

Educational Leadership and Policy Studies Productivity Norms

1. *Promotion and Tenure (faculty and administrative decisions)*

a. *Criteria for success*

Candidates for tenure at either the assistant or associate level are expected to demonstrate excellence in research and in at least one other area. The committee weighs both the quantity and quality of the candidate's work.

An *initially plausible* case for tenure should:

- a. Demonstrate excellence in research, normally with a minimum of 6-8 publications in peer reviewed with a national distribution (or international), including some single-authored publications and publications in top-tier journals.
- b. Candidates may come to VT with prior service at another institution. The Committee will consider work completed at the previous institution and reported in the dossier, but the candidate is expected to demonstrate a sustained level of productivity while at VT commensurate with the standards of the rank to which he/she aspires, typically requiring 2-3 years to establish.
- c. Provide evidence of an emerging national scholarly reputation and impact. This can be demonstrated through presentations at national or international conferences, awards for early scholarly achievement, or other related activities.
- d. Demonstrate an independent and clearly defined research agenda, as shown by some single-authored publications and publications and other activities related to the same topic.
- e. Demonstrate average or above average teaching performance (as measured by SPOIs and compared to departmental averages) with documentation that some effort has been devoted to improving teaching and pedagogy.
- f. Show a commitment to the program, departmental, school and/or university community through substantive involvement in some service activities.
- g. Provide evidence of some meaningful involvement in the activities of a professional disciplinary association. This might include serving on conference planning committees, reviewing conference proposals, serving as a chair or discussant at a national conference, reviewing manuscripts for a refereed publication or similar kinds of activities.

Candidates for promotion to full professor are expected to demonstrate excellence in all three areas (teaching/advising, research,

service/outreach). An initially plausible case for promotion to full professor should:

- a. Demonstrate excellence in research with a publication record that continues to meet the minimum expectation of 2-3 referred publications per year, including publications in prestigious outlets that reach a national and/or international audience.
- b. Provide evidence of national and emerging international scholarly reputation and impact.
- c. Show a commitment to the departmental and university community by involvement in service activities, including by playing a leadership role in several college or university level committees.
- d. Provide evidence of involvement in the activities of a professional disciplinary association(s), including in a leadership capacity.
- e. Show a record of success in student advising and demonstrated effectiveness as a chair and member of graduate student research committees.

b. Documentation required

Candidates for tenure and promotion are expected to provide detailed and accurate documentation of their accomplishments, adhering to the Virginia Tech Guidelines for Promotion and Tenure Dossiers (<http://www.provost.edu>) to the letter. This includes providing a detailed dossier and well-organized and clearly marked supplemental materials.

Supplemental materials include: copies of SPOI (evaluation of teaching instruction) forms; at least 1 peer review of teaching (for 4-year reviews); copies of all manuscripts (refereed articles, chapters, books, monographs, etc.) that have been published or are in press; copies of any grant applications; copies of syllabi and materials developed for program and departmental curriculum revisions; a complete C.V.; and, any other evidence that the candidate believes will contribute to understanding their case.

Supplemental materials should be organized in hanging files that are numbered and organized to correspond with the matching section of the dossier as detailed in Virginia Tech Guidelines for Promotion and Tenure Dossiers.

c. Peer evaluations

Following university guidelines, ELPS expects all candidates for tenure to include at least two recent peer reviews of teaching in the supplemental documentation they supply.

2. *Reappointment (administrative decision with faculty input)*

a. *Criteria for success*

The ELPS Promotion and Tenure Committee conducts all 2- and 4-year reviews. The Committee weighs both the quantity and quality of the candidate's work. In recent years, the norms for two-year reviews are that the candidate have SPOI scores at or above the departmental average, 1 or 2 manuscripts for refereed publications in review or in press, 1 or 2 international or national presentations (either completed or accepted), and evidence of limited professional service (either to the program, department, SOE, or relevant professional association). The committee also looks closely at work in review and in progress to get a sense of the level of productivity the candidate has achieved after what is essentially his/her first year at the university. In general, the committee looks to see if the foundation for future success has been laid.

When conducting the 4-year review, the committee is concerned primarily with concrete accomplishments rather than work in progress or in review. We expect SPOI scores at or above departmental average (or marked improvement from 2-year scores if those scores were below departmental average) and efforts to improve teaching. We expect at least one peer review of teaching. We also look for 3-4 manuscripts (either published or in press) in refereed publications (at least one in a top tier publication), 3-5 national/international presentations, and other evidence of scholarly endeavors (book chapters, reports). We expect to see some service at the program and department level, as well as to the profession (e.g., association work).

Grants are not required, but are viewed very positively in both 2- and 4-year reviews. External grants (state and federal agencies, foundations) are weighed more heavily than internal grants (SOE, university). While there is no expectation that candidates have secured funding, the committee does hope to see efforts to secure funding by the 4^{-year} review.

i. *Documentation required*

Candidates for 2- and 4-year reviews are required to provide the Committee with a dossier that complies with the Virginia Tech Guidelines for Promotion and Tenure Dossiers (<http://www.provost.edu>) to the letter and with well-organized and clearly marked supplemental materials.

Expected supplemental materials include: copies of SPOI forms; at least 1 peer review of teaching (for 4-year reviews); copies of all manuscripts (refereed articles, chapters, books, monographs, etc.) that have been published or are in press; copies of any reports that the candidate has

written; copies of any grant applications; copies of course syllabi; a complete CV, and, any other evidence the candidate believes to be relevant. This enables the Committee to provide feedback to candidates on not only the quantity and quality of their teaching, research and service but also on how their materials are presented.

Supplemental materials should be organized in hanging files that are numbered and organized to correspond with the matching section of the dossier as detailed in Virginia Tech Guidelines for Promotion and Tenure Dossiers (<http://www.provost.edu>).

ii. Peer evaluations

Since the Committee expects to see at least two peer evaluations of teaching in the materials submitted by candidates seeking tenure and/or promotion, candidates are encouraged to have at least one of these reviews completed before submitting materials for the 4-year review.