

***Procedures and Criteria for  
Appointment, Third-Year Review, and Promotion and Tenure***  
**Department of Kinesiology, The University of Georgia**  
*Revision Approved by the PTU Faculty: 06 May 2015*

**1. Overview**

1A. Definition of PTU and Adherence to University Guidelines: The Department of Kinesiology is the promotion and tenure “unit” (PTU). In all matters related to promotion and tenure, the Department of Kinesiology will carefully adhere to the University of Georgia Guidelines for Appointment, Promotion and Tenure. The standards, criteria, and processes presented in this document are intended to supplement and/or extend the University’s Guidelines. All faculty members are expected to be familiar with both this PTU document and the University Guidelines. If any inconsistency or discrepancy is found in this document or if this PTU document does not address a certain issue, the University’s Guidelines will supersede this document. Note: University of Georgia Guidelines for Appointment, Promotion and Tenure will be abbreviated as “***Guidelines***” from here forward.

1B. General Process: A candidate’s qualifications will be judged against the criteria set out in the aforementioned ***Guidelines*** and the Department of Kinesiology’s discipline-specific criteria described herein. Evidence to support the qualifications of a faculty member for promotion and/or tenure may be solicited and submitted in writing from many sources. The candidate must approve the sources and the written document. Information or external opinion not based on the written materials, whatever the source, may not be any part of the decision making process. Promotion and/or tenure shall not be influenced by the person's race, sex (including sexual harassment and pregnancy), sexual orientation, gender identity, ethnic or national origin, color, religion, age, genetic information, disability, or veteran status.

**2. Voting Eligibility and Procedures**

Faculty eligible to vote on appointments, third-year reviews, promotions and tenure are consistent with the ***Guidelines*** (revision date Spring 2014) and are summarized in the matrix approved by the College of Education and The Department of Kinesiology (see Appendix A). Paper ballots or electronic voting may be used. When using paper ballots, two faculty members must count all ballots. Absentee ballot must be in writing. Verification of proxy ballots must be in writing.

**3. Initial Appointment Procedures**

3A. Provision of Guidelines: Procedures in the ***Guidelines*** will be carefully followed for the search and appointment of new full-time faculty. At the time of appointment, a new faculty member will be given a copy of the University ***Guidelines***, the Department of Kinesiology *Procedures and Criteria for Appointment, Third-year Review, and Promotion and Tenure*, *Department of Kinesiology By-Laws*, and *Department Head’s Annual Review Process*, and will be advised about the Department’s requirements for promotion and tenure including nontraditional research productivity measures, as warranted. This communication will occur during a formal meeting and orientation with the Department Head at the beginning of the appointment. He or she will sign a letter indicating receipt and understanding these materials.

3B. Mentor Assignment: For each assistant professor, the Department Head will appoint a

mutually agreed upon senior faculty mentor who can provide advice on matters of teaching, research, service, professional decorum, and promotion and tenure. In some cases, a mentor team may be appointed as requested or appropriate. It should be noted that the junior faculty member has ultimate responsibility to manage the mentoring relationships as deemed appropriate which may include seeking additional mentors within or outside of the Department. In addition, departmental faculty mentor assignment may be modified upon request by either the junior or senior faculty mentor.

#### **4. Role of PTU Annual Review Process in Promotion**

In the annual evaluation process, the Department Head will provide written advice to faculty below the rank of professor on their progress towards promotion, with specific suggestions as to what the faculty member must do in teaching, research, and service for promotion to the next rank and for tenure (if appropriate). The annual evaluation is based on the faculty member's submission of the UGA Elements faculty report and a 2-page narrative statement. In the statement, the faculty member is instructed to: 1) summarize and articulate the significance of his or her research, teaching and service activities during the previous year; 2) describe how these activities contributed to the strategic goals of the Department, College and University; 3) describe the progress he or she has made relative to short-term and long-term goals during the previous year; and, 4) identify measurable goals for the next year in research, teaching and service and indicate relevance to long-term goals. The Department Head, in turn, reviews the UGA Elements document, narrative, and progress toward goals, and evaluates performance in each of the areas of assigned time using a 5-point rating scale. The annual review of faculty instruction, research, service and administrative activities is based on data across all faculty members in the Department with respect to discipline-specific standards, EFT responsibilities, and appointment track. Descriptive criteria for each ranking are provided in instructions for completion of the annual report. The Department Head also provides a narrative for the annual evaluation to explain the rating in each area and offer recommendations.

#### **5. Third-year Review of Progress towards Promotion and Tenure**

5A. Responsibilities of Candidate: In the spring of the third year, each assistant professor will submit a dossier equivalent to sections IV and V of the promotion and tenure dossier described in the ***Guidelines***. The Department Head and the senior faculty mentor(s) will advise the faculty member on the contents of the dossier and will review it for accuracy.

5B. Committee Review: At the same time, the Department Head will appoint a committee of three eligible faculty members, to review the faculty member's performance based on information in the dossier. For assistant professors, the mentor will serve as a member of this committee. On the basis of this review, the committee will write a report. The report will address the question of whether the candidate is progressing satisfactorily towards meeting departmental criteria for promotion and tenure. The report also will make recommendations aimed at helping the candidate progress toward promotion and tenure. A copy of the report will be given to both the candidate and the Department Head.

5C. PTU Faculty Vote and Communication of Results: At a regular departmental meeting, with a quorum of eligible faculty present, the Department Head will present the report to the faculty. The faculty will then discuss and vote on the following question: "[Candidate's name] has made sufficient progress towards promotion and/or tenure to [the next rank (with tenure)]." Faculty will vote "Yes" or "No" on this question using a secret ballot as described in Section 2 above. On the basis of this vote, the Department Head will meet with the candidate and give

him/her a written copy of the report and a written statement of the departmental vote.

## 6. Promotion and Tenure Procedures

### 6A. Preliminary Consideration:

6A1. *Candidate Self-Identification & Responsibility:* By October 15 every year, the Department Head will send a letter to faculty requesting names of those who wish to be considered for promotion and/or tenure. Eligible faculty who wish to be considered will communicate this wish in writing to the Department Head. Prior to December 15, the candidate will present a current vita in the format specified by the **Guidelines**, and a two-page statement of achievements. The Department will follow procedures for preliminary consideration as presented in the **Guidelines**. Importantly, the vote of faculty in the preliminary consideration of the candidate will not be included in the dossier. The Department Head will review and discuss these materials with the candidate. The candidate will revise the materials as needed and submit to the Department Head prior to January 15<sup>th</sup>, a final version together with the third-year review letter, if applicable, and original letter of appointment.

6A2. *Faculty Voting Process:* The Department Head will make these materials available to all faculty members eligible to vote on the candidate. At a meeting of eligible faculty held before February 1, the faculty will vote on the following questions as applicable: 1) “[Candidate’s name] should be formally reviewed for tenure” and b) “[Candidate’s name] should be formally reviewed for promotion to the [next rank].” Faculty will vote “Yes” or “No” on these questions using a secret ballot as described in Section 2 above. The results will be conveyed by the Department Head in writing to the candidate within three working days of the vote. Note that the Department will follow the Principle of Flow as described in the **Guidelines** regarding the next steps in the review process.

### 6B. Formal Review:

6B1. *Candidate Eligibility & Responsibility:* In accordance with the **Guidelines**, candidates who receive a positive majority vote on initial consideration, and who wish to be formally reviewed for promotion and/or tenure, together with assistant professors who are in their fifth probationary year who request review regardless of the initial consideration vote outcome, and any assistant professors in their sixth or subsequent probationary year, are eligible for formal review for promotion and/or tenure. Candidates eligible for promotion and/or tenure will work with the Department Head or an appointed senior faculty mentor(s) to prepare the dossier.

6B2. *External Reviewer Selection:* The Department Head will solicit letters of evaluation from external reviewers following procedures in the **Guidelines**. From the list of six potential external reviewers provided by the candidate, at least two will be chosen by the Kinesiology Department Head in consultation with the faculty. The candidate may also provide a list of no more than three people who may not be contacted as external evaluators. At least two additional external reviewers, not listed by the candidate, will be selected by the Department Head in consultation with the faculty. In order to eliminate any conflict of interest, it is important that no chosen external reviewers should have close association with the candidate (e.g., dissertation advisor, co-author, co-principal investigator, collaborator, etc.). It is generally expected that the external reviewers will be nationally or internationally recognized in the candidate’s area of expertise, or a closely related area, and must be at or above the rank desired, with reviewers coming from recognized international programs or institutions, and from aspirant or peer institutions.

6B3. *External Reviewer Procedures:* By February 15, the Department Head will contact each external reviewer and forward the candidate's current curriculum vitae, two-page statement of achievements, and copies of the publications selected by the candidate. The external reviewer will receive a copy of the **Guidelines** and the Department of Kinesiology's *Procedures and Criteria for Appointment, Third-Year Review, and Promotion and Tenure*, for reference and will be asked to comment only on the scholarship and reputation of the candidate. Receipt of the letters will be requested by March 29. A copy of the letter requesting the external review and any response will be included in the dossier.

6B4. *Faculty Voting Process:* During the first week of April, the candidate's dossier will be made available for review to all faculty members eligible to vote. The candidate's dossier will be considered at a meeting scheduled for this purpose during the last week of April, with a quorum consisting of at least two-thirds of the faculty who are eligible to vote. Faculty members who recuse themselves because of a conflict of interest cannot vote and may not participate in the discussion or consideration of the candidate's dossier, and cannot be included as part of the quorum. Once a quorum is declared, all eligible faculty members, except the Department Head shall vote by secret ballot, "yes", or "no", as described in Section 2 above. No abstentions are allowed. The vote of the Department Head will be revealed prior to the ballots being counted. A favorable recommendation shall mean a vote to recommend the candidate for promotion and/or tenure by a simple majority of the eligible voting Kinesiology faculty. The results presented to the faculty before adjournment. It is the duty of the Department Head to compile and record votes in the candidate's file. The Department Head will inform the candidate of the vote, including the tally, within three working days of the meeting.

6B5. *Post-Voting Process:* During the summer, the Department Head will prepare the Regent's Summary Sheet and will write a cover letter, unless the Department Head voted against the candidate, in which case the candidate may designate a senior faculty member to prepare these documents. The candidate may read and respond in writing to any cover letter that goes forward. The candidate's response is included in the dossier.

## 7. Department Criteria for Promotion and Tenure

7A. *Promotion to Associate Professor:* As aligned with the general criteria stated in the **Guidelines**, the rank of associate professor is the mid-career faculty rank at the University. Under usual circumstances, candidates must serve at least four years as assistant professor, including the year when the promotion will be considered at the University level, before they are eligible for promotion to associate professor. Candidates for promotion to associate professor must show clear and convincing evidence of emerging stature as regional or national authorities unless their work assignments are specifically at the local or state level.

7A1. *Teaching:* Kinesiology faculty members are expected to be effective teachers in formal instruction and also as an advisor or mentor of undergraduate and graduate students. In this context, teaching refers not only to classroom performance and online course delivery, but also to the full range of activities that enhance student development. As described in the **Guidelines**, effectiveness in teaching is reflected by student learning and improvements in the learning environment and curriculum. Faculty members are expected to teach at a level that reflects their breadth and depth of scholarship. Documentation that may be used in providing evidence of effective teaching is enumerated in the **Guidelines**. For promotion to associate professor, candidates must provide clear evidence of 1) effectiveness in classroom teaching; 2) in direction of independent study, theses and dissertations; 3) in student advisement and mentoring; 4) in supervision of clinical, laboratory, or field experiences; 5) in curriculum development; and 6) in

other University and professional activities related to teaching as appropriate for their assignments. The evidence should include good student evaluations of teaching activities and may include peer evaluations of instruction, and also include a high-quality scholarship of teaching as reflected by written materials, as well as improvements to the instructional programs and the learning environment.

7A2. *Research*: Faculty members in the Department of Kinesiology are expected to be continually involved in research activities that create new knowledge and advance their specific discipline. A record of scholarship in research is expected for promotion to the rank of associate professor. Sources of evidence that can be used in providing documentation of research and scholarly activities are enumerated in the ***Guidelines***. The Departmental expectation is that the candidate shall have established a focused program of research that a) makes an important contribution to the body of knowledge in the candidate's discipline at the national level, b) supports the expertise of the candidate in a specific area, and c) contributes to society in general. The candidate's scholarship in research, inclusive of presentations, publications and grantsmanship, should be comparable in quality and quantity to that of individuals seeking promotion to associate professor in their field in nationally-recognized programs.

7A2a. *Publications*: The most direct evidence of a scholarly contribution is a record of publication in high-quality, national or international peer-reviewed journals related to the candidate's discipline. It is also expected that the publication record will have meaningful impact or major significance in the candidate's discipline as evidenced by metrics such as journal impact factors, rigorosity of journal review process, citations and/or downloads, editorial invitations, awards, etc. The majority of the publications should be based on data gathered and analyzed using a recognized research method (e.g., quantitative, qualitative, historical). Additionally, the candidate must have publications where he/she played a leading role in his or her area of expertise as indicated by the first or senior author position. It is also important that the candidate have supporting author publications that would provide additional evidence of collaborative research relationships as appropriate for their discipline. External reviewers' comments and objective metrics will be used to evaluate the extent of impact or significance of the candidate's research.

7A2b. *Grants and Contracts*: Faculty members are expected to seek funding to support their research agenda from both internal and external sources as deemed appropriate for their discipline. Ability to garner external funding will be considered important evidence when the candidate's research program has notable operating expenses (e.g. supplies, personnel, etc.). An explanation of funding source may need to be detailed if not through a traditional grant format.

7A3. *Service*: Faculty members are expected to use their academic and professional expertise to benefit the operation and governance of the University, their profession and the public-at-large. Types of evidence that can be used to document service to the University society, their profession and society are contained in the ***Guidelines***. In the Department of Kinesiology, successful candidates for promotion to associate professor are expected to have attended departmental meetings, have some limited service on student and departmental committees, and, if asked to serve, limited service on campus committees and governing bodies. Candidates are also expected to participate in professional association activities including attending meetings, serving on committees, holding office, performing editorial work and peer review, or being involved in other professional activities.

7B. Promotion to Professor: As aligned with the general criteria stated in the ***Guidelines***, the rank of professor is the highest rank at the University. Under usual circumstances, candidates must serve at least five years as associate professor, including the year when the promotion will be considered at the University level, before they are eligible for promotion to professor. Candidates for promotion to professor must show clear and convincing evidence of high levels of attainment in the criteria appropriate to their work assignments and the missions of their units. Unless the candidate's assignments are specifically regional, they should demonstrate national or international recognition in their fields and the likelihood of maintaining that stature. Promotion to professor requires attainment of a level of performance and scholarship in teaching, research and service beyond that required for an associate professor. The dossier should provide documentation of sustained effectiveness and additional important achievements in teaching, research and service consistent with the assignment since the date of promotion to the rank associate professor. For faculty in the Department of Kinesiology, attainment of a national or international reputation for their research and scholarship will be the most important criterion for promotion to the rank of professor. The candidate's scholarship in research should be comparable in quality to that of individuals seeking promotion to professor in their field in national and international programs at peer or aspirant institutions. External reviewers' comments on candidate's publications should clearly indicate a high level of importance or provide evidence of significance of their research and scholarship. Success in obtaining funding as a lead investigator to support research should also be evident. Other evidence of a national reputation such as invited presentations at national and international meetings, important scholarly reviews, editorial service, and important contributions to professional associations should also be evident.

7C. Tenure:

7C1. *Exemplary Performance Requirement:* Candidates for tenure in the Department of Kinesiology must have a record of exemplary performance in the discharge of their primary responsibilities in teaching/instruction, research, and service to society, the University and the profession. Exemplary instruction can include instructional awards, exceptional innovations of content/delivery, creations of new courses or modifications, and development of new curricula or programs, publication of instructional articles, chapters and/or texts, as well as having advisees obtain positions in highly respected institutions. Evidence for exemplary research would include publications appearing in prestigious journals, receiving research awards and invitations to present at international conferences, and becoming principal investigator on federal grants or equivalent. Exemplary performance in service include activities that involve leadership on University level committees or initiatives, participation on editorial/federal advisory boards and review panels, and receiving national or international service awards or recognition.

7C2. *Rank:* Tenure is granted only at the ranks of, or coincident with promotion to, associate professor and professor. A recommendation for tenure in the Department will require performance at the level specified for the rank at which either or both is being sought as described in the ***Guidelines*** of the University of Georgia and in the previous sections of this document.

7C3. *Future Need and Anticipated Productivity:* Tenure in the Department of Kinesiology will be recommended depending on a continuing and long-range need for the duties and responsibilities that may be expected of the candidate in the future, and if the candidate is likely to continue to be an active and productive scholar. The long-term direction of the Department will be developed and implemented in line with a faculty-driven strategic plan developed in congruence with university and college strategic plans, which will inform evolving personnel

needs. Potential for sustained scholarly productivity will be evaluated through the candidate's attainment of goals as captured in the annual review process.

#### **8. Process for Updates to the PTU Document:**

This document and the discipline-specific criteria developed must be accepted by the faculty within the Department of Kinesiology, and must be reviewed and approved by the dean of the College and the Senior Vice President for Academic Affairs and Provost. New faculty members must be provided with this PTU document and the ***Guidelines***. In addition, any changes or updates to this PTU document must be approved by the faculty, dean and the Provost. All revisions and approval dates must be listed in the PTU document. These procedures and criteria will apply to all faculty members from the approved date forward.