

# Use of Data Citations in the Faculty Reward Structure



**C. Dianne Martin  
Vice Provost for Faculty Affairs  
George Washington University**

# View of the Life Cycle of Faculty: How Citation Data Are Used Along the Way...



## When the standard is EXCELLENCE:

- Hiring / Recruiting
- Mentoring / Faculty Development
- **Tenure / Promote to Assoc. Professor**
- Promotion to Full Professor
- Continued Productivity – Merit Increases
- Retirement / Emeritus