

# **University of South Carolina Arnold School of Public Health Tenure and Promotion Guidelines**

- A. Criteria and Standards – Standards that are to be met by candidates for tenure and/or promotion are presented in this section.**
  
- B. Evidence – Primary and secondary types of evidence that are to be provided by candidates are listed in this section.**
  
- C. Procedures – Procedures for file submission and evaluation are detailed in this section.**

## **A. CRITERIA AND STANDARDS**

*The Arnold School of Public Health aspires to excellence, and its faculty members are expected to demonstrate levels of professional accomplishment that are comparable to those required of peers in academic units that are specific to the candidate's discipline in nationally recognized peer or aspirant research-intensive universities.*

### **I. Associate Professor**

A candidate seeking promotion to the rank of Associate Professor must demonstrate consistent scholarly growth and, for tenure the candidate's record must demonstrate consistency and durability of performance. The candidate's record must meet the following standards in Research, Teaching and Service.

#### **a. Research**

ASPH represents a School having diverse research goals, depending on the Department. The candidate's record must demonstrate excellence in research as reflected by leadership in developing and conducting independent research and seeking and receiving extramural funding to support research. Publications are expected to be of high quality and significance to the candidate's field. Original data-based and/or methodological research is expected to be published in quality peer-reviewed journals with a substantial number of those publications being as lead or senior author (as described by the candidate), or with a student or other trainee (actively mentored by the candidate) as the lead author. In the context of collaborative research, independence can be established when candidates can distinguish their unique research contributions.

#### **b. Teaching**

The candidate's record must demonstrate sustained excellence in the provision of instruction in the context of structured courses and in mentoring students.

#### **c. Service**

The candidate's record must demonstrate consistent and good contributions of service to the academic community as well as to either the local/state community or to the profession.

### **II. Professor**

A candidate seeking promotion to the rank of Professor and/or tenure at that rank must demonstrate those qualities expected of an Associate Professor. Additionally, candidates must demonstrate a sustained high level of achievement with professional distinction. The candidate's record must meet the following standards in Research, Teaching, and Service.

#### **a. Research**

The candidate's record must demonstrate sustained excellence in research as demonstrated by consistent leadership of a coherent program that includes one or more foci as reflected by consistent leadership in reporting research in quality peer-reviewed journals and in venues influential to the discipline, and in seeking and receiving extramural funding to support research. The candidate's research record must be of a caliber that the work is recognized for its high quality and impact on science and public health, and support the conclusion that

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

status as a national/international leader has been attained. The candidate must demonstrate a substantial leadership role on grants or contracts, and mentor students, post-doctoral researchers, and others in research.

b. Teaching

The candidate's record must demonstrate consistent effectiveness in the provision of instruction in the context of structured courses and in mentoring students. Further, the candidate's record must demonstrate active participation in development of curriculum and enhancement of instructional effectiveness.

c. Service

The candidate's record must demonstrate consistent and competent contributions of service to the academic community as well as to the local/state community and profession. The record must demonstrate leadership in University, school, department, and professional service activities.

### III. Joint Appointments within the Arnold School of Public Health (ASPH)

The criteria for granting tenure and promotion to a jointly appointed faculty member shall be those of the primary unit. For faculty holding a joint appointment with a primary appointment in an ASPH department, each secondary unit will be given an opportunity to propose outside evaluators and to comment on evaluators proposed by the primary unit. At least one evaluation will be solicited nominated or approved by each secondary unit.

If an ASPH department serves as a secondary unit for a jointly appointed USC faculty member, all faculty from the secondary unit eligible to participate in evaluation of the candidate will be solicited and provided for inclusion in the candidate's file, as a summary of faculty comments.

If an ASPH department serves as a primary unit for a jointly appointed USC faculty member, each secondary unit will be asked to provide a list of external evaluators at the same time that the ASPH primary department is asked. The chair or director of each secondary unit will have the same access to the candidate's file as the ASPH TPC. Members of the secondary units at the appropriate rank will be invited to review the candidate's file which will be made available at least five working days prior to the ASPH deadline for voting.

Similar procedures will be followed for Third Year Review and Post-Tenure Review of faculty with joint appointments.

In the event that an ASPH department and another unit agree on a joint appointment, the ASPH should ask for a memorandum of understanding (MOU). The MOU should include (1) identification of the tenuring unit; (2) teaching responsibilities and expectations, including 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 which 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.

## **B. EVIDENCE**

*Listed below are examples of evidence the candidate should provide to document productivity in each of the three areas of research, teaching, and service. Primary sources of evidence are prioritized only for research, in the evaluation of a candidate's record. Candidates should provide all relevant information for each type of primary evidence, but it is understood that not all candidates will have activities for each type of evidence, especially secondary evidence. These lists are representative of the type of evidence that should be provided but are not exhaustive; the candidate should include any activities deemed supportive of the respective areas. Specific items of 'secondary evidence' are enumerated for ease of reference; the order does not reflect priority.*

### **I. Research (Associate Professor)**

- a. Primary Evidence [*prioritized by order of importance*]:
  1. Publication of original, data-based and/or methodological research in quality peer-reviewed research journals as lead author, senior author, or with a student lead author (for whom you were the primary mentor on the publication). Quality will be demonstrated by the importance of the journal to the field (as evidenced by impact factors, ranking in the candidate's subfield, external review letters, or other quality metrics).
  2. Receipt of extramural competitive research grants or contracts as principal investigator, co-principal investigator, or having a significant role (with indication of contribution and time commitment). Quality will be demonstrated by the source of the funding. Funds obtained through competitive processes are preferred to funds obtained from non-competitive processes.
  3. Solicitation of extramural competitive research grants or contracts as principal investigator, co-principal investigator, or having a significant role (with indication of contribution and time commitment). Quality will be demonstrated by the funding source. Quality of unfunded grants and contracts will further be demonstrated by summary statements (or other documentation of review).
  
- b. Secondary Evidence [*not prioritized*] (Associate Professor)
  - Citation of candidate's work by other scholars. Metrics such as the candidate's g-index, h-index, i-index, i10-index, and total citations, should be included. Candidates are advised to quote such index measures from multiple sources (Google scholar, Web of Science, Research Gate, and others).
  - Publication of monographs, papers in proceedings, or Invited Commentaries. Such activity should be clearly marked by the candidate, and not included in the list of publications in peer-reviewed journals unless truly peer-reviewed.
  - Presentation of research at external professional meetings.

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

- Receipt of intramural research grants and contracts.

## II. Teaching (Associate Professor)

- a. Primary Evidence [*prioritized over levels, but not within level*]
  1. Level-1 Primary Evidence
    - Student evaluations of the candidate's teaching effectiveness in all classes taught during the period under review.
    - Direction of dissertations and theses including mentoring for grant/dissertation applications (e.g., F31, Magellan, SPARC).
    - Peer evaluations of a candidate's classroom teaching performance.
  2. Level-2 Primary Evidence
    - Service on dissertation and thesis committees and service on examination committees.
    - Direction of students in practica/projects and independent studies.
- b. Secondary Evidence [*not prioritized*]
  - Demonstration of activities to improve or support teaching effectiveness.
  - Student advisement/mentoring activities.
  - Guest lectures

## III. Service (Associate Professor)

- a. Evidence [*not prioritized*]:
  - Service to the Profession*
    - Roles and active participation in professional organizations.
    - Editorial and review work for academic publications and research funding agencies.
  - Service to the Academic Community*
    - Service on committees at the University, School and/or department level with an indication of leadership contributions on those committees.
    - Developing and/or providing continuing education programs.
  - Service to the Local/State Community*
    - Service on government committees or task forces.
    - Consulting that is related to the candidate's professional activity.
    - Service to state or local agencies.
    - Leadership role in organizations (e.g., not-for-profit, local, state, community).
    - Presentations to community groups.
    - Serving on advisory boards, societies or councils, etc.

#### IV. Research (Professor)

- a. Primary Evidence [*prioritized by order of importance*]:
1. Publication of original, data-based and/or methodological research in quality peer-reviewed research journals as lead author, senior author, or with a student lead author (for whom you were the primary mentor on the publication). Quality will be demonstrated by the importance of the journal to the field (as evidenced by impact factors, ranking in the candidate's subfield, or other quality metrics).
  2. Receipt of extramural competitive research grants or contracts as principal investigator, co-principal investigator, or having a significant role (with indication of contribution and time commitment). Quality will be demonstrated by the source of the funding. Funds obtained through competitive processes are preferred to funds obtained from non-competitive processes.
  3. Solicitation of extramural competitive research grants or contracts as principal investigator, co-principal investigator, or having a significant role (with indication of contribution and time commitment). Quality will be demonstrated by the funding source. Quality of unfunded grants and contracts will further be demonstrated by summary statements (or other documentation of review).
  4. Publication of data-based and/or methodological research in peer reviewed research journals as support author (with an indication of contribution).
- b. Secondary Evidence [*not prioritized*]
- Citation of candidate's work by other scholars. Metrics such as the candidate's g-index, h-index, i-index, i10-index, and total citations, should be included. Candidates are advised to quote such index measures from multiple sources (Google scholar, Web of Science, Research Gate, and others).
  - Publication of specialized reference books or publication of chapters in these books, or publication of textbooks that have passed editorial boards.
  - Publication of review articles in peer-reviewed journals.
  - Publication of monographs, papers in proceedings, or Invited Commentaries. Such activity should be clearly marked by the candidate, and not included in the list of publications in peer-reviewed journals unless truly peer-reviewed.
  - Publication of articles in non-refereed professional journals. Such activity should be clearly marked by the candidate, and not included in the list of publications in peer-reviewed journal
  - Presentation of research at professional meetings (invited more valued than contributed).
  - Participation in specialized workshops, lectures, or colloquia (off-campus more valued than on-campus).
  - Editing of books.

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

- Receipt of non-competitive or intramural research grants and contracts. Such activity should be clearly marked by the candidate.
- Receipt of honors and/or awards that recognize the quality of research. Candidates must supply a description of the nomination and evaluation process for each honor and award.
- Patents, patent disclosures, software or other intellectual property activities based on original research.

V. Teaching (Professor)

- a. Primary Evidence [*prioritized over levels, but not within level*]
1. Level-1 Primary Evidence
    - Student evaluations of the candidate's teaching effectiveness in all classes taught during the period under review.
    - Direction and completion of dissertations and theses.
    - Peer evaluations of a candidate's classroom teaching performance.
  2. Level-2 Primary Evidence
    - Receipt by advisees of grants for their thesis or dissertation research.
    - Service on dissertation and thesis committees and service on examination committees.
    - Development and/or revision of new courses, curriculum, and instructional material and methods. Candidates must provide a description of these efforts along with a description of the benefits to the department.
  3. Level-3 Primary Evidence
    - Direction of students in practica/projects and independent studies. Candidates must provide descriptions of their responsibilities in each practicum and project.
- b. Secondary Evidence [*not prioritized*]
- Demonstration of activities to improve teaching effectiveness.
  - Student advisement activities.
  - Any other documentation to support teaching effectiveness.
  - Nomination for and receipt of teaching awards.
  - A track record of accomplishments by former graduates, especially doctoral students.

VI. Service (Professor)

- a. Evidence [*not prioritized*]:  
*Service to the Profession*
- Roles and active participation in professional organizations.
  - Submission and receipt of or participation in training grants/contracts (with an indication of contribution and time commitment).
  - Editorial and review work for academic publications and research funding agencies.
  - Service as session chair or discussant at professional meetings.

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

- Consultation (e.g. panels with NIH, NSF, member of executive council, National Board Science Advisor)

*Service to the Academic Community*

- Administrative responsibility and function which includes key University, School and/or department administrative positions.
- Service on committees at the University, School and/or department level with an indication of leadership contributions on those committees.
- Special projects for the University, School and/or the department.
- Initiating efforts to improve academic or other programs at the University, School and/or department, level.
- Developing and/or providing continuing education programs.

*Service to the Local/State Community*

- Service on government committees or task forces.
- Consulting that is related to the candidate's professional activity.
- Service to state or local agencies.
- Leadership role in organizations (e.g., not-for-profit, local, state, community).
- Presentations to community groups.
- Serving on advisory boards, societies or councils, etc.

## **C. PROCEDURES**

*The policies and procedures contained in this document are in addition to the basic policies on tenure and promotion outlined in the USC Faculty Manual ([www.sc.edu/policies/facman/fnhome.html](http://www.sc.edu/policies/facman/fnhome.html)) and the UCTP Guidelines for Units: Preparing Criteria and Files (<https://www.sc.edu/provost/forms/goldenrod.pdf>). In the event of inconsistency between school criteria and procedures and the university procedures, the university guidelines and the faculty manual are considered to be the final authority.*

### Tenure and Promotion Committee

1. Although the school is organized into departments, the Arnold School of Public Health (ASPH) is considered to be the "unit" for appointment, tenure and promotion and the tenured faculty of the school act as a committee of the whole regarding appointment, tenure, and promotion decisions.
2. Members of the ASPH Tenure & Promotion Committee (TPC) will elect a chair who will serve a two-year term. The chair will be a tenured full professor on the ASPH faculty who is not an associate dean or department chair. A chair election will occur during the spring semester, and the new chair will take office on July 1 of the same year.

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

3. All tenured faculty at or above the rank of the candidate may vote on tenure. Only those tenured faculty of higher rank than the candidate are eligible to vote on promotion. However, regarding rank and tenure decisions at the initial appointment: only tenured faculty at or above the rank of the initial appointment may vote on rank and tenure.
4. Meetings at which candidates are considered for promotion and tenure are closed to everyone except those eligible to vote on the candidate, with the following exception. Meetings may by rule, motion, or invitation of the chair of the meeting, be opened to any individual(s) the body wishes to be present at the meeting and/or be heard. Administrators attending the meeting should refrain from introducing material that is appropriate for consideration at another administrative level. Department Chairs who are not members of TPC may be invited to clarify any evidence provided by the applicant, but will not have voting privileges at these meetings.

General Guidelines for Processing of Candidate's File

1. Evidence addressing the qualifications of a faculty member for promotion and/or tenure may be solicited and submitted from many sources. All such evidence shall be submitted in written form and signed by the author.
2. The chair of the TPC shall remind the members of the Committee at the beginning of each meeting that we will have open and frank discussion of the evidence in the candidate's file. All discussion is strictly confidential.
3. Consideration for appointment, promotion and/or tenure shall be governed by the University of South Carolina policy on discrimination and equal opportunity.
4. Those to be tenured and/or promoted will normally hold an earned doctoral degree and must show evidence of achievement in teaching, scholarship, and service appropriate to the rank to which they aspire.
5. Decisions regarding tenure and promotion will depend primarily on evidence of a consistent pattern of achievement since the date of appointment to present rank and/or tenure in the ASPH at the University of South Carolina (USC). For faculty members who moved to USC at the same rank, all service at that rank will be considered.
6. Each year, in accordance with the USC *Faculty Manual*, all tenure-track faculty members who are not tenured may be considered for tenure and all faculty members below the rank of professor may be considered for promotion. Each such candidate shall be given notice in writing by the Dean in mid-April so that the candidate may provide relevant materials for a file to be available for consultation by appropriate faculty. A decision to seek early tenure and/or promotion must be accompanied with concurrence from the department chair and/or the Dean. It is the University policy that a faculty member, not in the penultimate year, may waive full consideration by written request to the Chair of the ASPH TPC.

The names of those persons considered or who decline consideration shall be forwarded to the Associate Dean for Academic Affairs and Curriculum for the record. An unfavorable

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

recommendation prior to the penultimate year shall not prejudice future consideration for tenure and/or promotion.

7. In all cases, individual files relevant to tenure and/or promotion matters shall be maintained in the Dean's office. Access to individual tenure and promotion files shall be governed according to official University policy. Confidentiality is required in all aspects of the deliberative process when considering the candidate's file.
8. A synthesis of the candidate's student teaching evaluations and peer evaluations must be written by a senior faculty member, preferably outside the candidate's home department, and included in the file. The synthesis should include a comparison of the candidate's student teaching evaluation scores with those for comparable courses in the unit. As well, the summary should give context to student evaluations of the faculty member's classroom teaching by noting, e.g., whether evaluations of a particular class historically have been low; in a multi-section course, how the faculty member's evaluation scores compare with those in the other sections; or whether poor evaluation scores are correlated to a faculty member's strict grading standards.
9. To obtain five letters from external reviewers in the file, the Chair of the ASPH TPC must choose at least five (5) external reviewers. Potential reviewers may be identified by the chair of the ASPH TPC in consultation with the candidate's department chair and appropriate voting faculty of the ASPH TPC.

To eliminate any conflict of interest, it is important that the chosen external reviewers are external to the University of South Carolina, and are objective; that is, external reviewers are not persons who have co-authored publications, collaborated on research, or been colleagues or advisors of the applicant. It is generally expected that the external reviewers will be acknowledged leaders in the candidate's area of expertise, or a closely related area, and must be at or above the desired rank or equivalent status. In addition, whenever possible, reviewers should be selected from institutions rated as "very high research activity" by the Carnegie Foundation for the Advancement of Teaching.

The Chair of the ASPH TPC will contact each external reviewer and forward the candidate's current curriculum vitae and copies of up to five publications selected by the candidate. The external reviewer also will receive the *ASPH Criteria and Procedures for Tenure and Promotion* document as a guide and will be asked to comment only on scholarship and to comment on any relationship or interaction with the applicant. The Chair of the ASPH TPC will place in the candidate's file a copy of the letter requesting the reviewers' responses. The reviewers' letters and a brief (e.g. vita) sketch of each reviewer's background will be prepared by the ASPH TPC Chair, in consultation with the candidate's department chair.

10. Each eligible Committee member shall vote by secret ballot, "yes", or "no", or "abstain." A *positive vote* shall mean a vote to recommend the candidate for tenure and/or promotion by at least 2/3 of the ASPH TPC voters, excluding those who abstain. All votes, including "abstain," must be justified in writing. Each eligible Committee member should endeavor to cast a "yes" or "no"; that is, a vote of "abstain" should be rare and cast only in exceptional circumstances.

Arnold School of Public Health  
Tenure and Promotion Guidelines – May 2019

It is the duty of the ASPH TPC chair and the office of the Associate Dean for Faculty Affairs and Curriculum to compile and record votes in the candidate's file. The Chair informs the candidate whether the vote was favorable. The numerical count shall not be revealed. If the candidate does not receive a positive vote, the ASPH TPC chair will notify the candidate promptly and shall, upon request by the candidate, without attributions, provide the candidate with a written summary of the discussion and an indication of the strength of the vote; the file will not be forwarded unless the candidate files a written appeal. If the candidate does receive a positive vote, the ASPH TPC chair will notify the candidate promptly and the file will be forwarded. All ASPH TPC members are notified of the recommendation of the candidate but the numerical count shall not be revealed.

11. The department chair is required to write a letter of evaluation and recommendation in the role of academic supervisor. The letter is placed in the file after the ASPH TPC vote. The Chair's letter should assess the candidate's file and be written in the context of the ASPH TPC policies and procedures. If the department chair is a tenured faculty member, his/her ballot must be marked abstain with an appropriate justification.
12. All materials, including the recording of votes and all written comments, are forwarded to the Dean. The Dean must write a letter to be included in the file after the ASPH TPC vote and forward the recommendations, statements and endorsements through appropriate channels.

Guidelines for Appointment with Tenure and/or at Rank of Professor

1. Initial appointment of faculty with tenure and/or at the rank of professor requires a positive vote (see point 10 in the previous section General Guidelines for Processing of Candidate's File) of eligible members of the ASPH TPC, and recommendations from the Dean and Provost to the President with final recommendation to and vote by the USC Board of Trustees.
2. During recruitment and negotiation, a search committee or department chair may request appointment with tenure and/or appointment at the rank of professor for a highly qualified candidate. An offer of appointment with tenure or the rank of professor requires the approvals as stated in 1.
3. The candidate's full curriculum vitae and letters of recommendation must be available to eligible members of the ASPH TPC for consideration. This documentation must include relevant information about teaching, scholarship and service activities.
4. Because request for initial appointment are often time-sensitive, the CV and request for voting can be distributed electronically, without a meeting for discussion.