USA College of Arts and Sciences

Statement of Tenure and Promotion Criteria and Procedures (2023-24)

Achieving tenure and promotion at the University of South Alabama is a multi-step process that begins in the department and ends with the Board of Trustees. University policies pertaining to tenure and promotion are set forth in the Faculty Handbook, and include additional guidelines:

http://www.southalabama.edu/departments/academicaffairs/facultyhandbooks.html

In the event of an inconsistency between this Statement and the current Faculty Handbook policy, the policy of the Faculty Handbook prevails. The present document describes the tenure and promotion procedures for the College of Arts and Sciences, and is maintained on the College's website:

http://www.southalabama.edu/colleges/artsandsci/facultypolicies.html

Contents

I. Tenure and Promotion Criteria p. 2

i. Tenure Criteria p. 2

ii. Promotion Criteria p. 3

II. Tenure and Promotion Procedures p. 5

i. Tenure Procedures p. 5

ii. Promotion Procedures p. 6

III. Responsibilities p. 8

i. Candidate's Responsibilities p. 8

ii. Responsibility for Identifying and Contacting External Reviewers p. 9

iii. Department Tenure and Promotion Committees' Responsibilities p. 10

iv. Department Chair's Responsibilities p. 12

v. College Tenure and Promotion Committees' Responsibilities p. 13

IV. The Candidate's Portfolio p. 15

i. Candidate Portfolio Contents p. 15

ii. Format of Portfolio Contents p. 16

iii. Summary of Portfolio Files p. 17

V. Tenure and Promotion Deadlines p. 18

I. Tenure and Promotion Criteria

i. Tenure Criteria

All tenure decisions will be based solely on demonstrated professional merit, the quality of contributions to the University, and the competent and regular performance of duties, including one's ability to participate harmoniously in a healthy learning environment. In making tenure decisions, the general policy of the University shall be to use faculty consultation with appropriate approval and recommendation by the department Chair, academic deans/directors, Executive Vice President and Provost, with a final decision to be made by the President and the Board of Trustees.

As a matter of policy, the University has no quota system as to the number or percentage of persons who can hold tenure. In addition, full-time academic service is defined as full-time employment as a faculty member for the entire academic year. An "academic year" is nine months (August-May) normally covering Fall and Spring semesters. For faculty appointed on a twelve-month basis, an "academic year" is twelve months covering Fall, Spring, and Summer terms.

Tenure constitutes recognition of an individual's professionalism and professional achievement. The pertinent attributes of professionalism are identified in the "AAUP Statement on Professional Ethics" (see USA Faculty Handbook, section 4.5). The degree of professional achievement is evaluated in four broad areas: teaching effectiveness; research, scholarship, and creative activity; professional service (to the department, the college, the University, and where appropriate, the community); and collegiality. While not exhaustive, the following descriptions provide broad definitions of the three areas.

The area of teaching effectiveness includes classroom and laboratory performance, academic advising and counseling, availability to students, supervision of students' independent research or study, course and curriculum development, and guest lectures to classes.

The areas of research, scholarship and creative activity involve all forms of scholarly activity including: publications, exhibitions, performances, professional awards, grants and fellowships, inventions and patents, presentations to professional organizations, service on editorial and advisory boards, offices held in professional organizations, participation in professional institutes and workshops, and lecture appointments.

The area of university-related service includes committee and administrative work at any level of the University, assisting in student activities and university-related community, and clinical services rendered in a professional capacity.

In addition to achievement in teaching effectiveness, service, research, scholarship, and creative activity, collegiality is also an important consideration in tenure decisions. Collegiality is the cornerstone of professionalism and requisite for a healthy learning environment. Collegiality is more than civility and getting along with colleagues, staff, students and others in all university environments; rather it is consistent behaviors that show respect for others, cooperative and converted efforts to achieve

department, college, and university goals, and the assumption of responsibilities for the good of the whole. Hallmarks of collegiality include, but are not limited to, cooperative interaction, open and honest communication, mutual support, respect, and trust of others, and collaborative efforts toward the common mission.

Candidates recommended for tenure must meet rank and minimum qualification requirements (see 3.11.4.2 of the USA Faculty Handbook)

ii. Promotion Criteria

All promotion decisions will be based solely on demonstrated professional merit, the quality of contributions to the University, and the competent and regular performance of duties. In making promotion decisions, the general policy of the University shall be to use faculty consultation with appropriate approval and recommendation by the department Chair, academic deans/directors, Executive Vice President and Provost, with a final decision to be made by the President and the Board of Trustees.

Participation in university management by persons who, also, are faculty members – either through holding administrative positions at the University or through committee work of a purely administrative nature -- may not be the sole basis for promotion in academic rank. Promotions are always based on merit and achievement, rather than upon length of service only. Promotions will not be denied solely on the basis of budgetary limitations; as a practical matter, however, budgetary limitations may not always permit an immediate salary increase commensurate with the new rank at the time the promotion is granted.

As a matter of policy, the University has no quota system as to the number or percentage of persons who can hold any particular rank. In addition, full-time academic service is defined as full-time employment as a faculty member for the entire academic year. An “academic year” is nine months (August-May) normally covering Fall and Spring semesters. For faculty appointed on a twelve-month basis, an “academic year” is twelve months covering Fall, Spring, and Summer terms.

Promotion in academic rank constitutes recognition of an individual’s professionalism and professional achievement. The pertinent attributes of professionalism are identified in the “AAUP Statement on Professional Ethics” (see section 4.5 of the USA Faculty Handbook). The degree of professional achievement is evaluated in several broad areas including: teaching effectiveness, research, scholarship and creative activity, and professional service (to the department, the college/school, the University, and, where appropriate, the community). While not exhaustive, the following descriptions provide broad definitions of the three areas. The area of teaching effectiveness includes classroom and laboratory performance, academic advising and counseling, availability to students, supervision of students’ independent research or study, course and curriculum development, and guest lectures to classes.

Statement of Tenure and Promotion Criteria and Procedures (2023-24)

The areas of research, scholarship and creative activity involve all forms of scholarly activity including: publications, exhibitions, performances, professional awards, grants and fellowships, inventions and patents, presentations to professional organizations, service on editorial and advisory boards, offices held in professional organizations, participation in professional institutes and workshops, and lecture appointments.

The area of university-related service includes committee and administrative work at any level of the University, assisting in student activities and university-related community, and clinical services rendered in a professional capacity.

Candidates recommended for promotion must meet rank requirements and the minimum qualifications specified in the USA Faculty Handbook section 3.10.2 as well as the highest standards of the discipline according to the general criteria found above, and must display evidence of substantial research, scholarship, and creative activity since attaining their present rank.

II. Tenure and Promotion Procedures

Peer review is required in arriving at both tenure and promotion decisions; departments and the College are required to indicate explicitly how recommendations evolved during the review process and must communicate these procedures to the candidates and to the administration. The procedural steps below must be completed by the deadlines indicated in section V.

Any challenge of promotion and/or tenure decisions must proceed according to the University's Grievance Procedure, which is found in the Faculty Handbook, Section 4.2, Faculty Grievance Procedures.

i. Tenure Procedures

1. A candidate must submit all materials relevant to the external review for the tenure decision to the Department Chair, and upload materials produced throughout her/his academic career to a specially designated Google Drive folder, as described in section IV below. Some of these materials will be in the form of a report generated from Watermark Faculty Success (formerly Digital Measures).

2. Upon receipt of the external reviews, the Department Chair uploads them to the candidate's Google Drive folder by creating a document with the "Reviews.pdf" file name. All reviews received by the deadline must be included in the file.

3. The Department Tenure Committee reviews the candidate's materials, including the external reviews, in the Google Drive folder, makes a recommendation, and completes the Department Tenure Committee Recommendation Form at: http://www.southalabama.edu/colleges/artsandsci/facultypolicies.html

4. The Chair of the Department Tenure Committee uploads the Tenure Committee recommendation to the Google Drive folder, appending them to the front of the existing "Reviews.pdf" file.

5. The department Chair reviews all materials submitted by the candidate, external reviewers, and the Departmental Tenure Committee. The Chair develops a written recommendation for or against tenure along with a justification for the recommended action, and appends his or her recommendation to the "Reviews.pdf" in the candidate's Google Drive folder. The Chair then meets with the candidate and informs the candidate of the recommendations, giving the candidate a printed copy of the Chair's written recommendation and justification (which should omit the names of external reviewers). Upon receiving a copy of the Chair's report, the

candidate signs the Departmental Review Notification Form acknowledging receipt of the Chair's report.

6. If the candidate wishes to include additional materials supporting his/her candidacy for tenure, the candidate has one week after the meeting with the Chair to email them to the dean for inclusion in his/her portfolio. These materials will be added to the candidate's electronic tenure portfolio folder for review at the college/school level where they will be appended to an electronic copy of the signed Departmental Review Notification Form. The candidate must check the appropriate box on the form, indicating the inclusion of additional supplemental materials. This document is added by the Dean's Office to the candidate's Google Drive folder. If additional evidence is submitted, the College Tenure Committee may, at its discretion, consult with the Departmental Tenure Committee to clarify questions related to the additional materials.

7. The candidate may choose to withdraw the application for tenure by submitting a written request to the Chair and Dean at any point prior to the submission by the Dean of the materials to the Executive Vice President and Provost.

8. The College Tenure Committee reviews the candidate's portfolio in the Google Drive folder. It forms its recommendation and the committee chair appends its signed recommendation and the completed committee recommendation form to the front of the "Reviews.pdf" file.

9. The Dean reviews all materials relevant to the tenure decision and appends her/his recommendation to the front of the "Reviews.pdf" file in the candidate's Google Drive folder. The portfolio is then reviewed by the Executive Vice President and Provost, who appends her/his recommendation to the "Reviews.pdf" file for the President to review.

10. All submitted materials relevant to tenure will be held until the Board of Trustees takes action on the tenure application.

ii. Promotion Procedures

1. A candidate must submit all materials relevant to the external review for the promotion decision to the Department Chair, and upload materials produced throughout her/his academic career to a specially designated Google Drive folder, as described in section IV below. Some of these materials will be in the form of a report generated from Watermark. The candidate is responsible for entering the relevant information into Watermark.

2. Upon receipt of the external reviews, the Department Chair uploads them to the candidate's Google Drive folder by creating a document with the "Reviews.pdf" file name. All reviews received by the deadline must be included in the file.

3. The Department Promotion Committee reviews the candidate's materials, including the external reviews, in the Google Drive folder, makes a recommendation, and completes the Department Promotion Committee Recommendation Form. See: http://www.southalabama.edu/colleges/artsandsci/facultypolicies.html

4. The Chair of the Department Promotion Committee uploads the Promotion Committee recommendation to the Google Drive folder, appending them to the existing "Reviews.pdf" file.

5. The Department Chair reviews all materials submitted by the candidate, external reviewers, and the Departmental Promotion Committee. The Chair develops a written recommendation for or against promotion along with a justification for the recommended action, and appends his or her recommendation to the front of the "Reviews.pdf" in the candidate's Google Drive folder. The Chair then meets with the candidate and informs the candidate of the recommendations, giving the candidate a printed copy of the Chair's written recommendation and justification (which should omit the names of external reviewers). Upon receiving a copy of the Chair's report, the candidate signs the Departmental Review Notification Form, acknowledging receipt of the Chair's report.

6. If the candidate wishes to include additional materials supporting his/her candidacy for promotion, the candidate has one week after meeting with the Chair to submit them for inclusion in his/her portfolio. These materials will be emailed to the Dean and added to the candidate's electronic promotion portfolio folder for review at the college/school level where they must be appended to an electronic copy of the signed "Departmental Review Notification" form and titled "Departmental Review Notification.pdf". The candidate must check the appropriate box on the form, indicating the inclusion of additional supplemental materials. This document is added by the Dean's Office to the candidate's Google Drive folder. If additional evidence is submitted, the College Promotion Committee may, at its discretion, consult with the Departmental Promotion Committee to clarify questions related to the additional materials.

7. The candidate may choose to withdraw the application for promotion by submitting a written request to both the Chair and Dean at any point prior to the submission by the Dean of the materials to the Executive Vice President and Provost.

8. The College Promotion Committee reviews the candidate's portfolio in the Google Drive folder. It forms its recommendation and the committee chair appends its signed recommendation and the completed committee recommendation form to the front of the "Reviews.pdf" file.

9. The Dean reviews all materials relevant to the promotion decision and appends her/his recommendation to the "Reviews.pdf" file in the candidate's Google Drive folder. The portfolio

is then reviewed by the Executive Vice President and Provost, who appends her/his recommendation to the "Reviews.pdf" file for the President to review.

10. All submitted materials relevant to promotion will be held until the Board of Trustees take action on the promotion application.

III. Responsibilities

i. Candidate Responsibilities:

In addition to this Statement, candidates should review the current Faculty Handbook policies governing promotion (3.10) and/or tenure (3.11).

1. Materials for External Review

    a. Not later than the date specified below in section V (normally around August 21) of the academic year during which a candidate will be considered for tenure and/or promotion, the candidate must submit three items to the Department Chair:
        1) a current curriculum vitae;
        2) electronic copies of publications, presentations, and/or creative activities, and,
        3) a list of at least five appropriate sources for external reviewers.
    b. The curriculum vitae and the electronic copies of publications, presentations, and/or creative activities should be in a format that may be easily reviewed by an external reviewer.
    c. External reviewers must be professionally competent to evaluate the academic credentials of a candidate; thus, reviewers must be external to the university and should normally be at or above the rank for which the candidate is being considered. Exceptions are discouraged, and must be justified in the chair's report. The candidate may submit the name(s) of individuals that could have a conflict of interest in serving as an external reviewer. The list should be accompanied by a description of the potential conflict. External reviewers who have a conflict of interest or the appearance of one, or whose objectivity may be questioned may not serve in this role.
    d. The candidate should briefly describe relationships between themselves and each of the sources.

2. Candidate's Electronic Portfolio

    The candidate must prepare an electronic portfolio that includes the content items indicated in section IV (Candidate Portfolio Contents) below. The candidate is responsible for uploading all electronic files to a secure Google drive folder by the submission deadline indicated in section

V, below. The secure Google drive folders are created and maintained by Academic Affairs; candidates will receive an email with notification of access to their drive folder from Academic Affairs via Google Drive.

All uploaded files must follow the naming conventions indicated in section IV below. All items must be uploaded as Adobe PDF files, except for supplementary digital recordings or images, which may be uploaded in standard audio or image formats in Watermark or in the Supplementary Materials folder: see section IV, below.

Note that candidates cannot access their secure Google drive folder after the submission deadline published in section V.

The candidate is also responsible for entering the relevant information into Watermark for the Promotion and/or Tenure Report. The College of Arts and Sciences has created a guide for using
Watermark at: http://www.southalabama.edu/colleges/artsandsci/digitalmeasures.html

In preparing their electronic portfolio, candidates for tenure and candidates for promotion may list materials produced throughout an academic career.

3. Meeting with Chair and Recommendation and Notification Form

After the Departmental Tenure and/or Promotion Committees and the Department Chair have prepared their recommendations, the Department Chair meets with the candidate and informs the candidate of the recommendations, giving the candidate a copy of the Chair's written recommendation and justification (which should omit the names of external reviewers). The candidate also receives a copy of the "Departmental Review Notification" form, which the candidate must complete and sign within one week of receipt and submit to the Dean. Any additional supplemental items must be emailed to the Dean within one week of the meeting with the Chair as electronic PDF documents.

ii. Responsibility for Identifying and Contacting External Reviewers

The Department Chair and Department Promotion and/or Department Tenure Committee Chairs share responsibility for the timely collection of external reviews. The external reviewers' comments are confidential and are not shown to the candidate.

For Tenure:

1. Along with the list submitted by the candidate, a list of appropriate sources for external reviewers must be submitted by the Chair of the Department Tenure Committee, and the Department's tenured faculty. External reviewers must be

professionally competent to evaluate the academic credentials of a candidate; thus, reviewers must be external to the university and should normally be at or above the rank for which the candidate is being considered. Exceptions are discouraged, and must be justified in the chair's report.

2. The Chair of the Department Tenure Committee will select at least one name from each of the three lists; at least three external reviewers must be selected. The names of the external reviewers must be disclosed to the candidate after the tenure and promotion process is completed.

For Promotion:

1. Along with the list submitted by the candidate, a list of appropriate sources for external reviewers must be submitted by the Chair of the Department Promotion Committee, and the Department's faculty of appropriate rank. External reviewers must be professionally competent to evaluate the academic credentials of a candidate; thus, reviewers must be external to the university and should normally be at or above the rank for which the candidate is being considered. Exceptions are discouraged, and must be justified in the chair's report. In cases where the candidate is simultaneously under review for tenure, the external review for tenure will suffice for promotion as well.

2. The Chair of the Department Promotion Committee will select at least one name from each of three lists; at least three external reviewers must be selected. The names of the external reviewers must be disclosed to the candidate after the tenure and promotion process is completed.

Contacting External Reviewers

1. The Chairs of the Department Tenure Committee/Department Promotion Committee should contact the reviewers and, without prejudice, determine their willingness to perform the external review. This must be completed by the deadline indicated in Section V, below.

2. Obtaining the external reviews is the responsibility of the Department Chair. By the deadline indicated in Section V, the Department Chair will send a standard letter to the selected external reviewers requesting a review of the candidate's research/creative activity credentials. See a sample letter at:
http://www.southalabama.edu/colleges/artsandsci/facultypolicies.html

3. The external reviewers' letters should be returned to the Department Chair. Upon receipt of the external review letters, the Department Chair should scan the letters and create a PDF document entitled "Reviews.pdf". External review letters should be placed in this document, and the document uploaded to the candidate's Google Drive folder. All further reviews are added to the front of this file. This should be completed prior to the Department Tenure Committee/Department Promotion Committees' review.

Caution: External reviewers must provide an original signature on their letter/memorandum. Some reviewers have, in the past, used a script font to 'sign' their review, which is unacceptable. Department Tenure and Promotion Committee's Responsibilities

The members of the Department Tenure Committee and Promotion Committees are responsible for the strictest professionalism and confidentiality during and after the review process. In addition to these procedures, Department Committee members should also review the Faculty Handbook departmental instructions for Promotion (3.10.3.1) and Tenure (3.11.4.3.1). The departmental Committee review(s) should be completed by the deadline published in section V, below.

1. Department Committee Review Standards

The Department Tenure Committee/Promotion Committee should review all material with the realization that evidence of continuing scholarly/creative productivity as well as teaching effectiveness are typically the essence of all tenure and promotion recommendations. In addition, collegiality is considered in the tenure evaluation.

Department Tenure Committee/Promotion Committees are expected to distinguish between scholarship and popularization and between creative activity/research for scholarly purposes and activities that are essentially service oriented. This requires a careful evaluation of the candidate's research creative objectives, contributions, publications, exhibitions, and an evaluation of any published commentaries on the candidate's work.

The Department Tenure Committee/Promotion Committee should include an assessment of the quality of the journals in which papers have been published and identify refereed and non-refereed journals. The discipline's and/or journal's practice in listing co–authored articles should also be clarified for the College Tenure Committee/College Promotion Committee. The Department Tenure Committee/Promotion Committee in the Fine and Performing Arts should include an assessment of the quality of the venues where exhibits or performances are held as well as identifying juried or non-juried events.

A Department's recommendation(s) must also include evaluations of the candidate's work by the external reviewers.

The Department Tenure Committee and the Department Promotion Committee are separate committees (even if there is overlapping membership). Hence, the deliberations of each Committee, even about the same candidate, should be kept separate.

2. Department Committee Review Process

The Department Tenure Committee/Promotion Committee should meet to discuss the candidate. A secret vote concerning the candidate is taken after the discussion. Proxy voting is not allowed.

Faculty members who serve on both the departmental tenure or promotion committees, and on the collegiate Tenure/Promotion committee(s), shall vote concerning the candidate at the departmental committee level only, and must recuse themselves from participating in the review of the candidate and from voting at the College Tenure Committee/ College Promotion Committee when department colleagues are considered. Department Chairs should not participate in Committee deliberations or voting.

The Department Tenure Committee/Promotion Committee recommendations, which are written in narrative form, must communicate the sense of their deliberations and decisions and should address teaching, creative activity and/or research activity, service, and in the case of tenure, collegiality. Departments that have a written policy on expected standards of performance for tenure and promotion should include this information in their recommendation.

Each member of the Department Tenure Committee/Promotion Committee must personally sign the Committee's recommendation form.

3. Reporting the Department Committee Recommendations

The Department Tenure Committee and the Department Promotion Committee must provide separate reports, even about the same candidate.

After Committee deliberation and voting is complete, the Chairs of the Department Tenure and Department Promotion Committees must prepare the following as PDF documents:

i. a recommendation, in the form of a narrative, for each candidate, and;

ii. the appropriate Tenure and/or Promotion Recommendation Form. Forms are found at: http://www.southalabama.edu/colleges/artsandsci/facultypolicies.html

Each member of the Department Tenure Committee/Promotion Committee, including the Committee Chairs, must personally sign the Department Tenure Recommendation Form and/or Department Promotion Recommendation Form. In the case of split decisions, the Department Tenure Committee/Promotion Committee recommendations must clearly represent both the majority and minority viewpoints.

Both the recommendation narrative and the Tenure and/or Promotion Recommendation Form must be added by the Committee Chair to the "Reviews.pdf" file (in front of the external letters) in the candidate's Google Drive folder by the deadline for the Committee; see section V for deadlines.

iv. Department Chair's Responsibilities

In addition to these procedures, Department Chairs should review the Faculty Handbook for departmental procedures for promotion (3.10.3.1) and tenure (3.11.4.3.1).
Department Chairs should maintain a hard copy of all materials received that are related to the candidate's application, such as external reviews and departmental recommendations, for at least one year.
In addition to the external reviewer duties described above, the Department Chair must complete the following by the deadlines indicated in section V:

1. Constitute the appropriate departmental committees (see Faculty Handbook section 3.11.4.3). Once committees are identified, the Chair is responsible for completing the departmental portion of the Tenure and Promotion Committee Form for each candidate from his/her department. This form is available from the A&S Dean's Office.

2. Contact external reviewers as specified above, and notify the candidate of the external reviewers selected after the review process is completed.

3. Create a PDF file entitled "Reviews.pdf" in the Candidate's Google Drive folder, and insert the external reviewer letters into it. All reviews received by the deadline must be included in the file. This should be completed prior to the start of the Departmental Tenure/Promotion Committee Review process.

4. Provide a report with his or her recommendations (for promotion and/or tenure) and justification for the recommendations. This should be a carefully documented and considered statement assessing the candidate's strengths and weaknesses in teaching, creative activity or research, service, and when appropriate collegiality. The statement, which takes into account the Departmental Committee's report and external reviewers' comments, should address all relevant criteria and assess the extent to which the

candidate meets them. It should be added by the Chair to the "Reviews.pdf" file, in front of the Department Committee(s) report.

5. Meet with the candidate and inform the candidate of the recommendation, giving the candidate a copy of the Chair's written recommendation and justification (which should omit the names of external reviewers). If the candidate wishes to include additional materials supporting his/her candidacy for promotion, he/she will have one week to submit the materials via email to the Dean. Notify the candidate that any additional materials should be in PDF format and submitted by the candidate to the Dean for inclusion in the candidate's portfolio within one week of the candidate's meeting with the Chair.

6. Complete the top portion of the Departmental Review Notification form, initial it, and share it with the candidate. Notify the candidate that he/she has one week to sign and submit the completed form to the Dean.

v. College Tenure and Promotion Committees' Responsibilities

The members of the College Tenure and College Promotion Committees are responsible for the strictest professionalism and confidentiality during and after the review process. In addition to these College procedures, Committee members should also review the Faculty Handbook for College procedures for promotion (3.10.3.2) and tenure (3.11.4.3.2).

1. College Committee Review Standards

   The College Tenure Committee and the College Promotion Committee should review all material in the candidate's Google Drive folder, external reviews, as well as the recommendations of the Departmental Tenure/Promotion Committees and Department Chair in the "Reviews.pdf" document. This material should be considered with the realization that evidence of continuing scholarly/creative productivity as well as teaching effectiveness and service are typically the essence of all tenure and promotion recommendations. In addition, collegiality is considered in the tenure evaluation.

   The College Tenure Committee and the College Promotion Committee are separate committees (even if there is overlapping membership); hence the deliberations and the recommendations from each committee, even about the same candidate, should be kept separate.

   Collegiate Tenure and Promotion Committee members who also serve on the Departmental Promotion or Tenure Committee for a given candidate shall vote concerning the candidate at the Departmental Promotion or Tenure Committee only,

and must recuse themselves from reviewing, discussing, and voting on that candidate at the College Committee. If the Chair of the College Tenure or Promotion Committee must recuse from consideration of a candidate for this reason, the Committee members will select an alternate Chair to serve during the consideration of that candidate.

2. College Committee Review and Reporting

The College Tenure Committee/Promotion Committee should meet to discuss the candidate. A secret ballot vote concerning the candidate is taken after the discussion. Proxy voting is not allowed. Each Committee shall prepare a narrative report of the committee's evaluation, and address its recommendation to the Dean. The recommendation for each candidate should be added to the front of the "Reviews.pdf" document in the candidate's Google Drive folder. The recommendation should contain a rationale for the committee's action and a report of the Committee's vote on each recommendation. The committee's recommendation shall be signed by all members present for each recommendation for promotion (for the College Promotion Committee) or tenure (for the College Tenure Committee). Signing will indicate participation in the voting process and attest to the accuracy of the outcome of the vote tally, including abstentions. Proxy votes are not permitted.

IV. The Candidate's Portfolio

The candidate's portfolio must be uploaded to the Google Drive folder by the deadline indicated in section V, below.

A candidate who is applying for both tenure and promotion should submit the same portfolio for both. A candidate applying only for promotion should clearly distinguish materials produced before and after the last promotion. This can be done by adding **boldface** to those Teaching, Research and Professional Development, and Service items produced since the last promotion into the Watermark Promotion and/or Tenure Report.

i. Candidate Portfolio Contents

1. Letter of Application.

   Candidates must include a letter specifying what they are applying for (tenure and/or promotion), as well as a list of the materials submitted to the Department Chair and the Department Tenure Committee/Promotion Committee.

2. A copy of the curriculum vitae sent to the external reviewers.

3. A list of all Supplementary Materials that were sent to the external reviewers.

4. A list of all Supplementary Materials that have been uploaded to Watermark or placed in the Supplementary Materials folder.

   If a candidate has uploaded materials to a Supplementary Materials folder (item 9, below), these must be indicated separately. If this is the same as the list sent to external reviewers, state simply "Same as external reviewers' list".

5. The Candidate's Watermark Promotion and/or Tenure Report.

The College of Arts and Sciences has created a guide for using Watermark Faculty Success at:

https://login.watermarkinsights.com/connect/universityofsouthalabama

Immediately prior to running the final report, candidates should complete the "Confirmation and Submission" screen, accessible from the "Manage Activities" page in Watermark.

6. Letter of Eligibility from the College Dean.

7. Promotion and/or Tenure Criteria.
   These are printed above, pp. 2-4.

8. A copy of the promotion and/or tenure criteria of the Department, if any.
   If the candidate's department has additional criteria, include these in the file.

9. Supplementary Materials that cannot be uploaded into Watermark. This may include copies of books scanned and uploaded as pdf files (do not submit hard copies), as well as digital recordings or images that exceed Watermarks' file size limits.

ii. Format of Portfolio Contents

All submitted items must be Adobe PDF documents, with the exception of some of the supplementary materials files indicated in item 9. Candidates are responsible for uploading all electronic items to their assigned Google drive folder. *All uploaded files must be arranged as follows and use the following naming conventions:*

Items 1-4 and 6-8: Create a single PDF document entitled "Portfolio.pdf".
Place items 1-4 and 6-8 above in order within this PDF, with item 1 starting the first page, and item 8 appearing last.

Item 5: Create a single PDF document entitled "T&PReport.pdf".
This document should include the candidate's Watermark report as a PDF with the cover sheet. The report must be saved as a PDF and uploaded. *Do not print the report, scan it, and upload it* – doing so will break the links to supporting materials.

Item 9: Candidates must upload to Watermark Faculty Success copies of all scholarly presentations, publications and documentation of exhibits, productions, and performances as well as other documents evidencing teaching, research/creative activities, and service during the years in rank or the probationary period. Since Watermark Faculty Success file sizes are limited to 100 MB per uploaded file, if any of a candidate's supplementary materials cannot be uploaded to Watermark Faculty Success, the candidate may submit a request to the A&S Dean's Office to have an additional folder created in the Candidate's Google Drive folder. The candidate should upload to this additional folder only those supplemental materials files that cannot be accepted as uploads in Watermark Faculty Success.

iii. Summary of Portfolio Files

Below is a summary of the files that should be added to the candidate's Google Drive folder.

File Item Name and Extension	**File Creator and Source**	**Contributors**
T&PReport.pdf	Candidate, from Watermark Promotion and/or Tenure Report	Candidate
Reviews.pdf	Department Chair, starting with scanned copies of external reviewer letters	i. External Reviewers (scans added by Department Chair) ii. Department Tenure or Promotion Committee Chair iii. Department Chair iv. College Tenure or Promotion Committee Chair v. College Dean vi. Provost
Departmental Review Notification.pdf	College Dean's Office, from paper Departmental Review Notification form initialed by Department Chair and signed by Candidate and Dean	College Dean's Office from paper form copy, and from candidate's electronic additional supplemental materials submitted after meeting with the Chair, if any.
Portflio.pdf	Candidate, from various sources (CV, letter of application, lists, scanned eligibility letter, criteria)	Candidate
Additional Supplemental Materials Folder (Optional)	College Dean's Office, at candidate's request. This folder is to be created only if required for supplemental materials files that exceed Watermarks' file size limits.	Candidate

V. Tenure and Promotion Deadlines for 2023-24

Aug. 21	Deadline for the candidate to submit names and materials to Department Chair for external review.
Sept. 1	Deadline for the Tenure Committee Chair/Promotion Committee Chair to contact the external reviewers. The Department Chair provides the Dean's Office with a completed copy of the departmental component of the Tenure and Promotion Committee form.
Sept. 8	The Department Chair forwards materials for review to external reviewers by this date. The Dean's Office sends completed Tenure and Promotion Committee Forms to Academic Affairs by this date.
Oct. 20	Submission Deadline for the candidate's portfolio. Candidate must upload all correctly formatted portfolio items indicated in section IV above to the Google Drive folder by this date in the correct format. *Candidate access to the Google Drive folder is restricted after this date.*
Nov. 3	External reviews are due and placed by the Department Chair in the "Reviews.pdf" document in the candidate's Google Drive folder.
Dec. 4	Deadline for the completed Department Tenure Committee/Promotion Committee reviews. Deadline for Committee Chairs to add their recommendation narrative, and the completed and signed Tenure and Promotion Committee Forms, to the front of the "Reviews.pdf" document in each candidate's Google Drive folder.
Jan. 5	Deadline for the Department Chair to meet with the candidate and inform the candidate of the recommendation for promotion, tenure, or both. The Chair shares with the candidate his or her written recommendation for or against tenure/promotion and gives the candidate a copy this report, as well as of the "Departmental Review Notification" form.
*	Candidates for tenure and/or promotion have one week from the time of the meeting with the Chair to include any additional materials supporting his/her candidacy by sending them as a PDF to the Dean.
Jan. 12	Deadline to submit all review materials, including Department Chair's recommendation(s) and completed and signed Promotion and Tenure Recommendation and "Departmental Review Notification" form to the Dean's Office.

Feb. 23,	Deadline for a candidate for tenure and/or promotion to submit a written request to the Chair and Dean withdrawing their application for tenure and/or promotion.