

Marshall University College of Science
Policy No. COS-Fac-07
Promotion and Tenure

For Use with MU-BOG AA-6 and AA-9

October 13, 2025

1.0 Introduction

Marshall University Board of Governors (BOG) policies define the procedures and general performance criteria for promotion and tenure at Marshall University. All faculty members and reviewers are highly encouraged to read the policies on promotion (AA-6 [MUBOG AA-6 Faculty Promotion \(hired after July 2014\)](#)) and tenure (AA-9 [MUBOG AA-9 Faculty Tenure](#)), and to become familiar with the definitions, requirements and procedures outlined therein. The College of Science Promotion & Tenure Guidelines do not replace or supersede BOG policies, but are intended to supplement them, and to develop specific reporting requirements and performance standards to be used when preparing and reviewing COS (College of Science) faculty promotion and tenure applications.

“Promotion in rank is a reward for meritorious professional achievement” (AA-6). The College of Science requires that applications for promotion include a factual, documented record from multiple sources of evidence of sustained achievement in each of the three areas of faculty responsibility since first appointment or last promotion in rank, whichever is more recent. The required areas of faculty responsibility are: 1) teaching and advising, 2) research, scholarship, and creative activities, and 3) service and professional development.

“Tenure is awarded not only for past achievements, but also in anticipation of continued achievement in all areas of responsibility” (AA-9). Applications for tenure will be reviewed both for past achievement, and for evidence demonstrating that the candidate is likely to continue a record of achievement in each of the three areas of faculty responsibility. In addition, AA-9 notes that “[m]ajor attention shall be given to the quality and caliber of professional accomplishments and to the future promise as an educator, scholar or artist, and responsible university Citizen.”

Regarding the timing of promotion and tenure applications, AA-6 specifically states that “only faculty members who have been granted tenure are eligible for promotion”. When a faculty member applies for promotion and tenure concurrently, the tenure decision precedes the decision on promotion. A negative tenure decision automatically results in a negative promotion decision. The current guidelines, therefore, expressly prohibit an application for promotion prior to, or in the absence of, an application for tenure.

The award of tenure and promotion to the rank of Associate Professor requires a record of professional recognition that transcends local organizations and activities, as well as evidence of sustained scholarly productivity and increasing reputation in field. The candidate must have demonstrated professional performance in each of the three areas of faculty responsibility. In addition, the candidate must demonstrate exemplary performance in at least one area, which must be either Teaching and Advising or Research, Scholarship, and Creative Activities.

Applications for tenure in the College of Science will be reviewed for the quantity and quality of professional accomplishments in each of the areas of faculty responsibility and the candidate’s future promise as an educator, scholar, and contributor to the university and the broader professional and public communities.

Promotion to the rank of Professor requires evidence of substantial professional participation in regional, national, and/or international organizations and a significantly higher level of sustained scholarly productivity than is required for promotion to lower rank. In addition, promotion to full Professor requires demonstrated and sustained exemplary achievement in two of the three areas of faculty responsibility.

If the candidate's contract includes an addendum specifying the area of exemplary performance, this area will be used in evaluating the promotion and tenure application.

2.0 Areas of Faculty Responsibility

2.1 Teaching and Advising

Quality instruction is critical to the mission of the College of Science. All faculty members are encouraged to strive for excellence in this area. Sustained achievement in teaching, advising, and related activities is required for both tenure and promotion. AA-6 indicates that:

Teaching and Advising responsibilities and duties may include, but are not limited to: command of disciplinary knowledge and methodology; effectiveness of classroom performance; advising load and effectiveness of academic advising; effectiveness in assessing student learning; rapport with students; contributions to curricular development, including development, promotion and delivery of off-campus academic programs, either through electronic means or conventional travel to off-campus course locations; and instructional development of faculty colleagues.

Faculty members should participate in programs offered by the Marshall University Center for Teaching and Learning (CTL) and are encouraged to participate in off-campus meetings, workshops and other professional development activities that focus on teaching and learning.

2.2 Research, Scholarship and Creative Activities

All faculty members are expected to remain current in their specific disciplines, and the primary mechanism for maintaining expertise is through the establishment and maintenance of an active research program. AA-6 states that the responsibilities and duties associated with Research, Scholarship, and Creative Activities

may include, but are not limited to: number, quality and importance of publications and creative productions; memberships and contributions to professional societies; professional growth and development; scholarly presentations and creative performances; and contributions to the professional development and achievement of colleagues.

The extent to which a faculty member participates in research is dependent, in part, on the priorities of her or his department, the availability of reassigned time to devote to research projects, and the availability of funding – both internal and external – to support research. In some cases, an offer of appointment will indicate that research is of particular importance to the department. In these situations, the department, college and university commit time and financial resources to support the establishment of a successful research program. When such resources are provided to a faculty member, research must be designated as an area of excellence in applications for promotion and tenure.

2.3 Service and Professional Development

All faculty members in the College of Science are expected to participate in service activities at the department, college, and university levels, and to engage in community service. AA-6 states that

Service and Professional Development responsibilities and duties may include, but are not limited to: contributions within the department/division, within the college, or university-wide; contributions to official student organizations or other university-related organizations; other work on behalf of the student body, faculty, staff or administration of the university. Service to the community includes, but is not limited to: service on a compensated or pro bono basis to governments, to educational, business or civic organizations, or to the public; involvement as an official representative of Marshall University, or units thereof, in activities of governments and of educational, business, or civic organizations.

Service activities must be aligned with the mission and goals of the department, college, and university, and must be documented and capable of being evaluated. Community service includes activities that address important local and regional needs, make use of the faculty member's special expertise and knowledge and where the faculty member's participation is pivotal to the success of the activity, organization, etc.

Professional achievement in service requires that the faculty member perform functions that have real impact within or outside the university. Exemplary achievement in service is creative, diverse, and sustained.

3.0 University Citizenship

Policy AA-9 describes University Citizenship as encompassing

contributions that transcend organizational and disciplinary boundaries and meaningfully influence and benefit all parts of the University community, fostering a culture of engagement. Exemplary university citizens commit time and energy working with others to foster cooperation and collaboration between and among elements of the institution and its constituents, thus improving and enhancing Marshall University and its sense of community.

And states that

The elements of University Citizenship may include, but are not limited to: Positive leadership of governance bodies, contributions to disciplinary/professional growth and innovation, furthering civil discourse/intercultural understanding, constructive mentoring of both students and faculty colleagues, and contributions toward achieving a progressive future for the institution.

A demonstration of professional performance in an area of faculty responsibility must include evidence of responsible university citizenship in this area. Exemplary performance in an area of faculty responsibility will require notable and sustained examples of responsible university citizenship related to this area.

4.0 Accommodating academic disciplinary differences

The personnel policies and procedures of the College of Science allow flexibility in weighing areas of faculty performance in order to accommodate a range of disciplinary specialties. However, in all disciplines the quality and impact of the faculty member's efforts will be assessed primarily through evaluated measures. It is the responsibility of each of the departments to use credible and objective means to distinguish **exemplary** performance for purposes of promotion and tenure recommendations from **professional** performance.

Faculty members should regularly consult with their department chair and senior colleagues in order to understand how professional and exemplary performance are defined and evaluated in each area of responsibility, including: 1) funding opportunities and appropriate levels of research productivity in their discipline, 2) departmental norms and standards for teaching excellence, and 3) meaningful service opportunities, including expectations for participation and appropriate methods for documenting contributions.

5.0 Written external evaluations

MU-BOG Policy AA-9 states "College/School tenure guidelines may permit department/division tenure guidelines to include provisions for external reviews of a candidate's application or prohibit such reviews. If external review is mandated for a department/division, it must be used for all applications for tenure from that department/division." All departments within the College of Science require external evaluations to accompany applications for both tenure and promotion. MU-BOG policy mandates that the selection of external reviewers must be collaborative, allowing for participation of both the candidate and the department chair or division head. The specifics of the COS policy are as follows.

5.1. Purpose and Selection of External Reviewers

The primary role of external reviewers in the promotion and tenure process is to provide an informed and objective assessment of the candidate's research contributions within their discipline. As such, reviewers should be senior faculty members who are recognized researchers in the candidate's specific field of expertise. In cases where a reviewer is not from the exact field, they must still have substantial experience and a strong record of scholarly contributions in the broader discipline. All external reviewers must hold a rank equal to or higher than the rank being sought by the candidate. In general, reviewers should come from institutions with research programs that are comparable to or stronger than those at Marshall University, in other words, Carnegie R2 or R1. Reviewers may also be selected from institutions that are not classified as R1 or R2, provided they are drawn from programs with exceptionally strong reputations in the candidate's field.

5.2. Candidate Recommendations and Conflict of Interest Disclosure

Candidates are required to submit a list of recommended external evaluators to the department chair or the chair's designee. This list should contain at minimum ten potential reviewers and twenty are recommended, as many individuals may decline to participate or may not ultimately submit letters even if they agree to. The candidate must identify any personal, professional, or financial relationships with individuals on the list and describe the nature of those relationships. To preserve objectivity in the evaluation process, reviewers with potential conflicts of interest should generally not be selected. Strong consideration should be given to excluding individuals in the following categories:

- Former advisors or members of the candidate's dissertation committee
- Former students or mentees
- Collaborators on a grant or publication within the last five years
- Former colleagues at the same institution

- Personal friends or adversarial individuals
- Business or financial partners
- Any other relationship that could impair objectivity

5.3. Supplementing the Reviewer List and Final Selection

The department committee chair will supplement the candidate's list by adding additional names, including individuals from peer institutions, and then forward the list to the department chair, who may also add names. A balanced list that includes both candidate-suggested and committee-suggested reviewers is preferred. The candidate may request the removal of specific individuals from the list.

A minimum of five completed reviews is required; if that number is not met, the department chair will work with the candidate to identify and contact additional reviewers. After the department chair sends the initial requests to potential reviewers, the list of confirmed reviewers should be finalized by the date specified in that correspondence. If fewer than five reviewers have agreed to serve by that date, the department chair will work with the candidate to identify and contact additional reviewers.

The final selection of reviewers must be mutually agreed upon by both the candidate and the department chair. If no agreement can be reached, the college dean (or their designee) will have final authority to select reviewers from the submitted names, in accordance with MUBOG Rule AA-9, Section 4.2.2. The department chair will contact potential reviewers via email to determine their willingness to participate; a sample request template and sample directions for the review are provided in the appendix.

5.4. Materials to Be Provided to Reviewers

To facilitate the review process, the candidate will provide the committee chair with an up-to-date curriculum vitae and the three-page summaries described in Section 13 in each of the three required areas of evaluation (teaching, research, and service). The candidate may need to provide additional items for the external reviewers, as described in Section 13. The department chair will provide a formal letter describing the candidate's position, including reassigned time, start-up funds, or other relevant support, and will identify any designated areas of exemplary performance.

The request to external reviewers will include a prompt asking whether the candidate would likely be successful in a promotion application at their own institution. Reviewers will be instructed to limit their comments to areas where they have relevant expertise and to disclose any personal knowledge of or relationship with the candidate.

A standard letter template with directions for external reviewers is provided in the appendix.

5.5. Use of Prior Reviews

In cases where a candidate is denied promotion and reapplies in a future cycle, external review letters from the previous cycle may not be reused in the immediately following academic year. However, the same reviewers may be contacted again, and they may choose whether to revise or reuse their previous evaluations.

6.0 Written internal evaluations

The responsible department committee may solicit written, signed, and dated comments from students, staff, and colleagues to be submitted directly to the committee. Under no circumstance

are faculty candidates for promotion and tenure to solicit comments from students or former students.

7.0 Pre-Tenure Review

MU-BOG policy (AA-9) requires that “[a]ll tenure track faculty members will be evaluated by the criteria used for promotion and tenure in their college/school and department/division as a pre-tenure review. The date of this pre-tenure review must be stated in the initial letter of appointment.” The College of Science fulfills the pre-tenure review responsibility by requiring faculty members who are in review to prepare a package using the regular promotion and tenure guidelines, except that no external reviews are solicited or included in the package. Pre-tenure review packages are reviewed and commented upon by the reviewed faculty member’s department committee, his or her department chair, and his or her dean. Pre-tenure review packages are not reviewed by the college committee. Because there are no external letters required, and the number of reviews is different, the timeline for the pre-tenure review process is modified relative to the tenure and promotion timeline. Both timelines are detailed at the end of this document.

Board and University policies (AA-9 and UPAA-15 [UPAA-15 Faculty Salary Increases](#)) also state that an exceptional pre-tenure evaluation will result in a 5% salary increase for the candidate. College of Science policy requires that the candidate receive exemplary ratings in all three areas of faculty responsibility, and at all levels of review (department committee, department chair, and dean), in order to meet the standard of an exceptional pre-tenure evaluation.

8.0 Department and College Faculty Advancement Committees

The primary responsibility of both department and college Faculty Advancement Committees is to provide fair, thorough, and unbiased review of each candidate’s portfolio and make a formal recommendation regarding promotion and/or tenure.

8.1 Department Committee

Each department must form a Faculty Advancement Committee, of at least three faculty, to review promotion and tenure cases according to departmental criteria and procedures. Departments determine the composition of their committees, but only faculty of the same or higher rank than the candidate may serve. The department chair may not be a member of the department committee. In small departments, a committee of eligible faculty may be formed by including qualified faculty from other departments. Any external appointments will be made by the Dean in consultation with the department chair.

At the beginning of each promotion and tenure cycle, each member of the Faculty Advancement Committee must sign the [P&T Confidentiality Statement for P&T Reviewers](#). This form is maintained by Academic Affairs. This form can be found in myMU by searching for the form name.

8.1.1 Information Validation

The departmentally designated committee shall check the accuracy of information included in promotion and/or tenure applications.

8.2 College Committee

At the college level, the College Faculty Advancement Committee is composed of up to two representatives per department – one full professor (if available) and one additional full or

associate professor. Each department may determine its own method for selecting these representatives. Department chairs may not be a member of the college committee.

Each member of the college committee may vote once per candidate. For candidates from their own department, a representative may vote either at the department level or at the college level, but not both. Department representatives are expected to attend their department's committee meetings even if they choose not to vote on internal candidates. However, committee members who are not eligible to vote on a candidate should not participate in meetings and deliberations regarding that candidate.

9.0 Conflicts of Interest

All those normally reviewing a promotion or tenure case must disclose any potential conflicts of interest or the appearance of a conflict. If a conflict is identified, the member must consult with the department committee chair, department chair, and dean to determine whether the conflict can be managed or if recusal is necessary. If a department chair has a conflict, they must be replaced by another department chair without a conflict. If the dean has a conflict, the provost will appoint another dean to review the case.

10.0 Committee, Chair, and Dean Letters

Recommendation letters from Faculty Advancement Committees, department chairs, and dean play a critical role in the promotion and tenure process. These letters should be thorough, evidence-based, and aligned with university and college standards.

Each letter must:

- Explicitly evaluate the candidate's performance in all three areas of responsibility:
 1. Teaching and Advising
 2. Research, Scholarship, and Creative Activities
 3. Service and Professional Development
- Provide a rating for each area using the following scale: *Exemplary, Professional, Needs Improvement, Unacceptable*.
- Summarize the evidence supporting each rating, referencing documentation from the candidate's portfolio as well as committee observations or relevant data or department context.

In addition, each letter must include:

- A statement on the candidate's progress since the last promotion or appointment
- Notable strengths and/or concerns
- A clear positive or negative recommendation regarding promotion and/or tenure

Each committee must vote by secret ballot on its recommendation, with abstention not allowed. Committee letters must report the vote tally and provide a balanced summary of both positive and negative aspects of the case that reflects the tally. The draft committee letter should be reviewed and approved by all committee members prior to submission, though only the committee chair(s) will sign on behalf of the committee. Electronic signatures are permitted.

Letters should be collegial in tone, unambiguous in judgment, and respectful of the seriousness of the review process.

11.0 Electronic Routing & Signature Form.

The routing and signature will be done via a Dynamic Form or similar electronic document and, as such, will not be a part of the portfolio. The candidate will use the [P&T Application Form](#) to declare her or his intention to apply for tenure and/or promotion in rank. This form is maintained by Academic Affairs. This form can be found in myMU by searching for the form name. Upon uploading the entirety of portfolio that they are responsible for (see below) to the MS Team the candidate will provide an electronic signature on the P&T Application Form indicating that the application is complete and ready for review.

The P&T Application Form will be updated with recommendation/non-recommendation decisions at each step of the review process. The committee chair or administrator responsible for that step will upload the letter to the DynamicForm and the MS Team. They will also send the letter to the candidate via email that requests a “read” receipt.

12.0 Timeline

Below is a general guideline for the Promotion and Tenure timeline. At the start of each P&T cycle, official dates will be provided by the college’s Promotion and Tenure coordinator. Earlier submissions are possible and are *strongly* encouraged for deadlines associated with selection of external reviewers.

12.1 For Promotion and Tenure Applications:

1. Deadline for candidate to submit Dynamic Form w/intent to apply for promotion/tenure – **mid September**
2. Deadline for candidate to submit list of potential external reviewers to department chair – **one week later**
3. Deadline for department chair to give candidate full list of potential external reviewers – **two weeks later**
4. Deadline for candidate to return full list of external reviewers with comments, and to provide department chair with current CV and three, 3-page summaries, and representative publications – **one week later**
5. Last date for department chair to send requests to external evaluators – **one week later**
6. Deadline for external review letters to be returned to department chair – **first Friday in January**
7. Deadline for candidate submission of P/T pdf portfolio into Teams – **first Friday in January**
8. Deadline for department chair to check P/T document for completeness and adherence to guidelines and sign the Dynamic Form for the candidate – **one week later**
9. Deadline for department committee to complete recommendation – **two weeks later**
10. Deadline for department chair to complete recommendation – **two weeks later**
11. Deadline for COS Faculty Advancement Committee to complete recommendation – **two weeks later**
12. Deadline for dean to complete recommendation to provost – **two weeks later; mid March; date set by Academic Affairs**

12.2 For Pre-Tenure Review Portfolios:

1. Deadline for candidate to upload portfolio to Teams – **first Friday in January**

2. Deadline for department chair to check portfolio for completeness and adherence to guidelines – **one week later**
3. Deadline for department committee to complete recommendation – **two weeks later**
4. Deadline for department chair recommendation – **two weeks later**
5. Deadline for dean to submit exceptional recommendations to the provost – **two weeks later; mid March; date set by Academic Affairs**
6. Deadline for dean to return recommendation to candidate – **early May**

13.0 Elements and Organization of a Promotion and/or Tenure Application

An application for tenure and/or promotion should be organized in such a way that all required information and supporting materials are provided in a standard format so that they are easily found, read, and evaluated. Candidates are **required** to submit a complete electronic version of their application materials, in a single PDF document. The electronic version of the document will be used at all levels of review. The College of Science's Associate Dean will serve as the college's Promotion and Tenure coordinator, whose role will be to establish channels within the "College of Science-Promotion & Tenure" team, verify submissions, and add and remove team members per university policy for each level of the review.

Sections of the portfolio should use the names and sub-headings provided below. All written information should be created with one-inch margins all around using 10 point or larger Arial or 11 point or larger Times New Roman typeface. Existing information, including supporting documentation, should be scanned in pdf format. All files should be combined in the order provided below. In all, the entire portfolio should be within a **single**, searchable pdf document. Links between the table of contents and each listed section of the document, along with links between specific items mentioned in the summary document and supporting evidence, should be included using Acrobat's Bookmarks feature. The college's Promotion and Tenure coordinator will provide training on the preparation of the pdf portfolio, if needed.

The electronic portfolio must include at a minimum the following documents, sections, and attributes:

I. Cover page.

The cover page should indicate the intent of the application (i.e. promotion and/or tenure). If the candidate is seeking promotion, the cover page should indicate the rank sought and the department (e.g., "Application for Promotion to Associate Professor of Physics with Tenure"). The cover page should also indicate the name and rank of the candidate, and the date of the application.

II. Table of Contents.

The table of contents should list each of the primary headings (below) and provide both a page number, and a link to the beginning of that section. Supporting material for each section should be included within that section in the portfolio pdf. Links from specific statements or summary documents to supporting information should be included in the body of the portfolio but should not be included in the table of contents.

III. Promotion & Tenure Summary.

This is a standard form (found within the College of Science's Teams team, under Forms and Policies -> Files -> College of Science Policies -> Promotion and Tenure Supporting Materials). The candidate must provide the information requested, sign, and date the

form. The form provides a small area for a summary of the candidate's activities in his or her area(s) of excellence. If more room is needed, this summary can be provided on a separate page. The summary should not exceed one page. The form and summary should be saved and added to the portfolio pdf immediately following the Table of Contents. It is preferred to use an appropriate digital signature on the file so that the PDF can simply be included within the larger portfolio pdf.

IV. Biographical Information.

The candidate must provide:

- a. A brief summary of his or her educational and employment history, not to exceed one page.
- b. An up-to-date curriculum vita focusing on the period since first appointment or last promotion in rank, whichever is more recent.
- c. A copy of his or her addendum to contract if one was provided at the time of employment.
- d. Copies of all reviews/recommendations arising from the candidate's mid-tenure review.

V. Teaching and Advising.

V.1. Completed [Faculty Promotion and Tenure Course History Export](#) Table.

This table is available to candidates via a link in MU BERT (Banner Extraction and Reporting Tool) and is automatically exported in Excel with much of the required information pre-populated. To complete the remaining fields, the candidate will add data to the fields highlighted in yellow by providing the re-scaled student evaluation score for each course and the number of evaluations that went into generating each course score. This will automatically update the calculations within the spreadsheet.

V.2. Three-page Summary.

In no more than three pages and using the headings listed below, the candidate must summarize his or her teaching, advising and related activities in each of the following categories during the period since first appointment or last promotion in rank, whichever is most recent.

- a. New courses or programs developed or implemented. Provide titles, dates taught, and enrollments.
- b. Development of E-courses. Provide titles, dates taught, and enrollments.
- c. Student advising activities, including the mentoring of students in Capstone, independent study, or other student research projects. Include student's name and date of graduation or expected graduation, the semester in which work was performed, and a brief title.
- d. Direction of or service on thesis, dissertation, and comprehensive exam committees. Include student's name and date of graduation or expected graduation, the semesters in which work was performed, and a brief title. Indicate whether you served as chair or a member.
- e. Development or incorporation into any courses innovative and creative teaching and advising strategies, instructional technology, or library instruction. Provide course titles, dates taught, and average enrollment.
- f. Miscellaneous curricular development activities including web pages, lab experiments, manuals, handouts, etc. Provide course titles, dates taught, and average enrollment.

- g. Development and teaching of university directed special content courses, such as Multicultural, International, Writing Intensive, or Honors. Provide titles, dates taught and average enrollment.
- h. Attendance at meetings of academic or professional societies related to teaching, learning, or advising. List name, venue, date.
- i. Participation in faculty development programs or workshops devoted to teaching, learning, or advising. List name, venue, and date.
- j. Awards, honors, and other forms of recognition related to instructional or advising performance, including teaching or advising awards, invitations for sabbatical leave or visiting professorships at prestigious institutions, service as an editor or member of the editorial board for prominent pedagogical publications, and participation on teaching or advising related grant review panels. Indicate sponsoring organization, title and purpose of award or honor and date it was made.
- k. Teacher preparation courses, workshops taught, or other presentations. List course, date taught and enrollment.
- l. Other teaching or advising activity not captured above. Briefly describe the nature of the work, its relevance, and any evidence of impact.

V.3. Evidence of Responsible University Citizenship

Candidates should include an additional written summary (a bulleted list is preferred) of one page or less with evidence indicating responsible university citizenship in Teaching and Advising.

V.4. Supporting Documentation.

- a. Supplemental materials must include a complete set of summary sheets for classroom evaluations in all classes taught, including a complete and verbatim compilation of all written student comments from course evaluation forms. (Note: department chairs are to maintain department averages for student evaluation of classroom instruction, grade distributions, drop rates, uniform exam scores, and prerequisite follow-up forms to determine standards for the discipline.
- b. The candidate may include an additional one-page written evaluation of instructional performance by his or her faculty mentor or department chair.
- c. Supporting documentation should be provided to substantiate all teaching, advising, and curricular activities, and may include syllabi, enrollment data, peer evaluations, sample materials, and other relevant evidence.

VI. Research, Scholarship and Creative Activities.

VI.1. Three-page Summary.

In no more than three pages, and using the headings listed below, the candidate must summarize her or his scholarly, creative, and related professional activities in each of the following categories during the period since first appointment or last promotion in rank, whichever is most recent.

- a. Peer-reviewed publications (articles, books, book chapters, etc).
 - 1. Indicate whether any publications were solicited or invited reviews of the field.
 - 2. Indicate the rank and impact factor of each journal whenever possible.

- b. Peer-reviewed work accepted for publication. Indicate the name and sponsoring organization of the publication, the full bibliographic reference for the article with all co-author names, if any, as they will appear in the published work and a copy of the acceptance letter.
- c. Other published work (e.g., patent applications, lab manuals, book reviews, newspaper article, etc.). Include full bibliographic reference with all co-authors' names if any, as they appear in the published work. Indicate whether work was solicited or invited review of the field.
- d. Work submitted for publication. Indicate the name and sponsoring organization of the publication, the full bibliographic reference for the article with all co-authors' name, if any, as they will appear in the published work.
- e. Work in preparation. List title, co-authors' names, if any, and plans for publication.
- f. Proposals, Grants & Contracts. List the title, all PIs and co-PIs, total amount of the grant, funding agency, funding period (start and end dates), and status of the proposal (e.g., funded, under review, not funded).
- g. Publicly shared research tools (e.g., datasets, software, digital platforms), with links and descriptions.
- h. Other creative works or performances with brief description, venue, and date as appropriate.
- i. Academic or professional consultation. List subject, clients, dates.
- j. Academically or professionally-related talks. List subject, venue, date and whether participation was by invitation.
- k. Participation in institutes, workshops, and seminars. List subject, venue, sponsoring organization, and date. Briefly describe the nature of the participation and whether participation was by invitation.
- l. Membership in academic or professional societies. List in order: local, regional, national, international.
- m. Contributions to academic or professional meetings. Describe participation (e.g. chairing sessions, presenting papers, service on panels, etc.) indicating whether meetings were national, regional, state, or local and whether it was by invitation.
- n. Meetings of academic or professional societies attended. List name, venue, and dates.
- o. Activities related to gaining or retaining professional licensure or certification.
- p. Scholarly and creative activity in progress. Do not duplicate entries in prior categories in this section.
- q. Awards, honors, and other recognition of scholarly and creative activities. Indicate, sponsoring organization, title and purpose of award or honor and date it was made.
- r. Other scholarly or creative activity not captured above. Briefly describe the nature of the work, its relevance, and any evidence of impact.

VI.2. Evidence of Responsible University Citizenship

Candidates should include an additional written summary (a bulleted list is preferred, one page or less) of evidence indicating responsible university citizenship in Research, Scholarship, and Creative Activities.

VI.3. Supporting Documentation.

- a. Include only the first page of each published article or book chapter or title page of a book, which should show the name of the publication/journal, author(s), title, date of publication and abstract.
 1. The department chair, department committee or college's Faculty Advancement Committee reserves the right to request a full article.
 2. Full articles of selected publications should be provided to the external reviewers.
- b. Include the first page of any manuscript in preparation.
- c. Complete the Excel worksheet titled "Proposals, Grants & Contracts.xlsx" which is found within Teams (College of Science – Promotion & Tenure, General, Files). Do not alter the format of the table, except to add additional rows, if needed and to remove column J (notes) as instructed. The completed table must be included in the final application pdf on a single page.
- d. Supporting documentation should be provided to substantiate research, scholarship, and creative activities. This may include copies of publications, acceptance letters, grant award notices, conference programs, documentation of invited presentations, reviews or citations of work, and other materials that demonstrate the quality, scope, and impact of the scholarly contributions.

VII. Service and Professional Development.

VII.1. Three-page Summary.

In no more than three pages, and using the headings listed below, the candidate must summarize his or her service activities in each of the following categories during the period since first appointment or last promotion in rank, whichever is most recent.

- a. Service on university committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
- b. Participation in other activities on behalf of the university.
- c. Service on college committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
- d. Participation in other activities on behalf of the college.
- e. Service on department committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
- f. Participation in other activities on behalf of the department.
- g. Service with student organizations. List organization name, nature of service (e.g. faculty adviser) and dates of service.
- h. Service to the community that involved faculty member's professional skills. List organization name, nature of service, dates of service and whether voluntary or appointed.
- i. Participation in other activities on behalf of the community. List organization name, nature of service, dates of service and whether voluntary or appointed.
- j. Offices or committee assignments in academic or professional societies. May be combined with preceding list. Indicate whether elected or appointed, by whom and term of office.
- k. Reviewing manuscripts and proposals.
- l. Other service activity not captured above. Briefly describe the nature of the work, its relevance, and any evidence of impact.

VII.2. Evidence of Responsible University Citizenship.

Candidates should include an additional written summary (a bulleted list is

preferred, one page or less) of evidence indicating responsible university citizenship in Service and Professional Development.

VII.3. Supporting Documentation.

- a. Supporting documentation should be provided to substantiate service activities. This may include appointment letters, meeting agendas or minutes showing participation, event programs, records of leadership roles, thank-you letters, or other evidence that verifies the nature, scope, and impact of the service performed.

Appendix

This appendix of supplementary information is not part of the policy *per se* and will be revised as needed to keep it current.

Links

MUBOG-AA-6 Faculty Promotion (for faculty hired after July 2014):

<https://www.marshall.edu/policies/files/2023/12/MUBOG-AA-6-Faculty-Promotion-2020-01-28.pdf>

MUBOG-AA-9 Rule on Faculty Tenure:

<https://www.marshall.edu/policies/files/2023/12/MUBOG-AA-9-Faculty-Tenure-2020-09-28.pdf>

MUBOG-AA-7 Faculty Promotion (faculty hired prior to July 2014 may use either AA-6 or AA-7):

<https://www.marshall.edu/policies/files/2023/12/MUBOG-AA-7-FacultyPromotion-2006-3-8.pdf>

UPAA-15 Faculty Salary Increases (governs salary increases, including those upon promotion):

<https://www.marshall.edu/policies/files/2024/08/UPAA-15-Faculty-Salary-Increases-2021-07-27.pdf>

Dynamic Form – [P&T Application Form](#)

Dynamic Form – [P&T Confidentiality Statement for P&T Reviewers](#)

[Faculty Promotion and Tenure Course History Export](#) Table.

Excel worksheet titled “[Proposals, Grants & Contracts.xlsx](#)”

Promotion and Tenure Summary

Instructions on using Acrobat’s built-in Bookmarks tool can be found at

<https://helpx.adobe.com/acrobat/using/page-thumbnails-bookmarks-pdfs.html>

College of Science Promotion & Tenure Timeline

2025-2026 Academic Year

For Tenure and/or Promotion Applications:

1. Deadline for candidate to submit Dynamic Form w/intent to apply for promotion/tenure – **9/19/25**
2. Deadline for candidate to submit list of potential external reviewers to department chair – **9/26/25**
3. Deadline for department chair to give candidate full list of potential external reviewers – **10/10/25**

4. Deadline for candidate to return full list of external reviewers with comments, and to provide chair with current CV and three, 3-page summaries, and representative publications – **10/17/25**
5. Last date for department chair to send requests to external evaluators – **10/24/25**
6. Deadline for external review letters to be returned to department chair – **1/2/26**
7. Deadline for candidate submission of P/T pdf portfolio into Teams – **1/2/26**
8. Deadline for department chair to check P/T document for completeness and adherence to guidelines and sign the Dynamic Form for the candidate – **1/9/26**
9. Deadline for department committee to complete recommendation – **1/23/26**
10. Deadline for department chair to complete recommendation – **2/6/26**
11. Deadline for COS Faculty Advancement Committee to complete recommendation – **2/27/26**
12. Deadline for dean to complete recommendation to provost – **3/25/26**

For Pre-Tenure Review Portfolios:

1. Deadline for candidate to upload portfolio to Teams – **1/2/26**
2. Deadline for department chair to check portfolio for completeness and adherence to guidelines – **1/2/26**
3. Deadline for department committee to complete recommendation – **1/23/26**
4. Deadline for department chair recommendation – **2/6/26**
5. Deadline for dean to submit exceptional recommendations to the provost – **3/25/26**
6. Deadline for dean to return recommendation to candidate – **5/8/26**

Template for Initial Invitation Email to Potential External Reviewer

Dear Dr. [Reviewer's Last Name],

I hope this letter finds you well. I am writing to invite you to serve as an external reviewer for the [tenure and] promotion of Dr. [Candidate's Full Name] from [Current Rank] to [Prospective Rank] within the Department of [Department Name] at Marshall University.

The promotion process at our institution places significant importance on external evaluations to ensure a fair and rigorous assessment of research contributions. Your expertise and distinguished contributions to the field of [Field/Discipline] make you an ideal candidate to provide an objective and comprehensive evaluation of Dr. [Candidate's Last Name]'s scholarly work. Any insights you might have on teaching and service are welcome as well.

If you are willing to assist us in this important process, please let us know at your earliest convenience. Should you agree, we will send you Dr. [Candidate's Last Name]'s promotion dossier along with detailed instructions on the evaluation criteria and the specific areas we would like you to address.

Thank you for considering this request. Your expertise and time are greatly appreciated.

Sincerely,
 [Your Full Name]
 [Your Title]
 [Department Name]
 [University Name]

[Email Address]
[Phone Number]

Formal Letter Accompanying Promotion Package

[University Letterhead]
[Date]
[Reviewer's Name]
[Reviewer's Title]
[Institution]
[Address]
[City, State, ZIP Code]

Dear Dr. [Reviewer's Last Name],

Thank you for agreeing to serve as an external reviewer for the [tenure and] promotion of Dr. [Candidate's Full Name] from [Current Rank] to [Prospective Rank] in the Department of [Department Name] at Marshall University. We appreciate your willingness to contribute your expertise to our promotion process.

Enclosed you will find Dr. [Candidate's Last Name]'s promotion dossier, which includes the following materials:

- Curriculum Vitae
- Representative Publications
- Teaching Portfolio
- Service Contributions Summary

We kindly ask that you provide a detailed and candid evaluation of Dr. [Candidate's Last Name]'s qualifications for [tenure and] promotion. In your letter, please address the following areas:

1. Research and Scholarly Contributions:
 - The significance and impact of the candidate's research within their field.
 - The quality and originality of the candidate's publications and other scholarly works.
 - The candidate's potential for continued scholarly growth and contributions.
2. Teaching Effectiveness:
 - The candidate's effectiveness as an educator and mentor.
 - The quality and innovation of the candidate's teaching methods and materials.
 - Any evidence of the candidate's impact on student learning and development.
3. Service to the Profession and Institution:
 - The candidate's contributions to their professional community and academic discipline.
 - The candidate's involvement in department, university, and professional service activities.

We specifically request that your letter contain an explicit answer to this question: Would [candidate name] likely be successful in a promotion [and tenure] application at your institution?

Please submit your evaluation by [Due Date]. External letters are required in our process and a lack of letters may prevent a successful application. Your letter will play a crucial role in our review process and will be treated with the highest level of confidentiality possible. Marshall University makes every effort to maintain the anonymity of external reviewers. Under University policy, candidates for promotion and/or tenure are aware of the list of potential reviewers but the identity of the final reviewers remains unknown to the candidate. ~~Additionally, candidates~~

~~for tenure and/or promotion may read the external letters of review, but only after any potentially identifying information, such as the letterhead and signature have been redacted.~~ Of course, legal action by a candidate may result in a direction to give the candidate a copy of the unredacted recommendation as a part of the personnel file. You may return your letter via email to [Your Email Address].

Thank you once again for your invaluable assistance.

Template word doc for candidates