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I. INTRODUCTION

As defined in the College of Arts and Sciences Bylaws, a candidate for promotion and/or tenure is bound by the college manual in effect on January 31 of the calendar year in which the departmental and college reviews of the candidate occur. The Arts and Sciences promotion and tenure manual is reviewed and periodically revised by the college Promotion and Tenure Review Board. In keeping with university requirements, the college manual must be annually reviewed by the University Promotion and Tenure Manual Review Committee and approved by the provost.

Recommendations for promotion and/or tenure are first made at the level of the department/school/institute (hereafter referred as “department”) by the chair/director (hereafter referred as “chair”) and by a departmental committee. Recommendations are then forwarded to the relevant 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. Area committee chairs will also serve on the University Promotion and Tenure Manual Review Committee, which is described in the Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors.

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 considers the departmental evaluations, external 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 verbal and written deliberations in the promotion and tenure process are confidential.

The findings of the area 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 as candidates for promotion and/or tenure from the College of Arts and Sciences.

The promotion and tenure processes and other faculty review processes described in this document and in departmental guideline documents conform to the policies and procedures detailed in the Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors, which is located online at http://www.gsu.edu/senate/ptmanual.html.
II. POLICIES ON PROMOTION AND TENURE

A. ELIGIBILITY (TIME-IN-RANK) POLICIES

1. Assistant Professors Seeking Promotion:

Pursuant to the calendar for the promotion and tenure process (see Appendix V), 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 be considered 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.

Assistant professors must simultaneously apply for promotion and tenure, although tenure in the college will not be granted without promotion to associate professor.

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

Pursuant to the calendar for the promotion and tenure process (see Appendix V), an associate professor seeking promotion to professor is normally considered no earlier than 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.

Strong justification must be provided to support consideration for promotion whenever the candidate has served fewer than five years at the rank of associate professor at Georgia State University.

A faculty member hired at the associate or professor level may be considered for tenure in the fifth year of service and must be considered for tenure no later than the seventh year of service at Georgia State University.

3. Probationary Credit toward Tenure: Credit received for service at other institutions may be applied towards a candidate’s tenure as specified in the university promotion and tenure manual. A maximum of three years of credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions. Such credit for prior service shall be approved in writing by the president at the time of the initial appointment at the rank of assistant professor or higher. A candidate for promotion and tenure may relinquish some or all probationary credit received, with the approval of the department chair and dean. When a candidate with probationary credit is first eligible for consideration for promotion and tenure, he/she must notify the department chair if he/she will keep or relinquish some or all of the awarded credit. This notice will be provided to the department chair at the beginning of that year’s promotion and tenure cycle, at the time the candidate informs the department chair whether he/she would like to be considered for promotion and tenure.

A candidate’s decision to relinquish probationary credit must be approved by the department chair and dean.

Non-tenured associate professors may not seek promotion prior to tenure; however, they may seek tenure prior to promotion to the rank of professor.
4. **Early Promotion and/or Tenure:** Consideration for early promotion or tenure should occur only in cases in which a clear indication of exceptional merit exists. Consistent with time-in-rank requirements, candidates should be encouraged to take ample time to demonstrate fully their merits and accomplishments.

B. **General Policies**

Every faculty member has a responsibility to be aware of the contents of the college and university promotion and tenure manuals, including deadlines. A candidate seeking promotion and/or tenure must apply in writing to the chair of his/her department by March 15 of the calendar year during which the faculty member will be considered. A candidate with probationary credit must also notify the chair if he/she will keep or relinquish some or all of the awarded credit by March 15.

All candidates for promotion and/or tenure must be evaluated in the department on the basis of the departmental guidelines approved by the Promotion and Tenure Review Board and by the Office of the Dean. The departmental guidelines in effect on January 31 of the calendar year in which the reviews of the candidate occur serve as a supplement to the college promotion and tenure manual to be used by an area committee on Promotion and Tenure in the consideration of candidates.

Promotion and/or tenure deliberations at all levels are confidential. Records of all departmental deliberations are secured in the department. Records of all area committee and Office of the Dean deliberations (i.e., all materials submitted by the department, all letters from external reviewers, and a copy of all materials submitted by the candidates) are secured by the college. Access to these materials is limited to the members of the relevant area committee, the administrative secretary to the Committee, and administrative officials at the college and the university charged with the responsibility for reviewing candidates for promotion and/or tenure.

E-mail should not be used for promotion and/or tenure deliberations (with the exception of non-substantive matters such as scheduling).
III. PROMOTION AND TENURE PROCESS

A. Department

The promotion and tenure process in the College of Arts and Sciences begins in the department, where the departmental committee on promotion and tenure and the departmental chair evaluate the credentials of those faculty members who are eligible for promotion and/or tenure and who request consideration. The qualifications of each eligible faculty member being considered must be evaluated according to the criteria and procedures set forth in the college promotion and tenure manual and in the departmental guidelines on promotion and tenure.

Each department prepares its own promotion and tenure guidelines, which subsequently are subject to approval by the Office of the Dean upon recommendation from the Promotion and Tenure Review Board. Formal and significant faculty participation must be part of the development and revision of the departmental guidelines, but the precise way in which this participation is achieved is the responsibility of the department and should be described in the departmental guidelines. The departmental guidelines must be consistent with the college and university promotion and tenure manuals and with all policies of the university and the Board of Regents. Any revisions of the departmental guidelines are subject to approval by the Office of the Dean upon recommendation from the Promotion and Tenure Review Board.

Each department has a promotion and tenure committee that reviews and evaluates the credentials of all faculty members being considered for promotion to associate professor with tenure. This committee consists of all tenured associate professors and professors in the department, except the chair of the department and any members of the department serving in a position that will review the candidate’s promotion/tenure application at the college or university level. This committee also reviews and evaluates the credentials of faculty members who already hold the rank of associate professor and who are candidates only for tenure. Finally, each department has a promotion and tenure committee that reviews and evaluates the credentials of faculty members who are being considered for promotion to professor or who already hold the rank of professor and are being considered only for tenure. This committee shall consist of all of the tenured professors in the department, except the chair of the department and any members of the department serving in a position that will review the candidate’s promotion/tenure application at the college or university level. Very large departments are expected to have their promotion and tenure committees operate through a system of subcommittees that initially review and evaluate each candidate’s credentials. All final recommendations must be made by the committee as a whole. The committee of the whole must meet to discuss and vote on its final recommendation. In consultation with the department chair, the dean will augment faculty committees with members at the appropriate rank from other departments when the home department does not have a sufficient number of faculty at the appropriate rank to constitute a committee of at least three members.

If any specific date listed below as part of the department promotion and tenure process falls on the weekend or on a holiday, the due date automatically becomes the next day when the university is open for business.

1. Department Committee Review

The department committee will prepare a recommendation to the department chair after reviewing the candidate’s dossier, at least five letters from external reviewers, and other
materials directly relevant to the candidate’s dossier. The candidate will be evaluated according to the criteria set forth in the departmental promotion and tenure guidelines and the college promotion and tenure manual. The committee’s recommendation along with the candidate’s dossier and external review letters will be forwarded to the department chair by October 1. The letter from the departmental committee must be signed by the committee chair and all committee members who agree with the recommendation and justification. Committee members who do not sign the letter will be asked to provide separate letters indicating their recommendations and the reasons for these recommendations.

At this point in the promotion and tenure process, and at each subsequent stage, a candidate must receive written notice of the outcome of the deliberations and a copy of any evaluations that are made of the candidate’s credentials, including any possible minority reports. The report from both the department committee and minority reports (if applicable) must remove the signature page or section that identifies committee members by name. The department chair is responsible for providing these materials to the candidate by October 2. The candidate may submit a written response to the department committee recommendations or reports within five business days to the department chair. This statement will be included in the material reviewed at all higher levels of the promotion and tenure process.

2. **Department Chair Review**

   The department chair will review and evaluate the candidate’s dossier, at least five external reviewer letters, other materials directly relevant to the candidate’s dossier, and the recommendation of the departmental committee. The department chair forwards his/her recommendation to the Office of the Dean by October 10. By the same date, the chair provides copies of his/her report to the candidate. The candidate may submit a written response to the department chair recommendations or reports within five business days to the Office of the Dean. This statement will be included in the material reviewed at all higher levels of the promotion and tenure process.

3. **Negative Recommendations by Departmental Committee and/or Department Chair**

   Regardless of the departmental committee and department chair recommendations, positive or negative, the candidate will move forward for review by the appropriate college area committee and the Office of the Dean, unless the candidate withdraws (see item C. 2. below).

4. **Department Chair Candidates**

   Candidates who are department chairs are evaluated by the departmental promotion and tenure committee and by the appropriate area committee. The Office of the Dean is responsible for providing such candidates with written notice of the results of each deliberation and copies of the evaluations and reports produced at each stage. The chair candidate may provide written responses at each stage to the Office of the Dean for inclusion in the material reviewed at each higher level of the process.
5. Submission of Electronic Documents

In addition to sending forward print copies of all materials required for departmental review, the chair is responsible for ensuring that an electronic version of the recommendation letter of the department committee and the recommendation letter of the chair are submitted to the Dean’s Office at the conclusion of the department review.

B. College

As required by the bylaws of the college, the Promotion and Tenure Review Board is responsible for reviewing and revising the college procedures and criteria employed in the review of candidates for promotion and/or tenure, and with revising the college promotion and tenure manual accordingly. The procedures and the criteria for evaluating a candidate are described in the edition of the college promotion and tenure manual that is in effect on January 31 of the calendar year in which the review of the candidate commences.

1. Area Committee Review

The college’s three area committees (Fine Arts and Humanities, Natural and Computational Sciences, Social and Behavioral Sciences) are charged by the college in its Bylaws with employing the requirements set forth in the college promotion and tenure manual to make recommendations to the Office of the Dean regarding the promotion and/or tenure of all candidates in the departments included in each area.

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

The area committees will evaluate the candidate’s dossier, external reviewer letters, other materials directly relevant to the candidate’s dossier, and the recommendations of the department chair, and department committee.

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

The committees will make recommendations to the Office of the Dean concerning the promotion and/or tenure of each candidate by November 18. By November 20, the Office of the Dean will provide the candidate with written notice of the outcome of the area committee deliberations and a copy of any evaluations that are made of the candidate’s credentials, including any possible minority reports. The report from the area committee, as well as minority reports (if applicable), must remove the signature page or section which identifies committee members by name. The candidate may submit a written response to the area committee recommendations or reports within five business days to the Office of the Dean. This statement will be included in the material reviewed at all higher levels of the promotion and tenure process.
2. **Dean’s Review**

The college-level review conducted by the Office of the Dean is initiated by the appropriate area associate dean, with final decision-making authority falling to the college dean. The Office of the Dean will evaluate the candidate’s dossier, external reviewer letters, other materials directly relevant to candidate’s dossier, and the recommendations of the departmental committee, departmental chair, and college area committee. The Office of the Dean will take into account the relationship between the candidate’s potential contribution and the needs of the department and college as part of the review.

By December 12, the Office of the Dean will provide the candidate with written notice of the outcome of the dean’s review, which represents the final recommendation of the college, as well as a copy of its letter of assessment. Before notifying a faculty member of a negative decision, the dean will inform his/her department chair.

If a candidate wishes to appeal a negative decision by the Office of the Dean, he/she may do so within ten working days from the date of the dean’s notification letter by writing to the provost and stating the reasons for the appeal (see section C below).

The dean will forward all positive candidate recommendations to the provost for consideration by December 12. Recommendations are accompanied by:

a. curriculum vitae and candidate statements;

b. copies of the evaluations from the departmental committee and the departmental chair, including any minority reports from the committee;

c. copies of all letters from external reviewers, together with a description of each reviewer’s accomplishments, standing in the field, and past relationship with the candidate; and

d. a copy of the report and recommendation provided by the area committee, together with any minority reports.

C. **General**

1. **Dates**

The exact dates for the notification of the outcomes of college and university promotion and tenure review will be determined by the Office of the Provost and communicated to the university faculty in advance of each year's promotion and tenure cycle.

If any specific date listed in this Section III falls on the weekend or on a holiday, the due date automatically becomes the next day when the university is open for business.

2. **Withdrawal from Consideration**

Candidates may withdraw from consideration at any point during the promotion and tenure process by informing the Office of the Dean and department chair. Candidates wishing to withdraw are required to do so by the designated college deadline (see Appendix V).
The process and procedures for the review of promotion and tenure cases at the university level are described in the Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors.

Processes for appealing university-level promotion and tenure decisions are as follows:

1. **Appeals to the Provost**
   
   Appeals of negative recommendations by college deans may be made to the provost. In reviewing the appeal, 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 other appropriate individuals inside or outside the university. The provost shall provide the candidate and the dean with a written decision, including a statement of the bases upon which the appeal is supported or rejected, by the date specified in the university calendar.

2. **Appeals to the President**
   
   A candidate may appeal the provost’s negative recommendations or decision regarding his/her appeal 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, including a statement of the bases upon which the candidate’s appeal is supported or rejected by the date specified in the university calendar.
IV. CRITERIA FOR EVALUATING CANDIDATES FOR PROMOTION AND TENURE

The credentials of a candidate for promotion and/or tenure are evaluated in three areas: professional development (encompassing research, scholarship, and creative activity), teaching, and service. All review committees and individual reviewers must give full consideration to all materials included in the candidate’s dossier, at least five external reviewer letters, and reports or recommendations of previous stages of the promotion and tenure process. In reports on candidates, departmental and college reviewers should use the criteria given below and the departmental guidelines for their application that have been approved by the college Promotion and Tenure Review Board.

1. Evaluation Criteria

Candidates will be evaluated as either having met or having not met the standards for promotion and/or tenure in each of the following three areas: professional development, teaching, and service. The single measure for achieving the college standard in each category is defined below in relation to a specific qualitative term (i.e., excellent, very good, or good), each of which is defined in the departmental guidelines.

The evaluations should take into account expectations appropriate to the rank under consideration, the standards of the candidate’s discipline, and the mission and resources of the department. Departmental and discipline-specific standards are defined in each department’s promotion and tenure guidelines.

a. Associate Professor: To be recommended for promotion to the rank of associate professor by the college, a candidate must be evaluated as excellent in professional development and teaching according to departmental guidelines. In keeping with university standards, the recommended candidate must be deemed to have developed a substantial body of work that has already contributed to the advancement of his/her discipline as determined by peers within and outside of the university, while establishing a national reputation in his/her field. As part of the college and departmental reviews, the candidate will be evaluated on evidence that his/her current trajectory in both professional development and teaching will support successful progress towards the rank of professor after promotion to associate professor with tenure. The candidate must also be evaluated as having provided good service, according to departmental guidelines, to merit promotion at this level.

b. Tenure at the Rank of Associate Professor: For faculty members at the rank of assistant professor seeking promotion to associate professor with tenure, the criteria for tenure are the same as those for a recommendation for promotion to associate professor.

Faculty members already at the rank of associate professor seeking tenure must also be evaluated as excellent in professional development and teaching and as having provided good service, according to departmental guidelines, to merit tenure at this level.

c. Professor: Promotion to the rank of professor is a recognition awarded 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. To be recommended by the college for promotion to professor, the candidate must be evaluated as excellent in both professional development and teaching according to departmental guidelines. In keeping with university standards, the recommended candidate must be deemed to have established a national/international reputation in his/her field and have a high probability of continued high quality and productive research, scholarship, and creative activities. The candidate must also be evaluated as having provided very good service, according to departmental guidelines, to merit promotion at this level.

e. **Tenure at the Rank of Professor:** The criteria are the same as those for a recommendation for promotion to the rank of Professor.
V. DIRECTIONS TO CANDIDATES FOR SUBMITTING MATERIALS

A. 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 follows:

   a. Candidates for promotion to associate professor with tenure may submit any work done at other institutions before arriving at Georgia State University.

   b. Candidates for tenure must submit all work done during the period for which probationary credit is given.

   c. Candidates for promotion to professor who were promoted to associate professor at another institution must submit any work done since that promotion.

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.

Candidates for tenure at the level of associate professor may submit any relevant prior work done at other institutions, and candidates for tenure at the level of professor must submit any work done since their initial appointments as associate professors at other institutions.

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 (packaged for mailing but not sealed) must be submitted by the faculty member to the chair by June 10. The chair will review the materials for conformity to the college promotion and tenure manual. The chair should check to ensure that the submitted materials are within the appropriate time frame for the current promotion or tenure consideration and to verify the acceptance for publication of submitted articles. If a question arises about the appropriateness of material included in the dossier, the chair or the candidate should refer the issue to the appropriate area associate dean. The chair will forward six copies of the materials to the Office of the Dean by June 15 in order that they may be forwarded to the external reviewers. Section V(I) of this manual contains a complete list of these materials. Only work published or accepted for publication (exhibited or accepted for exhibition, etc.) may be sent to the external reviewers. Photocopies of complete books are acceptable for review by the external reviewers, but candidates are advised to obtain advance permission to photocopy from their publishers.

4. Candidates submit complete dossiers to the appropriate chair by September 9. By the same date, candidates submit to the Office of the Dean an electronic version of the curriculum vitae and the statements of interests and goals (professional development, teaching, and service) included in their dossiers. After this date, no material whatsoever
may be added to the dossier. The dossier is considered closed as of this date, and all
parties involved in the review of the candidate’s credentials will have access to exactly
the same information in the dossier.

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

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

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

B. Specific Instructions for Physical Form of Dossier:

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

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

3. Binders should not be filled to capacity.

4. Do not insert materials in plastic sleeves/sheet protectors. Plastic sleeves can be used only
if holes cannot be punched to place in three-ring binders.

PLEASE NOTE: The dossier will be returned for revision if the materials in the dossier are not
submitted in the standard format and paginated in exactly the manner prescribed below.

C. Format for Dossier:

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

   - Name
   - Highest Degree
   - Present Rank
   - Department
   - Date of GSU Appointment and Rank Awarded (Full or Part-time)
   - Number of Years of Credit for Prior Service (A copy of the letter stating the award
     should be attached.)
   - Leaves of Absence (Descriptions and Purposes)
2. **Curriculum Vitae**: Immediately after the cover page, a copy of a curriculum vitae should be included. The curriculum vitae must follow the format shown in Appendix III.

3. **Statements of interests and goals**: The three statements of interests and goals described below should be included as a group immediately after the curriculum vitae.

   a. **Professional development (encompassing research, scholarship, and creative activity)**: The candidate must provide the area committee with a brief statement of professional interests and goals; specific plans to further these interests and to achieve these goals during the next five years should be included. This statement should not exceed five typed, double-spaced pages.

   b. **Teaching**: The candidate must briefly describe an educational philosophy and a set of goals and objectives in teaching for the next five years. This statement should not exceed five typed, double-spaced pages.

   c. **Service**: The candidate must briefly describe the service activities in which he/she has been involved, those in which he/she is still interested, and those in which he/she will seek to become involved during the next five years. The candidate must describe the ways in which these service activities relate to his/her discipline and to Georgia State University. This statement should not exceed three typed, double-spaced pages.

4. **Lists and Supporting Evidence for Professional Development, Teaching, and Service**

   a. In order to determine whether or not candidates meet the criteria given in section IV of the college promotion and tenure manual and the criteria given in the departmental guidelines, the committees will review the credentials of all candidates in the areas of professional development, teaching, and service. This review will consider the material and documentation present in a candidate’s dossier (as well as any information received from external reviewers and information received from the departmental chair and the departmental 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.

   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, teaching, 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).

D. Instructions for Pagination In Dossier:

Each page in the dossier must be labeled 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;

“T” for teaching; 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:

V.2 is the designation for the second page in the curriculum vitae;

GP.1 is the designation for the first page in the statement of interests and goals for professional development;

P.1.2 is the designation for the second page in the first subsection in the section on professional development;

T.4.2 is the designation for the second page in the fourth subsection in the section on teaching; and

S.1.5 is the designation for the fifth page in the first subsection in the section on service.

It is not necessary to number every page of a publication. Use dividers between publications, and only number each divider.

E. 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 should assess and explain in detail the degree of the candidate’s contribution to the work.

Contributions to professional associations of an administrative nature shall be counted in the category of service rather than professional development. Intellectual contributions to professional organizations count in the professional development category.
1. **Presentations at Professional Meetings:** A list of presentations at professional meetings 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 evaluations of these articles should include assessments of the relative prestige of the journals within the candidate’s field of specialization.

   b. Published Book Chapters and Those Accepted for Publication:
      
      Chapter number, chapter title, book title, page numbers of chapter, editor, publisher, date (or projected date of publication), name(s) of the author(s) 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 book chapter has been published or only accepted for publication. The department’s evaluations of these book chapters should include assessments of the relative prestige of the book within the candidate’s field of specialization.

   c. 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.

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

   **Documentation:** Provide copies of articles, book chapters, books, reviews, etc. listed in paragraphs a, b, c and d above. In the case of articles, book chapters, books, monographs, book reviews, abstracts, and reports accepted for publication, also provide copies of letters of acceptance, agreements and contracts. Only items that have been accepted for publication based on all required levels of peer and editorial review are accepted for purposes of promotion and tenure.

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

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

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

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

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

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

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

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

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

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

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.

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.

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

7. General Recognition Within One’s Discipline:

a. List of citations (with citation index number, if applicable) and references to the
candidate’s work by others.

b. List and copies of reviews of published books.

c. List and copies of reviews of films, video productions, theatrical works, exhibitions,
or performances.
d. List of requests for colloquium presentations or workshops.

e. List of invitations to exhibit.

f. List of guest performances.

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.

F. Categories for Teaching:

Georgia State University requires the services of teacher-scholars who contribute significantly in the area of teaching and for whom there exists ample evidence that this activity will continue in the future. Information provided by candidates to document their contributions in the areas of teaching must be divided into the sections listed below:

1. Courses Taught during the Last Four Academic Years (include summers, if applicable):

   a. Using the format in Appendix IV, the candidate must provide a list of courses taught during the last four academic years.

   b. The candidate must also provide a copy of the most recent syllabus used for each course taught during the time period. Only one syllabus for each different course is required.

   c. The development of new courses or significant revisions to existing courses should be noted in this section.

   d. The candidate should indicate if the course is part of a study abroad, international student exchange program, signature experience, or field experience.

   e. If the candidate was granted probationary credit toward tenure, the four years should include courses taught at previous institutions.

2. Perception of Students (include summers, if applicable): The candidate must include standardized summaries of student evaluation numerical scores from a Crystal Report (no comments) and student evaluations from GoSOLAR (with written comments) for the last four academic years at Georgia State University. Department chairs will assist the candidates in obtaining these materials.

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

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

   Independent Studies:
   Name of student, title of project, and date completed.

   Practica:
   Name of student, title, and date completed.

   Honors Theses:
Name of student, title, and date completed.

**Theses:**
Name of student, title, and date completed.

**Dissertations:**
Name of student, title, and date completed.

5. **Published Materials:** Textbooks and published articles related to the candidate’s teaching. A copy of each must be provided.

6. **Teaching Portfolio:** The candidate should include the teaching portfolios he/she has compiled for the last four years at Georgia State (include summers, if applicable), as required in the college’s Teaching Assessment Policy and as further specified by the department. Candidates whose probationary credit period includes one or more of the last four years should provide comparable information on their teaching record and student evaluations.

7. **Additional Evidence of Teaching Effectiveness:** The candidate may include other materials not specified above and not specifically required by the department as part of the teaching portfolio. Such evidence of teaching effectiveness may include, but is not limited to, peer evaluations, students’ passing rates on licensure/certification examinations, use of technology for teaching, program accreditation review results, and student accomplishments.

G. **Categories for Service:**

An area committee considers only service activities that are related to the candidates’ academic areas of expertise. Service unrelated to one’s academic area of expertise therefore should not be included in the dossier. (Extra remuneration for academic or public service does not preclude its inclusion.) In general, service will be considered primarily on the basis of its direct benefits to Georgia State University. Letters from a candidate’s department should discuss this category.

Service expectations for promotion to Associate Professor are more limited than those for promotion to Professor. In general, for promotion to Associate Professor, a candidate is expected to collaborate with colleagues in departmental functions and, where appropriate, in professional activities and on departmental committees. The emphasis during the probationary period is on the full development of research/creative and teaching accomplishments. Major service roles are not expected at this stage. In contrast, promotion to Professor should include significant participation not only in departmental, college, and university committees, but also in activities such as professional associations and contributions to the community at large. In areas where a candidate believes substantial contributions have been made (as may be indicated in the candidate’s statement on service), it is appropriate for the department to solicit information about the effectiveness or importance of the candidate’s service and to speak to this effectiveness and importance in its letters. The candidate must not solicit letters concerning service and include them in the dossier.

1. **Contributions to the department:** List memberships on departmental committees, development of programs, and activities. List only contributions not related to professional development or teaching.
2. **Assistance to Colleagues:** List consultation about educational problems, reviews of manuscripts, collaboration on research projects, assistance with film, video, or dramatic productions, artistic exhibitions, or musical performances, and contributions to programs in other concentrations, areas, or schools.

3. **Committee Responsibilities at the College, University, or System Level:** List committees and periods of service.

4. **Support of Local, State, National, or International Organizations:** List consultancies, memberships on advisory boards, and offices held, and include dates of service.

5. **Significant Community Participation:** List lectures, speeches, presentations, performances, and short courses, and include dates.

6. **Meritorious Public Service:** List assistance to governmental agencies and development of community, state, or national resources and include dates.

7. **Administrative Contributions to Professional Associations:** List titles, dates of term, and method of selection. (Intellectual contributions to professional organizations count in the category of professional development.)

**H. List of External Reviewers of Professional Development:**

All candidates must prepare lists containing at least eight names of colleagues outside of Georgia State University who would be qualified to assess their work. The candidates **must not contact** any of the individuals on their lists of external reviewers concerning a possible request for an evaluation. The candidate’s list and a current curriculum vitae (follow the format shown in Appendix III) must be submitted to the department chair by March 15 of the academic year preceding the academic year in which review of the candidate will occur.

Additionally, the chair of the department, in consultation with senior faculty in the department, will prepare a list of at least eight names of colleagues outside of Georgia State University who would be qualified to assess the candidate’s work. The chair should not ask the candidate to submit additional names as the basis of the chair’s list. The chair may review the candidate’s list while preparing his/her list, but the chair’s list should not duplicate names from the candidate’s list. Members of the departmental promotion and tenure committee and the chair **must not** contact any of the individuals on its list concerning a possible request for an evaluation.

For each list, the external reviewers from academic institutions must be affiliated with research universities in which the emphasis on research and scholarship is of a rigor similar to aspirational peer institutions for the candidate’s discipline. In special circumstances (with written justification from the department chair and with the approval of the dean), external reviewers may be used who are not affiliated with academic institutions or with academic institutions that are not research universities.

Each list should include the name of the potential external reviewer, institution/organizational affiliation, address, rank, area(s) of concentration, major achievements, standing in the discipline, and the nature of any relationship with the candidate. Each list should follow the format shown in Appendix I and Appendix II.
Electronic copies of the candidate’s list, the chair’s list, and the candidate’s curriculum vitae must be submitted in MS Word format by the chair to the Office of the Dean no later than March 22.

The candidate, the departmental committee, and the chair should be reminded of the principles of professional ethics associated with peer evaluations. These principles prohibit evaluations that would involve a conflict of interest. External reviewers must be able to provide an independent assessment and therefore may not have any personal or professional investment in the career of the candidate.

The Office of the Dean will review the lists of names and select the external reviewers to be contacted. In consultation with the department chair, the Office of the Dean may add names to the lists. Appropriate rank and scholarship should be the deciding factors in selecting external reviewers. At least five letters will be secured from external reviewers. The Office of the Dean will be responsible for contacting the external reviewers and securing their responses. The Office of the Dean may ask the chair to obtain additional names if a sufficient number of reviewers are not obtained from the initial lists submitted by them. The Office of the Dean will include with each external review letter a description of the reviewer’s accomplishments, standing in the field, and past relationship with the candidate.

I. Copies of Material to Be Sent To External Reviewers:

By June 15 of the year they wish to be considered, candidates must submit to the chair six packets of evidence of professional development materials, packaged for mailing but not sealed. The pages in each packet do not have to be numbered according to the instructions for pagination of the complete dossier. Each packet must contain:

1. Table of contents. List the parts of your packet in the order that they appear;
2. Curriculum vitae (follow the format shown in Appendix III);
3. Statement of interests and goals for professional development, following the statement format for professional development indicated in section V.C.3. (This statement must be the same as that which appears in the dossier);
4. Copies of published books, articles, chapters, reviews, abstracts, reports, etc., or those accepted for publication within the appropriate time frame for consideration. For multiple-authored works and collaborative projects, the candidate should explain in detail the degree of his/her contribution to the work. Work in progress and work submitted but not accepted for publication may not be included;
5. When applicable, a group of slides and/or photographs showing selected artistic works from all exhibitions listed in the dossier;
6. When applicable, documentation of performances in the arts. This documentation must include one (1) compact disk, containing at least 60 minutes of excerpts and/or complete compositions from selected concerts. Conductors must, in addition, provide one (1) forty to sixty-minute video tape or DVD of Georgia State University ensemble performances that they have conducted. Composers may submit a second compact disk of representative compositions if necessary to demonstrate a broader depth of their creative abilities;
7. When applicable, a high quality video tape or DVD (sixty to ninety minutes in length) of selected sections or acts of dramatic productions, films, or video productions that the candidate has written, directed, choreographed, filmed, edited, acted in or produced. One additional videotape or DVD documenting a theatrical, film or video production may be included;

8. Copies of other pertinent materials in the professional development area.

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

Candidates who were not recommended by the college in one year may declare their candidacy in a subsequent year without prejudice. For all previously considered candidates, the departmental and college reviewers examine very carefully those areas indicated to be unsatisfactory in the previous evaluations. A faculty member who unsuccessfully applies for promotion or tenure and who re-applies in a subsequent year must submit a new dossier. Addenda to the original dossier are not permitted. A faculty member who unsuccessfully applies for promotion or tenure and who re-applies in a subsequent year may submit a list of the same eight possible external reviewers. If the Office of the Dean selects the same reviewers, a form letter will be used to request that the reviewers update their letters of recommendation in light of the additional accomplishments of the candidate.
VII. PRE-TENURE REVIEW

The Georgia State University Promotion and Tenure Manual stipulates that the college and its departments normally conduct a pre-tenure review of each tenure-track faculty member. This policy states that a “formal review of the progress made toward promotion and tenure will be made late in the third year so that the tenure track faculty member has a clear idea of how adequately he or she is progressing toward successfully achieving promotion and tenure.”

The university manual provides a general structure for three-year reviews; each unit specifies its own guidelines. This document outlines the guidelines for the College of Arts and Sciences. According to the university policy, the review must be conducted by a committee of at least three faculty of appropriate rank elected from the tenured faculty. To implement this policy, the tenured faculty of each department shall elect a committee of at least three faculty members to conduct the review. In the case of small departments, faculty of appropriate rank from other departments in the same area will be selected.

Three-year reviews will address a faculty member’s cumulative accomplishments in professional development (i.e., research, scholarship, and creative activity), teaching, and service. According to university policy, the review will be based on available information. In the College of Arts and Sciences, these materials will include annual reports, curriculum vitae, publications/creative achievements, and evidence of teaching effectiveness. The chair will provide the review committee with an updated vitae, copies of all annual reports, and available documentation related to teaching and professional achievements by the sixth week of the spring semester. In the College of Arts and Sciences, a faculty member may also provide the committee with a two-page statement that outlines current professional development and teaching projects and plans for the next three years. This is also due to the committee by the sixth week of the spring semester.

This review is to take place in the spring semester of the third year. Faculty with probationary credit of one year will be reviewed in the spring of the second year. It will not be necessary to have a mid-course review for faculty hired with two or three years of credit. In such cases, a review of accomplishments in previous positions should be part of the hiring decision.

Candidates will be evaluated in professional development, teaching, and service, using the terms outstanding, excellent, very good, good, fair, and poor. The evaluations should take into account expectations appropriate to the rank under consideration, the standards of the candidate’s discipline, and the mission and resources of the department. Guidelines for the application of the terms outstanding, excellent, very good, etc. as they apply within the candidate’s field are specified in each department’s evaluation rubric document.

For each faculty member undergoing review, the review committee will provide a written assessment of effectiveness in teaching, research, and service to the department chair by the tenth week of the spring semester. The chair will comment in writing on this report and forward all materials, the committee report, and his/her comments to the Office of the Dean by the thirteenth week of the spring semester. After adding a one page letter of analysis, the dean will forward all materials to the provost no later than the beginning of the summer term. In accordance with university guidelines, faculty will receive a written report of the results of the review. After completion of all assessments, a conference will be held between the chair, the area associate dean, and the faculty member to discuss the results of the review and to make further recommendations to the faculty member.
VIII. POST-TENURE REVIEW

The Georgia State University Promotion and Tenure Manual stipulates that colleges conduct a cumulative review of tenured faculty members every five years. The manual states that the "primary purpose of the post-tenure review process is to assist faculty members with identifying opportunities that will enable them to reach their full potential for contribution to the University".

The university manual provides a general structure for post-tenure reviews; each unit specifies its own guidelines. This document outlines the guidelines for the College of Arts and Sciences. The overarching aim in the college is to employ a formative process that will connect the review of prior work with on-going discussion of a faculty member’s goal setting, development, and workload profile.

According to the university manual, the review must be conducted by an elected committee. In the college, these reviews will be conducted by the three Area Committees on Promotion and Tenure. One area committee represents the humanities and fine arts, one the natural and computational sciences, and one the social and behavioral sciences. As specified in the college Bylaws, each standing committee is composed of faculty members elected by the area of the college it represents.

Post-tenure reviews will address accomplishments in professional development (i.e., research, scholarship, and creative activity), teaching, and service. According to university policy, the review will be based on available information from the last five years. In the College of Arts and Sciences, these materials will include annual reports, curriculum vitae, publications/creative achievements, and evidence of teaching effectiveness. Faculty will also provide a two- to three-page statement that provides contextual information about accomplishments during the past five years as well as career goals and plans.

The review process begins five years after a faculty member’s most recent promotion and continues at five years intervals unless interrupted by a further promotion or impending candidacy for promotion within a year. Faculty who formally notify the Office of the Dean of their plans to retire prior to January of their review year are exempt from review. Similarly, faculty members who notify their chair of their intent to be considered for promotion in the academic year of their review will be exempted.

Promotion and Tenure Area Committee members going up for post-tenure review must be excused from their committee seat during the period of their review. The college faculty will elect a temporary replacement from among the remaining eligible full professors in the candidate’s home department to serve on the area committee. If none are available, the dean, in consultation with the candidate, the candidate’s chair, and the area associate dean, will appoint a full professor from the area at large. In cases where all eligible full professors in a department, including an area committee member, are scheduled to go through post-tenure review in the same cycle, the reviews must be staggered such that the current area committee member’s review is postponed one year while he or she serves as the department’s representative on the area committee. The candidate in this scenario would be temporarily replaced on the area committee the following year during the period of their review, as described above.

Faculty members with tenure and who also have some combination of administrative and teaching responsibilities will not be subject to post-tenure review as long as a majority of their
duties are administrative in nature. At such time when a faculty/administrator returns full-time to the faculty, she/he will be placed into the post-tenure review cycle and will be evaluated under those guidelines as a faculty member in the fifth year following the return to the faculty and at subsequent five-year intervals.

Candidates will be evaluated in professional development, teaching, and service, using the terms outstanding, excellent, very good, good, fair, and poor. The evaluations should take into account expectations appropriate to the rank of full professor, the standards of the candidate’s discipline, and the mission and resources of the department. Guidelines for the application of the terms outstanding, excellent, very good, etc. as they apply within the candidate’s field are specified in each department’s evaluation rubric document. As part of this process, candidates at the rank of associate professor will be evaluated on evidence that his/her current trajectory in both professional development and teaching will support successful progress towards the rank of professor.

For each faculty member undergoing review, the chair/director will provide his/her assessment of effectiveness in teaching, research, and service and the chair’s perspective on the faculty member’s written statement. The chair will also provide the committee with an updated vitae, copies of the past five annual reports, and available documentation related to teaching and professional achievements for the past five years. The committee will provide a written report of its review to the Office of the Dean by the end of April. After adding a one page letter of analysis, the dean will forward all materials to the Provost. In accordance with University guidelines, faculty will receive from the Office of the Dean a copy of the entire review once it is completed.

After completion of all assessments, a conference will be held between the dean, the appropriate area associate dean, the chair, and the faculty member. This conference will focus on the findings of the post-tenure review process and on the faculty member’s professional and instructional goals for the next five year period. The associate dean, in consultation with the chair, will be responsible for monitoring progress through the regular process of annual faculty evaluations. Revisions to the faculty member’s workload profile may also be discussed in the meeting when warranted.

As required in the university manual, in cases where the faculty member receives a college rating of very good or lower in professional development or teaching, he or she will work with the chair to produce a written plan that includes meaningful outcomes in professional development and/or teaching. The purpose of the plan is to provide an agreed-upon path for associate professors to progress toward promotion to the rank of professor or for current professors to meet the standard for the rank of professor. The chair will submit the plan for approval to the associate dean within 30 days of the conference. The faculty member’s progress towards the outcomes included in the plan will be evaluated by the college within 12 to 18 months following the conference as part of the annual evaluation process.
APPENDIX I

FORMAT FOR CANDIDATE’S EXTERNAL REVIEWER LIST
CANDIDATE’S LIST

Candidate’s Name:

Name of Department:

Reviewer Name:

Rank:

Organizational Affiliation:

Contact Information: Complete mailing address, phone number, e-mail address

Areas of Concentration:

Major Achievements and Standing in the Discipline:

Nature and Extent of Personal and/or Professional Relationships with the Candidate:

Please use MS Word format.
APPENDIX II

FORMAT FOR CHAIR’S EXTERNAL REVIEWER LIST
CHAIR’S EXTERNAL REVIEWER LIST

Candidate’s Name:
Name of Department:

Reviewer Name:
Rank:
Organizational Affiliation:
Contact Information: Complete mailing address, phone number, e-mail address
Areas of Concentration:
Major Achievements and Standing in the Discipline:
Relationship with the Candidate:

Please use MS Word format.
APPENDIX III

FORMAT FOR CURRICULUM VITAE
CURRICULUM VITAE FORMAT

Candidates can use the format that is most appropriate for their discipline. However, the information provided in the curriculum vitae must appear in the following order:

Name:
Rank:
Department:
College of Arts & Sciences
Georgia State University

a) Education
b) Professional Credentials
c) Scholarship and Professional Development
d) Teaching, including advising
e) Service

*Please use MS Word format*
APPENDIX IV
FORMAT FOR SUMMARY OF COURSES TAUGHT DURING THE LAST FOUR ACADEMIC YEARS (INCLUDE SUMMERS, IF APPLICABLE)

SUMMARY OF COURSES TAUGHT, 20XX TO 20XX

<table>
<thead>
<tr>
<th>Semester / year</th>
<th>Course Number</th>
<th>Title</th>
<th>Number of Students</th>
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<tbody>
<tr>
<td>Fall/12</td>
<td>Bio 1107</td>
<td>General Biology</td>
<td>125</td>
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APPENDIX V
College of Arts and Sciences
Georgia State University
PROMOTION AND TENURE PROCESS CALENDAR

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

March 1
Deadline for chairs 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. All responses to this request must be received by the chair by March 15.

March 15
All faculty members who wish to be considered for promotion and/or tenure notify their chairs. The candidate also provides the chair with a list of eight possible external 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), following the format shown in Appendix I. A current curriculum vitae is also required, and it should follow the format shown in Appendix III.

All faculty members with probationary credit, who are eligible for consideration for promotion and tenure must notify their department chairs if they will keep or relinquish some or all of their awarded credit.

A faculty member applying for consideration for promotion and/or tenure, whose primary field of expertise lies outside of their department’s area, may submit a written request to their chair and to the dean to be reviewed for promotion and/or tenure by an area committee other than the one representing their department.

March 22
The chair, in consultation with senior faculty in the department, provides a list of eight possible external reviewers (must include organizational affiliations and addresses, indications of their ranks, areas of concentration, major achievements, standings in the discipline, and any known relationship with the candidate), following the format shown in Appendix II. There should be no duplication in names of reviewers on the two lists.

Electronic copies of the candidate’s list, the chair’s list, and the candidate’s curriculum vitae must be submitted in MSWord format by the chair to the Office of the Dean.

June 10
Candidates’ professional development materials (see section V.I. above) are submitted to the chair for forwarding to external reviewers.
The chair reviews the professional development materials for conformity with the P&T manual and forwards these materials to the Office of the Dean. The six sets of professional development materials must be packaged for mailing but not sealed. 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 external reviewers send them back to the university.

Letters/responses from external reviewers due to the Office of the Dean.

The Office of the Dean provides the chair with the letters of assessment that have been received from external reviewers. The chair forwards copies of the letters to the departmental P&T committee. External reviewer letters must be treated confidentially at all levels of the promotion and tenure process.

Candidates submit complete dossiers (one copy) to the appropriate chair. 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. The materials in a candidate’s dossier should remain as submitted at all levels of review. Anyone reviewing the materials must not underline, highlight, add margin notes, etc.

Candidates submit to the Office of the Dean electronic copies of the curriculum vitae and each separate statement of interests and goals (professional development, teaching, and service) included in their dossiers.

Departmental committees present their letters of assessment and recommendation to the departmental chairs.

Departmental chair provides copies of the departmental committee’s report, including any minority reports, to the candidate. The faculty members from the departmental committee must not be identified to the candidate, therefore signature pages must be removed before the chair provides a copy to the candidate. The candidate has five working days to provide written comments, if desired, for inclusion in the materials to be reviewed at all higher levels.

Candidate’s response, if any, to report of the department committee is due to the department chair.

Candidates who wish to withdraw from the promotion and tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.
October 10  Departmental chair completes his/her evaluation and submits the following to the Office of the Dean: chair’s letter of assessment and recommendation for or against promotion and/or tenure; departmental committee’s letter of assessment and recommendation for or against promotion and/or tenure, including any minority reports; candidate’s response to departmental committee’s letter of assessment, if any; candidate’s dossier; an electronic copy of the chair’s letter and the departmental committee’s letter, including any minority reports; and candidate’s response, if any.

October 10  Departmental chair provides copies of his/her report to the candidate. The candidate has five working days to provide written comments, if desired, for inclusion in the materials to be reviewed at all higher levels.

October 15  Candidate’s response, if any, to report of the chair is due to the Office of the Dean.

Candidates who wish to withdraw from the promotion and tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.

November 18  Each college promotion and tenure area committee presents its report to the Office of the Dean.

November 20  The Office of the Dean provides copies of the area committee’s report, including any minority reports, to the candidate. The faculty members from the area committee must not be identified to the candidate, therefore signature pages are removed before the Office of the Dean provides a copy to the candidate. The candidate has five working days to provide written comments, if desired, for inclusion in the materials to be reviewed at all higher levels.

November 25  Candidate’s response, if any, to the area committee report is due to the Office of the Dean.

Candidates who wish to withdraw from the promotion and tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.

December 12  The Office of the Dean informs candidates in writing of its recommendation, positive and negative, and provides a copy of its letter of assessment. The candidate has ten working days to appeal a negative recommendation from the dean to the provost.

December 19  Candidates who wish to withdraw from the promotion and tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.
Within 30 days of notification of President’s final P&T decision Chair submits approved Workload Adjustment Request Form (prepared by faculty member) to appropriate area associate dean. Only associate professors approved for promotion to professor are eligible for a PROF program workload adjustment as part of the P&T process.

The exact dates for the notification of the outcomes of college and university promotion and tenure review will be determined by the Office of the Provost and communicated to the university faculty in advance of each year's promotion and tenure cycle.