Construction Management (CM) Department
College of Architecture and Construction Management (CoACM)
Kennesaw State University
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TENURE & PROMOTION GUIDELINES

1. **Introduction:**

   Nothing in this document supersedes the Kennesaw State University (KSU) Faculty Handbook. The intent of the document is to supplement the KSU Faculty Handbook <http://www.kennesaw.edu/handbooks/faculty/> with additional information, requirements, and special conditions unique to the Department of Construction Management (CM).

2. **Faculty Workload**

   A. In determining workload, each three-hour course is counted for 10% of a faculty member's time and effort per semester.
   B. Course reassignments must be negotiated with the chair to accommodate and service commitments. In accordance with University guidelines, if a course reassignment is granted for scholarship or service, the time and effort spent in those activities should be equivalent to the time and effort that would have been spent in teaching the reassigned course.
   C. In accordance with University guidelines, at least 10% must be devoted to institutional service.
   D. Research and service as percentage will be determined by faculty members in consultation with department chair.
   E. Actual Faculty Performance Agreement (FPA) percentages for each faculty member will be negotiated with the department chair as part of annual review.

3. **Eligibility for Tenure & Promotion:**

   Faculty should meet the eligibility criteria mentioned in the KSU Faculty handbook.

   Faculty eligible for promotion and tenure shall submit their portfolio in accordance with the time schedule set forth in the KSU Faculty Handbook, 3.7 Faculty Review Process, to the CM department Tenure & Promotion (T&P) committee. The CM department T&P committee will follow the University procedural path for tenure reviews set forth in the KSU Faculty Handbook, Section 3.7 Faculty Review Process. The portfolio shall be prepared using the KSU templates available at http://kennesaw.edu/facultyaffairs/resources.html.

4. **Criteria for Tenure & Promotion**

   Consistent with the University's Tenure and Promotion Guidelines, the CM department considers three categories of faculty performance: 1) Teaching; 2) Research and Creative Activity; and 3) Professional Service for tenure and promotion. To be considered for tenure and promotion must meet the following requirements. These requirements will be

prorated from the time this document is approved and the time that existing faculty still has to apply for promotion or tenure.

1. Ph.D. or Doctorate – An earned doctorate appropriate to Construction or related discipline from an accredited/recognized institution.

2. Noteworthy in two areas of faculty performance (includes Teaching and Research & Creative Activity) and satisfactory in Professional Service as per CM departmental standards. The requirements in each category are given in the following sections.

3. The Department chair's evaluation of candidates is based on sustained noteworthy level of performance in Teaching and Research & Creative Activity areas and in Professional Service area for three or more annual reviews over the last five years.

CRITERIA FOR TENURE AND PROMOTION

Faculty candidates for tenure and for promotion must demonstrate evidence of "noteworthy" achievement in the faculty performance categories of 1) Teaching and, 2) Research and Creative Activity. A minimum level of "satisfactory" must be evidenced in the faculty performance category of 3) Professional Service.

Definitions

The College of Architecture and Construction Management uses two terms to define levels of achievement in the promotion and tenure, pre- tenure, and post-tenure processes. The two levels are "noteworthy" and "satisfactory" and are defined as follows:

"Noteworthy" achievement is that which attracts attention because of some special excellence in an area.

"Satisfactory" achievement is that which is sufficient or meets the needs of a specific area.

4.1. Teaching

- For annual reviews, all teaching faculty in the CM department are expected to demonstrate "satisfactory" achievement in the category of Teaching that includes performance both inside and outside of the classroom.
- Although a "satisfactory" standard of expectation applies to annual review and post-tenure review, there is a "noteworthy" standard of expectation in this area for tenure and promotion.
- Activities in teaching-related areas such as the development of courses, laboratories, curriculum, or teaching materials shall also be a part of teaching performance.

- Teaching category includes sub-categories such as Courses Taught, Supervising, Mentoring, Student Evaluations, Professional Development, and Community Engaged Teaching.
- Refer to Appendix for the details of the activities considered under each sub-category.
- The expected standards for "noteworthy" and "satisfactory" achievement in this category are as follows:
- "Noteworthy" achievement is that which attracts attention because of some special excellence in an area.
- "Satisfactory" achievement is that which is sufficient or meets the needs of a specific area.

Sub-Category	Noteworthy	Satisfactory	Comments
Courses Taught	Four of the following areas mean should be higher than Departmental mean	Maximum variation of 25% lower than Departmental mean in four of the following areas	Use Department-ed evaluation instrument to collect the data
	• Course organization and planning	• Course organization and planning	
	• Communication	• Communication	
	• Faculty/student interaction	• Faculty/student interaction	
	• Assignments, exams, and grading	• Assignments, exams, and grading	
	• Course outcomes	• Course outcomes	
	• Student effort and involvement	• Student effort and involvement	
	• Overall evaluation	• Overall evaluation	
Supervising	Four supervision activities per academic year	Two supervision activities per academic year	

Mentoring	Three activities including advising per academic year	Two activities including advising per academic year	
Student Evaluations	One instructional improvement report per academic year for each course	One instructional improvement report per academic year for each course	Use Department standard report template
Professional Development	Two	One	
Community Engaged Teaching	Optional	Optional	

4.2. Research and Creative Activity

Research and creative activity in the CM department and the university is broadly defined in the institution's mission statement as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and pedagogy in the communities served by the university. These professional activities become recognized accomplishments when the work exhibits the use of appropriate and rigorous methods, is formally shared with others and is subject to informed critique and review. Documentation and evaluation of accomplishments in research and creative activity shall focus on the quality and significance of the work. Merely listing individual tasks and projects does not address quality and significance.

In the CM department, this faculty performance category of Research and Creative Activity also includes academic achievement, as defined by Ernest L. Boyer's in his book Scholarship Reconsidered.

For annual reviews, faculty must demonstrate academic achievement at the standard of "satisfactory" in at least one of the following categories, whereas "noteworthy" performance is expected in this area for tenure and promotion
• scholarship of teaching
• scholarship of application
• scholarship of integration
• scholarship of discovery

CM department broadly defines creative activity as the making of original and innovative contributions appropriate to a discipline. CM department Tenure and Promotion committee's criteria will be used to assign the relative weights to various types of creativity activities.

Research and creative activity category includes sub-categories such as Research Activities, Creative Activity, Academic Achievement, Professional Development, Community Engaged Scholarship and Community Engaged Research and Creative Activity.

Creative work will be considered for evaluation if it is relevant to the faculty member's research, teaching, and/or professional work and if it serves to advance the field or cognate disciplines. In cases where creative work is a joint effort with others, the level of participation of each individual should be made clear. To provide objective evaluation of creative activities, CM department may enlist external peer reviews.

Refer to Appendix for the details of the activities considered under each sub-category.

The expected standards for "noteworthy" and "satisfactory" achievement in this category are as follows:

Sub-Category	Noteworthy	Satisfactory	Comments
Research Activities	Seven publications over a period of five years **AND** Four must be primary author	Four publications over a period of five years. **AND** Two must be primary author	Peer Conferences and Journals must meet departmental guidelines.
Creative Activity	Seven over a period of five years	Five over a period of five years	
Academic Achievement	One over a period of five years	Optional	
Professional Development	Seven over a period of five years	Four over a period of five years	
Community Engaged Scholarship	Optional	Optional	
Community Engaged Research and Creative Activity	Optional	Optional	

4.3 Professional Service:

Professional service in the CM department may take the form of service to the department, service to the college, service to the university, service to the community and service to the profession. Service consists of activities that produce definable benefits to the recipient organization.

For annual reviews, faculty are expected to perform professional service activities at a "satisfactory" standard.

Although professional service may take many forms, it must have the following characteristics:

• Professional service must lead to a demonstrable aid, improvement, recognition, or resource to the university, the profession, the community, or other recipient organization.

• Professional service must represent an extension of the university mission and must be clearly tied to that mission in the faculty member's self- evaluation of performance.

Since "service to the community" includes a wide range of activities, it is the responsibility of the faculty member to clearly demonstrate how the documented activities further the mission of the university.

In the CM department, this faculty performance category of Professional Service also includes:

• Professional Development in developing skills to improve professional service.

• Community Engaged Service in accordance with the university's role as a Carnegie Engaged University (see CoACM ARD).

• Administration and Leadership.

Although generally not applicable to all faculty, the category of Professional Service also includes administration and leadership. This includes scholarly and non-scholarly activities that some faculty and most administrators carry out. Such activities include faculty development, fundraising, fiscal management, personnel management, public relations, and other activities that are not traditionally captured in one of the other two performance areas. This area applies primarily to administrative faculty, but it is available to teaching faculty who spend a significant part of their time on administrative tasks (e.g., directing a program or overseeing a grant). Faculty evaluated in this area must clearly articulate their goals and document the quality and significance of their activities and achievements in the same manner as in any of the other areas.

Faculty in administrative and leadership positions are often not directly engaged in teaching, research and creative activity, and professional service in the same way as other faculty. As such, these faculty members should demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, intercultural, international, and intellectual environment for achievement in these areas.

For example, leadership in teaching could include how the administrator assisted unit colleagues to achieve more scholarly and effective teaching. In research, an administrator might document leadership by showing how the administrator aided unit colleagues in their efforts to improve the quality and significance of their research. In service, leadership could be demonstrated by showing how the administrator encouraged and assisted unit colleagues to engage in more scholarly and effective service. In sum, administrative faculty act as leaders by assisting colleagues in their unit to achieve and surpass University, college, and departmental goals in teaching, supervision and mentoring of students, research and creative activity, and professional service.

Professional service activity category includes sub-categories such as Service to University, Service to College, Service to Department, Service to the Community, Professional Development, Community Engaged Service and Administration and Leadership. Administration and Leadership is further sub-categorized into Scholarly and Other Activities and Professional Development.

Refer to Appendix for the details of the activities considered under each sub-category.

The expected standards for "satisfactory" achievement in this category are as follows:

Sub-Category	*Noteworthy*	*Satisfactory*	*Comments*
Service to University	Contribute atleast on one University Wide committee during a period of five years.	Optional	
Service to College	Contribute at leadership position for atleast one College level committees during a period of five years. **OR** Contribute at any capacity for atleast four years on College level committee or committees during a period of five years.	Contribute at any capacity for atleast three years on College level committee or committees during a period of five years.	

Sub-Category	Noteworthy	Satisfactory	Comments
Service to Department	Contribute at leadership position for at least one Departmental level activity during a period of five years. **AND** *One from the of the following* Contribute at any capacity for atleast three years on Departmental level activities during a period of five years. **OR** One Fund raising activity to procure scholarships of worth $5000 **or** grants of worth $250,000	Contribute at any capacity for at least three years on Departmental level activities during a period of five years.	
Service to the Community	Contribute at any capacity for atleast 5 community service activities during a period of five years.	Contribute at any capacity for atleast 3 community service activities during a period of five years.	
Professional Development	Seven over a period of five years	Four over a period of five years	
Community Engaged Service	Optional	Optional	
Administration and Leadership	Optional	Optional	