

**Procedures for Promotion, Tenure, and Reappointment
College of Health and Human Services (CHHS)**

July 12, 2018

Forward

In November 2017, the Dean of the College of Health and Human Services charged the CHHS Promotion, Tenure, and Reappointment Committee with generating upgraded guidelines for the review process within CHHS.

Our first step in the process was to review comments from CHHS faculty regarding strengths and weakness of the guidelines described in the Manual for Promotion and Tenure posted on the CHHS website in February 2011. The PTR Committee revisited the comments that had been submitted by departments in response to a solicitation during the 2016–2017 academic year and invited additional feedback to be submitted in person or by email. The vast majority of the comments submitted identified gaps and vagueness regarding the procedural aspects of the guidelines.

Next, the Committee examined the promotion and tenure guidelines available from other Mason units. We found that the guidelines used in the College of Science provided details about many of the procedural concerns raised by CHHS faculty. We used this document as the foundation for drafting a set of procedural guidelines that address the concerns raised by CHHS faculty. In particular, this new version of the Manual clarifies the specific documents that should be submitted by candidates for promotion and/or tenure and spells out the process for documenting decisions made by reviewers within CHHS.

The Dean initially charged the Committee to complete the revisions of the document in early January 2018. Faculty vetting of the document was abbreviated and limited to initial input by departmental meetings and email and a quick final read prior to its submission. The Dean then reviewed the document requesting additional information. Second revisions were made, faculty input was solicited and incorporated as much as possible and the document was again submitted on January 30, 2018 to the Dean. The Dean requested an additional round of faculty review on the final document and comments have been incorporated into the current version, resubmitted to the Dean and on to the Provost for final approval July, 12 2018. Although the Committee attempted to be diligent regarding incorporation of faculty comments, larger issues that would impact the process of promotion, tenure and retention could not be addressed without extensive faculty and administrative consideration and agreement. These issues were placed on a working list and the committee will begin a working agenda, that includes ample opportunities for faculty input, to address these issues in the Fall of 2018. The Committee recommends that the document be revisited frequently and as often as new information becomes available or as further clarification becomes necessary. The Committee recognizes that the

Provost's Office may release university-wide procedural PTR guidelines in the near future and that further review of the guidelines may be necessary at that time.

The PTR Committee recommends conceptualizing this document as a dynamic one that will need to be reviewed again in the near future and as often as necessary to ensure that it reflects the current needs of the College and specifically the primary units within the College. The implementation date for implementing revisions of the Manual will be determined according to the degree to which the revisions affect the process or criteria for promotion, tenure and 3rd year reappointment. The implementation date will be set by collaboration of the PTR Committee and the Associate Dean for academic affairs. Moving forward, it will be important for these guidelines to continue to be updated regularly. Clear and responsive guidelines will be important for ensuring transparency, equity, and a healthy work environment.

Preface

The procedures herein describe the process for promotion, tenure, and reappointment (PTR) for tenure-track faculty members in the College of Health and Human Services (CHHS). (This document shall be referred to as “the *College Manual*”.) University-wide processes and general expectations are specified in the George Mason University *Faculty Handbook*, 7/1/2017, Section 2.7. If there are conflicts between the College’s operating procedures and University policies, the University policies must be followed. The term “department” is used generically within this document and applies to all departments and schools in CHHS. The term “Chairperson” or “Chair” applies to the department head of the particular unit.

The *Faculty Handbook* requires that decisions regarding a candidate’s application for promotion to Associate Professor without term and to tenured (full) Professor “be based on achievement rather than potential.” The *Faculty Handbook* also states that those seeking promotion to Associate Professor without Term and those seeking promotion to (full) Professor must provide evidence of high competence in both research and teaching as well as exhibiting genuine excellence in at least one of these areas. CHHS requires candidates for “without term” status (tenure) to demonstrate genuine excellence in research and either genuine excellence or high competence in teaching.

Genuine excellence is dependent on the applicant demonstrating that his/her work has “had some significant impact beyond the boundaries of the University.” This applies to both research and teaching.

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1. GENERAL GUIDELINES

A. Timing of PTR applications

Third-year review dossiers are submitted after the second year on the tenure-track.

Applications for promotion to “without term” (tenured) status are submitted no later than after the fifth year on the tenure-track. Candidates may choose to apply early, but they are entitled to only one round of review for tenure. Candidates applying for promotion and tenure to Associate Professor who withdraw their application after submitting a full dossier for review will receive an unsuccessful review and will not be allowed to reapply. Candidates receiving an unsuccessful review will not be promoted to Associate Professor without term and will be given one terminal year appointment as a term Assistant Professor after the sixth year, unless other term arrangements are made with the Department Chairperson and Dean. Candidates with an unsuccessful bid for tenure cannot be tenured in CHHS in the future. Candidates receiving unsuccessful decisions from other colleges within George Mason University may not apply for promotion from Assistant Professor to Associate Professor without term in the College of Health and Human Services.

Associate Professors may apply for promotion to (full) Professor any time after 5 years following appointment as an Associate Professor without term. If an application is not successful, the applicant must wait two years before applying again. Candidates cannot apply for promotion to Professor early before 5 years following promotion to Associate Professor. For new hires, the unit and College PTR Committees may be convened at the request of the Department Chair and Dean to facilitate the hiring timeline.

A.1. Tenure Clock Extensions. A full description of the tenure Clock Extension Criteria is provided in Section 2.7.3.1-4 of the *Faculty Handbook*.

- I. Extension for New Parents: Granted automatically to new parents by birth or adoption upon written notification to the Department Chair. Notification should occur within one year of the child’s arrival and before September 1st of the year in which the tenure review would otherwise occur.
- II. Extension of Time due to Serious Illness: Extensions made in one year increments with a possible one year extension for illness of the candidate or candidate’s immediate family determined to have a significant influence on the candidates productivity. Illnesses must be certified by a physician and be made within three months of certification of sick or family leave by Human Resources.

- III. Extension for Military Service: Automatically granted upon notifying the Department Chair of call to active duty. The request for this extension should be made as far as possible before beginning the active duty period and prior to September 1st of the year in which the promotion, tenure or reappointment review will occur.
- IV. Extension for Administrative Service: Tenure track faculty who accept an administrative/professional track faculty appointment may continue on the tenure track. An extension may be requested for the entire term of appointment.

A.2. Timeframe for Appeal of a Decision of Denial of Promotion and Tenure: The process of appealing a negative decision is detailed in the *Faculty Handbook* in section 2.8. Appeals are made to the University Promotion, Tenure and Renewal Appeal Committee no later than April 14th of the year in which the decision is made. The appeal must be made on one of the following grounds:

- Substantial New Evidence (must not include productivity that occurred after the deadline for submission of the original dossier)
- Material Procedural Irregularity
- Inadequate or Faulty Consideration
- Violation of Academic Freedom (Sections 2.11.1 and 2.11.2.1 of the *Faculty Handbook*)

The appeal process will occur in accordance with the process described in Section 2.8 of the *Faculty Handbook*.

B. Applicant Responsibilities

Candidates are responsible for undertaking the following actions no later than the deadlines listed in the Appendices at the end of this document:

- Notify the Department Chair and Dean of intention to apply for Promotion (any level).
- For promotion, submit up to five names of potential external reviewers to the Unit Administrator.
- Submit a dossier containing the required information and materials and in the proper format.

C. Committee Structure and Procedures

C.1. Departmental PTR Committees within CHHS

Departmental committees provide a first-level review for tenure-track faculty seeking promotion, tenure, and/or reappointment.

C.1.1. Membership

All tenured members of the department are members of the department PTR committees, unless department bylaws specify other membership rules. Department chairs and administrative faculty (such as the Dean and Associate Deans) are not eligible to be members of PTR committees.

The *Faculty Handbook* says that “Tenured faculty from other substantively related areas may also serve on a candidate’s first-level review committee if there is an insufficient number of qualified tenured faculty in the candidate’s affiliated program(s)/division(s).” In instances where there are no tenured members in a department, the candidate may provide a list of three qualified tenured faculty at George Mason University inside or outside the College who possess expertise in a substantively related area. This list is submitted to the CHHS PTR Committee and one reviewer may be selected from the candidate’s list. However, selection of a committee member from the list is not binding. When there are no tenured members of a department (or in the case of promotion to Professor, no tenured Professors), three qualified members, at least two of who will be from other departments within the College of Health and Human Services, will be selected by the CHHS PTR Committee to serve as *ad hoc* committee members. These members will select among themselves a chairperson to oversee the departmental committee review process according to departmental and college guidelines. The Chairperson must be a member of a CHHS department. When there is only one tenured member (in a department (or in the case of promotion to Professor, no tenured Professors), two additional qualified members from other departments within the College of Health and Human Services will be selected by the CHHS PTR Committee to serve as *ad hoc* committee members. When there are only two tenured members (or in the case of promotion to Professor, no two Professors), one additional member from other departments within the College of Health and Human Services will be selected by the CHHS PTR Committee to serve as an *ad hoc* committee member. When there is one or more tenured faculty in a department, the committee chairperson will be an eligible committee member from the candidate’s department.

C.1.2. Procedures

Each department is responsible for developing its own guidelines for the procedures for selecting a chair, defining a quorum, and voting. Each department is also responsible for developing its own guidelines regarding criteria for promotion, tenure, and reappointment. The department guidelines may exceed the expectations or be more specific than described in the *College Manual* and the *Faculty Handbook*.

Each departmental PTR committee will select a representative to serve as a member of the CHHS PTR Committee.

C.1.3. Letters

The final recommendation of the Committee will have one of the following formulations:

- “The Committee recommends”, if a majority of the Committee members voted “in favor.”
- “The Committee recommends against”, if a majority of the Committee members voted “opposed” or there are an equal number of votes for and against.

A candidate must receive affirmative votes from the majority of the voting committee members (all members in attendance minus those abstaining from voting) to be recommended for promotion and/or “without term” status. Committee deadlocks are not possible.

The *Faculty Handbook* specifies that letters must state “the recommendation of the departmental committee with appropriate justifications.” The final version of the recommendation letter will be approved by the full Committee. A copy of the letter will be sent by the Committee Chair to the candidate and the Department Chair according to the schedules listed in the Appendices. All Committee members will sign the letter with the specific understanding that the signature does not imply agreement with the decision. The signature will indicate that the members were in attendance, participated in the discussion and deliberations, and agree that the Committee’s process and decision are represented accurately in the letter. Signatures indicate that the letter conveys accurately an overview of points the committee discussed in the meeting but does not imply that the individual is in agreement with the decision of the Committee.

An additional purpose of the first-level letter is to clarify the context and criteria for excellence in the discipline of the candidate. It is expected that specific judgments about genuine excellence in research be based on criteria appropriate to the discipline and field of study of the candidate’s department, as the relative importance of external funding, journal impact factors, books, and number of publications will vary by departmental discipline.

C.2. CHHS PTR Committee

The CHHS Promotion, Tenure, and Reappointment (PTR) Committee is the peer-elected second-level review committee for tenure-track faculty in the College who seek promotion, tenure, and/or reappointment.

C.2.1. Membership

The CHHS PTR Committee is composed of one tenured faculty member elected by each department, as per the CHHS bylaws. A term is two academic years in duration, as defined by the *College Bylaws* (Article V.4.b).

C.2.2. Chair

The previous Chair of the Committee serves *ex officio* as the Chair at the beginning of the next academic year to call the first meeting and to administer the selection of a new Chair. The Chair of the Committee: (1) schedules meetings, (2) coordinates the distribution of candidates' dossiers to Committee members in coordination with the dean's office, (3) chairs the meetings, (4) maintains meeting minutes that document attendance records and the results of any Committee votes, and (5) submits the Committee's letters to the Dean. The Chair may appoint a Secretary to record the meeting minutes and assist with other Committee business. The Committee may also select a Vice Chair to manage the discussions about candidates for whom the Chair is not eligible to vote.

C.2.3. Quorum

An academic-year quorum is defined by the presence, either physically or by teleconference, of a majority of the Committee members eligible to vote on a particular candidate (i.e., excluding the committee members from the home department of the candidate and others who may have a conflict of interest) *or* a minimum of three Committee members, whichever number is greater. For cases of promotion to (full) Professor, a quorum requires the presence, either physically or by teleconference, of a majority of (full) Professors eligible to discuss and vote on the case *and* a minimum of three Committee members. If a candidate for tenure must be considered during the summer months, every effort will be made to ensure a quorum of the Committee is present, either physically or by teleconference.

C.2.4. Voting

Committee members may not vote on the candidates from their own department.

Only (full) Professors vote on candidates for promotion from Associate Professor to (full) Professor.

C.2.5. Letters

The final recommendation of the Committee will have one of the following formulations:

- "The Committee recommends", if a majority of the Committee members voted "in favor."
- "The Committee recommends against", if a majority of the Committee members voted "opposed" or there are an equal number of votes for and against.

A candidate must receive affirmative votes from the majority of the voting committee members (all members in attendance minus those abstaining from voting) to be recommended for promotion and/or "without term" status. Committee deadlocks are not possible.

The *Faculty Handbook* specifies that letters must state “the recommendation of the departmental committee with appropriate justifications.” The final version of the recommendation letter will be approved by the full Committee. A copy of the letter will be sent by the Committee Chair to the candidate and the Dean according to the schedules listed in the Appendices. All Committee members will sign the letter with the specific understanding that the signature does not imply agreement with the decision. The signature will indicate that the members were in attendance, participated in the discussion and deliberations, and agree that the Committee’s process and decision are represented accurately in the letter. Signatures indicate that the letter conveys accurately an overview of points the committee discussed in the meeting but does not imply that the individual is in agreement with the decision of the Committee.

C. 3. Reappointment

The third-year review process differs from that for promotion and tenure in that affirmative decisions can be based on a candidate’s scholarly productivity trajectory and documented evidence of the candidate’s likelihood of achieving promotion to Associate Professor without term at the designated time. Reappointment dossiers will be similar to promotion dossiers except that reappointment will require no external review. Candidates receiving an unsatisfactory review will generally be given a terminal year of employment on a term contract during the fourth year unless other term arrangements are made with the Department Chair and Dean. The 3rd year review has different due dates than the promotion and tenure review. Dates are available in the Appendices.

2. DOSSIER GUIDELINES

The candidate’s dossier must be submitted to the Dean’s office according to the schedules listed in the Appendices. For promotion and tenure, a brief dossier for external review is submitted first, and a full dossier for internal review is submitted at a later date (as per the Appendices). The candidate may include an updated CV when submitting the full dossier for review. The personal statement submitted for external review must remain unchanged in the dossier for internal review. After the full dossier is submitted, no additional materials may be added to the dossier or amended. All materials in the dossier must be submitted electronically. Paper copies will not be reviewed.

The brief dossier for external review must include: (1) the candidate’s current CV, (2) a personal statement about research, teaching, and service that does not exceed 8 pages total, and (3) copies of up to 5 publications.

The full dossier for internal review must include: (1) the candidate’s current CV, (2) the candidate’s personal statement, (3) copies of up to 5 publications, (4) the Research Publication Summary (Appendix 3), (5) copies of the most recent syllabus for each course taught at Mason within the past 5

years, and (6) a list of all student course evaluations, including all quantitative and qualitative information. The dossier may also include additional evidence supporting research productivity (such as grant review summaries and bibliometrics such as h-index and/or others) and additional evidence supporting teaching effectiveness. Letters of support from colleagues, students, and others should not be included in the dossier, with the exception of reports based on formal peer and student review processes.

Candidates are encouraged to follow the Provost's Tenure Casebook Template in force at the time of application for promotion or tenure.

Research Publication Summary: The full dossier must include the Research Publication Summary table provided in Appendix 3. Information in this summary reflects the candidate's impact on her or his field demonstrating the volume of work published, the degree to which the research has influenced publications in the field, and the quality of the journal in which the work is published. This is an objective description of the candidate's research publications and candidates are encouraged to provide a detailed description of the overall quality and quantity in the narrative of their dossier. Another evaluation criteria, of at least equal importance, is the degree to which the candidate's research is focused on her or his research line, its specific support for grant submissions, and how it contributes to the researcher's overall theoretical frame work and conceptual hypothesis. This latter criterion should be discussed in detail in the narrative of the candidate's research statement.

Research Narrative: The research portion of the candidate's personal statement should provide an overview of the candidate's well-focused line of research and include a justified theoretical framework from which hypotheses and sequential progression of projects and publications are implemented and disseminated. This narrative should include a well-developed description of the overall impact of the work to date and the scientific and practical significance of accomplishing the candidate's foreseeable research goals. In addition to a verbal discussion of the Research summary, the candidate should describe how the manuscripts and projects, planned and underway, contribute to her or his overall research program. Furthermore, the candidate should discuss the contribution of grants and extramural funding on which she or he is principal or coinvestigator to the specific line of research. Also, the narrative should include how specific articles listed on the CV support current and future grant applications. Last, progress in obtaining extramural funding should be discussed and it is recommended that the narrative include summary sheets (pink sheets) from grant applications not funded, a statement on whether a resubmission is planned, and how the comments on the summary sheet will be addressed.

3. TIMELINE

Applicants within the College must follow the university-level calendar for promotion, tenure, and reappointment. The tables in the Appendices specify the College deadlines that align with the university calendar for the 2017-2018 academic year. When College and University deadlines differ, materials are due on the earlier date.

4. CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

4.A. Criteria for Promotion to Associate Professor

The criteria and procedures for evaluation of faculty for promotion and/or tenure appear in Sections 2.4, 2.5, 2.7, and 2.10.2 of the George Mason University *Faculty Handbook*. Faculty promoted from Assistant Professor to Associate Professor on the tenure track must meet the qualifications for appointment without term. Candidates must exhibit genuine excellence in research, at least high competence in teaching, and at least satisfactory commitment to service to the department, college, university, and beyond.

Candidates recruited from other Universities must fulfill the CHHS requirements in order to be awarded tenure upon entry to the College's faculty. Individuals from other universities recruited to CHHS at the rank of Associate Professor without term must meet the College's requirements for that rank and status. Candidates recruited from other institutions may be appointed at the rank of Associate Professor on the tenure track, provided there is sufficient evidence that they are currently functioning at that rank and that they are likely to achieve tenure within a designated timeframe (not to exceed five years).

4.B. Criteria for Tenure

Only candidates who are simultaneously promoted to the rank of Associate Professor, or have initial appointments as Associate Professor on the tenure track, can be awarded "without term" or tenure status in CHHS.

Research: Candidates applying for promotion to Associate Professor without Term must demonstrate "genuine excellence" in research. As per the *Faculty Handbook*, genuine excellence in research requires "evidence that the candidate's contributions have significant influence on colleagues at other institutions in this country, and where applicable, abroad." Candidates are expected to present evidence of a focused research program of recognizable significance and emerging eminence.

Teaching and Education: As per the *Faculty Handbook*, genuine excellence in teaching requires “evidence that the candidate’s contributions have influence beyond the immediate classroom.”

Candidates for genuine excellence in teaching are expected to present evidence of a national reputation for their teaching and curricular expertise. Candidates seeking promotion to Associate Professor without Term must achieve a minimum of “high competence” in the University and College’s enterprise of teaching and education.

Service: All tenured faculty and those on tenure track are expected to provide service to their departments, the College, and the University by serving on standing and special committees and task forces. Faculty are also expected to be active participants in their professional and/or community organizations related to their areas of professional expertise.

5. CRITERIA FOR PROMOTION TO PROFESSOR

As per the *Faculty Handbook*, successful candidates for promotion to the rank of Professor must provide “clear and convincing evidence” of “an established external reputation in the primary field.” The College requires candidates for promotion to Professor to be “genuinely excellent” in research and have a substantial record of scholarly achievement and a national or international reputation that far exceeds that expected for the rank of Associate Professor. Additionally, candidates seeking promotion to Professor will be expected to provide evidence of successful teaching and mentorship consistent with at least “high competence” in teaching. Candidates must also sustain a satisfactory level of service.

Candidates recruited from other Universities must fulfill the CHHS requirements in order to be awarded tenure upon entry to the College’s faculty.

6. EXTERNAL REVIEWER QUALIFICATION AND SELECTION PROCESS

The Associate Dean for Academic Affairs (or his/her selected representative) will solicit external reviewers from tenured personnel at other universities. The majority of the reviewers should hold the rank of Professor, although Associate Professors may be included as external reviewers. The external reviewers must provide a CV demonstrating national or international recognition in the candidate’s field of study or in a field that is closely aligned with that of the candidate.

Candidates may submit the names of up to five recommended reviewers. External reviewers must not have collaborated or published manuscripts with the candidate within the past five years (with the exception of coauthorship of manuscripts with a large number of coauthors). External reviewers must not have been a member of the faculty of the candidate’s graduate school department or an administrator in the college or school in which the candidate’s graduate program was or is housed. The Dean may request nominations for reviewers from chairs and PTR committees. These recommendations will be considered confidential.

At least five recommendation letters will be included in the dossier for review by the unit PTR Committee, Department Chair, College PTR Committee, and Dean. The full dossier will include one letter from the candidate's pool of names, two from the Chair's list and two from the Associate Dean of Academic Affairs' list. The full dossier should specify which reviewer was recommended by the candidate and which were selected by the Chair and Associate Dean for Academic Affairs. The Associate Dean for Academic Affairs will receive the letters from the external reviewers and place the five letters in the candidate's dossier and identify which letters were selected by the candidate's, the Department Chair's and the Associate Dean for Academic Affairs' lists. Candidates must sign the letter of understanding that they will not receive copies of the letters submitted by external reviewers at or prior to the time the dossier is submitted. The dossier will not be accepted or reviewed without this signed letter of understanding.

Table 1. CHHS Schedule for Promotion and Tenure

Responsible Person	Action	Deadline
Candidate	The candidate informs Chair and Dean of intent to apply for promotion/tenure.	No later than March 31 st of the year in which the dossier is to be submitted. This would normally be during the fifth year for Assistant Professors on the tenure-track in CHHS
Candidate	The candidate submits list of possible external peer reviewers to Chair.	April 15
Dean (or person designated by the Dean)	Selection and confirmation of external peer reviewers is complete.	May 15
Candidate	The candidate submits dossier for external review to Dean's office.	June 15
Dean (or person designated by the Dean)	If applicable, the candidate is notified that there are less than 3 tenured members in the department.	July 1
Dean (or person designated by the Dean)	Research dossier is sent to external reviewers.	July 1
Candidate	The candidate submits full dossier to Dean's office.	August 15
Dean (or person designated by the Dean)	External review letters are added to dossier. The full dossier, including external review letters, is made available to first-level committee.	September 1
First-level committee chair	The first-level committee recommendation letter is delivered to the candidate, the Chair, and the Dean.	October 15
Dean (or person designated by the Dean)	The full dossier, including review letters, is made available to the Chair.	October 15
Chair	The Chair's recommendation letter is delivered to the candidate and the Dean.	November 1
Dean (or person designated by the Dean)	The full dossier, including review letters, is made available to College PTR Committee.	November 1
College PTR Committee chair	The College PTR Committee's recommendation letter is delivered to the candidate, the Dean, and the candidate's Chair.	December 1
Dean of CHHS	The Dean's recommendation letter is submitted to the Provost, with copies to the candidate and the candidate's Chair.	January 15

Table 2. CHHS Schedule for Third-year Review of Tenure-Track Faculty

Responsible Person	Action	Deadline
Chair	The Chair meets with the candidate to review dossier guidelines and timeline.	April 15 during the second year on the tenure-track in CHHS
Dean (or person designated by the Dean)	If applicable, the candidate is notified that there are less than 3 tenured members in the department	July 1
Candidate	The candidate submits full dossier to Dean's office.	September 15 during the third year on the tenure track in CHHS
Dean (or person designated by the Dean)	The full dossier is made available to first-level committee.	October 1
First-level committee chair	The first-level committee recommendation letter is delivered to the candidate, the Chair, and the Dean.	November 1
Dean (or person designated by the Dean)	The full dossier, including review letters, is made available to the Chair.	November 1
Chair	The Chair's recommendation letter is delivered to the candidate and the Dean.	December 10
Dean (or person designated by the Dean)	The full dossier, including review letters, is made available to College PTR Committee.	December 10
College PTR Committee chair	The College PTR Committee's recommendation letter is delivered to the candidate, the Dean, and the candidate's Chair	February 1
Dean of CHHS	The Dean's recommendation letter is submitted to the Provost, with copies to the candidate and the candidate's Chair.	March 1

Research Publication Summary

Article	CV Ref #	Journal Impact Factor	Number of Citations	Author Contribution (1 st , Senior, Co-author)	GMU Faculty at Time of Publication (yes, no)
Most Cited					
2 nd Most Cited					
3 rd Most Cited					
4 th Most Cited					
5 th Most Cited					

Total Number of Articles Published	
Total Number of Articles Published After Joining GMU/CHHS Faculty	
Total Number of Citations	
Total Citations for Articles Published After Joining GMU/CHHS Faculty	
Average Citation Per Total Articles	
Average Citations per Article After Joining GMU/CHHS Faculty	

Optional Citation Indicators

H-Index	
Field/Journal Normalization? ipscience-help.thomsonreuters.com/inCites2Live/8801-TRS.html	
Percentile Ranking of Raw Citation Scores https://www.researchgate.net/.../228565700_Percentile_Rank_and_Author_Superiorit...	
Relative Citation Ratio http://www.metrics-toolkit.org/relative-citation-ratio	