

October 13, 2021

Presidents  
University System of Georgia  
sent via email

Dear Presidents:

The Board of Regents of the University System of Georgia (USG) on October 12-13, 2021, on the campus of the Georgia Institute of Technology. During this meeting, revisions were made to the following Board of Regents (BOR) policies:

Personnel

~~3/4~~ Board Policy Revisions Post-Tenure and Annual Review (8.3)

The effective date of the policy revisions is October 13, 2021. Attached as an Exhibit is a document that shows the language added / deleted from these policies. Please share widely with the appropriate offices at your institution to include Academic Affairs, Human Resources, Legal Affairs, Audit and Compliance.

Questions regarding the policy revisions should be directed to Dr. Martha Venn who serves as the Vice Chancellor for Academic Affairs. Dr. Venn may be reached at [martha.venn@usg.edu](mailto:martha.venn@usg.edu) (404) 962-3097.

Sincerely,

Teresa MacCartney  
Acting Chancellor

cc: Tracey Cook, Executive Vice Chancellor for Strategy and Fiscal Affairs  
Dr. Tristan Denley, Executive Vice Chancellor for Academic Affairs  
Ashley Jones-May, Chief of Staff and Vice Chancellor for External Affairs  
Claire Arnold, Vice Chancellor for Internal Audit, Chief Audit Officer  
Dr. John Fuchko, III, Vice Chancellor for Organizational Effectiveness  
Dr. Juanita Hicks, Vice Chancellor for Human Resources  
Sandra Neuse, Vice Chancellor for Real Estate and Facilities  
Dr.

Dr. Martha Venn, Vice Chancellor for Academic Affairs  
Chris McGraw, Associate Vice Chancellor for Legal Affairs  
Josiah Heidt, Legal Counsel  
Wesley Horne, Director of Ethics and Compliance  
Institutional Provosts  
Institutional Human Resource Directors  
Institutional Legal Officers  
Institutional Effectiveness Leads  
Institutional Audit Directors

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Recommended: That the Board approve the request from Executive Vice Chancellor and Chief Academic Officer Dr. Tristan Denley to approve the proposed revision to Board Policy 8.3., effective October 13, 2021.

8.3.5.1 Faculty (Current Language)

Each University System of Georgia (USG) institution shall establish definite and stated criteria, performance of each faculty member will be evaluated. The evaluation shall occur at least annually. Institutional policies and procedure shall ensure that each faculty member will receive a written report of each evaluation and that the results of the evaluation will be reflected in the

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major responsibilities lie.

Each University System of Georgia (USG) institution shall conduct depth pre-tenure reviews of faculty in their third year of progress toward tenure with a focus on the criteria established for

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Each University System of Georgia (USG) institution shall conduct in-depth pre-tenure reviews of all faculty in their third year of progress toward tenure with a focus on the criteria established for promotion and tenure, emphasizing excellence in teaching and involvement in student success activities. The institution shall develop pre-tenure review policies, as well as any subsequent revisions.

The result of the faculty P H P E and final evaluations will be utilized as a part of subsequent pre-tenure and post-tenure reviews as well as retention, promotion, and tenure decisions.

#### 8.3.5.1 Faculty (Final Language)

Each University System of Georgia (USG) institution shall establish definite and stated criteria, FRQVLVWHQW ZLWK % R DeJA Academic and Student Affairs Handbook and the statutes of the institution against which the performance of each faculty member will be evaluated. The criteria shall include evaluation of instruction, student success activities, research/scholarship, and services appropriate to the faculty P H P E institution, school or college, and department, and responsibilities. The criteria shall be submitted to the USG Chief Academic Officer for review and approval.

Each institution as part of its evaluative procedures, will utilize a system of faculty evaluations by students, with the improvement of teaching effectiveness as student learning as the main focus of these student evaluations. The evaluation procedures may also utilize a system of peer H Y D O X Z W W R Q H P S O D N R Q W K H I D F X S W R I H V E H R U P D e s s t h e W scope of their responsibilities in those cases in which a faculty P H P E primary responsibilities do not include teaching,

### 8.3.5.4 Post Tenure Review (Proposed Language)

Each institution shall conduct post-tenure reviews of all tenured faculty members five years after the most recent promotion or personnel action for the faculty member. Reviews shall continue at five year intervals unless interrupted by a further review for promotion or personnel action. An administrator who has tenure will not be subject to post-tenure review, as long as a majority of the L Q G L Y l u i e s D r o p administrative nature. If and when an administrator returns to the faculty full-time, the individual will be placed into the post-tenure review cycle described above. Institution presidents shall review D Q D S S U R K H Q U W L S R W A W D Q W policies, as well as any subsequent revisions, both of which must conform to University System of Georgia procedures for post W H Q X U H U H Y L H Z D Q G V K R X O G D G G U H V V F D V H V L performance is deemed unsatisfactory.

The post-tenure review process shall support the further career development of tenured faculty members as well as ensure accountability and continued strong performance from faculty members after they have achieved tenure.

Each tenured faculty member shall participate in a post-tenure review within five years following the award of tenure and again at least once every five years thereafter. The first post-tenure review V K D O O D V V H V V W K H W H Q X U H G I D F X O W \ P H P E H U \ V S H U I R U P post-tenure reviews shall assess the performance since the most recent post-tenure review.

A tenured faculty member may voluntarily choose to participate in a post-tenure review sooner W K D Q I L Y H \ H D U V , I W K L V Y R O X Q W D U \ U H Y L H Z L V V X F F H V \ post-tenure review will take place five years after this voluntary review. In addition, a tenured faculty member whose performance is evaluated as unsatisfactory or not meeting expectations whether overall or in any particular area ± in an annual review process will be provided with a U H P H G I S D O D Q W Q , D F X O W P E H S H \ V I R U P D Q F Y H D D X Q W B \ L R I D Q W R W \ meeting expectations ± overall or in a particular area ± again the next year, the faculty member shall then undergo a a & g ( Q r F 5 C 6 f € = Æ E a T w 4 2 . 5 ( y ) ] T J 0 J / C 3 9 0 ( t e n u r T w J 0 ) i n s ( t i 3 T J 0 . 9 i 2 8 T w

If the results of the post-tenure review are unfavorable, then a performance improvement plan shall be created by the applicable department chair and dean in consultation with the faculty member.

Each tenure-granting institution must create its own specific policies for implementing this post-tenure review process. Institutions with the appropriate due process mechanisms will have flexibility in their implementation to create a process appropriate to the campus context. Prior to implementation, institutions must submit policies and evaluation criteria to the Chancellor or the & K D Q F Designee(s) for approval. The Chancellor or & K D Q F Designee(s) will provide institutions with more specific guidelines for their post-tenure review policies and procedures.

Consistent with those guidelines and institutional policies, post-tenure review shall include evaluation of instruction, student success activities, research/scholarship and service as is appropriate to the faculty P H P E institution, school or college, and department. The post-tenure review

Each institution shall compile and submit an annual report on ~~post~~ review activity to the Chancellor



Faculty members holding these professorial ranks who are employed by a USG institution on less than a full-time basis and who are assigned by the USG institution to or hold an appointment at a non-USG corporate or governmental entity shall, subject to the approval of the Chancellor, be eligible for promotion and the award of tenure by the institution President.

The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments such as adjunct appointments. Faculty with non-tenure track appointments shall not

### 8.3.7.3 Criteria for Tenure (Current Language)

#### Minimum for All Institutions in All Professorial Ranks

The minimum criteria for tenure are demonstrating:

1. Excellence and effectiveness in teaching and instruction;
2. Academic achievement as appropriate to the L Q V W L Mission; L R Q ¶ V
3. Outstanding service to the institution, profession or community; and,
4. Professional growth and development.

Noteworthy achievement is required in at least two of the above categories, but is not required in all four categories. A written recommendation should be stated by the head of the department  
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institution shall be taken into consideration in determining whether or not the faculty member should be tenured, but neither the possession of a doctorate degree nor longevity of service is a guarantee of tenure.

#### Research and Comprehensive Universities

In addition to the minimum criteria above, tenure at the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience.

#### State Universities

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### State Colleges

, Q D G G L W L R Q W R W K H P L Q L P X P F U L W H U L D i n t h e R e a c h i n g W H Q X U discipline or, in rare cases, at least the equivalent of two years of full-time study beyond the E D F K H Q R E J V

### 8.3.7.3 Criteria for Tenure (Final Language)

Minimum for All Institutions in All Professorial Ranks

The minimum criteria for tenure are demonstrating:

1. Excellence and effectiveness in teaching and instruction;
2. Outstanding involvement in student success activities;
3. Academic achievement as appropriate to the L Q V W L M S i o n ; L R Q J V
4. Outstanding service to the institution, profession or community; and,
5. Professional growth and development.

Noteworthy achievement is required in at least two of the above categories, but is not required in all categories. A written recommendation should be submitted by the head of the department concerned setting forth the reasons for tenure. The faculty member J O H Q R W K H Z Y W F K H D Q institution shall be taken into consideration in determining whether or not the faculty member should be tenured, but neither the possession of a doctorate degree nor longevity of service is a guarantee of tenure.

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In addition to the minimum criteria above, tenure at the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience.

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### 8.3.9 Discipline and Removal of Faculty Members (Current Language)

The President of a University System of Georgia (USG) institution or his or her designee may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the K H % B S R I J C H S V R J O V R E W H O S S U G R W H D W X W H V R I E \ O D R I D Q L Q V W Q R V D X R W L K H U Z R V H M O W K H R U D G S R H J C H S V R J O H D Q S approved statutes or bylaws of an institution.

### 8.3.9 Discipline and Removal of Faculty Members (Proposed Language)

The President of a University System of Georgia (USG) institution or his or her designee may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the Board of 5 H J H Q W V J policies or the approved statutes

