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TENURE AND PROMOTION PROCEDURES
DEPARTMENT OF INSTRUCTION AND TEACHER EDUCATION
Approved by ITE Faculty 1/7/00

USC's College of Education is the only teacher education institution in the country which is an invited member of three of the nation's most active, innovative and prestigious organizations dedicated to the simultaneous renewal of teacher education and K- 12 education: (1) the Holmes Partnership of research universities, PreK-12 schools, and community organizations; (2) John Goodlad's National Network for Educational Renewal; and (3) the National Education Association-Teacher Education Initiative (NEA-TEI). As a professional school, with all programs accredited by the National Council for the Accreditation of Teacher Education (NCATE), the College of Education has a special responsibility to its constituency, especially that within South Carolina. A network of Professional Development Sites (PDS) has been established to facilitate the simultaneous renewal of teacher education and K- 12 education. Building the collaborative constituent relationships required to establish and maintain the PDS network is demanding, time-consuming, and critical to the goals of educational renewal.

This document, in conjunction with the University Faculty Manual, constitutes a uniform set of procedures to be followed by the Tenure and Promotion Committee within the Department of Instruction and Teacher Education in the College of Education as it makes recommendations for tenure and promotion through appropriate channels to the University Committee on Tenure and Promotion. This process will be accomplished by the Tenure and Promotion Committee herein described.

- I. **Tenure and Promotion Committee:** This Committee is composed of all tenured faculty members within the Department of Instruction and Teacher Education and is charged with the decision-making process as it pertains to departmental faculty members who are seeking tenure at the associate professor or professor levels and/or promotion. Members of the Tenure and Promotion Committee will be eligible to vote as follows:

All tenured faculty members are eligible to vote on candidates seeking tenure at the assistant professor level.

All tenured associate professors and tenured professors are eligible to vote on candidates seeking tenure at and/or promotion to the associate professor level.

All tenured professors are eligible and expected to vote on candidates seeking tenure at and/or promotion to the professor level.

Note: Concerning the composition of the sub-committees within the Tenure and Promotion Committee, tenured faculty members of the appropriate rank who are in residence are automatically included as members. In addition, those who are on sabbatical, sick leave, etc., may choose to serve and should communicate such a decision in writing to the Committee Chairperson. Two-thirds of the membership of the Tenure and Promotion

Committee will constitute a quorum. Sub-committees will require a minimum of five members voting on tenure and/or promotion applications.

***Note:** If any one of the sub-committees within the Tenure and Promotion Committee has fewer than five tenured members at the associate professor or professor rank, the sub-committee will nominate a slate of faculty from the College of Education who possess the relevant expertise to properly evaluate the candidate's file. The Dean of the College of Education will designate committee members from the sub-committee's slate.*

II. Committee Functions

The members of each of the Committees will participate in the decision-making process as follows:

- 1) Elect a tenured professor as Committee Chairperson by the April departmental meeting.
- 2) Examine the file of each candidate for whom the Committee member is eligible to vote and evaluate the candidate against criteria appropriate to the decision to be rendered.
- 3) Complete where appropriate (see note) the Initial Evaluation Form on each candidate and attend and cast a secret ballot at the voting meeting. Only under unusual circumstances (see note) will a Committee member be allowed to cast an absentee ballot. This privilege is at the discretion of the Committee Chairperson.

***Note:** The phrase "where appropriate" as used above refers to eligibility to vote, i.e., Committee members of equal or higher rank are eligible to vote on tenure requests and members of higher rank are eligible to vote on promotion requests.*

***Note:** The phrase "unusual circumstances" refers to persons on sabbatical or sick leave, conducting professional duties out-of-state, on assignment to a foreign country, or dealing with family emergency, etc.*

III. Responsibilities of the Tenure and Promotion Committee Chair and Candidate

The Chair of the ITE Committee on Tenure and Promotion shall assume responsibility to:

1. Prepare an official list of individuals applying for tenure and/or promotion indicating the nature of the application. This list is to be submitted to the Office of the Provost by the deadline indicated in the University T/P calendar.
2. Call a special meeting of departmental faculty to review and re-affirm departmental criteria and procedures pertaining to tenure and promotion.

3. Submit the names of candidates and the decision to be rendered (tenure and/or promotion) to all members of the Department faculty.
4. Establish departmental deadlines in coordination with the University Committee on Tenure and Promotion calendar of deadlines.
5. Meet with applicants to provide specific guidance in the areas of:
 - a. deadlines;
 - b. categories of support to be solicited and recommendations for outside reviewers;
 - c. specific responsibilities of the chair of the T/P Committee; and
 - d. specific responsibilities of the candidate.
6. Arrange for a peer review of teaching, including teaching observation and course materials review. The Committee Chairperson may elect to solicit from the candidate a complete class roll from one class taught, with an enrollment of 15 or more during the last two years as an element of the peer review process. The Tenure and Promotion Committee Chair will send an evaluation form to each student on the list and summarize the response to be included in the tenure and promotion file.
7. Appoint an official secretary and maintain a written file documenting Committee business, not to include confidential information such as vote counts.
8. Seek names of outside specialists in the candidates' fields from whom a review may be requested (see section VI, 5 a).
9. Prepare departmental letters, evaluation forms, and stamped, self-addressed envelopes to be used in requesting evaluative information from students, outside reviewers, and outside referees.
10. Establish a file for each candidate for the collection and organization of confidential information. Receive and organize statements from outside referees, outside reviewers, and students.
11. Provide official folders for binding the confidential files. Note: Office of the Provost directs the selection of folders.
12. Prepare working ballots for use in the departmental review of each candidate's application. Note: Each action considered requires a separate ballot.
13. Reserve a securable space for faculty use when reviewing candidates files. Seek authorization for the Department Chair's secretary to supervise the check-out process and monitor the security of the files.
14. Review carefully each candidate's completed file with respect to organization, form, and appearance. Give feedback on the quality of the overall preparation of file.

15. Add to each candidate's file supporting documentation from referees, references, and colleagues.
16. Prepare for and monitor faculty review of folders:
 - a. establish check-out system for files;
 - b. provide working ballots and direct faculty on evaluations to be prepared for each candidate; and
 - c. notify faculty of the date, place, and times during which files will be available for review.
17. **Prepare and present**, prior to the official faculty vote,
 - a. a summary of course evaluations for the time span designated for each rank, and
 - b. tabulate faculty initial evaluation forms (IEF) ballots and average across all items for each candidate.
18. Organize and chair a meeting to conduct the official faculty vote(s) on each candidate using the official UTPC ballot, and prepare a statement reporting the results.
19. Communicate in writing to the candidate the Committee's decision (exclusive of the actual vote count) on his/her application for promotion or tenure. In the event of a negative vote, the Committee Chairperson will inform the candidate that he/she may appeal the Committee's decision. This written appeal should be directed to the Committee Chairperson.
20. Forward to the Department Chairperson the files and vote counts of those candidates receiving positive recommendations and those appealing negative decisions prior to the deadline mandated by the University calendar. The Committee Chairperson will insert the ballots and written rationale supporting them in the files before they go forward.
21. Prepare an annual report for the Dean of the College of Education to include: (a) tenure and/or promotion requests made to the Committee; (b) Committee decisions regarding these requests; (c) an indication of appeals of negative decisions; and (d) a listing of those faculty members who are non-tenured or hold rank below professor (or both) who declined to seek tenure and/or promotion.

Committee of the Whole Responsibility

Eligible faculty members are responsible to:

1. Review and affirm departmental Tenure and Promotion Criteria and Procedures **annually**.
2. Review each candidate's file carefully and vote. Each faculty vote shall be accompanied by a substantive and carefully considered rationale. Vote justifications shall be tied directly to the unit criteria.

3. Review annually ITE tenured and tenure-track faculty and make recommendations regarding their professional work and progress toward reappointment, promotion, and tenure through the Annual Performance Review Committee which functions as a sub-committee of and is elected by the Committee of the Whole.

Candidate Responsibility

Each candidate will:

1. Advise the Department Chair in writing of his/her decision to apply for tenure and/or promotion.
2. **Attend a called faculty meeting** to re-affirm Tenure and Promotion Criteria and Procedures.
3. Attend a meeting called by the Chair of the ITE Committee on Tenure and Promotion to review and clarify various aspects of the tenure/promotion process.
4. Provide the Chair of the ITE Committee on Tenure and Promotion a typed list of three specialists in the field, complete with mailing addresses, from which outside referees may be selected. Provide a typed list of five individuals from outside the University who know the candidates' work and could be asked to write letters of reference.
5. Select and package (in compliance with U. S. Postal specifications) scholarly products to be mailed to reviewers once they have been selected by the appropriate individual(s).

IV. General Framework

Listed below are major elements within the general framework of the Tenure and Promotion process.

- 1) At least one month prior to consideration, the Dean of the College of Education will notify (a) all non-tenured faculty members that they will be considered for tenure, and (b) all faculty members below the rank of professor that they will be considered for promotion. Faculty members so notified will be considered as candidates for tenure and/or promotion unless they decline, in writing, prior to the announced deadline. Such letters should be directed to the Chairperson of the Tenure and Promotion Committee. Decisions to decline seeking tenure and/or promotion will be without prejudice for future consideration. A faculty member may not decline to seek tenure in the year that a decision must be made regarding his or her tenure.
- 2) All candidates for tenure and/or promotion have the responsibility of ensuring (a) that their vitae are current, (b) that their files contain the materials that are relevant, and (c) that the Committee Chairperson receives the file on or before the deadline for submitting it. The Committee Chairperson will provide advice and assistance in the creation of the file if requested to do so by the candidate. Upon receipt of the file the Committee Chairperson will affix to the inside front cover of the file a copy of the criteria relevant to the candidate's request. The criteria will be preceded by the following introductory statement:

Listed below are the criteria relevant to the tenure or promotion request made by the candidate. All evaluations of the candidate are to be based on the relationships between the evidence in the file and these criteria.
- 3) The Department faculty, as appropriate, make initial (see [1] below) recommendations according to the Mechanics of Decision-Making specifications described below. Positive recommendations will require that more than 50 percent of the individual ballots cast were "yes" votes (abstain votes will not be counted in this reported ballot); therefore, a tie vote will not constitute a positive recommendation. All Committee deliberations regarding decision-making are confidential. The Committee Chairperson will notify candidates of Committee decisions regarding their applications. The actual vote count is NOT to be reported to the candidate.
- 4) A candidate may appeal a negative decision. A candidate's decision to appeal shall in no way prejudice future consideration.
- 5) Files of candidates who receive positive recommendations, with all ballots and written justifications, are forwarded through normal administrative channels by the Committee Chairperson. The files of candidates who appeal also will be sent forward by the Committee Chairperson and will follow appropriate channels for endorsement to the President of the University.

- 6) In any matters not covered specifically herein, the Department of Instruction and Teacher Education will adhere to rules and policies included in the USC Faculty Manual.

V. Mechanics of Decision-Making

Although different sets of criteria will be applied by sub-committees involved in decision making, all will arrive at these decisions by following the process described herein.

Initial Evaluation Process

- 1) Each eligible Committee member, in an initial independent review of a candidate's file, will seek evidence of quality of performance in each of the three primary functions of the Department: (a) teaching, (b) scholarship, and (c) service. At this time, the Committee member will complete an Initial Evaluation Form (IEF) in which he or she rates the candidate's performance in each of the sub-categories under teaching, scholarship and service. The Committee member is encouraged to include a written rationale for these evaluations on the IEF. Completed IEF's must be submitted to the Committee Chairperson by a set deadline and should be hand delivered in a sealed, unsigned envelope inside a sealed, signed envelope identified as to contents.
- 2) In order to maintain anonymity and confidentiality the Committee Chairperson will unseal the envelopes only when they have been received from all eligible Committee members. After removal from the "outer envelopes," the "inner envelopes" will be shuffled before opening. All ratings made by the voting members on each candidate in each of the functions (teaching, scholarship, service) will be addressed separately.

Final Voting

- 1) At the "voting meeting," the Committee Chairperson will first determine that a quorum exists and then present the ratings for each function to the appropriate groups.
- 2) After a presentation of the ratings for each candidate, the Committee Chairperson will present biographical information on the candidate, indicate whether the candidate is in the year that a decision must be made regarding his or her tenure, review the ratings, summarize any written comments from the IEF's, review the criteria and standards which apply to the decision, and open the floor for discussion.
- 3) When discussion has ceased, the Committee Chairperson will distribute a set of ballots appropriate to the decision in question. The ballot will allow the Committee member to vote "yes," "no," or "abstain" and will have an ample space for the written rationale. The ballot will contain the name of the candidate and the nature of the decision regarding tenure or promotion. Only "yes" and "no" votes will be counted in determining whether a recommendation is favorable or unfavorable. A record of all votes will be forwarded as

explained in the Faculty Manual. A favorable recommendation will require that more than 50 percent of the "yes" - "no" votes cast were "yes."

- 4) When the voting on each case is complete, two Committee members assigned by the Chairperson will collect the secret ballots and supporting rationale in separate envelopes, count the ballots and report the results to the Chairperson. All voting members of the Committee are required to supply their written justifications to the Committee Chairperson within five working days of the final vote.
- 5) The Committee Chairperson will announce the results, remind the Committee of the confidentiality of the proceedings, and call for adjournment, at which time the members are free to leave the meeting.

VI. Guidelines for Candidates

The following points serve as "internal clarifications" of the university-wide guidelines:

1. Each candidate must use the folder provided by the Dean's office as the primary file. Any other type folder may be used for the secondary file.
2. Peer review of teaching will be conducted by the Committee Chairperson or his/her designate, including teaching observation and course materials review, and included in the file.
3. The Committee Chairperson may elect to solicit from the candidate a complete class roll from one class taught, with an enrollment of 15 or more, during the last two years as an element of the peer review process. The Tenure and Promotion Committee Chair will send an evaluation form to each student on the list.
4. Additional timelines and application forms are available from the secretary in the Office of the Department Chair of Instruction and Teacher Education.

5. Supporting Documentation by Professionals

a. Referees from Outside of the USC System - Scholarly Products

The Department requires at least five external evaluations of a candidate's scholarly or creative achievements or other professional activities. Fewer than half of the referees may be selected by the candidate. The external written evaluations should not be solicited from the candidate's dissertation advisers, co-authors, or colleagues with whom the candidate served at other institutions. Letters to external referees should include the following language:

We are including a copy of the unit criteria along with materials that we are asking you to evaluate according to these criteria. Specifically, we request your opinion of

the strengths and weaknesses of the material. We also solicit your opinion of the importance of this faculty member's contribution to scholarship in the discipline.

We would also appreciate a statement describing your relationship, if any, with this candidate.

Please be advised that the University cannot guarantee the confidentiality of letters prepared by external referees. The University will maintain the confidentiality of your letter to the extent allowed by South Carolina law.

The candidate will provide a "mail ready" package of scholarly materials and publications for each referee. (The candidate may include a personal statement.) The T/P Committee Chair will mail the packages, a set of departmental Criteria, and an accompanying letter requesting an "objective" evaluation and an abbreviated vita from each of the five referees selected.

b. References Solicited by the Committee

Each candidate should submit a list of no more than five names from whom the Tenure and Promotion Committee chair will solicit letters of support. These letters may be from inside or outside the University or any combination thereof.

c. References Solicited by the Candidate

Each candidate may personally request letters of support from a maximum of five individuals. The names of individuals contacted by the candidate should be submitted to the Tenure and Promotion Committee Chair and reflected appropriately in the candidate's application.

d. References Solicited from the College of Education

Subsequent to faculty members having declared themselves as candidates for T/P consideration, the Tenure and Promotion Committee Chair will send a memo to all College of Education faculty inviting unsolicited letters related to the candidate's application.