

COLLEGE OF ARTS AND SCIENCES
PROMOTION AND TENURE MANUAL

Approved by the Promotion and Tenure Review Board

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INTRODUCTION

A candidate for promotion and/or tenure is bound by the College manuals in effect on January 31 of the calendar year in which the departmental and college reviews of the candidate occur (Bylaws of the College, 1995). The College of Arts and Sciences Promotion and Tenure Manual is reviewed and periodically revised by the College Promotion and Tenure Review Board (Bylaws of the College, 1995).

Recommendations for promotion and/or tenure are first made at the level of the department/school/institute (hereafter referred as "department") and then forwarded to the Area Committee on Promotion and Tenure. One Area Committee represents the humanities and the fine arts, one the natural and computational sciences, and one the social and behavioral sciences. Each Area Committee is composed of faculty members elected from the area of the College it represents. The members of an Area Committee hold staggered three-year terms. The Dean appoints a chair from the elected committee members to serve a one-year term. No committee member may serve as chair for more than three consecutive years.

The duties of each Area Committee are to receive and consider all appropriate information on each candidate in the area and to forward to the Dean its recommendations concerning promotion and/or tenure. In making its recommendations to the Dean, an Area Committee on Promotion and Tenure considers the departmental/school evaluations, outside reviews, and dossier of each candidate in its area. Candidates' dossiers are considered on their own merits according to the guidelines in effect at the times of their declarations of candidacy. (The College is responsible for supplying the Area Committee with the relevant departmental guidelines and standards on promotion and tenure.) If standards are modified from one year to the next, a Committee will make its recommendations in light of standards in effect at the time of declaration of candidacy. All deliberations in the promotion and tenure process are to be conducted in a spirit of confidentiality.

The findings of the Committee are summarized in written reports and forwarded with the Committee's recommendations to the Dean of the College for use in further deliberations in the Office of the Dean. In the final considerations, the Dean is solely responsible for selecting the names to be forwarded to the Provost and Vice President for Academic Affairs as candidates for promotion and/or tenure from the College of Arts and Sciences.

GEORGIA STATE UNIVERSITY
POLICY ON PROMOTION, TENURE,
AND DEVELOPMENT
FOR
TENURE TRACK FACULTY

As approved by the University Senate
November 3, 1994

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Georgia State University
University Policy on Promotion, Tenure, and Development
for Tenure Track Faculty

At Georgia State University, the quality of faculty accomplishments in scholarship, teaching, and service largely determines the quality of the institution as a whole. To ensure that the institution and its faculty achieve a high level of excellence, it is necessary for us to engage in periodic evaluations of faculty. As mandated by the policies of the Board of Regents, an evaluation of each faculty member is conducted once a year by the faculty member's supervisor. The criteria that govern promotion and tenure decisions also govern the annual evaluations. Additionally, faculty members are evaluated for the purpose of promotion and tenure at appropriate intervals during their careers. Hence it is imperative that clear standards for promotion and tenure be articulated and publicized. This document provides a statement of promotion and tenure standards for all members of the faculty at Georgia State University.

In what follows, reference will be made to departments, departmental chairs, colleges, and Deans. The policies enunciated are to apply equally to all units comparable to departments (e.g. schools), to those units comparable to colleges (e.g. centers, divisions and library), and to the highest-level supervisors of these comparable units.

Tenure and promotion decisions are to be based on discipline-specific departmental criteria and college criteria, but satisfaction of these criteria should reflect comparable levels of accomplishment across the university. Although faculty members in different colleges are engaged in varied forms of research, creative effort, and other scholarly activity, the quality of achievement appropriate to the field in question should be comparable. This document provides a statement of the general, university-wide standards that govern the specific departmental and college criteria. These university standards define the expected quality of faculty accomplishments, while the departmental and college criteria identify the concrete forms these achievements should take.

Promotion and tenure decisions are extremely important to the life of the institution. They are the means by which the university retains its most valuable scholars, sustains excellence in its instructional program, and promotes its mission to advance knowledge. Consequently, standards should be high even as they take into account such factors as teaching loads and the level of support for scholarship at the institution. Moreover, standards should be expected to rise as the institution continues its drive for excellence.

Promotion and tenure decisions are also among the most important events in a faculty member's professional life. Accordingly, it is essential that all faculty members be treated fairly and granted due process in the deliberations that determine tenure and promotion. This document provides general guidelines that govern specific college procedures for promotion and tenure review; it also defines the procedures to be followed in the university-level review. These guidelines and procedures are designed to assure

fairness and due process throughout the review process. Included among them are the appeals procedures to be followed in the event of disagreements over promotion and tenure recommendations.

The Office of the Provost periodically reviews college criteria and procedures for promotion and tenure in order to ascertain whether or not they are in accord with university-level standards and procedures and to ensure that all college policies are consistent with university policies.

Departmental chairs and senior colleagues are expected to mentor and advise all new faculty members. In particular, they should inform them of all promotion and tenure requirements. To this end, they should provide the new faculty members with copies of the appropriate departmental, college, and university promotion and tenure policies and explain the contents of these documents to them.

Relevant Tenure Policies of the Board of Regents

1. It is intended that these tenure policies shall be the minimum standard for award of tenure, but they are to be sufficiently flexible to permit an institution to make individual adjustments to its own peculiar problems or circumstances. These policies are to be considered a statement of general requirements which are capable of application throughout the System and are not a limitation upon any additional standards and requirements which a particular institution may wish to adopt for its own improvement. Such additional standards and requirements, which must be consistent with the Regents' Policies, and approved by the Board of Regents, shall be incorporated into the Statutes of an institution.
2. Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a one hundred percent workload basis for two out of every three consecutive academic semesters until retirement, dismissal for cause, or release because of financial exigency or program modification as determined by the Board (see Section 803.0901).
3. Only Assistant Professors, Associate Professors, and Professors who are normally employed full-time by an institution are eligible for tenure. The term "full-time" is used in these tenure regulations to denote service on a one hundred percent workload basis for at least two out of three consecutive academic semesters.

Faculty members with adjunct appointments shall not acquire tenure. The award of tenure is limited to the above academic ranks and shall not be construed to include honorific appointments. (BOR Minutes, 1990-91, pp.369-70)

4. Tenure may be awarded, upon recommendation by the President and approval by the Board of Regents, upon completion of a probationary period of at least five years of full-time service at the rank of Assistant Professor or higher. The five-year period must

be continuous except that a maximum of two years interruption because of a leave of absence or part-time service may be permitted; provided, however, that no probationary credit for the period of an interruption shall be allowed. In all cases in which a leave of absence, approved by the President, is based on birth or adoption of a child, or serious disability or prolonged illness of the employee or immediate family member, the five-year probationary period may be suspended during the leave of absence. A maximum of three years credit toward the minimum probationary period may be allowed for service at other institutions or for full-time service at the rank of instructor at the same institution. Such credit for prior service shall be defined in writing by the President and approved by the Board of Regents at the time of the initial appointment at the rank of Assistant Professor or higher.

5. Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of Assistant Professor or above without the award of tenure shall be seven years, provided, however, that a terminal contract for an eighth year may be proffered if an institutional recommendation for tenure is not approved by the Board of Regents. The maximum time that may be served in any combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be ten years, provided, however, that a terminal contract for an eleventh year may be proffered if an institutional recommendation for tenure is not approved by the Board of Regents.

6. Except for the approved suspension of the probationary period due to a leave of absence, the maximum time that may be served at the rank of full-time Instructor shall be seven years.

7. Tenure or probationary credit towards tenure is lost upon resignation from an institution, or written resignation from a tenured position in order to take a non-tenured position, or written resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given. In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

8. Upon approval of the award of tenure to an individual by the Board of Regents, that individual shall be notified in writing by the President of his/her institution, with a copy of the notification forwarded to the Chancellor or his/her designee.

9. Notice of the intention to renew or not to renew a non-tenured faculty member who has been awarded academic rank (instructor, assistant professor, associate professor, professor) shall be furnished, in writing, according to the following schedule:

1. at least three months before the date of termination of an initial one-year contract:

2. at least six months before the date of termination of a second one-year contract:

3. at least nine months before the date of termination of a contract after two or more years of service in the institution.

This schedule of notification does not apply to persons holding temporary or part-time positions in whatever rank stated.

Time in Rank Requirements by the Board of Regents

The policy of the Board of Regents with respect to minimum time in rank for consideration for promotion (Section 4.03.01 of the Academic Affairs Handbook) states that the normal minimum time in the rank for promotion from the rank of instructor to assistant professor is three years in residence, from the rank of assistant professor to associate professor is four years in residence, and from the rank of associate professor to professor is five years in residence.

Georgia State University Standards

All candidates for promotion and/or tenure will be evaluated in the three areas of (1) academic achievement and professional development (to include research, other forms of scholarship, and creative activity), (2) teaching, advising and serving students (to include instruction both inside and outside the classroom environment and professional practice, when appropriate), and (3) service (to include departmental, college, university, and professional service as well as public service involving professional expertise). In each of these areas candidates will be evaluated as to whether or not they have met, exceeded, or clearly surpassed the expectations for promotion or tenure at peer institutions, defined to be those institutions rated at the same level by the Carnegie or a comparable criteria. Norms and expectations appropriate to the discipline are specified in the unit/college manuals and are expected to be consistent with those criteria at peer institutions as described above.

The tenure criteria for faculty hired at the rank of associate professor are the same as those for promotion to associate professor with tenure. Similarly, the criteria for tenure at the rank of professor are the same as those for promotion to the rank of professor with tenure. The granting of promotion to associate professor without tenure or tenure at the assistant professor level without promotion should occur only in discipline-specific or exceptional individual circumstances.

Consideration for promotion or tenure prior to the normal minimum time in rank specified by the Board of Regents, measured by standards appropriate to the field, should occur only in cases in which there is a clear indication of exceptional merit.

Procedures

All promotion and tenure decisions at Georgia State University are to be based on university, college, and departmental procedures as well as on university, college, and

departmental standards and criteria. Each unit that is engaged in promotion and tenure decisions must have a manual on promotion and tenure that clearly sets forth its criteria and standards for promotion and tenure as well as the procedures to be followed in the departmental and college phases of the promotion and tenure process. This manual must be approved by the Provost/Vice President for Academic Affairs in accordance with relevant peer university and national norms.

The following general stipulations must be common to the procedures of all colleges:

1. Cumulative Review for Tenure Track Faculty

A formal review of the progress made toward promotion and tenure will be made after three years so that all tenure track faculty members have a clear idea of how adequately they are progressing toward successfully achieving promotion and tenure. This review will be conducted by a committee of at least three faculty of the appropriate rank elected from the tenured faculty. Normally these faculty members will be from the unit; however, in small units faculty of appropriate rank from outside the unit may be elected. This cumulative review should address accomplishments in research/scholarly/creative activity, in teaching, advising and serving students, and in service. It will be based on available information; e.g., annual reports, student and peer evaluations of teaching, curriculum vita, publications, etc.; a candidate should not be expected to prepare additional materials solely for the purpose of the cumulative review. This cumulative review should provide an opportunity for colleagues to review accomplishments and provide assistance to the tenure track faculty member seeking tenure and promotion. Such review should complement efforts to implement mentoring programs within each unit. The cumulative review is distinguished from the annual review in that it encourages a longer term perspective on accomplishments while still permitting time for changes in orientation and activity of the individual involved. Guidelines for cumulative review shall be specified in each unit.

A mid-course review instead of the three-year review is suggested in those cases in which the faculty member is hired with prior credit.

A cumulative review should be reviewed and commented on by the department chair, the Dean and the Provost. Faculty must receive a written report of the results of this review.

2. Cumulative Review and Development for Tenured Faculty

All units will conduct a cumulative review of a tenured faculty member. This review will be conducted either by the elected Promotion and Tenure Committee of the College/Unit or by an independently elected committee consisting of at least three tenured faculty. In case of the latter, the composition of the committee and procedures for its election will be determined by the faculty for each college or unit. This review should begin five years after the most recent promotion and continue at five year intervals unless interrupted by a further promotion or impending candidacy for promotion within a year.

This cumulative review should address accomplishments in research/scholarly/creative activity, in teaching, advising and serving students, and in service. It will be based on available information; e.g., annual reports, student and peer evaluations of teaching, curriculum vita, publications, etc., a candidate should not be expected to prepare additional materials solely for the purpose of the cumulative review. Such review provides an opportunity to assess faculty development goals and achievements and provides assistance to faculty in ensuring continuous intellectual and professional growth. The cumulative review is distinguished from an annual review in that the former requires faculty and administrators to assess achievements and goals over a longer term, potentially at differing levels (e.g., multi-year projects, research, scholarship) and can facilitate longer term growth and development. Such review might also be connected to determining eligibility to serve as a member of a college's graduate faculty. Guidelines for this review shall be specified in each unit.

A cumulative review should be reviewed and commented on by the department chair, by the Dean and the Provost. Faculty must receive a written report as to the results of this review. Nothing in these guidelines alters the existing rules dealing with tenure termination.

3. Annual College Meeting

Each college will conduct a meeting each year for the promotion and tenure candidates within the college. This meeting should be held prior to the time candidates must assemble their promotion and tenure dossiers. The purpose of the meeting is to explain promotion and tenure policies and to answer candidates' questions about any and all phases of the promotion and tenure process. The meeting should be open to all interested faculty members in the college.

4. External Reviewer Letters

At least three letters from outside reviewers will be obtained on each candidate. These reviewers should be drawn from lists of those recommended from the candidate, the chair or other appropriate administrator. The outside reviewers will be asked to speak to the quality and level of the candidate's accomplishments in academic achievement/scholarship and the impact this work has had on the discipline. Outside reviewers may also be asked to address the candidate's accomplishments in teaching and service, if applicable. The outside reviewers should be affiliated with institutions in which the emphasis on research and scholarship is of a rigor similar to or more demanding than that at Georgia State University. In appropriate circumstances, outside reviewers may be drawn from relevant non-academic settings which maintain similarly rigorous standards. A brief resume of the outside reviewer--or a description of this person's accomplishments and standing in the field (prepared by the departmental chair or other comparable academic official)--should accompany the reviewer's letter of evaluation.

The letters from the outside reviewers will be made available to faculty members involved in the decision making and will be part of the material to be considered

by the relevant committees, as well as by any individual or group subsequently involved in the review beyond the initial level.

5. Candidate's Dossier

All candidates for promotion and/or tenure will prepare a dossier that contains a record of their achievements (in academic achievement and professional development, teaching, advising and serving students, and service), appropriate documentation, copies of their published works, all published reviews of their work, and information about the nature and term of any funded research.

5a. Teaching Effectiveness

Candidates for promotion and tenure must submit evidence of teaching effectiveness that includes, but goes beyond, the results of student evaluations. This evidence might include peer evaluation, representative syllabi, selected examinations and quizzes, reading lists or handouts (or comparable information given to students), a list of special projects, theses and dissertations directed, and an indication of teaching awards and student accomplishments.

5b. Scholarly Assessment

Each college will build into its promotion and tenure manual a clear indication of the types of assessments used in the unit. Moreover, the manual should require that relevant committees include in their recommendations an assessment of the quality and standing in the profession of the journals, presses, museums, exhibitions, concerts, performances and the like in which the candidate's work has appeared. Candidates should identify clearly in their dossiers which of their publications appear in refereed journals. Candidates with co-authored works should clearly indicate their contribution to the works, and evaluative committee(s) should incorporate assessment of this contribution in their letter of recommendation.

5c. Service Assessment

Each college will build into its promotion and tenure manual a clear indication of the types of service assessments used in the unit. University, professional and community accomplishments constitute appropriate activity in this area of assessment.

6. Evaluation of Dossier

The chair and the relevant committee of the department or college will assess the dossier of the candidate in a substantive, detailed, and in-depth fashion, placing special emphasis on the quality and contribution to knowledge of the candidate's scholarly work, and, if appropriate, its impact on professional practice. The departmental or college administrator and/or committee should also provide written reference to the substance of letters from the outside reviewers. The augmentation of promotion and tenure committees with members at the appropriate rank from other departments may be considered in small departments which have insufficient numbers of faculty to constitute a committee of at least three members.

7. College Committee and Dean's Role

Each college or unit will have a committee on promotion and tenure. Such committees will evaluate candidates in light of the recommendations of the departmental committee and departmental chair, if applicable, and the letters from the outside reviewers and make recommendations to the Dean concerning the promotion and/or tenure of each candidate. The Dean in turn will evaluate all of the candidates in light of all the available assessments and forward all positive recommendations to the provost of the university.

In all instances of a positive recommendation at the college level, a file containing the candidate's curriculum vitae, the various letters of internal assessment, and the letters from the outside reviewers will go forward for review at the university level.

8. Written Notification to Candidate

At each of the stages of review, a candidate must receive a written notice of the outcome of the deliberations and a copy of any evaluation(s) that are made of the candidate's credentials including any minority reports. A candidate has the right to respond in writing to any or all of these evaluations, and copies of the candidate's response(s) will be included in the material reviewed at all higher levels.

9. Negative Recommendations at College Level

Departmental and college review should result in denial of promotion and/or tenure for candidates whose records do not meet departmental or college criteria. No such candidates should be forwarded for university-level review.

Candidates not recommended by the Dean must be notified in writing no later than ten working days after the Dean's decision. Candidates who are not recommended by the Dean may appeal the Dean's decision to the provost. This appeal must be made in writing no later than ten working days after receipt of the Dean's written decision. (See section on page 19.)

10. Candidates With Probationary Credit

Candidates for promotion to associate professor or for tenure at the associate professor or professor levels who have been given probationary credit for service at other institutions may submit as part of their dossiers any work done during the one, two, or three years spent at other institutions for which the probationary credit was awarded. Candidates for promotion to professor who have received probationary credit may submit all work done since their promotion to associate professor.

11. Pretenure Review

Under exceptional circumstances colleges may wish to issue assurances of no further or limited tenure review to outstanding candidates for faculty positions. These pretenure reviews will occur at the time of appointment and should be restricted to faculty with distinguished records who have been previously tenured at an equivalent

institution. Pretenure reviews must be approved by the usual tenure-decision making bodies of the unit, after which the file will be considered complete at the unit level and will then be forwarded to the Provost's Office for review.

12. Calendar

Each college will include in its promotion and tenure manual a calendar for the various steps involved in the promotion and tenure process.

The following provisions specify the procedures to be followed during the university-level review of promotion and tenure candidates:

Upon completion of reviews in the colleges, dossiers, which have resulted in favorable recommendation, will be forwarded to the Provost. The Provost will review the dossiers based upon the foregoing guidelines, norms, and expectations of the unit and forward positive recommendations to the President. If the Provost expects to forward a negative recommendation to the President he/she will first consult with the appropriate Dean of the college. The President conducts an independent review of the dossiers, also based upon the foregoing guidelines, norms, and expectations for the unit including college and departmental specifications, and makes promotion and tenure recommendations to the Chancellor. The time interval and the opportunities for review, appeal and consultation reflected on the attached will be specified in a Promotion and Tenure Review Schedule and shall be incorporated into future schedules.

Promotion and Tenure Appeals to a Negative Recommendation Made by Department or College Promotion and Tenure Committee or Departmental Chair

Appeals of a negative P&T recommendation by a departmental or college P&T committee or by a departmental chair will be heard in accordance with the appeal procedures provided in the P&T policies of the respective colleges.

Promotion and Tenure Appeals to Negative Recommendations Made by College Dean

The college dean shall provide the candidate with a written statement citing reasons for a negative recommendation. Upon receipt of this statement, the candidate shall have, at least, ten business days to appeal the negative recommendation to the Provost. The grounds for appeal shall be procedural errors detrimental to the candidate. Such procedural errors may include violations of due process, such as arbitrariness, capriciousness and discrimination, as well as bias and other forms of nonprofessional judgement on the part of any person or group involved in the promotion and tenure review. A difference in the evaluation of a candidate's accomplishments among the candidate, the departmental or college promotion and tenure committee, the departmental chair, and/or the college dean is not an adequate basis for appeal. The appeal to the Provost must be in writing and must provide a specific statement of the basis for the appeal. New information (e.g., in-process, accepted or published scholarship) which substantially alters the nature of the record as reviewed within the college may not, however, be included. Any such new information may instead be the basis for re-consideration of the recommendation at the appropriate college or unit level.

The Provost may gather additional information pertaining to the appeal from the candidate, the college dean, the departmental chair, the departmental or college promotion and tenure committee, and/or other appropriate individuals inside or outside the university. The Provost may initiate meetings with the candidate and the college dean, together or separately, to discuss specifics of the appeal. If the Provost determines that the candidate's appeal should be supported, the Provost shall remand the promotion and tenure recommendation to the dean. The Provost shall provide the candidate with a written decision, including a statement of the bases upon which the appeal is supported or rejected.

This written decision shall be furnished to the candidate at least ten business days prior to the date the candidate must submit an appeal to the President.

Promotion and Tenure Appeals to Negative Recommendations Made by the Provost

The Provost will inform the President at the same time as the college Dean of the Provost's P&T recommendations. The Dean shall notify each candidate of the Provost's recommendation within three business days after receiving the recommendation from the Provost. Within ten business days of receiving notice of the negative decision of the Provost, the candidate may appeal in writing to the President. The appeal to the President shall conform to the principles and processes stated above for appeals to the Provost. The President shall provide the candidate a written decision within ten business days of receiving the appeal including a statement of the bases upon which the candidate's appeal is supported or rejected.

The periods specified above for filing appeals shall not supersede deadlines for recommendations to be forwarded to the Board of Regents.

Promotion and Tenure Appeals to Negative Recommendations Made by the President

Appeals of a negative decision about a candidate's accomplishments made by the President shall be directed to the Chancellor of the Board of Regents of the University System of Georgia. The appeal policies and procedures of the Board of Regents shall be applied as stated in the Policy Manual of the Board of Regents of the University System of Georgia (Section 201.08). The Policy reads as follows:

Any person in the University System for whom no other appeal is provided in the Bylaws, and who is aggrieved by a final decision of the president of an institution, may apply to the Board of Regents, without prejudice to his position, for a review of the decision. The application for review shall be submitted in writing to the Executive Secretary of the Board within a period of twenty days following the decision of the president. It shall state the decision complained of and the redress desired. A review by the Board is not a matter of right, but is within the sound discretion of the Board. If the application for review is granted, the Board, or a committee of the Board, or a Hearing Officer appointed by the Board, shall investigate the matter thoroughly and report their findings and recommendations to the Board. The Board shall render its decision thereon

within sixty days from the filing date of the application for review or from the date of any hearing which may be held thereon. The decision of the Board shall be final and binding for all purposes.

**POLICIES ON PROMOTION AND TENURE
COLLEGE OF ARTS AND SCIENCES**

I. ELIGIBILITY (TIME-IN-RANK) POLICIES

1. Instructors Seeking Promotion:

Pursuant to the calendar for the promotion and tenure process (see page 42), a faculty member who was hired as an instructor and who seeks promotion to the rank of assistant professor is normally considered by an Area Committee on Promotion and Tenure in the **third** year of service. If a faculty member wishes to have the time served in the instructor rank counted towards the minimum time required for tenure, he/she must make such a request in writing to the Office of the Dean at the time of promotion to assistant professor. For clarification of the University's policy regarding the granting of credit for service as an instructor, see the subsection above entitled "Relevant Tenure Policies of the Board of Regents."

2. Assistant Professors Seeking Promotion and Tenure:

Pursuant to the calendar for the promotion and tenure process (see page 42), an assistant professor is normally considered for promotion and tenure in the **sixth** year of service at that rank. In cases of highly exceptional achievement, an assistant professor may apply for promotion and tenure in the **fifth** year of service. An assistant professor must be considered for promotion and tenure no later than the **seventh** year of service.

A faculty member hired at the rank of instructor and later promoted to the rank of assistant professor must be considered for promotion and tenure in the **ninth** year of service.

Credit received for service at other institutions or in the rank of instructor may be applied (at the candidate's discretion) towards a candidate's promotion and tenure. Thus, for example, an assistant professor with two years of credit normally is considered in the fourth year of service at Georgia State University. As stipulated by University regulations, a faculty member may receive a maximum of three years of credit for service at other institutions.

Assistant Professors must simultaneously apply for promotion and tenure, though tenure in the College will not be granted without promotion to Associate Professor.

3. Associate Professors Seeking Promotion and/or Tenure; Professors Seeking Tenure:

Pursuant to the calendar for the promotion and tenure process (see page 42), an associate professor seeking promotion to professor normally is not considered by an Area Committee on Promotion and Tenure before the **fifth** year of service as associate professor. However, a candidate may seek early promotion if exceptionally strong justification exists for doing so. Earliest consideration in this case occurs in the **fourth** year of service.

A faculty member hired at the associate or professor level may be considered for tenure no earlier than the **fifth** year of service (including, at the discretion of the candidate, any years for which probationary credit is awarded) and must be considered for tenure no later than the **seventh** year of service at Georgia State University.

38 Credit received for service at other institutions may be applied (at the candidate's discretion)
39 towards tenure. Thus, for example, a person with two years of credit may be considered for
40 tenure in the third year of residence at Georgia State University. As stipulated by University
41 regulations, a faculty member may receive a maximum of three years of credit for service at
42 other institutions.

43 Non-tenured associate professors seeking promotion and tenure may not seek promotion
44 prior to tenure; a candidate may seek tenure prior to promotion.

45 **4. Early Promotion and/or Tenure**

46 Consideration for early promotion or tenure should occur only in cases in which a clear
47 indication of exceptional merit exists. Consistent with time-in-rank requirements, candidates
48 should be encouraged to take ample time to demonstrate fully their merits and
49 accomplishments.

50 **II. GENERAL POLICIES**

51 Every faculty member has a responsibility to be aware of the contents of this manual,
52 including deadlines. All faculty members seeking promotion and/or tenure must apply in
53 writing to the chair/director of his/her department/school by March 15.

54 All candidates for promotion and/or tenure must be evaluated in the department/school on
55 the basis of a departmental/school manual approved by the Promotion and Tenure Review
56 Board and by the Office of the Dean. The departmental/school manual in effect on January
57 31 of the calendar year in which the departmental and College reviews of the candidate occur
58 serves as a supplement to the College Promotion and Tenure Manual to be used by an Area
59 Committee on Promotion and Tenure in the consideration of candidates.

60 Records of all departmental/school deliberations are kept on file in the department/school.
61 These records remain confidential.

62 All materials delivered to an Area Committee on Promotion and Tenure are treated
63 confidentially. Access to these materials is limited to the members of the Committee, the
64 administrative secretary to the Committee, and administrative officials at the college and the
65 university charged with the responsibility for reviewing candidates for promotion and/or
66 tenure.

67 An Area Committee on Promotion and Tenure retains in its files all materials submitted by
68 the department/school, all letters from outside reviewers, and a copy of all materials
69 submitted by the candidates.

70 **PROMOTION AND TENURE PROCESS**
71 **IN THE COLLEGE OF ARTS AND SCIENCES**

72 **I. DEPARTMENT/SCHOOL**

73 The promotion and tenure process in the College of Arts and Sciences begins in the
74 department/school, where the departmental/school Committees on Promotion and Tenure
75 and the departmental chair/school director evaluate the credentials of those faculty members
76 who are eligible for promotion and/or tenure and who request consideration. The

77 qualifications of each eligible faculty member being considered must be evaluated according
78 to the criteria and procedures set forth in the College Promotion and Tenure Manual and in
79 the departmental/school manual on promotion and tenure.

80 Each department/school prepares its own promotion and tenure manual, which subsequently
81 is subject to approval by the Office of the Dean upon recommendation from the Promotion
82 and Tenure Review Board. Formal and significant faculty participation must be part of the
83 development and revision of the departmental/school manual, but the precise way in which
84 this participation is achieved is the responsibility of the department/school. The
85 departmental/school manual must be consistent with the College Promotion and Tenure
86 Manual and with all policies of the University and the Board of Regents. Any revisions of
87 the departmental/school manual are subject to approval by the Office of the Dean upon
88 recommendation from the Promotion and Tenure Review Board.

89 Each department/school has a promotion and tenure committee that reviews and evaluates
90 the credentials of all faculty members being considered for promotion to assistant professor
91 or promotion to associate professor with tenure. This committee consists of all tenured
92 associate professors and professors in the department/school. This committee also reviews
93 and evaluates the credentials of faculty members who already hold the rank of associate
94 professor and who are candidates only for tenure. Finally, each department/school has a
95 promotion and tenure committee that reviews and evaluates the credentials of faculty
96 members who are being considered for promotion to professor or who already hold the rank
97 of professor and are being considered only for tenure. This committee shall consist of all of
98 the tenured professors in the department/school. Very large departments/schools are
99 expected to have their promotion and tenure committees operate through a system of
100 subcommittees that initially review and evaluate each candidate's credentials. All final
101 recommendations must be made by the committee as a whole. Candidates from
102 departments/schools that do not have enough eligible faculty members to constitute an
103 appropriate departmental/school promotion and tenure committee are evaluated by the
104 departmental chair/school director and by the appropriate Area Committee on Promotion and
105 Tenure.

106 The departmental/school committees on promotion and tenure and the departmental
107 chair/school director independently evaluate the credentials of all candidates in the
108 department/school during the fall semester. A candidate's credentials must be submitted to
109 the departmental/school committee and the departmental chair/school director in the form
110 required by the College Promotion and Tenure Manual. Both the departmental chair/school
111 director and the departmental/school committee evaluate the credentials according to the
112 criteria set forth in the departmental/school promotion and tenure manual and the College
113 Promotion and Tenure Manual. Letters from at least four outside reviewers must be among
114 the information considered by the chair/director and the departmental/school committee.

115 After reaching its decision, the departmental/school committee sends the chair/director of the
116 department/school a written statement of its recommendation, along with a detailed
117 justification of it. After reaching his/her decision, the departmental chair/school director
118 prepares a statement indicating his/her recommendation along with the reasons for it. If
119 either the departmental/school committee or the departmental chair/school director
120 recommends in favor of promotion or tenure, then this action generates a
121 departmental/school nomination of the candidate. A memorandum of nomination must be
122 sent by the departmental chair/school director to the chair of the appropriate Area Committee

123 on Promotion and Tenure with a copy to the Office of the Dean. The letter from the
124 departmental/school committee must be signed by the committee chair and all committee
125 members who agree with the recommendation and justification. Committee members who do
126 not sign the memorandum will be asked to provide separate letters indicating their
127 recommendations and the reasons for these recommendations. All of the letters from the
128 department/school must be sent to the Area Committee no later than the ninth workday in
129 October.

130 A candidate for promotion and tenure must receive from the departmental chair/school
131 director, in a timely fashion, copies of the recommendations of the departmental/school
132 committee and the departmental chair/school director. A candidate must also receive copies
133 of any minority reports from the departmental/school committee. A candidate has a right to
134 respond to any of these recommendations or reports by writing to the Area Committee on
135 Promotion and Tenure. This statement becomes part of the candidate's permanent file. The
136 faculty members who sign the majority and minority reports from the departmental/school
137 committee must not be identified to the candidate. Hence the signatures must appear on
138 separate and detachable pages so that they can be removed when a candidate is given copies
139 of the majority and minority reports.

140 If a candidate for promotion and/or tenure is not recommended by either the
141 departmental/school committee or the departmental chair/school director, the chair/director
142 of the department/school shall inform the candidate and the Office of the Dean in writing of
143 such a decision and the reasons for it by the ninth workday in October in the manner
144 prescribed in lines 130-133. The candidate then may choose to nominate himself/herself.
145 This self-nomination can be accomplished by sending a memorandum to the Office of the
146 Dean with copies to the appropriate Area Committee on Promotion and Tenure, with copies
147 to the departmental/school committee, and the departmental chair/school director. This
148 memorandum is due to the Dean's Office no later than the sixteenth workday of October.
149 The candidate also has the right to respond in writing to the letters and reports of the
150 departmental chair/school director and the departmental/school committee and to send his/her
151 response to the Office of the Dean no later than the sixteenth workday of October.

152 II. COLLEGE

153 As required by the Bylaws of the College, the Promotion and Tenure Review Board is
154 responsible for reviewing and revising the College procedures and criteria employed in the
155 review of candidates for promotion and/or tenure, and with revising the College Promotion
156 and Tenure Manual accordingly. The procedures and the criteria for evaluating a candidate
157 are described in the edition of the College Promotion and Tenure Manual that is in effect on
158 January 31 of the calendar year in which the department and college reviews of the candidate
159 occur. An Area Committee on Promotion and Tenure is charged by the Bylaws of the
160 College with employing the requirements set forth in the College Promotion and Tenure
161 Manual to make recommendations to the Office of the Dean regarding the promotion and/or
162 tenure of all candidates in its area.

163 In the fall semester, the Office of the Dean receives from the department/school and
164 forwards to the Area Committee on Promotion and Tenure the following:

- 165 (a) the dossier submitted by the candidate;
- 166 (b) copies of all letters from outside reviewers; and
- 167 (c) copies of the evaluations from the departmental/school committee and the departmental
168 chair/school director.

169 If a candidate's primary field of expertise lies outside the department's area, the candidate
170 may, upon written request and after approval by the candidate's chair and the dean, be
171 reviewed for promotion and/or tenure by an area committee other than the one representing
172 the candidate's department.

173 In the event that a promotion or tenure candidate is being considered from a department that
174 has no representative on the area committee at the time, the committee may not make a
175 recommendation contrary to a unanimous departmental recommendation (i.e., a situation in
176 which both the departmental committee as a whole and the department chair are in
177 agreement) without prior and direct consultation between the area committee and the chair
178 and a representative from the departmental committee.

179 The Area Committee reviews the candidate's record of accomplishments and analyzes the
180 evaluations of the candidate's accomplishments contained in the letters from the
181 department/school and from the outside reviewers. It assesses whether, according to the
182 published criteria and standards of the department/school and College, the recommendations
183 for or against promotion are justified in light of the evaluations presented by the
184 department/school and the outside reviewers. Specifically, it seeks to ascertain whether or
185 not sufficient evidence has been presented regarding the quality of the candidate's
186 professional development, instruction, service, and reputation in his/her discipline. If the
187 Committee has reason to believe that one or both of the departmental/school
188 recommendations has not been adequately substantiated, it may seek additional information
189 from the department/school. If there are inconsistencies among the departmental/school
190 letters and letters from the outside reviewers, it assesses the extent, if any, to which these
191 inconsistencies militate against a recommendation for promotion/tenure. If, as a result of its
192 deliberations, the Committee concludes that a positive recommendation for promotion/tenure
193 is warranted by the evaluations provided by the departmental/school committee,
194 departmental chair/school director, and the outside reviewers, it will so recommend and also
195 provide a summary of this record and evaluations as part of its report to the Office of the
196 Dean. If the Committee concludes that a positive recommendation is not justified by the
197 record and the evaluations, it will recommend against promotion/tenure and also provide a
198 summary of the record and evaluations in its report to the Office of the Dean.

199 The Office of the Dean reviews the recommendations from the Area Committee and the
200 evaluations of the outside reviewers and the department/school. At the same time, the Office
201 of the Dean takes into account the relationship between the candidate's potential contribution
202 and the needs of the department/school and College.

203 Before reaching a decision, the Office of the Dean informs the departmental chair/school
204 director of any recommendation received from the Area Committee that is inconsistent with
205 one or both of the departmental/school recommendations. The Office of the Dean makes the
206 final decision regarding a College recommendation for promotion and/or tenure. If the
207 Office of the Dean's decision is negative, the departmental chair/school director will be
208 informed of this decision before the candidate is notified. The candidate is informed in
209 writing of the Office of the Dean's decision and is provided with a copy of the report and
210 recommendation that the Office of the Dean has received from the Area Committee, together
211 with copies of any minority reports. If the Office of the Dean's decision is negative and
212 contrary to the recommendation of the Area Committee, the candidate is notified in writing
213 of the Office of the Dean's reasons for this decision.

214 If the Office of the Dean's decision is positive, a recommendation for promotion and/or
215 tenure is forwarded to the Provost and Vice President for Academic Affairs. This
216 recommendation is accompanied by:

- 217 (a) copies of the evaluations from the departmental/school committee and the
218 departmental chair/school director, including any minority reports from the
219 committee;
- 220 (b) copies of all letters from outside reviewers;
- 221 (c) a copy of the report and recommendation provided by the Area Committee, together
222 with any minority reports.

223 If a candidate wishes to appeal a negative decision by the Office of the Dean, he/she may do
224 so by writing the Provost and stating the reasons for the appeal. This statement of appeal
225 may include responses to any of the recommendations, statements, or minority reports sent to
226 the Provost from the College.

227 **III. UNIVERSITY**

228 All recommendations for promotion and/or tenure forwarded to the Chancellor's staff for
229 presentation to the Board of Regents must be approved by the President of the University,
230 who is the person charged with responsibility for the supervision of all personnel at the
231 University. Ultimately, the Board of Regents awards promotion and/or tenure to a faculty
232 member; thus, all candidates recommended for such must be judged to meet the requirements
233 of the Board of Regents that are given verbatim in sections 803.07, 803.08, and 803.09 in the
234 Policy Manual of the Board of Regents.

235 The University has established procedures and criteria for appeals of College
236 recommendations as well as for appeals of the decisions of the President. These procedures
237 and criteria may be obtained from the Office of the Provost.

238 **COLLEGE OF ARTS AND SCIENCES**
239 **CRITERIA FOR JUDGING CANDIDATES**
240 **FOR PROMOTION AND TENURE**

241 The credentials of a candidate for promotion and/or tenure are evaluated by the appropriate
242 Area Committee on Promotion and Tenure in three areas: professional development,
243 instruction, and service. These reviews or evaluations are based on materials submitted to
244 the Area Committee by the candidate, the departmental/school committee, the departmental
245 chair/school director, and outside reviewers. Candidates for promotion must submit all work
246 done since their initial appointment or since the completion of the dossier used in the review
247 that led to promotion to his/her current rank at Georgia State University, whichever is
248 relevant. Candidates for tenure who are granted probationary credit and apply this credit
249 toward tenure must submit all work done during the period for which probationary credit is
250 given. Furthermore, candidates for promotion to associate professor with tenure may submit
251 any work done at other institutions before arriving at Georgia State University, and
252 candidates for promotion to professor who were promoted to associate professor at another
253 institution must submit any work done since that promotion. Candidates for tenure at the
254 level of associate professor may submit any prior work done at other institutions, and
255 candidates for tenure at the level of professor must submit any work done since their initial
256 appointments as associate professors at other institutions. All review committees must give
257 full consideration to all materials included in the dossier.

258 In their reports on candidates, the College and departmental/school committees should use
259 the terms of evaluation given below and the departmental/school criteria for their application
260 that have been approved by the College Promotion and Tenure Board.

261 **TERMS OF EVALUATION**

262 Candidates will be evaluated in professional development, instruction, and service, using the
263 terms *outstanding*, *excellent*, *very good*, *good*, *fair*, and *poor*. The evaluations should take
264 into account expectations appropriate to the rank under consideration, the standards of the
265 candidate's discipline, and the mission and resources of the department. Guidelines for the
266 application of the terms *outstanding*, *excellent*, *very good*, etc. as they apply within the
267 candidate's field are specified in each department's promotion and tenure manual.
268 Participation in professional associations shall be counted in the category of service rather
269 than professional development.

270 **CRITERIA**

271 **Assistant Professor**

272 In order for a candidate to be recommended for promotion to the rank of Assistant Professor,
273 he/she must have the terminal degree or its equivalent in his/her discipline. In addition, each
274 candidate must be evaluated as excellent in the area of instruction. He/she must also show
275 considerable promise with respect to professional development and service, and thus be
276 evaluated as at least good in each of these two areas.

277 **Tenure at the Rank of Assistant Professor**

278 In the College of Arts and Sciences, tenure at the rank of Assistant Professor will not be
279 granted.

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Associate Professor

In order to be recommended for promotion to the rank of Associate Professor, a candidate must be evaluated as at least *excellent* in professional development or instruction and at least *very good* in the other. The candidate must also be rated as at least *good* in service.

Tenure at the Rank of Associate Professor

The criteria are the same as those for a recommendation for promotion to the rank of Associate Professor.

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Professor

Promotion to the rank of Professor is a recognition awarded only to candidates who have distinguished records of achievement and standing in their professions and at Georgia State University. Both the quality and number of achievements required for a recommendation to the rank of Professor substantially surpass those required for recommendation to Associate Professor. In order to be recommended for promotion to Professor, a candidate must be judged excellent in both professional development and instruction, and at least very good in service.

Tenure at the Rank of Professor

The criteria are the same as those for a recommendation for promotion to the rank of Professor.

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**DIRECTIONS TO CANDIDATES FOR
SUBMITTING MATERIALS TO THE
AREA COMMITTEES ON PROMOTION AND TENURE
COLLEGE OF ARTS AND SCIENCES
GEORGIA STATE UNIVERSITY**

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I. INSTRUCTIONS AND COMMENTS ON SUBMISSION OF DOSSIER.

1. Candidates for promotion must submit all work done since their initial appointment or since the completion of the dossier used in the review that led to promotion to his/her current rank at Georgia State University, whichever is relevant. Candidates who receive and apply probationary credit must submit work done during the period for which such credit is given, as stated on page 20. Candidates with probationary credit may submit additional prior work as identified on page 20, and candidates without probationary credit may submit prior work as identified on page 20. Candidates for promotion whose last promotion was at Georgia State University must not submit work performed prior to the submission of the dossier for their last promotion (with the exception of those promoted to assistant professor from instructor and given probationary credit).
2. During the fall semester an Area Committee reviews the dossier. In the spring semester, a microfilm copy of each dossier is ordered for the College's files. This procedure is necessitated by a ruling of the U.S. Department of Labor that requires the Committee's files "to be available for inspection upon request."
3. Six copies of evidence of professional development must be submitted by the faculty member to the chair/director by June 15. The chair/director will review the materials for

320 conformity to the P&T manual. The chair/director should check to ensure that the submitted
321 materials are within the appropriate time frame for the current promotion or tenure
322 consideration and to verify the acceptance for publication of submitted articles. The
323 chair/director will then forward six copies of the materials to the Dean's Office by June 15 in
324 order that these materials may be forwarded to the outside reviewers. Page 30 of the College
325 Promotion and Tenure Manual contains a complete list of these materials. Only work
326 published or accepted for publication (exhibited or accepted for exhibition, etc.) may be sent
327 to the outside reviewers. Photocopies of complete books are acceptable for review by the
328 outside reviewers, but candidates are advised to obtain advance permission to photocopy
329 from their publishers.

330 4. Candidates submit complete dossiers to the appropriate chair/director by September 9. After
331 this date, no material whatsoever may be added to the dossier. The dossier is considered
332 closed as of this date, and all parties involved in the review of the candidate's credentials will
333 have access to exactly the same information in the dossier.

334 5. A summary of the dates for transmission of materials is given in Appendix V.

335 6. Once a dossier is submitted to an Area Committee, it can be viewed only by the members of
336 the Committee, the administrative secretary of the Committee, and administrative officials at
337 the college and the university charged with the responsibility for reviewing candidates for
338 promotion and/or tenure. This policy is strictly enforced; candidates should not submit the
339 only copies of materials if they might be needed before the Committee returns the dossiers in
340 the spring semester.

341 7. Candidates must follow explicitly the directions for categorizing supporting evidence
342 submitted on professional development, instruction, and service. The categories given for
343 the division of materials in these areas should not be regarded as limiting or exclusive, and
344 candidates may make additions. These additions, however, may not include categories for
345 work in progress or work submitted but not yet accepted for publication.

346 **II. SPECIFIC INSTRUCTIONS FOR PHYSICAL FORM OF DOSSIER.**

347 1. All materials must be placed in three-ring, large capacity notebooks. Each section in each of
348 the three areas must be clearly separated from the others by dividers.

349 2. Staples or paper clips must not be used in the compilation of materials.

350 3. Notebooks should not be filled to capacity.

351 **PLEASE NOTE:**

352 The dossier will be returned for revision if the materials in the dossier are not submitted in
353 the standard format and paginated in exactly the manner prescribed below. See Appendix III
354 for a sample for the form to be used in presenting students' responses to questions on the
355 student evaluation questionnaire.

356 **III. FORMAT FOR DOSSIER**

357 **1. Cover Page**

358 The dossier begins with a cover sheet that includes the candidate's name, present rank,
359 department/school, date of appointment at Georgia State University (full or part-time
360 status indicated) and rank awarded, number of credits for years of prior service, dates for
361 leaves of absence (with the purposes of the leaves indicated), and dates and places of
362 previous promotions. This sheet should state the candidate's area of specialization within
363 the discipline. The following format must be used (lines not applicable should be
364 omitted):

365 Name
366 Highest Degree
367 Present Rank
368 Department/School
369 Date of GSU Appointment and Rank Awarded
370 (Full or Part-time)
371 Number of Years of Credit for Prior Service
372 (A copy of the letter stating the award should be attached.)
373 Leaves of Absence
374 (Descriptions and Purposes)
375 Dates and Places of Previous Promotions and Ranks Awarded
376 Areas of Specialization within the Discipline
377 Proposed Rank

378 **2. Curriculum Vitae**

379 Immediately after the cover page, a copy of a curriculum vitae should be included. The
380 curriculum vitae must follow the format shown in Appendix IV.

381 **3. Statement of interests and goals**

- 382 A. Professional development: The candidate must provide the Area Committee with a
383 brief statement of professional interests and goals; specific plans to further these
384 interests and to achieve these goals during the next five years should be included.
385 Normally, this description should not exceed five typed, double-spaced pages.
- 386 B. Instruction: The candidate must briefly describe an educational philosophy and a
387 set of goals and objectives in instruction for the next five years. A lengthy
388 statement in this section may not be as effective as a well-organized and succinct
389 presentation.
- 390 C. Service: The candidate must briefly describe the service activities in which he/she
391 has been involved, those in which he/she is still interested, and those in which
392 he/she will seek to become involved during the next five years. The candidate must
393 describe the ways in which these service activities relate to his/her discipline and to
394 Georgia State University.

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4. Lists and Supporting Evidence for Professional development, Instruction, and Service

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A. In order to determine whether or not candidates meet the criteria given on pages 20-21 of the College Promotion and Tenure Manual and the criteria given in the departmental/school manuals, the committees will review the credentials of all candidates in the areas of professional development, instruction, and service. This review will consider only the material and documentation present in a candidate's dossier (as well as any information received from outside reviewers and information received from the departmental chair/school director and the departmental/school promotion and tenure committee). In each of the main areas, the College Promotion and Tenure Manual identifies major categories or subsections into which the activities of most candidates can be logically divided; however, some candidates may not have activities to report in all of the categories listed in the College Promotion and Tenure Manual. Documentation must be provided for all work and activities described in a category when explicitly required by the College Promotion and Tenure Manual. The documentation must be placed immediately after the list of accomplishments for a specific category and in the same order used in the list. The lists are to serve as indexes for each category, with the page number of the appropriate documentation following each item in the list.

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B. Explicit instructions are given in the following sections for the arrangement of the lists of accomplishments and the supporting documentation. Most of the materials submitted by a candidate can be placed in one of the categories listed later in this College Promotion and Tenure Manual for professional development, instruction, or service. Materials inappropriate for listed categories must be placed in a separate category at the end of the area (not to include categories for work in progress or work submitted but not yet accepted for publication).

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IV. INSTRUCTIONS FOR PAGINATION IN DOSSIER.

Each page in the dossier must be labelled in the upper right hand corner according to the system adopted in the College Promotion and Tenure Manual. In this system, the materials in the dossier are coded first by a letter designating the main area in which it is located. These letters are:

- "V" for curriculum vitae;
- "G" for statement of interests and goals;
- "P" for professional development;
- "I" for instruction; and
- "S" for service.

Because the main sections are divided into subsections, the Arabic number immediately following the first letter designates the subsection. The last number in the identification code for each page designates the number of the page in the subsection.

Examples are:

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- a) **V.2** is the designation for the second page in the curriculum vitae;

- b) **GP.1** is the designation for the first page in the statement of interests and goals for professional development;
- c) **P.1.2** is the designation for the second page in the first subsection in the section on professional development;
- d) **I.4.2** is the designation for the second page in the fourth subsection in the section on instruction; and
- e) **S.1.5** is the designation for the fifth page in the first subsection in the section on service.

V. CATEGORIES FOR PROFESSIONAL DEVELOPMENT.

Normally, all of a candidate's accomplishments in this area can be listed logically in one of the categories given below. If this is not the case for some items, the candidate may create new categories and list the accomplishments under the new headings. Work in progress and work submitted but not yet accepted for publication must not be included.

For multiple-authored works and collaborative projects, the candidate and (when possible) the department/school should assess and explain in detail the degree of the candidate's contribution to the work.

1. Presentations at Professional Meetings: A list of presentations at professional meeting should be provided. This should include the title and date of the presentation, the name and location of the meeting, and a one or two sentence description of the presentation.

2. Scholarly Writings in Journals, Books, Monographs, and Reviews:

A. Published Articles and Those Accepted for Publication.
Title of article, journal, volume, date (or projected date of publication), names of the authors as they appear in print, and a one or two sentence description of the publication, including an assessment of its contribution to the discipline. Clear indication should be given of whether the article has been published or only accepted for publication. The department's/school's evaluations of these articles should include assessments of the relative prestige of the journals within the candidate's field of specialization.

B. Published Books and Monographs and Those Accepted for Publication.
Title, publisher, and date of publication or projected publication, and a one or two sentence description of the work, including an assessment of its contribution to the discipline. For works only accepted for publication, clear indication should be given of whether an item is a book manuscript in press and scheduled for publication at a more or less definite date, or a book project for which a contract has been awarded and a manuscript is to be submitted to the publisher in the future.

C. Book Reviews, Abstracts, and Reports.
Title, author, place of appearance, and date of publication or projected publication.

DOCUMENTATION

Provide copies of articles, books, reviews, etc. listed in paragraphs A, B and C above. In the case of articles, books, monographs, book reviews, abstracts, and reports accepted for publication, also provide copies of letters of acceptance,

477 agreements and contracts. Only items that have been accepted for publication based
478 on all required levels of peer and editorial review are accepted for purposes of
479 promotion and tenure.

480 **3. Achievements in the Visual and Performing Arts:** Many candidates from the arts will
481 present a substantial body of material in this category, hence it is important to condense
482 the material so that it can be easily transported and handled by all evaluators.

483 A. Exhibitions and Performances. Title, location, affiliation, and date. A one or two
484 sentence description of the presentation, including an assessment of its significance.

485 DOCUMENTATION

486 Candidates in the performing arts (conductors, applied music teachers, and composers)
487 from the School of Music must provide one (1) compact disk, containing at least 60
488 minutes of excerpts and/or complete compositions from selected concerts. Conductors
489 must, in addition, provide one (1) forty to sixty-minute video tape or DVD of Georgia
490 State University ensemble performances that they have conducted. Composers may
491 submit a second compact disk of representative compositions if necessary to
492 demonstrate a broader depth of their creative abilities.

493 Candidates in the visual arts from the School of Art and Design must list the number of
494 art works presented in each exhibition and provide a representative group of slides or
495 photographs from the exhibitions.

496 Candidates in theater, film and video, or television broadcasting from the Department of
497 Communication when applicable must provide a video tape or DVD (sixty to ninety
498 minutes in length) of selected excerpts and/or complete works of plays, screenplays or
499 television productions that the candidate has written, directed, choreographed,
500 performed, filmed, edited, or produced.

501 B. Creative Work: Art Works, Musical Compositions, Films, Video Productions, and
502 Dramatic Works. Title, publisher or venue, and date. A one or two sentence
503 description of the work, including an assessment of its significance.

504 DOCUMENTATION

505 Candidates should provide copies of published theatrical works, films, video
506 productions, DVDs, music compositions, and/or editions.

507 C. Recordings, Arrangements, Restorations, and Artistic Consultations. Title of
508 agency or company for whom the work was completed, and a one or two sentence
509 description of the work, including an assessment of its significance.

510 DOCUMENTATION

511 Candidates should provide commercial copies of recordings (CDs, DVDs, and/or laser
512 disks) and/or musical arrangements.

513 **4. Awards and Grants:** List scholarships, fellowships, travel awards, personal
514 development grants, grants funded by local agencies, and grants from national agencies.

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DOCUMENTATION

Provide official letters of award indicating the amount of the award, the schedule of funding, the period of the award, and the precise role of the investigator *and any other co-principal or co-investigator* in the research or creative activities funded.

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5. Significant Professional Services: List memberships on editorial boards, activities as referee for scholarly journals, activities as referee for granting agencies, memberships on evaluation panels, and services as critic, juror, and/or consultant for professional organizations. The list should include dates of service.

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6. Recognition by National, Scholarly, and Professional Associations: List and include titles of honors, awards, fellowships, and internships.

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7. General Recognition Within One's Discipline: List requests for colloquium presentations or workshops, reviews of publications, films, video productions, theatrical works, exhibitions, or performances. Also list citations and references to the candidate's work by others, invitations to exhibit, and guest performances.

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8. Specialized Professional Activities Appropriate to the Discipline: Included here are materials for which descriptions are not presented in any of the other categories above. *These materials may not include work in progress or work submitted but not yet accepted for publication.*

533 **VI.**

CATEGORIES FOR INSTRUCTION.

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As stated in the section on criteria (See pages 20-21), Georgia State University requires the services of teacher-scholars who are now contributing significantly in the area of instruction and for whom there exists ample evidence that this activity will continue in the future. These contributions are divided by the College Promotion and Tenure Manual into three major categories: activities in regularly scheduled classes; work with individual students on research projects, honors papers, theses, and dissertations; and the development of new or revised courses, programs, and/or concepts of instruction. Information provided by candidates to document their contributions in the areas of instruction must be divided into the sections listed below:

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1. Courses Taught During the Last Four Years: The candidate must provide a copy of the most recent syllabus used for each course taught during the last four years. Only one syllabus for each different course is required. The candidate must provide a list of courses taught using the following format:

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SUMMARY OF COURSES TAUGHT, 19XX TO 20XX.

Semester/year	Title and Course Number	Number of Students
1. Fall/98	General Biology/Bio 141	125

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551
552
553

2. Perception of Students: Summary of questions 1-17 on the student questionnaire must be provided for courses taught during the last four years at GSU. The table should follow the format shown in Appendix III. Written comments other than the ones required in the teaching portfolios (see item 6 below) should not be included.

554

3. Honors or Special Recognition for Instruction: These should be listed in tabular form.

555 **4. Independent Studies, Practica, Honors Theses, Theses, and Dissertations:** These
556 items should be listed as follows:

557 **Independent Studies**
558 Name of student, title of project, and date completed.

559 **Practica**
560 Name of student, title, and date completed.

561 **Honors Theses**
562 Name of student, title, and date completed.

563 **Theses**
564 Name of student, title, and date completed.

565 **Dissertations**
566 Name of student, title, and date completed.

567 **5. Published Materials:** Textbooks and published articles related to the candidate's
568 instruction. A copy of each must be provided.

569 **6. Other Materials:** The candidate should include the instruction portfolio he/she has
570 compiled, as required in the College's Teaching Assessment Policy and as further
571 specified by the department/school.

572 **VII. CATEGORIES FOR SERVICE.**

573 An Area Committee considers only service activities that are related to the candidates'
574 academic areas of expertise. Service unrelated to one's academic area of expertise therefore
575 should not be included in the dossier. (Extra remuneration for academic or public service
576 does not preclude its inclusion.) In general, service will be considered primarily on the basis
577 of its direct benefits to Georgia State University. Letters from a candidate's
578 department/school should discuss this category. Service expectations for promotion to
579 Associate Professor are more limited than those for promotion to Professor. In general, for
580 promotion to Associate Professor, a candidate is expected to collaborate with colleagues in
581 departmental functions and, where appropriate, in professional activities and on departmental
582 committees. The emphasis during the probationary period is on the full development of
583 research/creative and instruction accomplishments. Major service roles are not expected at
584 this stage. In contrast, promotion to Professor should include significant participation not
585 only in departmental, College, and University Committees, but also in activities such as
586 professional associations and contributions to the community at large. In areas where a
587 candidate believes substantial contributions have been made (as may be indicated in the
588 candidate's statement on service), it is appropriate for the department/school to solicit
589 information about the effectiveness or importance of the candidate's service and to speak to
590 this effectiveness and importance in its letters. The candidate must not solicit letters
591 concerning service and include them in the dossier.

592 **1. Assistance to Colleagues:** List consultation about educational problems, reviews of
593 manuscripts, collaboration on research projects, assistance with film, video, or dramatic
594 productions, artistic exhibitions, or musical performances, and contributions to programs
595 in other concentrations, areas, or schools.

- 596
597
598
2. **Contributions to the department/school:** List memberships on departmental/school committees, development of programs, and activities. List only contributions not related to professional development or instruction.
- 599
600
3. **Committee Responsibilities at the College, University, or System Level:** List committees and periods of service.
- 601
602
603
4. **Support of Local, State, National, or International Organizations:** List consultantships, memberships on advisory boards, and offices held, and include dates of service.
- 604
605
5. **Significant Community Participation:** List lectures, speeches, presentations, performances, and short courses, and include dates.
- 606
607
6. **Meritorious Public Service:** List assistance to governmental agencies and development of community, state, or national resources and include dates.
- 608
609
7. **Offices Held in Professional Associations:** List titles, dates of term, and method of selection.

610 **VIII. LIST OF OUTSIDE REVIEWERS OF PROFESSIONAL DEVELOPMENT**

611 All candidates must prepare lists containing at least six names of colleagues outside of
612 Georgia State University who would be qualified to assess their work. The list must include
613 organizational affiliations and addresses of these persons, and must provide indications of
614 their ranks, their areas of concentration, their major achievements, their standings in the
615 discipline, and the nature and extent of any personal and/or professional relationship with the
616 candidate.

617 Candidates must not contact any of the individuals on their lists of outside reviewers
618 concerning a possible request for an evaluation. The candidate's list and a current curriculum
619 vitae (follow the format shown in Appendix IV) must be submitted to the departmental
620 chair/school director on March 15 of the academic year preceding the academic year in
621 which review of the candidate will occur.

622 The chair/director of the department/school, together with the departmental/school
623 promotion and tenure committee, will also prepare a list of at least six names of colleagues
624 outside of Georgia State University who would be qualified to assess the candidate's work.
625 This list must include organizational affiliations and addresses of these persons, and it must
626 provide an indication of their ranks, their areas of concentration, their major achievements,
627 and their standings in the discipline. This list should not duplicate names from the
628 candidate's list and should be developed independently of the list submitted by the candidate.
629 This list, together with the candidate's list and curriculum vitae, must be submitted by the
630 chair/director to the Office of the Dean no later than March 22. Members of the
631 departmental/school promotion and tenure committee and the chair/director must not contact
632 any of the individuals on its list concerning a possible request for an evaluation.

633 The candidate, the departmental/school committee, and the chair/director should be reminded
634 of the principles of professional ethics associated with peer evaluations. These principles
635 prohibit evaluations that would involve a conflict of interest.

636 The Office of the Dean will review the lists of names and select the outside reviewers to be
637 contacted. The Office of the Dean may add names to the lists. At least four letters will be
638 secured from outside reviewers with at least two letters coming from individuals whose
639 names are on the candidate's list and at least two letters coming from individuals whose
640 names are on the departmental/school list. The Office of the Dean will be responsible for
641 contacting the outside reviewers and securing their responses. The Office of the Dean may
642 ask the chair/director to obtain additional names if a sufficient number of reviewers are not
643 obtained from the initial lists submitted by them.

644 **IX. COPIES OF MATERIAL TO BE SENT TO REVIEWERS OUTSIDE GEORGIA**
645 **STATE UNIVERSITY**

646 By June 15 of the year they wish to be considered, candidates must submit to the
647 chair/director six packets of evidence of professional development materials, packaged for
648 mailing but not sealed, containing:

- 649 1. a curriculum vitae (follow the format shown in Appendix IV);
- 650 2. a statement of interests and goals for professional development;
- 651 3. copies of published books, articles, chapters, reviews, abstracts, reports, etc.,
652 published or those accepted for publication within the appropriate time frame for
653 consideration. Work in progress and work submitted but not accepted for
654 publication may not be included;
- 655 4. when applicable, a group of slides and/or photographs showing selected artistic
656 works from all exhibitions listed in the dossier;
- 657 5. when applicable, documentation of performances in the arts. This documentation
658 must include one (1) compact disk, containing at least 60 minutes of excerpts
659 and/or complete compositions from selected concerts. Conductors must, in
660 addition, provide one (1) forty to sixty-minute video tape or DVD of Georgia
661 State University ensemble performances that they have conducted. Composers
662 may submit a second compact disk of representative compositions if necessary to
663 demonstrate a broader depth of their creative abilities;
- 664 6. when applicable, a high quality video tape or DVD (sixty to ninety minutes in
665 length) of selected sections or acts of dramatic productions, films, or video
666 productions that the candidate has written, directed, choreographed, filmed,
667 edited, acted in or produced. One additional videotape or DVD documenting a
668 theatrical, film or video production may be included;
- 669 7. copies of other pertinent materials in the professional development area.

670 The external reviewers will be asked to return these materials only if the candidate requests it
671 in writing at the time the materials are submitted. The request should be made to the Office
672 of the Dean. These materials will be returned to the candidate (who made a request) if and
673 when the external reviewers send them back to the University.

**DIRECTIONS FOR DEPARTMENTS/SCHOOLS AND
DEPARTMENTAL CHAIRS/SCHOOL DIRECTORS**

674
675

676 **I. METHODS FOR NOMINATING FACULTY TO BE CANDIDATES FOR PROMOTION**
677 **AND/OR TENURE.**

678 A. If either the appropriate departmental/school committee on promotion and tenure or the
679 departmental chair/school director recommends in favor of promotion and/or tenure, this
680 recommendation generates a departmental/school nomination of the candidate. The
681 departmental/school nomination is forwarded to the chair of the appropriate Area Committee by
682 the departmental chair/school director. It must be received no later than the ninth workday of
683 October. The form for this nomination is found in Appendix I. A separate memorandum of
684 nomination should be forwarded for each candidate nominated. A copy of each memorandum of
685 nomination should be sent to the Office of the Dean.

686 B. Faculty members who have been evaluated according to the approved departmental/school
687 procedures but who are not nominated by their department/school may nominate themselves for
688 promotion and/or tenure. This self-nomination may be accomplished by submitting to the chair
689 of the appropriate Area Committee a memorandum of self-nomination. The form for this
690 memorandum is shown in Appendix II. The memorandum of self-nomination must be received
691 no later than the sixteenth workday of October. Copies of the memorandum should be sent to the
692 Office of the Dean and the chair/director of the department/school of the candidate.

693 **II. RECOMMENDATION AND EVALUATION.**

694 A. Each candidate must present his/her complete dossier to the chair/director and appropriate
695 departmental/school committee no later than September 9. The Office of the Dean provides at
696 least four letters from outside reviewers to the chair/director and appropriate departmental/school
697 committee no later than September 9. The candidate's dossier and the letters from outside
698 reviewers constitute the complete set of materials to be evaluated by the departmental/school
699 committee.

700 B. The appropriate departmental/school committee on promotion and tenure must forward to
701 the Area Committee a separate evaluation of each candidate nominated by the
702 department/school. Each evaluation must be divided into three areas that are titled: Professional
703 development, Instruction, and Service. In each section a forthright and detailed assessment of
704 the accomplishments of the candidate must be given. Care should be taken to correlate the
705 appraisals with the materials in the dossier. If a particular accomplishment is thought to be
706 significant, then reasons must be given for this judgement. Also, each section must contain a
707 statement explaining why the candidate is thought to meet the criteria given on pages 20-21 of
708 the College Promotion and Tenure Manual and the specific criteria outlined in the
709 departmental/school manual. A concluding section stating the committee's overall
710 recommendation, with reasons in support of it, must be included. The departmental/school
711 committee reports must not include the names or institutions of the external reviewers.

712 C. The departmental chair/school director also must forward to the Area Committee a letter that
713 contains his/her evaluation of the candidate in all three areas. The chair's/director's letter also
714 must follow the guidelines above in II(B).

715 D. The evaluations of candidates from the departmental/school committees and chairs/directors
716 are due to the Area Committee no later than the ninth workday of October.

717

RENOMINATION

718 Candidates who were not recommended by an Area Committee in one year may be renominated
719 by the department/school in a subsequent year without prejudice. Candidates who were self-
720 nominated may renominate themselves only after being reviewed again in their
721 department/school. For all renominated candidates, the Area Committee examines very carefully
722 those areas indicated to be unsatisfactory in the previous evaluations. A faculty member who
723 unsuccessfully applies for promotion or tenure and who reapplies in a subsequent year must
724 submit a new dossier incorporating any additional accomplishments and new pagination.
725 Addenda to the original dossier are not permitted. A faculty member who unsuccessfully applies
726 for promotion or tenure and who reapplies in a subsequent year may submit a list of the same six
727 possible outside reviewers. If the Office of the Dean selects the same reviewers, a form letter
728 will be used to request that the reviewers update their letters of recommendation in light of the
729 additional accomplishments of the candidate.

730

APPENDIX I

731

STANDARD FORMAT

732

FOR

733

MEMORANDA OF NOMINATION OF CANDIDATES

734

FOR

735

PROMOTION AND/OR TENURE

736 Date

737 Memorandum

738 To:

739 Chair
740 Area Committee on Promotion and Tenure for (Fine Arts/Communication,
741 Humanities, Mathematics & Natural Sciences, Social Sciences)
742 College of Arts and Sciences

743 From:

744 Chair/Director
745 Department/School of _____

746 Subject: Nomination of _____

747 The Department/School of _____ nominates:

748 Name Proposed Rank With Tenure Without Tenure

749 According to the Department's/School's records, this person now is:

750 Present Rank Date of Appointment Date of Last Promotion

751 This faculty member was evaluated by the appropriate departmental/school committee according to the
752 procedures and guidelines given in the approved departmental/school manual. They recommended to
753 me that

754 I recommend that

755 CC: Dean of the College of Arts and Sciences

756

APPENDIX II

757

STANDARD FORMAT

758

FOR

759

MEMORANDA OF SELF-NOMINATION

760 Date

761 Memorandum

762 To:

763 Chair
764 Area Committee on Promotion and Tenure for (Fine Arts/Communication,
765 Humanities, Mathematics & Natural Sciences, Social Sciences)
766 College of Arts and Sciences

767 Subject:

768 Self-Nomination for the 20XX - 20XX Academic Year

769 As a faculty member who was not nominated by the Department/School of _____

770 I hereby self-nominate: _____

771 Name Proposed Rank With Tenure Without Tenure

772 According to my records I am currently:

773 Present Rank Date of Appointment Date of Last Promotion

774 I was evaluated by the appropriate departmental/school committee according to the procedures and
775 guidelines given in the approved departmental/school supplement to the College Promotion and Tenure
776 Manual. They recommended that

777 The Chair of the Department/Director of the School recommended that

778 CC: Dean of the College of Arts and Sciences
779 Chair of the Department/Director of the School

780

APPENDIX III

781

782

783

784

**SAMPLE TABLE
FOR PRESENTATION
STUDENTS' RESPONSES TO QUESTIONS ON
STUDENT EVALUATION QUESTIONNAIRE**

785

SUMMARY OF RESPONSES FROM STUDENTS TO THE

786

STUDENT EVALUATION QUESTIONNAIRE

787

Name, date, and department/school

788

QUESTIONS (Given at bottom of Table)

789

790

791

792

Course

Semester, date

#1

#2

#3

#4

#5

#6

#7

#8

#9

#10

#11

#12

#13

#14

#15

#16

#17

Chem 102

Fall,

98

4.06

3.90

4.90

3.90

4.50

4.20

3.90

4.50

3.80

4.20

4.60

3.90

4.10

3.60

3.80

4.00

4.80

793

IF THIS TABLE IS TYPED ON LEGAL SIZE PAPER, THERE WILL BE SUFFICIENT ROOM FOR

794

THE RESPONSES FOR 32 COURSES. NORMALLY, 32 COURSES IS THE MAXIMUM THAT A

795

FACULTY MEMBER WILL TEACH IN EIGHT SEMESTERS.

796

Student Evaluation Questions

797

1. Explained the goals of this course clearly.

798

2. explained the grading system clearly.

799

3. Gave assignments related to the goals of this course.

800

4. Followed the plan for the course as established in the syllabus.

801

5. Was well prepared.

802

6. Spoke in a way that communicated the subject in an understandable manner.

803

7. Responded constructively and thoughtfully to questions and comments.

804

8. Used class time effectively.

805

9. Had designated office and student appointment hours and was available to students during

806

these times.

807

10. Assigned grades fairly.

- 808 11. Returned test results and evaluations of my work in a reasonable period of time.
809 (typically, 7-10 days or less is considered a reasonable College benchmark)
- 810 12. Met the class according to the published Schedule of Classes.
- 811 13. Stimulated my thinking and gave me new insights into the subject.
- 812 14. Related well to students.
- 813 15. Motivated me to learn.
- 814 16. Assigned readings (including the text(s)) that contributed to what I learned.
- 815 17. Considering both the limitations and possibilities of the subject matter and course, how
816 would you rate the overall teaching effectiveness of this instructor?

817

APPENDIX IV

818

FORMAT FOR CURRICULUM VITAE

819

UNIVERSITY SYSTEM OFFICE CURRICULUM VITAE FORMAT

820 Name:

821 Rank:

822 Department:

823 I. EDUCATION (Academic degrees earned)

824 II. PROFESSIONAL CREDENTIALS (All your titles/ranks: i.e., Assistant Professor, Associate
825 Professor, etc.)

826 III. TEACHING EXPERIENCE (ACADEMIC) (Places and dates)

827 IV. ADMINISTRATIVE EXPERIENCE (ACADEMIC) (Service on committees, etc.)

828 V. BUSINESS AND PROFESSIONAL EXPERIENCE (Experience as possibly a lawyer,
829 doctor, dentist, CPA, engineer, musician, etc.)

830 VI. COURSES TAUGHT

831 VII. INTELLECTUAL CONTRIBUTIONS

832 A. Publications – Journal Articles

833 B. Publications – Books/Monographs/Chapters

834 C. Proceedings (Refereed)

835 D. Professional Presentations (**Do not double list items included in A., B., or C.)***

836 E. Editorial/Reviewer Projects

837 F. Grants and External Funding

838 VIII. PROFESSIONAL AND HONOR ORGANIZATION ACTIVITIES (Organizational
839 affiliations, disciplinary and/or professional, law, medical, CPA, engineering)

840 A. Membership

841 B. Offices/Committees/Presentations

842 IX. HONORS, AWARDS AND RECOGNITION

843 **Please use MSWord Format**

* Added for clarity

844

APPENDIX V

845

CALENDAR

846

FOR

847

PROMOTION AND TENURE PROCESS

848

IN

849

THE COLLEGE OF ARTS AND SCIENCES

<p style="text-align: center;">Calendar for Promotion and Tenure Process in The College of Arts and Sciences</p>

- March 1*** Deadline for chairs/directors to ask in writing all non-tenured faculty who are eligible for consideration for promotion and/or tenure if they wish to be considered by the department/school. All responses to this request must be received by the chair/director by March 15.*
- March 15*** All faculty members who wish to be considered for promotion or tenure notify their chairs/directors. The candidate also provides the chair/director with a list of six possible outside reviewers (must include organizational affiliations and addresses, indications of their ranks, areas of concentration, major achievements, standings in the discipline, and the nature and extent of any personal and/or professional relationship with the candidate) and a current curriculum vitae, which should follow the format shown in Appendix IV.
- March 22*** The chair/director, together with the departmental/school P&T committee, provide a list of six possible outside reviewers (must include organizational affiliations and addresses, indications of their ranks, areas of concentration, major achievements, and standings in the discipline). There should be no duplication in names of reviewers on the two lists. Both lists, together with brief profiles and the candidate's curriculum vitae, are submitted to the Office of the Dean by the chair/director.
- June 15*** Candidates' professional development materials (see page 30, section IX above) are submitted to the chair/director for forwarding to outside reviewers. The chair/director reviews the professional development materials for conformity with the P&T manual and forwards these materials to the Office of the Dean. Candidates who would like the materials returned to them must request it in writing. The request should be made to the Office of the Dean. These materials will be returned to the candidates (who made a request) if and when the outside reviewers send them back to the University.
- August 15*** Letters/responses from outside reviewers due to the Office of the Dean.
- September 9*** The Office of the Dean provides departments/schools with letters of assessment that have been received from outside reviewers.
- Candidates submit complete dossiers (one copy) to the appropriate chair/director. After this date, no materials can be added to the dossier. The dossier is considered closed, and all parties involved in the review of the candidate's credentials will have access to exactly the same information in the dossier.
- October 4*** Departmental/school committees present their letters of assessment and recommendation to the departmental chairs/school directors.
- October
Ninth Workday** Departmental chairs/school directors complete their evaluations and submit their letters of assessment and recommendation for or against promotion and/or tenure as well as those of the departmental/school committees to the Office of the Dean.

Departmental chairs/school directors forward candidates' dossiers and an **updated electronic copy** of each candidate's CV to the Office of the Dean.

Departmental chairs/school directors provide copies of their reports as well as those of the departmental/school committees, including any minority reports, to the candidates.

October
Sixteenth Workday Self-nominations by candidates not recommended by the chair/director or the departmental/school P&T Committee are due in the Office of the Dean.

Candidate's response, if any, to reports of the chair/director and the departmental/school committee is due to the Office of the Dean.

October
Eighteenth Workday The Office of the Dean provides chairs/directors with copies of candidate's response, for their files.

November 19* Each Area Committee on P&T presents its report to the Office of the Dean.

***Any date that falls on the weekend or a holiday automatically becomes the next workday.**