidate bears primary responsibility for preparation of the file on which the decision will be based.

In addition to the procedures outlined above in the *Faculty Manual* and in the *UCTP guidelines for Units* of the University Committee on Tenure and Promotion, the Department of Educational Leadership and Policies adheres to the following procedures:

### 1. Membership of Department Tenure and Promotion Committee

- a. The Department Tenure and Promotion Committee (hereafter referred to as the T&P Committee) is composed of all tenured faculty in the Department. In the matter of tenure, voting members of the committee are all those tenured department members of equal or higher rank. In matters of promotion, voting members of the committee are all those tenured Department faculty members of higher rank. The Department Chair is not eligible to vote or to serve on the committee.
- b. The Chair of the T&P Committee shall be elected in a meeting of the committee in January of each year, for a one-year term that shall extend from the ensuing February 1 to January 31. The chair of the committee must be a tenured Associate Professor or Full Professor in the Department.
- c. In the event that there are fewer than five Department faculty members eligible to vote on a given application, the Dean of the College shall appoint, upon the recommendation of the T&P Committee, a sufficient number of faculty members from other departments within the College who meet the eligibility requirements, to make up a committee of five voting members.

### 2. Voting on a Tenure and/or Promotion Application

In addition to the voting procedures given in the *Faculty Manual*, the T&P Committee adheres to the following procedures for determining whether an affirmative recommendation on an application will be made to the Department Chair:

- a. An affirmative recommendation on an application for tenure and/or promotion is achieved when more than fifty percent of all those eligible committee members have

cast a “yes” ballot on the candidate’s application for tenure and/or promotion. Eligible members of the committee who cast an “abstain” ballot, or who do not vote, are not counted for purposes of determining whether a majority affirmative recommendation has been achieved. *The Faculty Manual* requires that every vote, including “abstain,” be accompanied by a written justification.

- b. Eligible members of the Committee who are on official leave from the University (e.g., sabbatical, leave without pay) retain the right to vote during their absence, provided that they have notified the Chair of the T&P Committee in writing of a desire to do so before beginning the leave and are familiar with the evidence presented in the file. The Chair of the T&P Committee shall make every reasonable effort to provide information to eligible members of the Committee on official leave.

### **3. Use of Outside Referees**

- a. Each application file for tenure and/or promotion shall contain at least five evaluations of the candidate’s file by referees from outside the University. The referees should be individuals of merit at nationally recognized programs in the candidate’s field of study or peer institutions who can make an objective evaluation of the candidate’s file based on the Department’s T&P Criteria and Procedures. The referees should not include individuals who were former instructors of the candidate, dissertation directors, advisors, co-authors, colleagues with whom the candidate has served at other institutions, or who were fellow students with the candidate at the same institution. Referees must be required to disclose any other potential conflicts of interest.
- b. At least five evaluations, chosen by the Tenure and Promotion Committee, of the candidate’s research and scholarship will be obtained from impartial scholars at peer or aspirant institutions. The Chair of the T&P Committee will handle all communications with the outside referees using the letter recommended by the UCTP Committee and will add referee evaluations to the candidate’s file for review by the T&P Committee.
- c. In requesting letters from outside referees, the Chair, in consultation with the T&P Committee, will include the tenure and promotion criteria applicable to the candidate and require outside referees to use those criteria in their review of the candidate’s file. And, while all referee letters are placed in the file, the Department reserves the right to refute those letters that do not comply. Reviewers will also be requested to state their relationship if any, with the candidate.

### **4. Sequence of Events for Candidates (will follow the T&P calendar published by the Provost’s Office)**

- a. The Department Chair informs all eligible faculty members in writing of their options for tenure and/or promotion review by the dates stated on the university calendar provided by the University Committee on Tenure and Promotion (see <http://www.sc.edu/tenure/index.shtml> for timeline).
- b. Candidates notify the Chair of the T&P Committee that they will be seeking tenure and/or promotion during the following academic year. Faculty members may not decline to seek tenure during their decision year. Faculty members who resign do not need to initiate the tenure review process.
- c. The Chair of the T&P Committee provides the names of the candidates to the Committee, who then selects the names of at least five outside reviewers for each candidate in accord with the process described in 3. b. above.

- d. Each candidate will submit supportive materials to the Chair of the T&P Committee for use by the outside reviewers.
- e. The Chair of the T&P Committee contacts potential outside reviewers and confirms their willingness to serve in this capacity. The Chair of the T&P Committee then sends a letter of invitation, departmental criteria, and the candidate's supportive materials to external reviewers. Reviewers are requested to submit a current vita with the evaluation of the candidate's scholarship and service areas. Letters of appreciation will be sent to outside reviewers upon receipt of the evaluation.
- f. The Chair of the T&P Committee designates a member of the Committee to do a summary of the candidate's teaching evaluations. The teaching summary reflects an analysis of the candidate's student evaluations of teaching and peer teaching observations gathered in accord with UCTP guidelines. The candidate submits data at least three weeks before files are due. A copy of the summary of the candidate's teaching evaluations is delivered to the candidate one week before the submission of the completed file and a copy is placed in the candidate's T&P File.
- g. All candidates who are to engage in the tenure and promotion process will submit their completed files to the Chair of the T&P Committee.
- h. The Chair of the T&P Committee notifies the Committee of files to be reviewed.
- i. The Committee engages in the review and voting process. [See below.] All discussions and specific vote counts within the Tenure and Promotion Committee are confidential.
- j. The Chair of the T&P Committee forwards all tenure and promotion files to the Department Chair including vote counts and justifications. The Department Chair notifies each candidate in writing of the Committee's tenure and/or promotion decision(s) in their case.
- k. In the case of a negative recommendation, the first recourse of the candidate is to schedule a meeting with the T&P Committee regarding the denial of tenure and/or promotion. The candidate may appeal a negative decision by notifying the Chair of the T&P Committee in writing. The candidate's file will go forward through appropriate channels when there is an appeal.

**5. Sequence of Review and Voting Process for the Tenure and Promotion Committee**

- a. Each T&P Committee member reviews the candidate's file for evidence of the candidate's conformity to the departmental tenure and promotion criteria in the areas of scholarship, teaching, and service.
- b. A meeting of the T&P Committee will be held and each candidate's file shall be reviewed according to the following: biographical information; general summary of the candidate's accomplishments in the areas of scholarship, teaching, and service; and a restating of the criteria by which the application for tenure and/or promotion has been evaluated. The meeting will then be opened for discussion. Upon the conclusion of discussion, the T&P Committee members receive ballots and instructions for voting and are allotted two working days to submit sealed ballots to Chair of the T&P Committee.
- c. The ballot will be cast as a vote of "yes," "no," or "abstain" with a written justification for the vote. The ballot may be signed or left unsigned. The Chair of the T&P Committee will solicit missing ballots, if any, before the Committee meets to count the ballots. The Committee meets to count the ballots no later than 24 hours after the ballot deadlines.
- d. The votes are tabulated to determine whether the T&P Committee will or will not recommend that a candidate be awarded tenure and/or promotion. Candidates will be

recommended for tenure and/or promotion when more than fifty percent of the ballots are “yes” votes. Abstentions and those who do not vote will not be included in computing the percentage. Absentee ballots from faculty who have reviewed each candidate’s file will be included in the vote.