

College of Social Work
Tenure and Promotion Procedures and Criteria

Approved by Provost and University Committee on Tenure and Promotion
April 2001

Tenure and promotion procedures are set forth in *The Faculty Manual* of the University of South Carolina. Though *The Faculty Manual* provides guidelines for department and college policy, it is the responsibility of each college to formulate specific procedures and criteria for tenure and promotion. This document details the procedures and criteria to be used by the College of Social Work to implement University guidelines.

The College of Social Work is committed to the policy and practice of affirmative action and equal opportunity in education and employment for all qualified persons regardless of race, color, religion, gender, national origin, age, disability, or sexual orientation.

Procedures for Tenure and Promotion

I. Right to Be Considered

Each year all untenured faculty are considered for tenure and all faculty below the full professor rank for promotion unless the candidate waives this right. A candidate may waive the right to consideration by submitting to the dean in writing his/her desire not to be considered. However, a faculty member may not waive his/her candidacy in the decision year.

II. Tenure and Promotion Committee Composition

The College has a tenure and promotion committee of the whole comprised of all tenured faculty of the College. All tenured faculty of a rank equal to or higher than that of the candidate will comprise the tenure and promotion committee to evaluate faculty for tenure. All tenured faculty of higher rank than the candidate will comprise the tenure and promotion committee to evaluate faculty for promotion.

No committee may have fewer than five members. The College will add members of appropriate rank and tenure from other academic units of the University when this minimum number is unavailable from its own faculty. The dean of the College shall not serve as a member of the committee.

A chairperson and a secretary of the committee are elected by majority vote of the committee of the whole for a two-year period. Both must be tenured full professors. If the chairperson is unable to fulfill his/her duties, the secretary will do so.

III. Duties of the Chairperson

The chairperson is responsible for the following duties:

1. Call meetings as necessary to conduct committee business.
2. For any candidates who requests this, appoint a committee member to assist in preparing their files.
3. Select committee members to summarize candidates' teaching evaluations.
4. Maintain the security of files.
5. Oversee selection of referees, secure letters from candidates' referees, and add such letters to candidates' files.
6. Make files of the candidates available to all eligible faculty for examination and maintain a log which faculty members must initial to indicate their having reviewed the files (accomplished through the dean's secretary).
7. Conduct the voting meeting prior to the deadline mandated by the University calendar.
8. Arrange for any absentee voting, including voting by faculty on sabbatical.
9. Forward completed files and ballots to the dean.
10. Notify candidates of committee decisions, whether positive or negative.
11. If the vote is positive, notify College faculty and invite them to submit letters before a candidate's file goes forward.
12. Keep adequate files of the tenure and promotion committee, including past and current minutes, criteria and procedures, information on referees, University documents related to tenure and promotion, and letters. In addition, assure that any letters or other materials that must remain confidential are filed in a manner and place that ensures confidentiality.

IV. Assembling the File

It is the responsibility of the candidate to assemble his/her file, which must be assembled according to the format distributed by the provost's office. At the request of a candidate, the committee chair shall appoint a committee member to be available to assist the candidate in preparing his /her file according to the correct format. The candidate should submit the file to the committee chair for review before the final submission.

The candidate will prepare one complete file for College and University tenure and promotion committee review and five files for review by referees. The complete file prepared by the candidate must include at a minimum

- a. criteria under which candidate is to be reviewed
- b. updated curriculum vitae
- c. student and peer evaluations of teaching performance
- d. copies of publications and other scholarly efforts

In addition it may include

- a. supporting documentation
- b. letters of reference
- c. creative works
- d. annual peer reviews
- e. annual administrative reviews
- f. any additional information the candidate chooses to include

The candidate must deliver the complete file and five copies for review by external referees to the office of the dean by the due date specified on the current University tenure and promotion calendar. The chairperson of the College tenure and promotion committee should be notified by the candidate that this has been done.

The candidate may not insert additional materials in the file after the due date.

It is the responsibility of the chairperson of the College tenure and promotion committee to add an interpretation and summary of teaching evaluations and letters from external referees to the file before it is reviewed by the committee. In addition, material information arising as a consequence of actions taken prior to the unit vote (e.g., notification of acceptance or publication of a manuscript referred to in the file, late arriving letters from referees) may be added.

Any other letters not supplied by the candidate are to be added to the file by the dean.

V. Selection of Referees and Obtaining Letters

Early in the spring semester* preceding consideration of tenure or promotion, committee members will begin to generate a list of appropriate external referees for each candidate. Suggested referees should be recognized scholars in relevant areas from peer institutions of high merit. Normally, referees will be tenured faculty of a graduate school of social work and of a rank equal to or higher than that of the candidate. Referees should be as independent of the candidate as possible. To avoid any conflict of interest, referees should not include the candidate's former instructors, dissertation directors, fellow students, colleagues with whom the candidate has served at other institutions, co-authors, or co-investigators.

Five referees will be chosen by the committee to review the files of each candidate, using the following process:

*fall semester for mid-year considerations

- a. The committee will select five referees from those suggested by committee members. The committee will also select alternates that may be contacted if any of the first five are not obtained.
- b. Referees' names will be submitted to the candidate so he/she may strike from the list any that are not independent of the candidate and might thus involve a conflict of interest. Reason for the strike should be stated briefly.
- c. If the chairperson's contacts do not result in five referees suggested by committee members that will agree to serve, the chairperson will request new names from the committee, and the process will be repeated until five referees are obtained. Approval of any referees will require a majority (at least 51%) vote of the committee.

The chairperson will send materials to referees for their review. These shall include at least

- a. criteria under which the candidate is to be reviewed
- b. updated curriculum vitae
- c. publications and other scholarly efforts

The primary role of the referee will be to review and evaluate the candidate's scholarship and research.

VI. Consideration of and Voting on Files

The tenure and promotion committee will meet to consider and discuss files in the fall before the deadline date for unit vote, based on the appropriate University tenure and promotion calendar. It is the responsibility of each committee member to carefully review the candidate's file before the meeting and to indicate so by initialing the log.

Voting

Discussion of each candidate's file will be followed by a secret-ballot vote. Committee members may vote "yes," "no," or "abstain" on each issue presented. In addition, faculty are required to give written rationale, specifically related to the criteria, to support their votes. Ballots are to be turned in to the secretary or other appointed committee member immediately.

Proxy votes are not allowed. Ballots received after the meeting will be counted as abstentions. Oral votes and votes of faculty absent from the meeting and not voting absentee will not be counted.

Absentee Voting

Any faculty member who will be on official leave (sabbatical leave or LWOP) during the proceedings of the tenure and promotion committee retains the right to vote if he/she notified the chair in writing well in advance and is familiar with the evidence. The faculty member may choose to have any or all candidates' curriculum vitae and other pertinent information mailed to him/her. Included in this mailing, if appropriate, will be ballots identical to those used by other members of the tenure and promotion committee. The faculty member on sabbatical leave may respond in writing. Copies of external referees' letters will not be mailed to the faculty member but may be read over the telephone to him/her by the chairperson of the tenure and promotion committee.

For other absences, a legitimate reason must be presented and the faculty member must be familiar with the evidence. In such cases, sealed absentee ballots delivered in advance of the meeting to the chairperson will be allowed.

Tallying the Vote

Votes will be counted by the secretary (or, in the absence of the secretary, a committee member appointed by the chairperson) and one other member. Abstentions will be recorded but not counted in the total number of votes in determining if the candidate has a majority.

A favorable recommendation for tenure or promotion requires a positive vote from at least a 51% majority of eligible voters, exclusive of those not voting or abstaining. A negative recommendation for tenure or promotion does not prejudice subsequent consideration.

VII. Post-Meeting Activities

Immediately following the meeting in which a vote is taken, the candidate's file and ballots will be forwarded to the dean.

The dean will notify candidates in writing of the recommendation of the committee. If the recommendation is favorable for tenure and/or promotion, the dean will also notify in writing all faculty and will invite them to submit letters for inclusion in the candidate's file.

The dean will forward the file, including ballots, to the provost's office.

A negative recommendation may be appealed by the candidate as specified in the *Faculty Manual*.

VIII. Time Lines

1. At least two months before the end of the spring semester, the dean will send a letter to all eligible faculty asking them to notify him/her in writing within two weeks whether or not they will request tenure and/or promotion during the coming year.

“Eligible faculty” means all tenure track faculty who are not tenured (eligible for tenure) and all faculty below the rank of full professor (eligible for promotion).

2. As soon as candidates and potential candidates have been determined, a memo will go out to all committee members eligible to vote on the candidate, asking that they consider potential referees. Faculty will be asked to provide name, academic institution, rank, and area of expertise of each person they suggest.
3. The committee will meet at least one month before the end of the spring semester to select five referees (and alternates) for each candidate to enable the chairperson to allow candidates to review the referee list regarding conflict of interest and to begin contacting referees before the end of the spring semester.
4. The committee will meet at least one month before the end of the spring semester of the year to elect (every other year) the chairperson and secretary for a two-year term to begin serving the summer following the spring semester during which they are elected.

See annual tenure and promotion calendar from the provost’s office for additional dates.

IX. Safeguarding Information

All deliberations, records, letters, and individual votes in relation to tenure and or promotion decisions are highly confidential. To ensure confidentiality

- a. committee members shall not divulge, orally or in writing, any information outside the tenure and promotion committee meeting regarding individuals’ files, deliberations, or decisions;
- b. votes of individual committee members need not be signed; and
- c. any written record of deliberations will be kept in a locked file.

X. See *USC Faculty Manual* for Additional Information

Criteria and Requirements for Tenure and Promotion

The University of South Carolina is committed to excellence in the performance of three primary functions: research and scholarship, teaching, and service. It is necessary that performance of these three interrelated functions be considered in any decision regarding retention, tenure, or promotion of faculty in the College of Social Work.

Research and scholarship and teaching are weighed most heavily in tenure and promotion decisions. Service is necessary but not sufficient for tenure and promotion.

In all three of the major areas of consideration, performance will be reviewed for the entire academic career of the candidate with primary attention given to the period during which the candidate was at the current rank. Consistency and durability are relevant factors in evaluating faculty for tenure and promotion. Thus, length of service which a faculty member has completed at a given rank is a valid consideration in formulating recommendations.

In addition, collegiality may be considered in all tenure and promotion decisions. Collegiality is defined as working constructively with others to achieve common goals and upholding high ethical standards in work and in all relationships with students and colleagues at the University and elsewhere.

The College does not offer tenure at the assistant professor level. Requirements for tenure at the level of associate or full professor are the same as for promotion to those ranks.

Criteria

Research and Scholarship

A record of sustained, effective involvement in this area is required of all tenure and promotion candidates. Scholarly activity involves the formulation and dissemination of new knowledge. Original research is defined as expanding the understanding of social problems through observation and experimentation. Productive scholarship is defined as the systemization of knowledge and the construction of theory. This activity is judged in terms of both quality and quantity of products, with emphasis on quality. The following items may serve as evidence of scholarly activity.

Some scholarly activity is considered more important (primary) than other (supplemental) in tenure and promotion decisions. Generally, publications are valued more than presentations, and lead authorship (or other evidence that the candidate's intellectual contribution was major) is valued highly.

Primary materials include the following:

- a. refereed journal articles (with supportive evidence to show the publication is refereed)
- b. authored books that show evidence of reconceptualization or original work
- c. book chapters that show evidence of reconceptualization or original work
- d. monographs that advance knowledge
- e. research and/or training grants from non-University sources with competitive review

Supplemental materials include the following and other similar products. (This list is not exhaustive; candidacy need not be supported by all items listed.)

- a. edited books
- b. text books
- c. monographs that compile existing knowledge
- d. research and/or training grants from university sources
- e. presentations at professional and scholarly meetings, particularly national or international
- f. colloquium presentations at universities
- g. published book reviews
- h. technical reports of formal or informal investigations through empirical, historical, or action research conducted by candidate
- i. service in an editorial capacity for a professional journal
- j. research-related activities such as reviewing grants, refereeing papers, organizing symposia, etc.

The College recognizes the following factors as characterizing high quality scholarship:

- a. uses appropriate methodology and rigor in research
- b. shows innovation in collection or analysis of empirical data
- c. shows originality in conceptualization and theorizing
- d. synthesizes, criticizes with clarity
- e. was refereed where appropriate
- f. required a high level of involvement by candidate
- g. was difficult to attain (e.g., rigorous and competitive selection process, high standards of publication outlet)
- h. makes a significant contribution to the discipline's body of knowledge or literature
- i. benefits the College and University

Evidence of quality and quantity of scholarly activities may be judged by the following. (The list is not exhaustive; candidacy need not be supported by all items listed.)

- a. peer review of publications
- b. major journals as publication outlets
- c. first authorships or other evidence of candidate's intellectual contribution
- d. a substantial body of publications in a focused area

- e. citation of the candidate's work by other scholars
- f. grant support for the candidate's research from agencies that use peer review of proposals
- g. written evaluations of scholarly activities from nationally recognized scholars which indicate that the candidate has produced high quality work (especially from outside referees)
- h. invitations, based upon scholarly merit, to submit articles, chapters, and other scholarly works
- i. awards for research or other scholarly activities
- j. appointment as director of professional/scientific journals or edited book series
- k. appointment to grant review panels
- l. documentation of presentations at professional meetings, research seminars, and/or colloquia by submission of papers or evaluations
- m. documentation of nationally recognized technological innovation that enhances online scholarship

Teaching

A record of sustained, effective involvement in this area is required of all tenure and promotion candidates. Teaching includes a full range of activities engaged in by the faculty member. The following activities fall within this area. (The list is not exhaustive; candidacy need not be supported by all items listed.)

- a. teaching of undergraduate courses
- b. teaching of graduate courses
- c. serving as field liaison and/or field supervisor
- d. supervising dissertations and comprehensive projects (chairing/serving)
- e. supervising independent study projects
- f. establishing and maintaining effective relationships with students, including effective student advisement and maintaining adequate office hours or appointment opportunities for students
- g. participating in course development, which includes innovative teaching, preparation of new courses, and participating in course organization
- h. developing and appropriately using technology in the classroom and otherwise supporting teaching through course management software, web sites, and other state-of-the-art technological advances
- i. engaging in planned activities to improve teaching effectiveness

The College recognizes certain behaviors that characterize effective teaching, and these are to be addressed in evaluations of teaching effectiveness. The effective teacher

- a. maintains up-to-date knowledge in his/her topic areas
- b. covers required material, adhering to course syllabi and Council on Social Work Education Curriculum Policy Statement standards
- c. organizes material well, structuring class sessions in a way that is conducive to learning

- d. presents concepts with clarity, in a manner that is understandable by students
- e. uses an engaging instructional style that stimulates interest and thought, pacing material well
- f. uses a variety of techniques, and makes appropriate use of technology
- g. responds appropriately to questions from students
- h. interacts with students (including those with special educational challenges) in a manner that is educationally appropriate and motivates them toward learning
- i. maintains rigor, teaching at the appropriate level
- j. evaluates students fairly and appropriately

The following evidence of teaching effectiveness is required of all candidates for tenure and/or promotion:

- a. student evaluations of all courses taught by the candidate
- b. peer evaluations of performance derived from class observations (at least one per year and from more than one course. See *College Faculty Manual* for other requirements)

The following are examples of optional evidence of teaching effectiveness that may be used:

- a. number and quality (as judged by peers) of completed dissertations and other projects supervised
- b. contributions through reading dissertations, serving as member of committees
- c. active involvement in advising students
- d. mentoring students
- e. written statements from former students identifying the candidate as having made a significant contribution to their professional development
- f. documentation of participation in activities designed to improve teaching effectiveness
- g. receipt of teaching awards
- h. written statements from other faculty (particularly those in leadership positions in relation to curriculum) describing the quality of contributions to course and syllabus development
- i. quality of course syllabi (appropriate in depth and breadth) and other supporting materials for courses developed and taught
- j. demonstration of positive impact on curriculum development and of making an active contribution to curriculum-development teams
- k. innovations in teaching and curriculum development, including innovations in technology for teaching
- l. written statements from students that the candidate made a positive impact on their careers
- m. evidence that the candidate made a positive impact on a student's professional life as demonstrated by student accomplishments attributable to teaching quality

Service

A record of sustained, effective service is required of all tenure and promotion candidates. In general, the College of Social Work encourages an increasing level of responsibility and leadership with increasing rank. Faculty are expected to make a regular, conscientious, valuable contribution to the College, University, community, profession, and/or larger society and to bring credit to the University. Effective service within the College, including participation in the intellectual life of the College, is essential.

Examples of service activities are provided below. (The list is not exhaustive; candidacy need not be supported by all items listed.)

College and University Service

- a. participating on or chairing a College committee
- b. participating on or chairing a University committee
- c. directing of a College program, clinic, center, lab, or institute
- d. directing of a University program, clinic, center, or institute
- e. providing formal and informal support and assistance to other faculty

Professional, Community, or Societal Service

- a. providing consultation to local, state, federal, or international agencies
- b. making a presentation to a community group
- c. serving on an agency board of directors, community task force, and/or committee
- d. serving on a national or state professional task force or committee
- e. engaging in professional practice in the community which advances the candidate's teaching and scholarly competence
- f. serving as an officer of international, national, regional, or state professional organizations or associations
- g. serving as a committee chair or member of international, national, or state professional associations
- h. providing leadership in a professional conference or institute
- i. making a presentation that disseminates knowledge and represents a contribution to the profession or community (e.g., conference proceedings)
- j. serving on an editorial board or review panel

The College recognizes certain qualities of effective service, and these are to be addressed in evaluations of service effectiveness. Effective service

- a. brings honor to the College and University and/or the profession
- b. makes a valuable contribution to the College, the University, the community, the profession, or society

The quality of service may be judged by the following criteria. (The list is not exhaustive; candidacy need not be supported by all items listed.)

- a. documentation by the candidate that may include reports from individuals who were the recipients of the service or who were otherwise knowledgeable about the service
- b. local, state, national, or international service awards or recognition
- c. recognition by election or appointment to a leadership position in a professional or community organization

Requirements for Tenure and Promotion

It is generally assumed that faculty members in a tenure track position hold an earned doctorate in social work or in a related field supportive of social work. To be awarded tenure and/or promotion, they also will have had relevant experiences in a college or university for a reasonable period of time to ensure that consistency and durability have been demonstrated. The College will adhere to the guidelines on minimum time in rank for tenure and promotion stated in *The Faculty Manual*, “Tenure Regulations and (Non)Reappointment Procedures.”

The College of Social Work’s evaluation of faculty for tenure, promotion, and retention is based on a candidate’s record in the areas of teaching, scholarship, and service as described above. In addition, collegiality may be considered. The level at which a candidate shall perform to be retained, granted tenure at, or promoted to associate or full professor shall be based on the quality and quantity of activities in each area, with quality being the primary consideration. The following describes requirements for tenure at or promotion to the associate professor and full professor levels. The College does not tenure at the assistant professor level.

Tenure at or Promotion to the Associate Professor Level

The College of Social Work is committed to excellence. Therefore, tenure at or promotion to the associate professor level requires that the candidate be judged as excellent in all three areas of performance. The following describes excellent performance in the three areas:

Research and Scholarship

- a. candidate has a sustained and consistent record of scholarship and shows promise of continuing scholarship
- b. candidate has a reputation among peers as a productive scholar, indicated by external reviewers, publication in refereed journals, and peer judgement
- c. candidate has demonstrated progress toward developing a national or international reputation as a scholar, as evidenced by external reviews of the candidate's file by experts in the candidate's field, stature of the publishers of the candidate's scholarly work, types of conferences where the candidate has presented peer-

- refereed papers, and other information to support national or international recognition of the candidate's work
- d. candidate has begun to define a specific focus for scholarship

Teaching

- a. students consistently rate the candidate's teaching highly positively
- b. peer reviewers consistently regard the candidate's teaching highly positively
- c. candidate has demonstrated mastery of at least two content areas
- d. candidate's involvement in curriculum development is highly positively regarded
- e. candidate works effectively with students in a variety of roles

Service

- a. candidate makes a regular, conscientious, and valuable service contribution in more than one area
- b. candidate's service to the College is highly regarded by peers and contributes to the intellectual life of the College
- c. candidate's involvement in professional, community, and societal service brings credit to the College and to the University

Tenure at or Promotion to the Full Professor Level

Tenure at or promotion to the full professor level requires that the candidate be judged as superior in all three areas of performance. In addition, collegiality, as defined earlier in this document, may be considered. The following describes superior performance in the three areas.

Research and Scholarship

- a. candidate has a sustained and consistent record of scholarship, beyond that of the associate level, in the form of publications
- b. candidate has a reputation among peers as a prominent productive scholar, as indicated by external reviewers, publication in refereed journals, and peer judgement
- c. candidate has a national or international reputation as a scholar
- d. candidate has a clearly defined focus for scholarship, which has brought recognition as an expert

Teaching

- a. students consistently rate the candidate's teaching highly positively
- b. peer reviewers consistently regard the candidate's teaching highly positively
- c. candidate has demonstrated mastery of at least two content areas
- d. candidate takes a leadership role in teaching-related activities such as curriculum development and development or dissemination of effective teaching

- e. candidate is respected as a mentor to junior faculty
- f. candidate works effectively with students in a variety of roles
- g. accomplishments of students indicate candidate's superior contribution

Service

- a. candidate makes a regular, conscientious, and valuable service contribution in more than one area
- b. candidate's service to the College is highly regarded by peers and contributes to the intellectual life of the College
- c. candidate's involvement in professional, community, and societal service brings credit to the College and to the University
- d. candidate assumes leadership roles and responsibility both within the College and/or University and externally