

October 20 2019

To: Chairs and Program Directors, Columbian College of Arts and Sciences  
From: Paul Wahlbeck, Interim Dean, and John Philbeck, Vice Dean for Faculty  
Re: CCAS Guidelines for Evaluation of Specialized and Non-Tenure Accruing Regular Full-Time Faculty Members

## Introduction

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This document aims to provide guidance to department chairs, program directors, and faculty members on the subject of promotion criteria for full-time faculty members in non-tenure accruing positions. The guidelines below are the product of a CCAS committee and a sub-committee of the CCAS Dean's Council, both of which explored the issue in considerable depth, and draw upon the discussion of the issues raised by members of the Dean's Council and the CCAS Dean's Office. We hope that they will provide a degree of clarity to administrators and faculty about the nature of the portfolio that needs to be assembled and the pathway forward for non-tenure track faculty seeking promotion.

## CCAS Guidelines for Evaluation of Specialized and Non-Tenure Accruing Regular Full-Time Faculty Members

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Consistent with Addendum A of the CCAS Bylaws and Section 6 of the Faculty Code, in evaluating non-tenure accruing regular full-time faculty and full-time specialized faculty for promotion, the factors considered should be weighted in conformance with the contract agreement for the individual being considered. For Regular Full-Time Non-Tenure Accruing Faculty all three factors are to be considered, weighted according to their contract. For Full-Time Specialized Faculty, it is expected that promotion will be based on evaluation of only the two factors in their specific contract, weighted in conformance with the contractual agreement. **In all cases the standards remain "excellence" in teaching, scholarship and service.**

Except in extraordinary circumstances, non-tenure accruing regular full time faculty and specialized faculty should not be considered for promotion before the sixth year of service at the university; this applies to those seeking promotion to the rank of both associate and full professor.

### A. Promotion to the Rank of Assistant Professor

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**Evaluation of candidates for promotion to the rank of Assistant Professor.** In the case of a full-time Specialized Faculty member or a Regular Full-Time Contract Faculty member (non-tenure accruing) who is currently holding the rank of Instructor, the department(s) and the Dean shall consider the following factors (for specialized faculty only factors included in the contract are considered):

1. Evidence of effective teaching and excellence in teaching. Evidence of effectiveness and excellence in teaching shall include written faculty evaluations and appropriate written evaluations from students. A minimum of three departmental peer reviews of teaching are required; these reviews should take place over the course of multiple years and should involve multiple observers. In addition, two peer reviews by individuals outside the department are required. Peer teaching evaluations from outside the department could come from content experts in the field from other universities, experts in teaching pedagogy from GW or another university, faculty outside the department who have been teaching award winners at GW, or other GW faculty who are experts in teaching. Departments should characterize why the specific “outside” teaching reviewers were chosen as part of the transmission packet. For faculty whose contract includes teaching, but with a contractual weight on teaching of less than one-quarter the number of required peer review letters may be reduced to two internal to the department and one external to the department.

Faculty members are expected to follow UTLC guidelines in preparing the teaching portfolio for departmental and dean review except for peer reviews which are detailed above. Effectiveness may also include effective guidance of the research of individual students. Student and alumni letters are optional. UTLC guidelines can be found here: <https://library.gwu.edu/sites/default/files/tlc/UTLC-TeachingPortfolioGuidelines-Sept2014.pdf>.

2. Evidence of scholarly and/or creative excellence and the promise of continued scholarly and/or creative excellence. The evidence shall be in the form of scholarly publications, public presentations of creative works, and other forms of publication or scholarly/creative accomplishment as determined by the profession. For regular full time non-tenure accruing faculty, a minimum of five letters shall be solicited by the department from appropriate experts outside the university attesting to the candidate’s scholarly/creative achievements and potential. For specialized faculty, if research is a factor in the contract a minimum of three letters shall be solicited but when research is a significant portion of the contract five letters shall be solicited by the department from appropriate experts outside the university attesting to the candidate’s scholarly/creative achievements and potential.
3. Evidence of active, significant, and continuing involvement in University, College or departmental affairs. For faculty with a contractual weight on service of more than one-third, such evidence must include at least one written review from a GW faculty member or senior staff member who can speak to the quality of the candidate’s administrative work. For those in supervisory positions, those reviews should not come from individuals reporting to the person seeking promotion. If the candidate’s duties include working with other departments, the Dean’s office, or GW’s administrative divisions, then a review must be sought from these other units as well. When service exceeds one-third of a candidate’s contractually assigned duties, only candidates serving at an exemplary level should be considered for promotion.
4. Evidence of the promise of active, significant, and continuing involvement with professional and educational activities outside the classroom, including, but not restricted to, service to the community and nation.

## **B. Promotion to the Rank of Associate Professor**

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### **Evaluation of Regular Full-Time Faculty (non-tenure track) and Full-Time Specialized Faculty candidates for promotion to the rank of Associate Professor.**

In evaluating these candidates for promotion to the rank of Associate Professor the department(s) and the Dean shall consider the following factors (for specialized faculty only factors included in the contract are considered):

1. Evidence of effective teaching and teaching excellence. Evidence of the effectiveness and excellence in teaching shall all include written faculty evaluations and appropriate written evaluations from students. A minimum of three departmental peer reviews of teaching are required; these reviews should take place over the course of multiple years and should involve multiple observers. In addition, two peer reviews by individuals outside the department are required. Peer teaching evaluations from outside the department could come from content experts in the field from other universities, experts in teaching pedagogy from GW or another university, faculty outside the department who have been teaching award winners at GW, or other GW faculty who are experts in teaching. Departments should characterize why the specific “outside” teaching reviewers were chosen as part of the transmission packet. For faculty whose contract includes teaching, but with a contractual weight on teaching of less than one-quarter the number of required peer review letters may be reduced to two internal to the department and one external to the department.

Faculty members are expected to follow UTLC guidelines in preparing the teaching portfolio for departmental and dean review except for peer reviews which are detailed above. Effectiveness may also include effective guidance of the research of individual students. Student and alumni letters are optional. UTLC guidelines can be found here:

<https://library.gwu.edu/sites/default/files/tlc/UTLC-TeachingPortfolioGuidelines-Sept2014.pdf>.

2. Evidence of scholarly and/or creative excellence and the promise of continued scholarly and/or creative excellence in the form of substantial peer-reviewed contributions to specific disciplines or fields of study. The evidence shall be in the form of scholarly publications, public presentations of creative works, and other forms of publication or scholarly/creative accomplishment as determined by the profession. For regular full time non-tenure accruing faculty, a minimum of five letters shall be solicited by the department from appropriate experts outside the university attesting to the candidate’s scholarly/creative achievements and potential. For specialized faculty, if research is a factor in the contract a minimum of three letters shall be solicited but when research is a significant portion of the contract five letters shall be solicited by the department from appropriate experts outside the university attesting to the candidate’s scholarly/creative achievements and potential.
3. Evidence of active, significant, and continuing involvement in University affairs particularly in areas directly related to the organizational life of the college and to faculty administrative responsibilities at the department, College and University level. For faculty with a contractual weight on service of more than one-third, such evidence must include at least one written review from a GW Faculty member or senior staff who can speak to the quality of the candidate’s administrative work. For those in supervisory positions, those reviews should not come from individuals reporting to the person seeking promotion. If the candidate’s duties include working

with other departments, the Dean's office, or GW's administrative divisions, then a review must be sought from these other units. When service exceeds one-third of a candidate's contractually assigned duties, only candidates serving at an exemplary level should be considered for promotion.

4. Evidence of active, significant, and continuing involvement with professional and educational activities outside the classroom, including, but not restricted to, service to the community and nation.

### **C. Promotion to the Rank of Professor**

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**Evaluation of Regular Full-Time Faculty (non-tenure track) and Full-Time Specialized Faculty candidates for promotion to the rank of Professor.** In evaluating these candidates for promotion to the rank of Professor the department(s) and the Dean shall consider the following factors (for specialized faculty only factors included in the contract are considered):

1. Evidence of sustained effective teaching and excellence in teaching. Evidence of effectiveness and excellence in teaching shall include written faculty evaluations and appropriate written evaluations from students. A minimum of five peer reviews of teaching since last promotion. Three departmental peer reviews over the course of multiple years with multiple observers and two peer reviews by individuals outside the department are required. Peer teaching evaluations from outside the department could come from content experts in the field from other universities, experts in teaching pedagogy from GW or another university, faculty outside the department who have been teaching award winners at GW, or other GW faculty who are experts in teaching. Departments should characterize why the specific "outside" teaching reviewers were chosen as part of the transmission packet. For faculty whose contract includes teaching, but with a contractual weight on teaching of less than one-quarter the number of required peer review letters may be reduced to two internal to the department and one external to the department.

Faculty members are expected to follow UTLC guidelines in preparing the teaching portfolio for departmental and dean review except for peer reviews which are detailed above.

Effectiveness may also include guidance of the research of individual students. Student and alumni letters are optional. UTLC guidelines can be found here:

(<https://library.gwu.edu/sites/default/files/tlc/UTLC-TeachingPortfolioGuidelines-Sept2014.pdf>).

2. Evidence of continued, significant, sustained, and substantial peer-reviewed contributions to the specific disciplines or fields of study and evidence of national or international recognition for these contributions through scholarly publications, public presentations of creative works, or other means of peer-reviewed recognition in the field(s). A minimum of five letters shall be solicited by the department from appropriate experts outside the University attesting to the candidate's scholarly/creative achievements.
3. Evidence of active, significant, and continuing involvement in University affairs particularly in areas directly related to the organizational life of the college and to faculty administrative responsibilities at the department, College and University level.

4. Evidence of active, significant, and continuing involvement with professional and educational activities outside the classroom, including, but not restricted to, service to the community and nation such as distinguished contributions to American higher education, service on presidential advisory boards or commissions, leadership positions in professional associations or agencies, planning or coordination of projects for major national or international agencies dealing with cultural or scientific issues of broad significance.

#### D. Additional Considerations

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1. The timeframe for launching a promotion case for non-tenure track or specialized faculty should follow the regular schedule that governs the promotion of tenure track faculty. (That is, the process should begin in the Spring/late Spring with recruiting individuals to serve as external reviewers; dossiers should be assembled by early summer; the department vote should take place in the Fall; and the full dossiers and chairs'/directors' transmittal letters are due in January).
2. If department chairs or program directors have any questions about the above guidelines, the CCAS Dean's Office is available to answer them.
3. The Guidelines provided above are intended to be in conformity with the GW Faculty Code and the Provost's Guidelines with regard to promotion. In the event of a conflict between CCAS and University rules, the University rules will prevail.

#### Faculty Code Language on Promotion to Associate and Full

Promotion to the ranks of associate professor and professor is granted by the university to faculty members who have achieved excellence in their disciplines through their contributions to research, scholarship, or creative work in the arts (hereinafter *scholarship*), teaching, and engagement in service, and who demonstrate the potential to continue to do so, so that the university may advance its mission of scholarship, higher education, and service to the community. The university seeks to apply the highest standards of academic rigor in evaluating faculty members for promotion. Promotion to professor is reserved for those who have established a record since promotion to associate professor that demonstrates a sustained, high level of distinction in their field through scholarly contributions, excellence in teaching, and active engagement in service. In addition, it is expected that the candidate's record of scholarship, teaching, and service provides confidence that he or she will continue to contribute in all these areas at a level of excellence in a pattern of sustained development and substantial growth in achievement and productivity. Time served in rank is not a sufficient basis for promotion.