TO: Academic Deans/Director, School Directors/Department Chairs

FROM: Ángel Cabrera, President

S. David Wu, Provost and Executive Vice President

SUBJECT: Promotion and Tenure Schedule for AY 2014-2015

DATE: September 3, 2014

Soon the annual promotion and tenure process for academic year 2014-2015 will be underway in your academic unit. This process should follow the guidelines and principles in sections 2.4 through 2.7 of the Faculty Handbook. Your responsibilities include:

1. managing the review within your unit;
2. making your own recommendation;
3. maintaining full dossiers on each candidate;
4. forwarding materials to the Provost and President for further review.

Units may propose faculty for genuine excellence in both teaching and research. If appropriate documentation is provided for the dual criteria, then the increase to base salary awarded at the conclusion of the promotion and tenure process will be doubled. Recommended criteria for evaluation of genuine excellence in teaching can be found on the Provost’s Office website.

http://provost.gmu.edu/recommended-criteria-for-evaluating-genuine-excellence-in-teaching/

The following schedule has been designed in order to allow adequate time for this important process. In accordance with these deadlines, please provide the following materials to the Provost’s Office. (Please note that these are the deadline dates for the Provost’s Office – individual units may have their own submission deadlines.) Please submit all names/items to Kimberly Ford (kford3@gmu.edu), Office of the Provost.

By October 3, 2014: A list of cases for promotion and tenure from each of our units.

By January 20, 2015: Dossiers and first-level review letters.

By February 20, 2015: The letters from the second-level review committee and from the dean or director.

May 6, 2015: Board of Visitors will meet and take action on Promotion and Tenure recommendations.

If any unit is not prepared to meet the Faculty Handbook’s requirements for the second-level review (section 2.7.3), please notify the Provost’s Office immediately so that an appropriate alternative review procedure can be implemented.

As necessary, the Provost will arrange individual meetings with you to discuss conflicting recommendations. These discussions must take place early enough in the process to allow the President sufficient time to review the full case and make his decision. If you have travel plans that might complicate this schedule during the spring semester, please notify the Provost’s Office so that conflicts can be avoided.
Below is the template for the Promotion and Tenure Casebook. We look forward to working with you on this critical task of preserving and enhancing the quality of our faculty.

**Promotion and Tenure Casebook Template:**
(Additional Items and Supplementary books should be submitted, only if requested.)

1. Letter of recommendation from Dean or Director will include summaries of prior reports, evaluations of performance in research, teaching, and service and evaluation of probable future trajectory.

2. Letters of recommendation from first and second level committees evaluating the case, and from school directors/department chairs (where relevant).

   **NOTE:** Dean and committee letters should normally NOT quote directly from outside letters or cite referees by name, as opposed to summarizing content. Brief quotes (though not be named) can be included when important for the case.

3. Candidate’s employment chronology, particularly at GMU to include: date of hire, date when appointed to a tenure track position and tenure and promotion dates, prior to full professorship.

4. Candidate’s vita, including clear evidence about research – publications, grant and contract awards, conferences and invited talks, etc. Evidence of relevant entrepreneurial activities may also be provided for consideration toward promotion or tenure.

5. Candidate’s statement about teaching and research, including future plans (not to exceed 8 pages).

6. Outside letters:
   a. Minimum of 5
   b. This section should also contain the letter sent to the referees, and evidence of referee credentials.
   c. Units may allow candidate to suggest up to 40% of the outside referees; they may also allow candidate to name one or two individuals to exclude; candidates in no case will see the final list of referees.

7. Evidence of teaching quality:
   a. Student course evaluations
   b. When applicable, theses and dissertations supervised; mentoring and advising activity
   c. Other evidence of teaching effectiveness such as:
      (1) Class visits by peers
      (2) Random sample letters
      (3) Student comments based on the whole population, not selected samples
      (4) Alumni letters
      (5) Student focus groups.

8. Other supporting evaluative materials (testimony about service or outreach, evidence of academic entrepreneurship, etc.) – not to exceed 8 pages.

9. Any positive recommendation must include clear designation of attainment of “genuine excellence” in research, teaching, or both.

10. Procedural checklist for Promotion and Tenure Cases (available on the Provost’s Office website)

   *(Electronic Copy of this Memorandum is located on the Office of the Provost website.)*