

Procedures for Promotion, Tenure, and Renewal for Tenured and Tenure-Track Faculty College of Public Health (CPH)

May 18, 2022

effective beginning AY 2022/23

Forward

The Promotion, Tenure and Renewal (PTR) Committee recommends conceptualizing this document as a dynamic one that should be reviewed regularly and at least every 5 years to ensure that it reflects the current needs of the College and specifically the primary units within the College. The implementation date for this Manual will be determined according to the degree to which the revisions affect the process or criteria for promotion, tenure and 3rd year renewal. The implementation date will be set by collaboration of the PTR Committee and the Associate Dean for Faculty and Staff 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

This document, herein referred to as the “*College PTR Manual*”, describes the process for promotion, tenure, and renewal (PTR) for tenure-track faculty members in the College of Public Health (CPH). University-wide processes and general expectations are specified in the most current George Mason University *Faculty Handbook*. If there are conflicts between the College’s operating procedures and University policies, the University policies must be followed.

Additionally, each department maintains its own set of guidelines which should be maintained and revised to ensure continued alignment with University and CPH policies and procedures. The term “department” is used generically within this document and applies to all departments and schools in CPH. The term “Chairperson” or “Chair” applies to the department head of the particular local academic unit (LAU).

A separate document, the CPH Term Promotion Policy and Procedures manual, details the college process for promotion of term faculty members.

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 research, teaching, and service as well as exhibiting genuine excellence in at least one of either research or teaching. The CPH requires candidates for “without term” status (tenure) to demonstrate genuine excellence in either research or teaching. For candidates seeking to be tenured based on genuine excellence in research, they must also demonstrate high competence in teaching and service. For candidates seeking to be tenured based on genuine excellence in teaching, they must also demonstrate high competence in research and service.

Each department will provide its own clear, written criteria for the evaluation of genuine excellence and high competence in research, teaching and service, working within the parameters laid out by the College, the Provost, and the Faculty Handbook. Expectations and guidelines for research will vary within the College because of the range of disciplinary norms and practices. However, in general, genuine excellence implies that the work (whether scholarship or teaching) be recognized by national or international leaders in the discipline to have a positive impact on the field, as detailed in this *College PTR Manual*. Departments should take care that departmental guidelines do not contradict the College ones and are not less rigorous. Revised departmental guidelines and their effective dates should be provided to the chair of the College Promotion, Tenure and Renewal (PT&R) committee by December 1 each year. All department and college guidelines will be posted electronically in a central location that faculty can access.

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1. GENERAL GUIDELINES

A. Timing of PTR applications

Third-year renewal dossiers are submitted after completing 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 CPH 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 Public Health.

Associate Professors preparing to apply for promotion to (full) Professor are directed to review the specific criteria for promotion to that rank in the Faculty Handbook and their LAU’s PTR guidelines and seek consultation, as necessary. If an application is not successful, the applicant must wait two years before applying again.

In the event faculty are asked to approve a candidate for a tenured appointment, the Associate Dean for Faculty and Staff Affairs and PT&R Chair shall determine an appropriate schedule for expedited review of the candidate. The review will be completed as soon as reasonably possible – keeping in mind that all tenure decisions must be approved by the Provost’s Office and supported by the President’s Office prior to being sent to the Board of Visitors for approval.

A.1. Tenure Clock Extensions due to Extraordinary Circumstances

In spring of 2020, the Provost identified COVID-19 as a situation falling within the domain of extraordinary circumstances.

- All tenure-track individuals may seek to extend their tenure clock by one year by notifying their local academic unit head as soon as possible, but no later than May 1 of the year in which they intend to seek promotion and/or tenure.
- All tenure-track faculty hired between August 2018 and June 30, 2021 may seek to extend their third-year contract renewal by one year by notifying their local academic unit head as soon as

possible, but no later than August 25 of the academic year in which their renewal decision would have been made.

This COVID-19-related extension can be used only once and counts as one of the maximum three that is allowed during the tenure-line process. The candidate is referred to the Provost instructions regarding the contents of the letter requesting consideration due to extraordinary circumstances. Faculty members who have requested this tenure clock extension due to extraordinary circumstances must not be held to higher standards by reviewers, whether those reviewers were solicited to serve as external reviewers or are part of Mason's internal review process.

A.2. Tenure Track Contract Extensions

A full description of circumstances under which a tenure track contract extension may be provided is described in Section 2.7.4 of the *Faculty Handbook*. Further, a full set of definitions and extension-related procedures is described in the Handbook, with additional details provided on the Provost's website. Illustrative examples of extension circumstances include birth, adoption, or foster placement of a child, personal serious health condition or serious health condition of an immediate family member, and military service, among others. In addition, extensions may be granted for Other Extraordinary Circumstances, for example, the COVID-19 pandemic. Requests for extensions are made by the faculty member, in writing, to his or her local academic unit head with the appropriate justification and must meet deadlines set by the Provost Office.

A.3. 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.

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 to the department chair up to five names (detailed below) of eligible potential external reviewers .
- Optionally, submit to the department chair the names of one or two individuals to exclude as potential external reviewers.

- Optionally, submit to the department chair the names of up to two eligible collaborators (detailed below) whose letters are included as part of their brief dossier for external review.
- Submit a dossier containing the required information and materials, as specified in the Provost's letter and the department's PTR guidelines.

C. Committee Structure and Procedures

C.1. Departmental PTR Committees within CPH

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

C.1.1. Membership

All tenured members of the department are required to serve as active members of their department PTR committees, unless department bylaws specify other membership rules, such as a sabbatical or study leave. Department chairs and administrative faculty (such as the Dean and Associate Deans) are not eligible to be members of departmental PTR committees.

The *Faculty Handbook* states 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 CPH 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 whom will be from other departments within the College of Public Health, will be selected by the CPH PTR Committee, in consultation with the department chair, 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 CPH 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 Public Health will be selected by the CPH PTR Committee, in consultation with the department chair, to serve as *ad hoc* committee members. When there are only two tenured members (or in the case of promotion to Professor, only two Professors), one additional member from other

departments within the College of Public Health will be selected by the CPH PTR Committee, in consultation with the department chair, to serve as an ad hoc committee member. The committee chairperson will be an eligible committee member from the candidate's department when possible.

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 renewal as it relates to research, teaching, and service. The department guidelines may be more specific than described in the *College PTR Manual* and the *Faculty Handbook*.

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

C.1.3. Letters

In order for a Committee to take official action on a candidate's request for promotion or tenure, all members of the standing and/or ad hoc committee must be present, either physically or by teleconference, for the discussions and must vote on the dossier. The letter documenting the final recommendation of each committee must document the Committee members in attendance. The letter must also document the Committee's deliberations on each of the individual criteria (scholarship, teaching and service) as well as the overall recommendation regarding the final action.

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.

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 outlined in the *College PTR Manual* and applied appropriately 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. It is expected that specific judgments about genuine excellence in teaching be based on criteria outlined in the *College PTR Manual* and applied appropriately to the candidate's discipline and field of study.

C.2. CPH PTR Committee

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

C.2.1. Membership

The CPH PTR Committee is composed of one tenured faculty member elected by each department, as per the CPH bylaws. A term is two academic years in duration, as defined by the *College Bylaws*. In the case of promotion to (full) Professor, when there is not a minimum of three (3) tenured (full) Professors sitting as regular members of the CPH PTR Committee, the CPH PTR committee will select (full) Professors from within the College of Public Health to serve as *ad hoc* committee members.

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) chairs the meetings, (3) maintains meeting minutes that document attendance records and the results of any Committee votes, and (4) submits the Committee's letters to the Dean, the candidate, and others as outlined in the schedule in the Appendix. 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 member 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 at least three (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 should not be present for the discussion or the vote on the candidates from their own department.

Only (full) Professors can review the dossiers of and vote on candidates for promotion from Associate Professor to (full) Professor.

C.2.4. Letters

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

- “The Committee recommends (X for, X against)”, if a majority of the Committee members voted “in favor.”
- “The Committee recommends against (X for, X 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 [College] committee with appropriate justifications.” The final version of the recommendation letter will be approved by all members of the Committee eligible to vote on the case. All Committee members will sign the letter with the specific understanding that the signature

does not imply agreement with the decision. The signatures will indicate that the members were in attendance, participated in the discussion and deliberations, and agreed 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. A copy of the letter will be sent by the Committee Chair to the candidate and the Dean and others according to the schedule listed in the Appendices.

2. DOSSIER GUIDELINES

The candidate's dossier must be submitted to the Dean's office per university protocol according to the schedules listed in the Appendices. The candidate may submit an updated CV prior to internal review. However, no additional materials may be added to the dossier or amended during the review process. All materials in the dossier must be submitted electronically per university protocol.

In addition to any required contents outlined each year in the Provost's memo, the dossier may also include additional evidence supporting research productivity (such as grant review summaries) and additional evidence supporting teaching effectiveness. Letters of support from colleagues, students, and others will not be included in the dossier, with the exception of reports based on formal peer and student review processes.

In addition to the Research and Teaching statement which includes future plans in the candidate's area of excellence and which may not exceed eight pages, the dossier should include a separate Service statement of no more than one page to support high competence in Service. The Service statement should include program, department, college, university, and national and international professional service as per department norms.

Research Narrative: The research portion of the candidate's personal statement should provide an overview of the candidate's line of research and include a theoretical or conceptual framework from which lines of inquiry and sequential progression of projects and publications are implemented and disseminated. For a candidate seeking tenure base on genuine excellence in research 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. Further, the candidate should describe how the manuscripts and projects, planned and underway, contribute to their overall research program and its future direction. The candidate may also discuss the contribution of research grants and extramural funding on which they are principal or coinvestigator to the specific line of research and connect specific publications to current and future grant applications. Last, progress in obtaining extramural funding should be addressed. For unfunded applications, candidate may wish to

provide comments in their research statement on their plan for moving forward with their program of research.

Research Publication Summary: The full dossier is strongly encouraged to include a summary table or figure of major publications with metrics (e.g., bibliometrics, such as h-index, or rankings supported by the discipline), the degree to which the research has influenced publications in the field, the quality of the journal in which the work is published, and receipt of external support for the candidate's research.

Teaching Narrative: The teaching portion of the candidate's personal statement should provide an overview of the candidate's teaching philosophy. For candidates seeking tenure based on genuine excellence in teaching this overview should include a theoretical or conceptual framework for their pedagogical approach from which course materials, publications arise and are disseminated and should include a well-developed description of the overall impact and novelty of the work to date as well as the significance of accomplishing the candidate's foreseeable teaching goals. Innovative teaching methods and participation in professional teaching activities at the national or international level can be included. Further, the candidate should describe how his/her work is recognized by the discipline as having national/international impact in a manner parallel to that required for genuine excellence in research. The candidate may also discuss the contribution of training or conference grants or other extramural funding on which they are principal or coinvestigator connect these to specific teaching artifacts or publications. Last, plans for sustaining and building their teaching scholarship should be addressed.

3. TIMELINE

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

4. CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

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 high competence in teaching, research, and service, while demonstrating genuine excellence in either teaching or research.

B. Criteria for Appointment without Term (“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 as Associate Professor in CPH. Candidates applying for “without term” status must demonstrate “genuine excellence” in either teaching or research, and at least “high competence” in teaching, research and service.

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.

While not requiring the demonstration of external reputation needed for genuine excellence, high competence in research requires significant contribution to research, demonstration of external reputation, publication and novel scholarly contribution. Assessment of research is more comprehensive than evaluating peer-reviewed publications. Candidates should present a dossier with diverse evidence of research impact and peer-review.

In addition each local academic unit will offer its own clear, written criteria for the evaluation of genuine excellence and high competence in research, within the context of the parameters laid out by the College, the Provost, and the Faculty Handbook.

CPH particularly recognizes the following as potential indicators of high levels of research. This list is intended as potential evidence. The quality and quantity of the evidence will determine genuine excellence or high competence, commensurate with rank.

- Journal publications
- Publications in peer-reviewed academic journals
- Publication in well-respected or ranked journals in the discipline
- Publications in the candidate’s discipline’s top journals
- First or Senior authorship, as customary in the discipline
- Peer-reviewed academic conference proceedings, as customary in the discipline

- Principal Investigator on research projects, or Co-Investigator on projects in which the faculty member's contribution provide a unique and important scientific contribution to the research that extends the impact and value of the research project
- Active pursuit of extramural funding to support the scholar's research program. Funding from training grants is generally considered under teaching, unless a clear link to the candidate's research is established.
- Internal award or seed funding to support the scholar's research program, as evidence of an emerging program of research
- Peer-reviewed professional research conference presentations
- Invited scholarly presentations
- Evidence of social impact (e.g. research to inform guidelines, practice, or policy)

Teaching: As per the *Faculty Handbook*, genuine excellence in teaching for candidates applying for tenure and promotion to the rank of associate professor requires “evidence that the candidate’s contributions have influence beyond the immediate classroom.” Further, candidate should demonstrate influence of their pedagogy beyond the University. Candidates for genuine excellence in teaching are expected to present evidence of national and/or international engagement and/or reputation for their teaching and curricular expertise. Genuine Excellence in teaching does not rest solely on classroom efforts (e.g., good student evaluations); those seeking promotion and tenure on the basis of genuine excellence in teaching should be prepared to present a substantial case regarding the impact and reputation of the candidate’s pedagogy beyond Mason and the Mason classroom. The Provost criteria for evaluating genuine excellence in teaching are available at <https://provost.gmu.edu/evaluating-excellence-teaching>).

While not requiring the demonstration of external reputation needed for genuine excellence, high competence in teaching requires demonstration of clear, appropriate, and efficacious course materials, methods and presentations, mentorship, and evidence of successful student learning outcomes. Assessment of teaching for this criteria is more comprehensive than looking only, or primarily, at student evaluation of teaching scores.

In addition, each department will offer its own clear, written criteria for the evaluation of genuine excellence and high competence in teaching, within the context of the parameters laid out by the College, the Provost, and the Faculty Handbook. Candidates should present a dossier with diverse evidence of teaching effectiveness; the Provost’s Required Promotion and Tenure Dossier Template

provides examples of such evidence. Candidates are encouraged to consult the Stearns Center for Teaching and Learning for further guidance on demonstrating effective teaching.

CPH particularly recognizes the following as potential indicators of high levels of teaching. . This list is intended as potential evidence. The quality and quantity of the evidence will determine genuine excellence or high competence, commensurate with rank.

- Development and dissemination of novel and creative instructional materials
- Receipt of teaching awards
- Evidence of new courses, curriculum development and active participation in curriculum development
- Evidence of assessment of impact and subsequent adjustment of teaching practices
- Peer-reviewed publication of pedagogical materials or mentorship approaches
- Textbooks and textbook materials that make novel contributions in the discipline
- Teaching-related extramural funding, such as training, conference or student impact grants
- Presentations at national or international conferences on pedagogical methods
- Evidence of leadership in professional education
- Mentorship, service on doctoral dissertation committees, master's thesis committees, and supervision of research and practice projects (including undergraduate).

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. As candidates progress toward higher ranks within the college, there should be a commensurate, demonstrated level of engagement with service at all levels. Candidates seeking promotion to Associate Professor without Term must achieve a minimum of "high competence" in service.

CPH particularly recognizes the following as potential indicators of high levels of service:

- Active engagement in department committee(s)
- Participation in departmental or college special events and activities
- Service on college committees or other participation in college activities
- Service on university committees or other participation in university activities
- Peer review activities including reviews for scientific journals, ad hoc or standing members of grant review committees, and invitation to review departments or programs.

- Elected leadership positions within professional societies and academies
- Election to professional societies and academies
- Organizing scholarly events in the discipline, such as special conferences
- Service on advisory boards or expert panels
- Service on graduate thesis and/or doctoral committees
- Membership on editorial review board(s)
- Leadership role(s) in professional societies
- Activity in the local community

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 and continuing external reputation in the primary field, based on consequential achievements in teaching, research and scholarship, or professional activities directly related to teaching and research and scholarship.” Candidates seeking promotion to Professor must therefore demonstrate maintained “genuine excellence” in either teaching or research, and at least “high competence” in teaching, research, and service. Generally, such evidence is provided by work performed since promotion to the rank of Associate Professor and/or since receipt of tenure.

Research: Candidates for promotion to Professor under “genuine excellence” in research must 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 “high competence” level of service. The type of evidence used to support the assertion of genuine excellence or high competence is similar to that used to support promotion to Associate Professor.

Teaching and Education: Candidates for promotion to Professor under “genuine excellence” in teaching must demonstrate evidence of significant impact beyond the University that is more substantial than necessary to achieve tenure or promotion to the rank of Associate Professor. Additionally, such candidates will be expected to provide evidence of successful research consistent with at least “high competence” in research. Candidates must also sustain a “high competence” level of service. The type of evidence used to support the assertion of genuine excellence or high competence is similar to that used to support promotion to Associate Professor.

6. TENURE AT THE TIME OF APPOINTMENT

If a candidate is to be appointed without term, the appointment procedure is conducted as specified in the Faculty Handbook for competitive or non-competitive appointments. Following an affirmative decision to appoint, the eligible faculty consider whether to recommend tenure in a first-level review in conformance with Faculty Handbook Procedures for Promotion and Tenure. The recommendation is then sent to the second-level college promotion and tenure committee.

For candidates with or without tenure in another institution at least five independent external letters from recognized experts in the candidate's field must be requested. The candidate may propose 40% of the experts and may also name up to two experts who should not be selected. A letter of recommendation submitted as part of the position application materials may be used towards one of the external letters. The candidate shall provide a statement not to exceed 8 pages regarding teaching/mentoring and research, including future plans; a curriculum vita; and an employment chronology. These materials will be shared with external reviewers. Candidates to be appointed without term are held to the same standards as other candidates in that department.

7. RENEWAL

The third-year renewal 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. Renewal dossiers will be similar to promotion dossiers except that renewal 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 renewal has different due dates than the promotion and tenure review. Dates are available in the Appendices. Candidates will declare their intentions to their department chair to either pursue excellence in research or excellence in teaching no later than the end of their second year.

8. EXTERNAL REVIEWER QUALIFICATION AND SELECTION PROCESS

The Associate Dean for Faculty and Staff Affairs (or their 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. Efforts will be made to ensure that external reviewers for candidates pursuing genuine excellence in teaching are also expert leaders in pedagogical research and scholarship.

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 co-authorship of manuscripts with a large number of coauthors). Candidates may also submit to the department chair the names of one or two individuals to exclude as potential external reviewers. 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. Candidates for promotion and/or tenure are eligible to recommend up to 40% of the external referees and may request up to two referees who should not be contacted.

In addition to the five external reviewers candidates may, in exceptional circumstances, include up to two external evaluations from collaborators as part of their brief dossier for external review. The collaborators cannot count toward the required 5 external reviews, but are in addition to what is required. In these instances, collaborators should be asked to document the extent and nature of the candidate's individual contributions to the collaborative work, rather than to evaluate the quality and importance of a shared work. The relationship to the candidate and their work must be clearly articulated. No more than two of these letters will be allowed.

The Associate Dean for Faculty and Staff Affairs will assure that all letters are received per dossier protocol. Candidates must attest 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 signature.

9. POST TENURE REVIEW

The primary objective of post tenure review is to provide appropriate sanctions for faculty whose performance remains unsatisfactory. Tenured faculty members who receive two overall

unsatisfactory annual evaluations by their department in any four- year period will be required to undergo a peer evaluation proceeding as specified in the Faculty Handbook. The CPH PTR Committee will serve as the Evaluation Committee in the event of a post tenure review. Details of the post tenure review procedures are outlined in the Faculty Handbook.

APPENDICES

Table 1. CPH 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; normally this is during the fifth year for Assistant Professors on the tenure-track in CPH
Candidate	The candidate submits list of possible external peer reviewers to Chair.	April 15
Dean (or designee)	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 designee)	If applicable, candidate is notified that there are less than 3 tenured members in the department.	July 1
Dean (or designee)	Research dossier is sent to external reviewers.	July 1
Candidate	The candidate submits full dossier to Dean's office.	August 15
Dean (or designee)	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 provided to the candidate, the Chair, and the Dean.	October 15
Dean (or designee)	The full dossier, including review letters, is made available to the Chair.	October 15
Chair	The Chair's recommendation letter is provided to the candidate, the first-level review committee, and the Dean.	November 1
Dean (or designee)	The full dossier, including review letters, is made provided to CPH PTR Committee.	November 1
College PTR Committee chair	The CPH PTR Committee's recommendation letter is provided to the candidate, the Dean, the candidate's Chair, and the first-level review committee.	December 1
Dean of CPH	The Dean's recommendation letter is submitted to the Provost, with copies to the candidate, the candidate's Chair, the first-level review and College PTR committees.	January 15

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

Responsible Person	Action	Deadline
Candidate	Candidates declare their intent to either pursue genuine excellence in research or teaching to department chair.	April 15 of the second year on the tenure-track in CPH
Chair	The Chair meets with the candidate to review dossier guidelines and timeline.	April 15 during the second year on the tenure-track in CPH
Dean (or designee)	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 CPH
Dean (or designee)	The full dossier is made available to first-level committee.	October 1
First-level committee chair	The first-level committee recommendation letter is provided to the candidate, the Chair, and the Dean.	November 1
Dean (or designee)	The full dossier, including review letters, is made available to the Chair.	November 1
Chair	The Chair's recommendation letter is provided to the candidate, the first-level review committee, and the Dean.	December 10
Dean (or designee)	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 provided to the candidate, the Dean, the candidate's Chair, and the first-level review committee.	February 1
Dean of CPH	The Dean's recommendation letter is submitted to the Provost, with copies to the candidate, the candidate's Chair, and the first-level and College PTR committees.	March 1