P&T FAQ’s
(Updated September 20, 2020)

1) *For academic year 2020-2021, what policies, procedures, and timelines are we following?*

*Answer:* All faculty are following the policies, procedures, and timelines outlined in Section 3.12 of the 2020-2021 KSU Faculty Handbook and on the Faculty Affairs website as well as what is in their Department and College Promotion & Tenure guidelines.

2) *What are we looking for when evaluating a portfolio for tenure?*

*Answer:* In various parts of Section 3 of the 2020-2021 KSU Faculty Handbook, it is stated that: "Academic tenure is an employment status at the University that assures a tenured faculty member of continuous appointment from contract year to contract year, except under conditions of dismissal for cause (see KSU Faculty Handbook Section 4.1.9), termination or layoff of tenured personnel due to program modification (see BoR Policy Manual 8.3.7.10), or financial exigencies. The awarding of tenure is a highly important decision through which the University incurs a major commitment to the individual faculty member well into the future. Years of service or successful annual reviews alone are not sufficient to qualify for tenure. It should only be granted to those faculty members whose achievements demonstrate the quality and significance expected of their current rank and who demonstrate potential for long-term effectiveness at the University. All tenure track faculty are expected to produce scholarship in at least one performance area. This scholarship must be consistent with departmental, college, and university guidelines. Only under exceptional circumstances will a candidate be recommended for tenure without at least one form of scholarship as articulated in approved tenure and promotion guidelines. In awarding tenure, the University recognizes the long-range value of the faculty member to the institution and ensures them the academic freedom that is essential to an atmosphere conducive to the proper operation of the University.

The review for tenure involves a retrospective analysis of how well the individual has met the needs and expectations of the University during the probationary period. Perhaps the greatest value of that retrospective analysis is in how well it informs the judgment of colleagues about the individual’s prospects for future contributions and achievements as a KSU faculty colleague. The fundamental issue underlying the tenure decision is whether, in the judgment of teaching and administrative faculty colleagues, the faculty member will continue to meet institutional needs and expectations in the future. Based on BoR policy (BoR Policy Manual 8.3.7.3), in addition to the minimum criteria above, tenure requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure."

“In all cases evaluation of faculty performance will be based on evidence of the quality and significance (see KSU Faculty Handbook Section 3.4) of the individual faculty member’s scholarly accomplishments in his or her respective areas of emphasis.”

“Reviewers’ deliberations shall be based on whether or not the candidate has met the standards for promotion and/or tenure in the department guidelines, in light of the evidence
presented in the candidate’s portfolio as well as the reviewers’ first-hand observations of the candidate’s professional performance.”

This evaluation is done in the context of KSU being a “Comprehensive University” which is defined by the BoR as follows:

Institutions classified as comprehensive universities offer a number of undergraduate and master’s-level programs with some doctoral programs. Typically, associate-level degrees are not offered at comprehensive universities. Graduate programs at comprehensive universities are characterized as master’s-dominant. While teaching is a core focus at all USG institutions, the emphasis on basic and applied research is heavier at comprehensive universities than state universities or state colleges, but not emphasized as heavily as research universities. It is expected that institutions within this sector will be committed to being world-class academic institutions. (BoR Policy Manual, Section 2.10)

3) **What are we looking for when evaluating a portfolio for promotion?**

**Answer:** In various parts of Section 3 of the 2020-2021 KSU Faculty Handbook, it is stated that: “The professorial ranks are typically linked to the different stages of career development and accomplishment for university faculty. Faculty members at the different stages of an academic career tend to have different levels of experience, expertise, accomplishment, effectiveness, and productivity. They also tend to have different opportunities for contribution, leadership, and mentorship. Consequently, KSU’s general expectations for faculty performance and for promotion in rank will be dependent on experience levels and the faculty member’s career path.

Experience is correlated with professorial rank, but years of service or successful annual reviews alone are not sufficient to qualify for a promotion in rank. When a faculty member’s experience, accomplishments, and career development evolve to the point where expectations applicable to the beginning level of the next highest rank are being met, the faculty member can make a strong case for promotion. A decision of promotion will result from a thorough review of a faculty member’s accomplishments and contributions to the University by KSU teaching and administrative faculty colleagues. This review is accomplished in consideration of one’s situation and context and in relation to their stage of academic career development.”

“In all cases evaluation of faculty performance will be based on evidence of the quality and significance (see KSU Faculty Handbook Section 3.4) of the individual faculty member’s scholarly accomplishments in his or her respective areas of emphasis.”

“Reviewers’ deliberations shall be based on whether or not the candidate has met the standards for promotion and/or tenure in the department guidelines, in light of the evidence presented in the candidate’s portfolio as well as the reviewers’ first-hand observations of the candidate’s professional performance.”

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4) **How are “portfolios” submitted?**  
**Answer:** All “portfolios” for all reviews are submitted electronically via Digital Measures. This includes any “3rd year reviews” for non-tenure track faculty that may be required by their department and/or college.

5) **Can a candidate up for PTR (Post-Tenure Review) serve on a departmental P&T (Promotion & Tenure) committee?**  
**Answer:** Yes, according to the 2020-2021 KSU Faculty Handbook (Section 3.12B), “A candidate under review for Post-Tenure Review can serve on the department Promotion and Tenure committee, since the candidate’s portfolio starts at the college level.” However, please note the candidate cannot be the committee chair of the department P&T committee due to the possible appeals process for PTR.

6) **For jointly-appointed faculty, whose P&T guidelines should be included in their portfolio, their home department’s or the sharing department’s?**  
**Answer:** Both (unless stated otherwise in the MOU (Memorandum of Understanding). You should refer to the Joint-Appointment MOU to determine which one takes precedence.

7) **For P&T, the committee should consider the faculty member's cumulative accomplishments, not just those achieved while at KSU. Would this also be true for third-year review though to a lesser extent since a new faculty member may be a newly minted PhD and not have much experience elsewhere.**  
**Answer:** True... to a point. For P&T, accomplishments made at KSU should be given the most weight. But work done elsewhere must also be considered, especially when faculty have been granted “credit towards tenure” and/or are brought in at more senior ranks. The narratives should describe, and the committee should evaluate, the quality and significance of the contributions during the period under review in the three or four areas (Teaching, Scholarship, Service and, if appropriate, Academic Leadership). If some of those past, non-KSU accomplishments, coupled with things they've done at KSU indicate to the committee that the candidate will continue being productive into the future, then using the non-KSU accomplishments is warranted. Ditto for a Pre-tenure review of “new” faculty where you might need to take into account some work they've done as grad students and/or post-docs. But you need to emphasize to the candidate that their tenure and/or promotion hinges on what they've done at KSU.
8) A faculty is going through Post-Tenure review and is also requesting a review for promotion, does the P&T Committee/Dept. Chair/Dean have to craft two separate letters or will one covering both reviews suffice?
Answer: One letter is sufficient. Just make sure that there are two, clearly defined recommendations (this would be especially important if promotion is negative, it's got to be absolutely clear as to what the recommendation about PTR (Post-Tenure Review) is).

9) How do “signatures” work now that we are using electronic portfolios?
Answer: When the person authorized to forward the portfolio to the next level of review does so, it will automatically be date stamped and “signed” within Digital Measures. As access to Digital Measures requires LDAP authentication, this is forwarding the document and is considered a digital signature.

10) Is using “credit for tenure” and/or “credit for promotion” considered “Early” tenure and/or promotion?
Answer: No

11) Why must recommendation letters from committees re: tenure and/or promotion be dated and signed by the chair of the committee?
Answer: The signature line provides the information to whom the response letter (if any) should be addressed. The date indicates the date of the recommendation which must be reported to the Board of Regents, and it begins the 10-day window for a response to be submitted. The date on the Digital Measures record showing when the portfolio was transitioned to the next level of review should match the date on the letter to the faculty.

12) When does the 10-day window for a response begin?
Answer: The 10-day response window begins when the portfolio is advanced to the next level of review. The portfolio should be advanced on the same day as the recommendation due date. This way, the date of the letter and the date the portfolio is advanced to the next level of review all match the due date for that level of review.

13) We have a faculty member coming up for promotion and tenure this year. Because of years of credit given to him at the time of hire, this also happens to be his year for pre-tenure review. What is the process for handling his tenure case and pre-tenure review? I assume that the pre-tenure review must be conducted regardless of the Promotion and Tenure (P&T) recommendation at the department level. But, does the faculty member need to submit separate portfolios in Digital Measures (one for P&T, the other for pre-tenure review)?
Answer: The 2020-2021 KSU Faculty Handbook states: "A faculty member who is granted two or three years of credit toward tenure may replace the pre-tenure review with a tenure review in the second year in the position (if taking three years of credit toward tenure) or in the third year of the position (if taking two years of credit toward tenure)."

The faculty member does not have to turn in two separate portfolios/narratives.
The tenure review replaces the pre-tenure review. The faculty member should have a workflow that is only for tenure and/or promotion, not for pre-tenure review. All procedures for a regular tenure review are followed.

14) **Can anyone serve on and/or vote at more than one level of review?**
   **Answer:** No.

15) **How do we handle the situation where certain departments may not have had P&T guidelines in the past?**
   **Answer:** The current department guidelines for the basis of judging all faculty within that department. However, the situational context of the faculty member must be taken into account when evaluating the portfolio.

16) **Do portfolios stop after two negative reviews?**
   **Answer:** No. All portfolios eventually make their way to the President regardless of recommendations at any previous level of review.

17) **Are portfolios automatically reviewed by a college committee?**
   **Answer:** No. At the request of the candidate under review, in the event of any negative promotion recommendation(s) among required levels of review, or at the request of any of the review levels, the portfolio goes to the College Review Committee as an appeals committee for a promotion review and recommendation.

18) **Our last cycle of ARDs was done without paper, how do I submit the signed ARD?**
   **Answer:** For ARDs and FPAs submitted through Digital Measures Workflow without signed paper copies, faculty can go to their Digital Measures Workflow tab, and see it under the “History” section. All the way to the right, you can see where to download it. This download will include the files, as well as a screen image with any comments and boxes checked by the reviewers.

   The easiest thing is to simply have all annual reviews, reappointment letters, SPSU SIRS summary letters ("verified" with chairs signature) etc. into Digital Measures. Those documents are the equivalent of KSU's ARDs (Annual Review Documents)/FPAs (Faculty Performance Agreements). The faculty must also submit CV in Digital Measures. It would be a "detailed" CV as is normal for their discipline.

   The Evaluation materials including "FCARs (Faculty Course Assessment Reports)" and "SIRS (Student Instructional Rating Survey)" (the actual reports, not the summary) would be uploaded into Digital Measures as documentation to which reference is (presumably) made in the narrative. Whether the yearly CVs are removed or remain would be up to the faculty (i.e., they can either take the time to remove all the original CVs or just insert the entire packet from previous years, whichever is easier). The faculty submitting the portfolio must provide the documentation necessary for the reviewers to be able to judge the quality and significance of their work including evaluation of past work and recommendations for the future.
19) **How are “portfolios” submitted in 2020?**
   **Answer:** All portfolios (promotion, tenure, pre-tenure review, post-tenure review) are submitted using Digital Measures. Full instructions for candidates are at: [http://digitalmeasures.kennesaw.edu/activity-insight/portfolio_candidate_info.php](http://digitalmeasures.kennesaw.edu/activity-insight/portfolio_candidate_info.php)
   Full instructions for reviewers are at: [http://digitalmeasures.kennesaw.edu/activity-insight/portfolio_reviewer_info.php](http://digitalmeasures.kennesaw.edu/activity-insight/portfolio_reviewer_info.php)

20) **Are external letters required this year?**
   **Answer:** Yes, external letters are required. See the KSU Faculty Handbook, Section 3.12, for external letter requirements.

21) **Where do I find information about sample narratives, content of portfolios etc.?**
   **Answer:** Most of this information is on the Faculty Affairs website. Section 3.12 of the KSU Faculty Handbook also contains needed information describing what material needs to be included in the electronic portfolio.

22) **Should we make a copy of all portfolio materials now?**
   **Answer:** No copies of portfolio materials may be made. All material submitted in Digital Measures will be available to all subsequent levels of review.

23) **We have approved college and/or department guidelines, but we have proposed changes pending review. Which guidelines do we use??**
   **Answer:** You must use the guidelines that have been fully approved by the Provost.

24) **When are portfolios due?**
   **Answer:** Pre-tenure/Tenure/Promotion/and Post-Tenure Review portfolios are due by 11:59 pm on the dates listed on the schedule of review found at the link below:
   [https://facultyaffairs.kennesaw.edu/annual_review_promotion_and_tenure/review_tools.php](https://facultyaffairs.kennesaw.edu/annual_review_promotion_and_tenure/review_tools.php)
   All submissions are date and time stamped by the system.

25) **What goes into the letters written by a P&T committee and those written by administrators evaluating a portfolio?**
   **Answer:** At each level, review committees and administrators must make a positive or negative recommendation on the question of tenure and/or promotion and must write a letter to be placed in the electronic portfolio. The committee chair or administrator who places the letter in the electronic portfolio will then email the candidate informing them that the letter has been uploaded. The letter includes the recommendation for tenure and/or promotion and articulates the strengths and weaknesses that contributed to the recommendation. The final decision is made by the President.
   Reviewers’ deliberations shall be based on whether or not the candidate has met the standards for promotion and/or tenure in the department guidelines, in light of the evidence presented in the candidate’s portfolio as well as the reviewers’ first-hand observations of the candidate’s professional performance. The letters (those both supporting and denying an action) should cite the evidence presented in the portfolio relative to department, college and/or University guidelines.
26) If a faculty is simultaneously undergoing review for Promotion and Tenure OR for Promotion and Post-tenure Review (PTR), how is the portfolio reviewed?

Answer: If a tenured faculty is under review for promotion and post-tenure review, simultaneously, the portfolio is reviewed by the department’s promotion and tenure committee and the department chair only for the promotion review. The portfolio is then reviewed by the dean for promotion and post tenure review. The portfolio is subsequently sent to the Provost for a promotion consideration. If the Provost is inclined not to support a recommendation of previous levels for promotion, if previous levels of review are discrepant for promotion, or if previous reviews are consistently negative for promotion, the Provost sends the portfolio to the college committee for a promotion and post tenure review. The Provost then provides a promotion review and finally the President provides a promotion decision. If the President provides a negative promotion decision copies and the portfolio has not been reviewed by the college committee for post tenure review, this committee will meet and provide this review during spring semester.

27) I want to verify that we are no longer requiring any kind of review of lecturers other than ARDs.

Answer: Correct, we are no longer requiring any kind of review of lecturers other than ARDs. But if a department wants 3rd year and multi-year (e.g., 6th year), then 1) it needs to go into your department guidelines and 2) all lecturers (and any other non-tenure track (NTT) faculty) must undergo the reviews.

28) Who all should be copied on the P&T letter written by:

A. Department Committee
B. Department Chair
C. Committee of Chairs
D. College P&T Committee
E. Dean

Answer: From the 2020-2021 KSU Faculty Handbook: "At each level, review committees and administrators must make a positive or negative recommendation on the question of tenure and/or promotion and must write a letter to be placed in the digital portfolio workflow [for administrative faculty, recommendation letters must be sent to the candidate's academic supervisors (e.g., department chair, dean) and administrative supervisors (e.g., Director of Center for Excellence in Teaching and Learning, Director of the Division of Global Affairs, etc.).”

In all cases, a copy of the letter is uploaded into Digital Measures by the committee chair or the individual writing the letter.

29) Who uploads external letters into the electronic system?

Answer: The department chairs will upload all external letters into the electronic system between 12 and 14 August 2020 (after the candidate has submitted their portfolio).
30) Do we still print a hard copy of the letter for the candidates mail box? Or has Covid dispensed with that?
   Answer: No hard copies. Instead, you'll email the candidate to let them know on the date when you have uploaded their review letter and advanced DM.

31) Can we look for predatory journals?
   Answer: You may seek any information that might be publicly available on the web, for example.

32) Can letters be uploaded early?
   Answer: PLEASE do not upload it early. It is expected that all letters will be uploaded on the due date indicated on the Faculty Affairs website.

33) Can the department committee ask the department chair about specific expectations?
   Answer: No, the committee should not consult the department chair about expectations of the candidate. The expectations should be laid out in the department guidelines, and the committee must refer to those in their recommendation.

34) Will the portfolios be sent automatically to all P&T committee members, or does the P&T-Chair have to forward the committee members' names?
   Answer: Everybody who needs to review will see everything, there's no forwarding. Be aware that full professor promotion portfolios might not go to everybody, by design. We asked in Spring who the committee members are so that we can put them in the workflow. If we are told who the members are, we put them in the flow to be able to view the portfolios. Materials should not be handed around outside the system.

35) How do we know if someone is going up early? I don't recall having the years of service in the portfolio.
   Answer: Each person submits in their materials the "Information for Portfolio Review" which lists dates for promotion eligibility and credit (if app). So, for example, if you see a promo eligible date of 2021 but they submit this year in 2020, you will know it is early. Plus, the faculty should be addressing this in their materials.

36) If the P&T department guidelines indicated that you should have X number of publications in 5 years. If someone applies in the 6th year, shall the requirements be prorated up?
   Answer: Yes, if it is X number of pubs in 5 years, then there could be additional pubs expected in 6 or more years. It will depend on how many additional years have transpired, the scholarship expectations outlined in the faculty members FPA, and any additional details provided in the department/college P&T guidelines. But it is not necessarily one additional publication (or other measure of scholarship) per additional year.
37) *If some took advantage of the COVID-19 and delay the application for a year will the requirement be prorated for an extra year or it will stay the same? Same thing for applying late?*

**Answer:** The COVID-19 Extension is to “hold faculty harmless” due to events outside their control. Therefore, when being reviewed after the extension, the normal guidelines are in place. But this is a one-year grace period only.

38) *Can the committee communicate in OneDrive? Is it private?*

**Answer:** Yes, OneDrive is private and secure.

39) *Does the candidate upload both the college and department guidelines?*

**Answer:** Yes

40) *What is the proper protocol if the candidates upload ARDs that do not have comments from chairs/deans?*

**Answer:** If the ARD/FPA are not complete, don't have signatures, then you should a) find out if that is an accident in which case you treat it as missing required information, go to the department chair to get it uploaded. b) if the chair never provided a signed one, then that should be noted and the committee will accept that; c) if a signed copy exists but the candidate did not upload it on purpose, that's a violation of process.

41) *Can I share letters written to Full Professors with Associate Professors who are on our P&T committee but who did not participate in any review of the portfolio submitted for promotion to Professor?*  

**Answer:** No, you cannot share those letters. These are confidential and people not participating in the review should not have access to the letters.

42) *One of our faculty decided to avail of the Covid related P&T extension and defer their tenure application until next year. In the meantime I had solicited and received external letters on her behalf. Can we still use those letters (with this year's dates) in the tenure application next year?*

**Answer:** No, old letters cannot be recycled. They need to reflect the most recent evaluation of the candidates work.

43) *How should we refer to external letters in the letter the committee writes to the candidate?*

**Answer:** You should refer to them generically and never identify the letter writer by name, affiliation, or other identifiable characteristics. The letter writers are told that they can expect confidentiality and you are expected to honor that commitment on the part of KSU. These letters are but one piece of evidence used in determining the quality and significance of a candidates work and should not be the sole basis for a recommendation.
44) I could not find the answer on whether a candidate is in any way restricted or discouraged from going back to the department committee with questions/discussions.  
Answer: Candidates are not allowed to discuss any component of their portfolio, including response letters, with anyone (committee members, department chairs, deans, provost) during the P&T process. If they have concerns about a recommendation made by a committee or administrator, they should write a response letter and follow the procedure outlined in the Faculty Handbook.

45) I am trying to look for specific policies regarding probationary credit received upon hire. Do you know if there are any policies regarding how credit changes (or does not change) “early promotion and tenure?”  
Answer: Credit for tenure/promotion” is not the same thing as “early promotion.” Both are discussed in Section 3.5B of the 2020-2021 KSU faculty handbook. Using credit is not the same as “early.” Regarding “early” promotion, the handbook states: “Board of Regents policy allows for consideration of early promotion. According to USG Academic & Student Affairs Handbook 4.5, strong justification must be provided to support any consideration of "early" promotion wherein the individual has served fewer than the minimum number of five years in rank at the current institution.” This is also discussed in the P&T FAQ’s #7 and #10. If you have credit for tenure/promotion and then also apply early (before the minimum time which would include any credit), the “early” is independent of the “credit.” And, if you apply for early promotion, you must have the “strong justification” to be successful; you would have to produce above what is expected for a person in the next rank in teaching, service, and scholarship.

46) Within the current department guidelines, it states that tenure and promotion dossiers are to be evaluated in the following way: "The faculty member must be meeting all expectations of his or her current rank as well as the beginning expectation of the rank to which he or she is requesting to be promoted."  
Answer: For promotion, the candidate is required to be meet expectations at the beginning level of the next rank. Specifically, it is stated in Section 3.5B of the KSU Faculty Handbook: “When a faculty member's experience, accomplishments, and career development evolve to the point where expectations applicable to the beginning level of the next highest rank are being met, the faculty member can make a strong case for promotion.” My interpretation is that you need to meet the beginning expectations of an Associate Prof. in all three areas (teaching, service, scholarship).

47) Who should the review letter be addressed to? The department chair?  
Answer: No, all letters are addressed to the candidate.

48) What do I (as the next level of reviewer) do with a response letter I've received? Answer: Upload it in the same field where your review goes. Click "Save Draft" (or "Publish My Response to Committee" will allow other committee members to see it).
49) What do I (as the committee chair) do with missing files (such as ARDs) I've received?

Answer: Upload it in the same field where your review goes. Click "Save Draft" (or "Publish My Response to Committee" will allow other committee members to see it).