

The Citadel
Department of Mathematics and Computer Science
Standards and Procedures for Tenure and Academic Promotion
Effective April 21, 2015

This document has been reviewed and approved by the faculty of the Department of Mathematics and Computer Science, by the Dean of the School of Science and Mathematics, and by the Academic Board.

Table of Contents

I. Introduction and Overview

II. Purpose of Standards and Procedures.

III. Probationary Reappointment

A. Procedures

B. Assistant Professor

C. Associate and Full Professor

IV. Tenure

A. Procedures

B. Tenure as an Assistant Professor

C. Tenure as an Associate Professor

D. Tenure as a Full Professor

E. Procedures for Tenure upon Appointment

V. Promotion

A. Procedures

B. Promotion to Associate Professor

C. Promotion to Full Professor

Appendix

I. Introduction and Overview

The purpose of this document is to identify departmental standards and procedures for probationary reappointment, tenure, and promotion decisions. Judgments regarding these decisions are based on a candidate's accomplishments in three areas: *teaching*, *scholarship*, and *service*. When preparing documentation of performance the candidate should substantiate the quality of performance in each area. A guiding principle is that a faculty member should maintain a dossier of activities and accomplishments throughout his/her career, and the faculty member may use this dossier at times of reappointment, application for tenure, and for promotion. An appendix of possible activities in the three areas is attached.

A candidate for tenure in the department should have attained a Ph.D. or equivalent terminal degree. The terminal degree requirement may be waived if the candidate offers evidence of outstanding scholarly productivity and/or professional work experience.

The procedures to include the roles of all parties, the development of recommendations, clarifications, and appeals will be conducted according to Annex C of [Memorandum 3-601](#).

II. Purpose of Standards and Procedures

The standards and evaluative criteria presented below for probationary reappointment, tenure, and promotion decisions are not intended to be inclusive or inflexible absolutes. Nor are they intended to form a checklist. It is realized that individual strengths vary, and hence, the entire picture must be examined rather than each area in isolation.

III. Probationary Reappointment

A. Procedures

The tenured members of the department will meet as specified in Annex C, Section B of [Memorandum 3-601](#) to evaluate tenure-track candidates and to make recommendations for probationary reappointments. The probationary reappointment decision in the third year will be a preliminary summative review. For the third-year review the department head, with input from the candidate, will appoint a senior faculty member from outside the department to serve as a voting member of the review committee.

A mentor of equal or higher academic rank will be assigned for each new tenure-track faculty member. The role of the mentor will be to help the individual adjust to the unique teaching environment of this college, to familiarize the new faculty member with the policies and procedures of the department, school, and college, and to provide counsel regarding teaching responsibilities and faculty-student interactions at The Citadel. (It is not expected that the mentor will become an advocate for the candidate.)

B. Assistant Professor

By the time of the third year review it is expected that the probationer can document solid progress toward meeting the goals of tenure. The cumulative annual department evaluations and responses and documentation of effective teaching in The Citadel environment will play a strong role in the evaluation for probationary reappointment. It is expected that the candidate will have an active research program and will have obtained some type of peer-review feedback on this research. This feedback might be formal, such as a referee report of a submitted paper, or could be informal, such as an assessment of a preliminary paper or a talk given at a professional conference. The candidate should give evidence of some service, such as department, school, or college committees on which he/she has served.

C. Associate and Full Professor

During the annual probationary review it is expected that the probationer will have demonstrated solid progress toward meeting the goals of tenure. This must include the documentation of teaching effectiveness. It is expected that evidence of scholarly productivity during the probationary period will be demonstrated. The probationer needs to have made appropriate progress in research so that by the time the tenure decision is made he/she has papers of sufficient quantity and quality accepted to be granted tenure.

IV. Tenure

A. Procedures

Recommendations for tenure are the responsibility of all tenured faculty members of the department, and a senior Citadel faculty member from another school/department to be determined by the department head with input from the candidate. For tenure at the professor level, external evaluation of the candidate's research or professional service is required (see [Memorandum 3-601](#), Section 4.H.). The candidate is responsible for preparing a dossier that documents activities during the probationary period. When preparing documentation, the candidate should substantiate the quality of performance in each area. The length of the probationary period is determined by college policy as stated in Section 4 of [Memorandum 3-601](#).

Information considered by the tenured members of the department in reaching its recommendations will be shared with all parties, including the candidate.

B. Tenure as an Assistant Professor

The successful candidate for tenure as an Assistant Professor will meet these standards. Please note the first and third standards are the same as for promotion to Associate Professor.

1. The candidate must demonstrate that he/she makes careful classroom preparation, uses appropriate grading standards, and is frequently available to meet students outside of class. The candidate should have demonstrated a willingness to teach a wide range of service courses and some courses for departmental majors. The candidate must be able to show he/she has displayed a willingness to share ideas and insights and to keep current on matters related to teaching.
2. The candidate must demonstrate activity such as papers accepted in peer-reviewed publications. The candidate must have at least one publication based on work that is not part of his/her doctoral dissertation and while employed at The Citadel. The candidate should also provide evidence of attendance at conferences, with some of these involving presentations by the candidate. The candidate should also provide an outline of how work in progress will be completed or an outline of future scholarly work.
3. The candidate must have demonstrated a willingness to cooperate with colleagues in the attainment of department, school, and college goals. The candidate must also have become an active and responsible participant in departmental affairs. The candidate should have participated in college committees and have exhibited a willingness to use his/her talents to assist the college and the community professionally when asked.

C. Tenure as an Associate Professor

A candidate for tenure should demonstrate that the following standards have been met:

1. The candidate must have demonstrated effective teaching skills to include careful classroom preparation, appropriate grading standards, and availability to students. The candidate should have also demonstrated a willingness to teach a wide range and level of courses as well as courses in his/her field. The candidate must be able to show he/she has displayed a willingness to share ideas and insights and to keep current on matters related to teaching.
2. The candidate must have a record of scholarship and professional development beyond the terminal degree. The candidate must have established a plan of research and demonstrated, throughout the period of employment at the college, steady progress towards meeting the goals of this plan. Evidence of progress will include at least two papers accepted for publication in refereed books or journals, with at least one of these based on work done at The Citadel during the probationary period, and presentations at professional conferences.
3. The candidate should demonstrate a willingness to cooperate with colleagues and to work conscientiously towards departmental and institutional goals. The candidate should have become knowledgeable concerning issues that affect the department, the school, and the college. The candidate must be able to provide

evidence that some service has been substantial. This may include chairing an important department, school, or college committee, or initiating some action taken by such a committee. Another possibility is participation in discipline-related service, such as organization of a professional conference.

D. Tenure as a Full Professor

The candidate must continue to perform at a level meeting the standards of promotion to full professor. The candidate must also have demonstrated that he/she has adapted to the teaching environment at The Citadel, and must have demonstrated a willingness to cooperate with colleagues.

E. Procedures for Tenure upon Appointment

The procedure for tenure upon appointment will be determined by college policy as stated in [Memorandum 3-601](#) (Annex C, Section B.9). It is understood that the tenure decision will be made before the appointment.

V. Promotion

A. Procedures

An individual who intends to be considered for promotion during an academic year must notify the department early in the fall term of his or her intentions. The organization of the departmental promotion procedures is the responsibility of the department head who is to establish and chair a department promotion committee. In addition to the department head the committee will consist of faculty members who hold rank equal to or higher than the rank sought by the candidate, one of which must be a senior Citadel faculty member from another school/department to be determined by the department head with input from the candidate. The candidate is responsible for preparing a dossier that documents the quality of activities during the review period. Information considered by the department promotion committee in reaching its recommendations will be shared with all parties, including the candidate.

B. Promotion to Associate Professor

The successful candidate will meet these standards.

1. The standard for teaching is the same as for tenure as an Assistant Professor.
2. The candidate must have a record of scholarship beyond the terminal degree. The candidate must have established a plan of research that extends beyond the time of tenure and promotion and demonstrated, throughout the period of employment at the college, steady progress towards meeting the goals of this plan. Evidence of progress will include acceptance of at least two peer-reviewed publications while

at The Citadel. At least one of these publications must be based on work that is not part of his/her doctoral dissertation.

3. The standard for service is the same as for tenure as an Assistant Professor.

C. Promotion to Full Professor

Promotion to the rank of Professor is intended to recognize status as a productive scholar and active professional, as an outstanding teacher, and as a significant contributor to the development of departmental and college programs. The following items are regarded as standards for promotion to this rank:

1. The candidate must have established a record of excellence in teaching. This record should include successful participation in activities such as creating a new course or making a major revision in an existing course, teaching special topics courses, teaching in special programs such as the Honors program, and directing student reading or student research courses.
2. The candidate must have made significant contributions to his/her area of specialization while holding the rank of tenured associate professor at The Citadel. The work should be of such quality and quantity that the candidate is recognized by peers in the larger professional community as an authority in his/her areas of specialization. Usually the successful candidate for full professor is performing many of the example activities listed in the appendix and is expected to have at least two scholarly accomplishments while serving as associate professor. Publishing a peer-reviewed research paper, being awarded an external grant, and giving an invited address at a major conference are examples of scholarly accomplishment.
3. A candidate must have a record of sustained, substantial service to the department, college, and to the discipline. The candidate must have regularly taken leadership roles in college and department affairs. Discipline-related service will include refereeing papers and reviewing journal articles or books, and may also include significant contributions to a professional organization such as serving as an officer or as a conference program chair or organizing a conference, and may also include significant discipline-related service to the community.

Appendix

This is a list of activities and achievements that one may include in a portfolio. It is not an exhaustive list, but contains the activities most commonly performed by faculty.

Teaching

Design:

- Develop a new permanent course
- Significantly revise an existing course
- Teach a special topics course or the senior seminar course
- Teach an Honors Program course
- Write computer lab assignments or special projects for course
- Introduce/upgrade use of technology in a course

Preparation:

- Attend a teaching-oriented workshop or conference
- Obtain special resources for teaching courses

Student Mentoring:

- Advise a student who is giving a talk at a conference
- Lead an independent study or senior research project
- Provide frequent help sessions in the evenings or on weekends
- Prepare students for competitions

Scholarship

Book:

- A research or reference book
- A textbook for a graduate course
- A textbook for an undergraduate course for mathematics, science, and engineering majors
- A textbook for an undergraduate course for non-science majors
- A mathematics, computer science or statistics book for a general audience
- Book chapters

Article:

- Peer-refereed journal article
- Peer-refereed conference proceeding article
- Conference proceeding article
- Student research journal paper

Presentation:

- An invited address at a conference
- A symposium/contributed paper at a conference
- An invited colloquium presentation
- A workshop
- A presentation to a public audience
- A brown-bag presentation on campus
- A brown-bag presentation in the department

Grants:

- A major foundation (e.g., NSF, DOE, DOD) grant
- External funding from lesser foundation
- A Citadel Foundation grant

Work in Progress:

- A paper accepted for publication
- A paper submitted for publication
- A book-length manuscript in preparation
- A paper in preparation
- Attending a workshop/conference in one's research field

Service**Student:**

- Student Group Advisor
- Company Academic Advisor
- Family Host for Cadets

Department:

- Serve on a standing departmental committee
- Serve on an ad hoc or periodic (e.g., hiring) departmental committee
- Attend functions such as Math Club or ACM Club meetings and awards/presentation dinner
- Serve as advisor of Math Club, or ACM Club
- Serve as organizer of Problem of the Week or competitive teams (Math Jeopardy, ACM programming team, etc.)
- Organize colloquia
- Administer the Math Placement Exam
- Administer the Gateway Exam(s)
- Serve as a course coordinator

College:

- Serve on a standing committee or Faculty Council

- Serve on an ad hoc or periodic (e.g., SACS reaccreditation) committee
- Serve as chair of a committee, officer of Faculty Council
- Serve as organizer of (Student Research program) the Citadel Undergraduate Research Conference or advisor to Gold Star Review
- Serve as officer of a campus chapter of a honor society or a professional organization

Public:

- Serve as judge at a science fair
- Give a discipline-related talk at a K-12 school or program
- Give a discipline-related talk to a community group
- Write a scholarly or educational article for a newspaper or similar general audience publication
- Serve as advisor to a K-12 competitive team (such as South Carolina All-State Mathematics Team)
- Organize an event for high-school students (such as a mathematics competition)

Discipline:

- Review papers, books, products for a journal
- Referee papers for journals
- Serve on the editorial board of a journal
- Serve as officer of a professional organization
- Chair a session at a conference
- Organize a session at a conference
- Organize a conference

Please note that similar activities may have quite different levels of significance. For example, giving a talk at an open session of a regional AMS or MAA meeting is not quite the same as giving an invited address at a prominent national meeting.

Some discretion is needed when deciding whether to include a task as teaching, service, or scholarship. Thus reviewing a short research paper for a journal usually counts as service, but doing significant work in editing the proceedings of a conference would probably best be listed as scholarship. (One may include it as both types of activity.)