During an initial planning meeting, the following discussions should take place:

- The first item of business is to elect a chair if one was not elected during the previous academic year. The chair should be able to complete and advance the Digital Measures workflow. If not, or if the chair changes, email digitalmeasures@kennesaw.edu.
- Remind committee members that maintaining confidentiality is a professional obligation of all members. E-mail is not a confidential medium, so confidential discussions should not take place by email. Confidential files may be exchanged using OneDrive.
- Set up future meeting times and dates.
- Faculty members going up for a review should not serve on the committee, and no person can participate in more than one stage of the review process. (A candidate under review for PTR can serve on the Department promotion and tenure committee, since the candidate’s portfolio starts at the college level.)
- When considering an application for promotion to full professor, all voting members must be full professors.

During the time frame of September 28 – October 23, the committee reviews portfolios for post-tenure review (PTR) for tenured faculty (excluding administrators).

By October 23, a letter containing the committee’s recommendation with respect to PTR, including a detailed statement of their assessment of observed strengths and weaknesses is placed in the portfolio via the digital workflow. The committee chair who places the letter in the electronic portfolio will then email the candidate informing them that the letter has been uploaded.

If appeals are requested or required for tenure and/or promotion recommendations for tenure-track faculty, non-tenure-track faculty, and Department Chairs during the time frame of October 26 – November 20, the committee reviews those portfolios.

By November 20, a letter containing the committee’s recommendation which includes a detailed statement of their assessment of observed strengths and weaknesses is placed in the portfolio via the digital workflow. A copy of the letter is placed in the portfolio via the digital workflow. The committee chair who places the letter in the electronic portfolio will then email the candidate informing them that the letter has been uploaded.

If the Provost requests an additional review for tenure and/or promotion recommendations for tenure-track faculty, non-tenure-track faculty, and Department Chairs during the time frame of January 5 – January 22, the committee reviews those portfolios.

By January 22, a letter containing the committee’s recommendation which includes a detailed statement of their assessment of observed strengths and weaknesses is placed in the portfolio via the digital workflow. The committee chair who places the letter in the electronic portfolio will then email the candidate informing them that the letter has been uploaded.

**Committee Voting**

- Since the committee must make a recommendation (except in pre-tenure cases), a voting member must cast his or her vote unless there is a conflict of interest. When there is a conflict of interest, a voting member must disqualify himself/herself prior to the discussion of that portfolio and shall not be present for the discussion or vote on that case. Disputes regarding whether a committee member has a conflict of interest may be discussed with the KSU Ombuds. If adjudication is required, the case will be referred to the Senior Associate Vice President for Academic Affairs, who will make a binding determination in the case. All committee votes are to be cast by secret ballot. Potential ethical discretions during the process may also be directed to the Provost.

**Optional Faculty Member Response**

- Within 10 calendar days from the date of Advance of each review recommendation, the faculty member has the right to respond to the committee's or administrator's recommendation and justifications by submitting a letter written by the faculty member to the reviewing committee or administrator and copied to the next level of review. The review level addressed in the letter does not respond to the letter, nor revisit the recommendation. The next level of review considers the letter and inserts it into the digital workflow along with the next recommendation letter.

*Note:* Department P&T guidelines are understood to be primary in promotion and tenure recommendations. Recommendation letters need to reference department P&T guidelines in justifying their recommendations.