During an initial planning meeting, the following discussions should take place:

- A chair was elected during Spring 2023 semester. The chair should be able to complete and advance the Watermark workflow. If not, or if the chair changes, email facultyactivitydata@kennesaw.edu.
- Remind committee members that maintaining confidentiality is a professional obligation of all members. E-mail is not a confidential medium, so confidential discussions should not take place by email. Confidential files may be exchanged using OneDrive.
- Set up future meeting times and dates.
- Faculty members going up for a review should not serve on the committee, and no person can participate in more than one stage of the review process. (A candidate under review for PTR can serve on the department P & T committee because they are not reviewed by the department committee.)
- Department P&T committees, except for the KSU Library System, have a minimum of three tenured teaching faculty members. Administrative faculty, as defined in Section 3.11 of the KSU Faculty Handbook, are not eligible to serve on department P&T committees.
- Committee members for department P&T committees must be at the same rank or higher than the rank that the candidate is being evaluated.
- When there are not three qualified faculty in a department or when the department faculty deems it is in the best interests of the tenure and promotion process, the department will elect tenured faculty from outside the department to serve on the review committee. Committee members elected from outside the department should come from the same or closely related disciplines or be familiar with the candidate’s areas of expertise and/or methodologies.
- Department and College guidelines may allow for soliciting KSU faculty from other departments to serve as ad-hoc voting members of the department P&T committee for a particular candidate’s review.

During the time frame of August 10 – September 1, the committee deliberates about Promotion & Tenure recommendations for tenure-track faculty, non-tenure-track faculty (e.g., Lecturers), and administrative faculty.

By September 1, a letter containing the committee’s recommendation which includes a detailed statement of their assessment of observed strengths and weaknesses is placed in the portfolio via the digital workflow. The faculty member receives an email notification via the system, and they can view the committee’s recommendation letter in the electronic system. The faculty member’s 10-day response window begins.

During the time frame of September 12 – September 29, the committee reviews pre-tenure portfolios for tenure-track faculty.

By September 29, a letter containing a detailed assessment of the candidate’s current readiness to be tenured, including a detailed description for each area of performance that addresses how the candidate meets or does not meet the actual expectations for tenure, as well as specific suggestions for maintaining and enhancing further preparations for a successful tenure review in the future is placed in the portfolio via the digital workflow. The letter must address each area of review in detail. A copy of the letter is placed in the portfolio via the digital workflow. The faculty member receives an email notification via the system, and they can view the committee’s recommendation letter in the electronic system. The faculty member’s 10-day response window begins.

Committee Voting

Since the committee must make a recommendation (except in pre-tenure cases), a voting member must cast his or her vote unless there is a conflict of interest. When there is a conflict of interest, a voting member must disqualify himself/herself prior to the discussion of that portfolio and shall not be present for the discussion or vote on that case. Disputes regarding whether a committee member has a conflict of interest will be forwarded to Academic Affairs. All committee votes are to be cast by secret ballot. Potential ethical discretions during the process may also be directed to Academic
Optional Faculty Member Response

- Within 10 calendar days from the review recommendation at each level (date advanced in the electronic system), the faculty member has the right to respond to a committee’s or administrator’s recommendation and justifications by submitting a letter into the electronic workflow. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio, but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

**Note:** Department P&T guidelines are understood to be primary in promotion and tenure recommendations. Recommendation letters need to reference department P&T guidelines in justifying their recommendations.