

COLLEGE OF CRIMINAL JUSTICE
Procedures and Criteria for Tenure, Promotion & Retention

College of Criminal Justice
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College of Criminal Justice

Procedures and Criteria for Tenure and Promotion

I. Purpose

Recommendations regarding tenure and promotion of the College of Criminal Justice faculty will be based on the procedures and criteria described in The Faculty Manual of the University of South Carolina (Columbia) and this document. The procedures were designed to ensure uniform and objective decisions based solely upon professional merit. The criteria were established to provide measurable standards for determination of academic and professional growth. New faculty members appointed to tenure track positions will be informed at the time of their appointment of tenure regulations applicable on the effective date of appointment.

II. Committee Composition and Procedure Development

A. Committee Composition

1. The College Tenure, Promotion & Retention (TP&R) Committee shall be comprised of all tenured faculty, excluding the Dean, operating as a committee of the whole. The Chair of the College TP&R Committee will be elected annually by the Committee by the last day of Spring Semester classes. The Dean will report the name of the Committee chair to the College Faculty, Provost and University Committee on Tenure and Promotion (UCTP) by May 15.
2. All tenured faculty of equal or higher rank than the candidate will comprise the sub-committee of the College TP&R Committee to evaluate faculty for tenure.
3. All tenured faculty of higher rank than the candidate will comprise the sub-committee of the College TP&R Committee to evaluate faculty for promotion.
4. In the event that either group mentioned in paragraph 2 or 3 has fewer than 5 (five) members, the College TP&R Committee Chair will notify the Dean who after consultation with the Committee and the candidate will appoint the necessary number of additional tenured faculty of appropriate rank from other Colleges within the University.

B. Procedure Development

Specific procedures and criteria for tenure and promotion will be formulated by the College of Criminal Justice TP&R Committee and approved by the tenured faculty. They will then be forwarded through the Dean and the Provost to the UCTP for approval. Any revisions will be made in the same manner.

III. General Procedures

A. Consideration

1. Each eligible faculty member will receive annual written notification from the College Dean of the option to apply for tenure and/or promotion in accordance with the official University calendar issued by the Provost.
2. All non-tenured faculty on tenure track will be considered for tenure, and all faculty members below the rank of professor will be considered for promotion each year. Consideration will be automatic, unless the faculty member requests that it be deferred. Consideration cannot be deferred in the decision year.
3. Each step of the tenure and promotion procedure will be taken in compliance with the timetable issued by the Provost.

B. File Development

1. All faculty members will be responsible for maintaining records and documentation for inclusion in their files.
2. Candidates will be responsible for assembling their files in accordance with the format distributed by the Provost.
3. Upon request from candidates, the Dean shall make available copies of any administrative records of faculty activities and responsibilities in the area of teaching, research and scholarship, public service, and College and University service, for inclusion in the files. When necessary to comply with University policy, the Dean may summarize information so it will not be identifiable as to author.
4. Candidates will prepare (a) one complete file for the College and University review; (b) three copies of any or all of the file as may be requested by the College TP&R Committee Chair for review of

research and scholarship by peers outside the University; and (c) three copies of any or all of the file as may be requested by the College TP&R Committee Chair for review by professional colleagues evaluating public service.

5. Candidates will deliver the completed files to the Dean's office by the dates specified in the University calendar. Any additional information submitted at a later date must be forwarded through the Dean and Provost.
6. The Chair of the College TP&R Committee will add (a) the summary of teaching evaluation from the Dean; (b) any letters sent to the Dean or committee chair not supplied by the candidate; and (c) letters from external referees to the file before it is reviewed by the College Committee.
7. After the College of Criminal Justice TP&R Committee has voted, only these items may be added to the file:
 - a) College faculty vote justifications and statements from the dean that accompany the file to the next step of the procedure.
 - b) Material information arising as a consequence of actions taken prior to the College vote, for example (1) letters from outside evaluators solicited before but received after the unit vote; (2) notification of acceptance of a manuscript referred to in the file; (3) publication of books or articles that had been accepted prior to the unit vote; and (4) published reviews of a candidate's work that appeared after the College vote.
 - c) Letters from faculty members in the College. Each faculty member, whether or not authorized to vote, may write to the dean. Such letters will become part of the file at the College level.

C. Outside Reviewers' Selection

1. The Chair of the College TP&R Committee will solicit names from the faculty of potential reviewers outside the University who might evaluate the research and scholarship and public service records from the candidate's files.
2. The candidate will also be asked to submit to the Chair names of those outside the University who could review his or her research and scholarship and public service.

3. The Committee will review all suggestions and select three persons plus alternates outside the University to review the candidate's research and scholarship and three persons plus alternates from the professional community to review the candidate's public service. One of the referees in each area will be from the candidate's list and will be noted as such in the file. Research and scholarship will normally be reviewed by faculty from peer universities having similar programs in criminal justice. The public service will be reviewed by professional peers from criminal justice agencies and/or organizations who are knowledgeable in the candidate's area of public service.
4. The Chair will contact the proposed reviewers, ascertain their willingness to serve, mail the material to them, and place their responses in the file prior to evaluation by the Committee.

D. File Evaluation

1. The Chair of the College TP&R Committee will convene a meeting of the Committee to ensure that all necessary materials are available. All tenured faculty will have an opportunity to make verbal or written comment on each of the candidates under consideration by the Committee.
2. Evidence of a candidate's qualifications may come from many sources, including, but not limited to, the candidate's statement, record of productivity in the areas of teaching, research and scholarship, public service, College or University service, peer reviews and evaluations, student ratings and comments, official records, and reviews from academic and professional peers outside the University.
3. The quality and quantity of the documentation as well as the reliability and validity of evidence will be considered in the decision in accordance with the criteria as established in this document.
4. The Chair shall prepare a secret ballot for all faculty members eligible to vote for the candidate. All eligible faculty members have the responsibility to vote yes, no, or abstain, and also submit a written justification for their vote.
5. A favorable recommendation shall be made only in cases in which there is a majority of yes votes; that is, the yes votes exceed the no votes by at least one. All abstentions shall be noted.

6. A record of the vote will be made in all instances and will be forwarded along with the file to the Dean. The Dean's recommendations whether favorable or unfavorable will also be included prior to submission to the Provost and the UCTP.
7. The Dean will forward the file including ballots to the Provost's Office.

E. Notifications

1. The Chair will notify the candidate and the faculty in writing of the recommendation of the Committee. The faculty will be invited to submit letters for inclusion in successful candidates' files.
2. The Dean, if requested by the candidate, shall provide a verbal summary of the justification of the votes without attribution to individuals at this stage of the decision process. No written summary of the College TP&R Committee action whether favorable or unfavorable will be provided to the candidate.
3. Negative recommendations may be appealed in writing by the candidate as specified in The Faculty Manual.

IV. Criteria

A. Application of Criteria

1. The criteria for tenure and promotion in the College of Criminal Justice will be applied equally to all faculty.
2. Consideration for tenure and promotion shall not be influenced by the faculty member's age, sex, race, national origin, religion, medical status, or any other factors that do not bear directly on the quality of service and the satisfaction of criteria for tenure and promotion.
3. The College of Criminal Justice TP&R Committee will give consideration only to those activities of candidates which are consistent with the Mission Statement of the College (copy attached).

B. Areas of Performance

1. The College of Criminal Justice has established activities for tenure and promotion in the following three functional areas:

- Teaching
- Research and Scholarship
- Public, College, and University Service

The inclusion of public service as an activity to be examined in tenure or promotion decisions is consistent with the College of Criminal Justice's Mission Statement that specifically emphasizes its responsibility to provide public service to the criminal justice field.

2. The College is committed to excellence in teaching, research and scholarship, and public service; therefore, emphasis will be placed on performance in these three interrelated functions in any decisions for tenure or promotion.

3. It is expected that the candidate's complete career record will exhibit consistent growth, improvement and contributions to the field with particular scrutiny being given to the period during which the candidate was at the current rank.

C. Areas of Evaluation

Candidates must document performance in each of the following functional areas. The list of examples in each area is not exhaustive nor must candidacy be supported by all items listed. In addition to the evaluation of each area by members of the College TP&R Committee, research and scholarship and public, college, and university service will each be reviewed by those knowledgeable individuals outside the University selected by the College TP&R Committee.

1. Teaching Effectiveness

Teaching effectiveness in undergraduate and graduate instruction is evidenced by the following as required components of all tenure and promotion dossiers:

- Peer evaluations
- Student ratings
- Recognition of quality performance (including awards)
- Teaching experience (including number of years of experience and subjects taught)
- Graduate student direction as evidenced by the supervision of and service on thesis, portfolio, and dissertation committees
- Direction of other undergraduate or graduate research projects

- Innovative teaching methods (including appropriateness to subject matter and congruence with principles of learning)
- Amount and quality of student advisement and non-classroom student contacts
- Faculty advisor for student organization or sponsorship of student enrichment activities
- Development of instructional materials as assessed by peer review of syllabi, enrichment materials, tests, and other products

2. Research and Scholarship

Research and scholarship involve the formation and dissemination of new knowledge as evidenced by the quality and the quantity of the following:

- Refereed journal articles
- Authored books
- Edited books
- Monographs
- Chapters in books
- Presentations at professional and scholarly meetings (as evidenced by the quality and number of the papers as well as the caliber of the organization or groups. International, national, state, and local participation will all be considered)
- Sponsorship or support from recognized groups, institutions, and organizations as evidenced by number, amount and continuity of support; and an acquisition of substantial extra-mural funding
- Non-refereed publications
- Reviews of books and other published material
- Editorship of refereed journals

3. Public, College, and University Service

The College of Criminal Justice as emphasized in its mission statement has an ongoing responsibility to provide services to the field. A documented record of sustained, effective service to the field including service to local, state, national and/or international criminal justice agencies and/or organizations is required. Public, College, and University Service may be evidenced by the following:

- Professional development for criminal justice agencies, organizations and groups as indicated by the scope and amount of participation in agency-based projects and staff development efforts

- Consultation to guide, inform or modify policy and practices in the field (including the scope and amount of solicited or unsolicited assistance provided)
- Leadership in local, state, national or international professional organizations (including level of responsibility and recognition for work accomplished as indicated by elected offices held, committees chaired, conferences or workshops developed)
- Participation on agency boards, community task forces or other activities that will advance the overall field
- Other scholarly service activity (as evidenced by review of grants, refereed papers and other material, and service on research advisory boards)
- Chair and/or service on College committees
- Leadership and/or participation on University committees (including the Faculty Senate)
- Leadership and/or participation in University activities and programs

D. Definitions of General Tenure and Promotion Criteria

Definitions of the various levels of the general criteria are intended as guidelines for faculty evaluation of candidates for tenure and promotion as well as for other considerations such as retention and merit salary increases. Evaluation at the next higher level always implies that the lower level has been and continues to be met by a candidate being evaluated.

It is imperative to recognize differences in the achievements of individual faculty members. Evaluation decisions for tenure and promotion will be considered according to the combinations defined in Section E that represent associated strengths in teaching, research, and service.

FOR TEACHING

Level 1 Outstanding: At this level, having met the requirements of the lower levels, the candidate's teaching ability must be esteemed both within and outside the College. The candidate is a frequent lecturer in other units within the University and serves as a consultant to University units or as a leader in a teaching improvement workshop. Additionally, the outstanding candidate is frequently invited to teach in national or international criminal justice related institutes or programs.

- Level 2 Excellent: A candidate rated excellent makes a substantial contribution to the teaching mission of the College. Based on validation of Level 3 performance, the excellent evaluation means that the candidate has used personal skills to influence the department's teaching mission beyond the confines of the classroom. Among examples from section C.1. above are the development of innovative teaching materials or new or redesigned courses that have had a significant impact on the College's curriculum or the curriculum of another College, department, or program. Special training to improve teaching skills or award of grants to undertake innovative teaching efforts are also applicable here. Other examples include redesign of the College's curriculum, development of assessment materials, or materials to coordinate courses. Such material may, but does not have to, incorporate innovative technological applications such as video or computers. But, if such materials are published nationally in a refereed criminal justice journal, they may be considered in the research category.
- Level 3 Satisfactory: In order to achieve tenure and promotion, a candidate must demonstrate consistently satisfactory teaching. The candidate should present evidence of accomplishment and versatility, including teaching a variety of courses and, when available, graduate courses. Participation in workshops or other sessions devoted to the improvement of teaching is evidence of a satisfactory commitment to teaching. Candidates evaluated at this level should also participate in the honors programs or the college's graduate program by directing theses or portfolios, or serve as external examiners in other graduate programs for theses and/or dissertations.
- Level 4 Unsatisfactory: Candidates evaluated in this category do not demonstrate consistent evidence of successful instructional accomplishment. They teach a narrow range of courses and do not respond to the need of the College for instructor versatility. Their course syllabi are seldom revised. Course text selection is not updated or does not reflect significant aspects of the field. They do not respond to meaningful student complaints, keep irregular office hours, or do not maintain a physical presence in the College to be available to consult with students.

FOR RESEARCH

- Level 1 **Outstanding:** The candidate clearly has a firmly established national reputation based primarily on a consistent record of high quality published scholarship and clearly exceeds all lower levels. High quality published scholarship means having major articles published in the leading scholarly journals in criminal justice reflecting an area of concentration or specialization and at least one full-length, refereed book or monograph from a reputable academic press. The outstanding candidate should be distinguished by his or her stature in the field when assessed against the types of evidence of quality at this level.
- Level 2 **Excellent:** The rating of excellent means a demonstrated, significant achievement in scholarly research. Level 2 exceeds Level 3 both qualitatively and quantitatively in published research and scholarly activity. A number of refereed major publications is required, at least one of which deals with original research beyond the doctoral dissertation. A major publication presents, integrates, or synthesizes important new findings, knowledge, or information and extends new critical, theoretical, or methodological perspectives in the field of criminal justice. Invited lectures or presentations at major conferences, invited contributions to significant scholarly publications in criminal justice, or invited service as a referee for a leading criminal justice journal or a university press give evidence of the national reputation of the candidate. Additional evidence of high quality achievement may be found in published reviews or citations of the candidate's work in the work of other reputable scholars.
- Level 3 **Satisfactory:** The candidate has published reviews, notes, refereed articles, or book chapters appearing in press in high-quality publications with a national or international audience within the three most recent annual reviews. He or she has participated in a criminal justice related academic professional conference by presenting papers, serving on panels, or organizing and chairing sessions. Additionally, the candidate has developed academic conference panel papers and/or published refereed articles unrelated to the dissertation topic.
- Level 4 **Unsatisfactory:** The candidate has no published reviews, notes, refereed articles, or book chapters appearing in press in high-quality publications with a national or international audience within the three most recent annual reviews.

FOR SERVICE

- Level 1 **Outstanding:** The successful candidate at this level has a consistent record of high quality service which includes major contributions to criminal justice professions and the community as well as to the College and the University. Where possible and appropriate, it is desirable for service contributions at this high level of quality to be linked to scholarly publications. Service-related materials published nationally in a refereed criminal justice journal or reputable academic press may be considered for evaluation at the appropriate level in the research category. An outstanding rating for service is rare and it contributes to high visibility and an enhanced reputation for the College on the campus and in the criminal justice profession.
- Level 2 **Excellent:** Not the mere performance of a service task, but the effectiveness of that performance is the deciding factor that separates Level 2 from Level 3 in this category. A candidate who is rated excellent carries out assigned duties with great responsibility and often assumes tasks beyond routine assignments. Service on major university committees is one indicator of excellence as is development of new service techniques for the College or University, such as improved student advisement. New service initiatives that contribute to the effectiveness of the College's teaching and research missions may be included in the rating at this level as is professional service to regional, national and/or international criminal justice related associations.
- Level 3 **Satisfactory:** The candidate must reliably and efficiently discharge responsibilities assigned within the College by the faculty or the Dean, or by the University faculty with respect to elected or appointed positions beyond the College.
- Level 4 **Unsatisfactory:** Candidate withdraws and does not participate in departmental activities or participates infrequently, reluctantly, or with rancor toward colleagues.

E. Standards for Tenure and Promotion

In most cases College faculty members will initially be employed at the instructor or assistant professor ranks. Assistant professors will normally be considered for tenure and promotion to associate professor simultaneously within the time frames established in The Faculty Manual.

1. Tenure

A recommendation for tenure will evaluate the following: (1) teaching, (2) research and scholarship, and (3) public, College, and University service

Tenure will generally be recommended as long as the evidence presented shows that:

- a candidate's teaching accomplishments are **excellent** and the candidate's research and scholarship and service accomplishments are also **satisfactory**,

or

- a candidate's research and scholarship performance is rated an average of **excellent** and the candidate's teaching and service are also **satisfactory**.

2. Promotion to Associate Professor

A recommendation for promotion to Associate Professor will evaluate the following: (1) teaching, (2) research and scholarship, and (3) public, College, and University service

Promotion will generally be recommended as long as the evidence presented shows that:

- a candidate's teaching accomplishments are **excellent** and the candidate's research and scholarship and service accomplishments are also **satisfactory**,

or

- a candidate's research and scholarship performance is rated an average of **excellent** and the candidate's teaching and service are also **satisfactory**.

3. Promotion to Professor

A recommendation for promotion to Professor will evaluate the following: (1) Teaching, (2) research and scholarship and (3) public, College, and University service.

A move to the rank of Professor should be accompanied by evidence of attainment of national or international stature. Promotion will generally be recommended as long as the evidence presented shows a substantial contribution to the field in which:

- a candidate's teaching accomplishments are rated ***outstanding***, research and scholarship performance is rated ***excellent***, and service performance is rated ***satisfactory***,

or

- a candidate's research and scholarship performance is rated ***outstanding***, teaching accomplishments are rated ***excellent***, and service performance is rated ***satisfactory***.