

College of Arts and Sciences
Georgia State University
PROMOTION AND TENURE MANUAL

Policy Title:	College Promotion and Tenure Manual
Version:	19
College Approval:	Promotion and Tenure Review Board, 02/05/2014
University Approval:	GSU Promotion and Tenure Manual Review Committee, 02/10/2014
Effective:	02/10/2014

**College of Arts and Sciences
Georgia State University
PROMOTION AND TENURE MANUAL**

Contents:

I.	Introduction.....	1
II.	Policies on Promotion and Tenure.....	2
III.	Promotion and Tenure Process	4
IV.	Criteria for Evaluating Candidates for Promotion and Tenure.....	9
V.	Directions to Candidates	11
	A. Submission of Dossier	11
	B. Physical Form of Dossier.....	12
	C. Format for Dossier	12
	1. Cover Page.....	12
	2. Curriculum Vitae	13
	3. Statement of Interests and Goals.....	13
	4. Lists and Supporting Evidence	13
	D. Pagination in the Dossier	13
	E. Categories for Professional Development	14
	F. Categories for Teaching.....	17
	G. Categories for Service.....	18
	H. List of Potential External Reviewers of Professional Development.....	19
	I. Materials to Be Sent to External Reviewers	20
VI.	Re-Consideration	22
VII.	Pre-Tenure Review	23
VIII.	Post-Tenure Review.....	24

Appendices:

I.	Format for Candidate’s External Reviewer List	26
II.	Format for Chair’s External Reviewer List	28
III.	Format for Curriculum Vitae.....	30
IV.	Format for Summary of Courses Taught	32
V.	Calendar for Promotion and Tenure Process	33

1 **I. INTRODUCTION**

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

9 Recommendations for promotion and/or tenure are first made at the level of the
10 department/school/institute (hereafter referred as “department”) by the chair/director (hereafter
11 referred as “chair”) and by a departmental committee. Recommendations are then forwarded to
12 the relevant area committee on promotion and tenure. One area committee represents the
13 humanities and the fine arts, one the natural and computational sciences, and one the social and
14 behavioral sciences. Each area committee is composed of faculty members elected from the area
15 of the college it represents. The members of an area committee hold staggered three-year terms.
16 The dean appoints a chair from the elected committee members to serve a one-year term. No
17 committee member may serve as chair for more than three consecutive years. Area committee
18 chairs will also serve on the University Promotion and Tenure Manual Review Committee,
19 which is described in the Georgia State University Promotion and Tenure Manual for Tenured
20 and Tenure-Track Professors.

21 The duties of each area committee are to receive and consider all appropriate information on
22 each candidate in the area and to forward to the dean its recommendations concerning promotion
23 and/or tenure. In making its recommendations to the dean, an area committee considers the
24 departmental evaluations, external reviews, and dossier of each candidate in its area. Candidates’
25 dossiers are considered on their own merits according to the guidelines in effect at the times of
26 their declarations of candidacy. (The college is responsible for supplying the area committee
27 with the relevant departmental guidelines and standards on promotion and tenure.) If standards
28 are modified from one year to the next, a committee will make its recommendations in light of
29 standards in effect at the time of declaration of candidacy. All verbal and written deliberations in
30 the promotion and tenure process are confidential.

31 The findings of the area committee are summarized in written reports and forwarded with the
32 Committee’s recommendations to the dean of the college for use in further deliberations in the
33 Office of the Dean. In the final considerations, the dean is solely responsible for selecting the
34 names to be forwarded to the provost as candidates for promotion and/or tenure from the College
35 of Arts and Sciences.

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

40 **II. POLICIES ON PROMOTION AND TENURE**

41 **A. ELIGIBILITY (TIME-IN-RANK) POLICIES**

42 **1. Assistant Professors Seeking Promotion:**

43 Pursuant to the calendar for the promotion and tenure process (see Appendix V), an
44 assistant professor is normally considered for promotion and tenure in the **sixth** year of
45 service at that rank. In cases of highly exceptional achievement, an assistant professor
46 may be considered for promotion and tenure in the **fifth** year of service. An assistant
47 professor must be considered for promotion and tenure no later than the **seventh** year of
48 service.

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

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

52 Pursuant to the calendar for the promotion and tenure process (see Appendix V), an
53 associate professor seeking promotion to professor is normally considered no earlier than
54 the **fifth** year of service as associate professor. However, a candidate may seek early
55 promotion if exceptionally strong justification exists for doing so. Earliest consideration
56 in this case occurs in the **fourth** year of service.

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

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

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

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

78 Non-tenured associate professors may not seek promotion prior to tenure; however, they
79 may seek tenure prior to promotion to the rank of professor.

80 **4. Early Promotion and/or Tenure:** Consideration for early promotion or tenure should
81 occur only in cases in which a clear indication of exceptional merit exists. Consistent
82 with time-in-rank requirements, candidates should be encouraged to take ample time to
83 demonstrate fully their merits and accomplishments.

84 **B. General Policies**

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

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

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

104 E-mail should not be used for promotion and/or tenure deliberations (with the exception of non-
105 substantive matters such as scheduling).

106

107 **III. PROMOTION AND TENURE PROCESS**

108 **A. Department**

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

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

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

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

147 **1. Department Committee Review**

148 The department committee will prepare a recommendation to the department chair after
149 reviewing the candidate's dossier, at least five letters from external reviewers, and other

150 materials directly relevant to the candidate's dossier. The candidate will be evaluated
151 according to the criteria set forth in the departmental promotion and tenure guidelines and
152 the college promotion and tenure manual. The committee's recommendation along with
153 the candidate's dossier and external review letters will be forwarded to the department
154 chair by October 1. The letter from the departmental committee must be signed by the
155 committee chair and all committee members who agree with the recommendation and
156 justification. Committee members who do not sign the letter will be asked to provide
157 separate letters indicating their recommendations and the reasons for these
158 recommendations.

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

169 **2. Department Chair Review**

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

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

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

183 **4. Department Chair Candidates**

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

190

191

192 **5. Submission of Electronic Documents**

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

197

198 **B. College**

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

205 **1. Area Committee Review**

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

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

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

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

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

234 **2. Dean’s Review**

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

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

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

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

- 252 a. curriculum vitae and candidate statements;
- 253 b. copies of the evaluations from the departmental committee and the departmental
254 chair, including any minority reports from the committee;
- 255 c. copies of all letters from external reviewers, together with a description of each
256 reviewer’s accomplishments, standing in the field, and past relationship with the
257 candidate; and
- 258 d. a copy of the report and recommendation provided by the area committee, together
259 with any minority reports.

260 **C. General**

261 **1. Dates**

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

265 If any specific date listed in this Section III falls on the weekend or on a holiday, the due
266 date automatically becomes the next day when the university is open for business.
267

268 **2. Withdrawal from Consideration**

269 Candidates may withdraw from consideration at any point during the promotion and
270 tenure process by informing the Office of the Dean and department chair. Candidates
271 wishing to withdraw are required to do so by the designated college deadline (see
272 Appendix V).

273

274 **D. University**

275 The process and procedures for the review of promotion and tenure cases at the university level
276 are described in the Georgia State University Promotion and Tenure Manual for Tenured and
277 Tenure-Track Professors.

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

279 **1. Appeals to the Provost**

280 Appeals of negative recommendations by college deans may be made to the provost. In
281 reviewing the appeal, the provost may gather additional information pertaining to the
282 appeal from the candidate, the college dean, the departmental chair, the departmental or
283 college promotion and tenure committee, and other appropriate individuals inside or
284 outside the university. The provost shall provide the candidate and the dean with a
285 written decision, including a statement of the bases upon which the appeal is supported or
286 rejected, by the date specified in the university calendar.

287 **2. Appeals to the President**

288 A candidate may appeal the provost's negative recommendations or decision regarding
289 his/her appeal to the president. The appeal to the president shall conform to the
290 principles and processes stated above for appeals to the provost. The president shall
291 provide the candidate a written decision, including a statement of the bases upon which
292 the candidate's appeal is supported or rejected by the date specified in the university
293 calendar.
294

295 **IV. CRITERIA FOR EVALUATING CANDIDATES FOR PROMOTION AND TENURE**

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

304 **1. Evaluation Criteria**

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

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

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

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

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

334 **c. Professor:** Promotion to the rank of professor is a recognition awarded to candidates
335 who have distinguished records of achievement and standing in their professions and
336 at Georgia State University. Both the quality and number of achievements required

337 for a recommendation to the rank of professor substantially surpass those required for
338 recommendation to associate professor. To be recommended by the college for
339 promotion to professor, the candidate must be evaluated as *excellent* in both
340 professional development and teaching according to departmental guidelines. In
341 keeping with university standards, the recommended candidate must be deemed to
342 have established a national/international reputation in his/her field and have a high
343 probability of continued high quality and productive research, scholarship, and
344 creative activities. The candidate must also be evaluated as having provided very
345 good service, according to departmental guidelines, to merit promotion at this level.

346 **e. Tenure at the Rank of Professor:** The criteria are the same as those for a
347 recommendation for promotion to the rank of Professor.

348

349 **V. DIRECTIONS TO CANDIDATES FOR SUBMITTING MATERIALS**

350 **A. Instructions and Comments on Submission of Dossier:**

351 1. Candidates for promotion must submit all work done since their initial appointment or
352 since the completion of the dossier used in the review that led to promotion to his/her
353 current rank at Georgia State University, whichever is relevant.

354 Candidates who receive and apply probationary credit must submit work done during the
355 period for which such credit is given as follows:

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

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

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

362 Candidates for promotion whose last promotion was at Georgia State University must not
363 submit work performed prior to the submission of the dossier for their last promotion.
364 Candidates for tenure at the level of associate professor may submit any relevant prior
365 work done at other institutions, and candidates for tenure at the level of professor must
366 submit any work done since their initial appointments as associate professors at other
367 institutions.

368 2. During the fall semester an area committee reviews the dossier. In the spring semester, a
369 microfilm copy of each dossier is ordered for the college's files. This procedure is
370 necessitated by a ruling of the U.S. Department of Labor that requires the Committee's
371 files "to be available for inspection upon request."

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

386 4. Candidates submit complete dossiers to the appropriate chair by September 9. By the
387 same date, candidates submit to the Office of the Dean an electronic version of the
388 curriculum vitae and the statements of interests and goals (professional development,
389 teaching, and service) included in their dossiers. After this date, no material whatsoever

390 may be added to the dossier. The dossier is considered closed as of this date, and all
391 parties involved in the review of the candidate's credentials will have access to exactly
392 the same information in the dossier.

- 393 5. A summary of the dates for transmission of materials is given in Appendix V.
- 394 6. Once a dossier is submitted to the appropriate area committee, it can be viewed only by
395 the members of the committee, the administrative secretary of the committee, and
396 administrative officials at the college and the university charged with the responsibility
397 for reviewing candidates for promotion and/or tenure. This policy is strictly enforced;
398 candidates should not submit the only copies of materials if they might be needed before
399 the committee returns the dossiers in the spring semester.
- 400 7. Candidates must follow explicitly the directions for categorizing supporting evidence
401 submitted on professional development, teaching, and service. The categories given for
402 the division of materials in these areas should not be regarded as limiting or exclusive,
403 and candidates may make additions. These additions, however, may not include
404 categories for work in progress or work submitted but not yet accepted for publication.

405 **B. Specific Instructions for Physical Form of Dossier:**

- 406 1. All materials must be placed in three-ring, large capacity binders. Each section in each of
407 the three areas must be clearly separated from the others by dividers.
- 408 2. Staples or paper clips must not be used in the compilation of materials.
- 409 3. Binders should not be filled to capacity.
- 410 4. Do not insert materials in plastic sleeves/sheet protectors. Plastic sleeves can be used only
411 if holes cannot be punched to place in three-ring binders.

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

414 **C. Format for Dossier:**

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

422 Name
423 Highest Degree
424 Present Rank
425 Department
426 Date of GSU Appointment and Rank Awarded (Full or Part-time)
427 Number of Years of Credit for Prior Service (A copy of the letter stating the award
428 should be attached.)
429 Leaves of Absence (Descriptions and Purposes)

- 430 Dates and Places of Previous Promotions and Ranks Awarded
- 431 Areas of Specialization within the Discipline
- 432 Proposed Rank
- 433 **2. Curriculum Vitae:** Immediately after the cover page, a copy of a curriculum vitae
- 434 should be included. The curriculum vitae must follow the format shown in Appendix III.
- 435 **3. Statements of interests and goals:** The three statements of interests and goals described
- 436 below should be included as a group immediately after the curriculum vitae.
- 437 a. Professional development (encompassing research, scholarship, and creative activity):
- 438 The candidate must provide the area committee with a brief statement of professional
- 439 interests and goals; specific plans to further these interests and to achieve these goals
- 440 during the next five years should be included. This statement should not exceed five
- 441 typed, double-spaced pages.
- 442 b. Teaching: The candidate must briefly describe an educational philosophy and a set of
- 443 goals and objectives in teaching for the next five years. This statement should not
- 444 exceed five typed, double-spaced pages.
- 445 c. Service: The candidate must briefly describe the service activities in which he/she has
- 446 been involved, those in which he/she is still interested, and those in which he/she will
- 447 seek to become involved during the next five years. The candidate must describe the
- 448 ways in which these service activities relate to his/her discipline and to Georgia State
- 449 University. This statement should not exceed three typed, double-spaced pages.
- 450 **4. Lists and Supporting Evidence for Professional Development, Teaching, and Service**
- 451 a. In order to determine whether or not candidates meet the criteria given in section IV
- 452 of the college promotion and tenure manual and the criteria given in the departmental
- 453 guidelines, the committees will review the credentials of all candidates in the areas of
- 454 professional development, teaching, and service. This review will consider the
- 455 material and documentation present in a candidate's dossier (as well as any
- 456 information received from external reviewers and information received from the
- 457 departmental chair and the departmental promotion and tenure committee). In each of
- 458 the main areas, the college promotion and tenure manual identifies major categories
- 459 or subsections into which the activities of most candidates can be logically divided;
- 460 however, some candidates may not have activities to report in all of the categories
- 461 listed in the college promotion and tenure manual. Documentation must be provided
- 462 for all work and activities described in a category when explicitly required by the
- 463 college promotion and tenure manual. The documentation must be placed
- 464 immediately after the list of accomplishments for a specific category and in the same
- 465 order used in the list. The lists are to serve as indexes for each category, with the page
- 466 number of the appropriate documentation following each item in the list.
- 467 b. Explicit instructions are given in the following sections for the arrangement of the
- 468 lists of accomplishments and the supporting documentation. Most of the materials
- 469 submitted by a candidate can be placed in one of the categories listed later in this
- 470 college promotion and tenure manual for professional development, teaching, or
- 471 service. Materials inappropriate for listed categories must be placed in a separate

472 category at the end of the area (not to include categories for work in progress or work
473 submitted but not yet accepted for publication).

474 **D. Instructions for Pagination In Dossier:**

475 Each page in the dossier must be labeled in the upper right hand corner according to the system
476 adopted in the college promotion and tenure manual. In this system, the materials in the dossier
477 are coded first by a letter designating the main area in which it is located. These letters are:

- 478 “V” for curriculum vitae;
- 479 “G” for statement of interests and goals;
- 480 “P” for professional development;
- 481 “T” for teaching; and
- 482 “S” for service.

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

486 Examples are:

- 487 **V.2** is the designation for the second page in the curriculum vitae;
- 488 **GP.1** is the designation for the first page in the statement of interests and goals for
489 professional development;
- 490 **P.1.2** is the designation for the second page in the first subsection in the section on
491 professional development;
- 492 **T.4.2** is the designation for the second page in the fourth subsection in the section on
493 teaching; and
- 494 **S.1.5** is the designation for the fifth page in the first subsection in the section on service.

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

497 **E. Categories For Professional Development:**

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

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

505 Contributions to professional associations of an administrative nature shall be counted in the
506 category of service rather than professional development. Intellectual contributions to
507 professional organizations count in the professional development category.

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

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

512 a. Published Articles and Those Accepted for Publication:

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

520 b. Published Book Chapters and Those Accepted for Publication:

521 Chapter number, chapter title, book title, page numbers of chapter, editor, publisher,
522 date (or projected date of publication), name(s) of the author(s) as they appear in
523 print, and a one or two sentence description of the publication, including an
524 assessment of its contribution to the discipline. Clear indication should be given of
525 whether the book chapter has been published or only accepted for publication. The
526 department's evaluations of these book chapters should include assessments of the
527 relative prestige of the book within the candidate's field of specialization.

528 c. Published Books and Monographs and Those Accepted for Publication:

529 Title, publisher, and date of publication or projected publication, and a one or two
530 sentence description of the work, including an assessment of its contribution to the
531 discipline.

532 d. Book Reviews, Abstracts, and Reports:

533 Title, author, place of appearance, and date of publication or projected publication.

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

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

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

545 Documentation: Candidates in the performing arts (conductors, applied music
546 teachers, and composers) from the School of Music must provide one (1) compact

547 disk, containing at least 60 minutes of excerpts and/or complete compositions from
548 selected concerts. Conductors must, in addition, provide one (1) forty to sixty-minute
549 video tape or DVD of Georgia State University ensemble performances that they have
550 conducted. Composers may submit a second compact disk of representative
551 compositions if necessary to demonstrate a broader depth of their creative abilities.

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

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

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

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

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

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

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

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

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

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

581 7. General Recognition Within One's Discipline:

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

584 b. List and copies of reviews of published books.

585 c. List and copies of reviews of films, video productions, theatrical works, exhibitions,
586 or performances.

- 587 d. List of requests for colloquium presentations or workshops.
588 e. List of invitations to exhibit.
589 f. List of guest performances.
- 590 **8. Specialized Professional Activities Appropriate to the Discipline:** Included here are
591 materials for which descriptions are not presented in any of the other categories above.
592 *These materials may not include work in progress or work submitted but not yet accepted*
593 *for publication.*

594 **F. Categories for Teaching:**

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

- 599 **1. Courses Taught during the Last Four Academic Years (include summers, if**
600 **applicable):**
- 601 a. Using the format in Appendix IV, the candidate must provide a list of courses taught
602 during the last four academic years.
- 603 b. The candidate must also provide a copy of the most recent syllabus used for each
604 course taught during the time period. Only one syllabus for each different course is
605 required.
- 606 c. The development of new courses or significant revisions to existing courses should be
607 noted in this section.
- 608 d. The candidate should indicate if the course is part of a study abroad, international
609 student exchange program, signature experience, or field experience.
- 610 e. If the candidate was granted probationary credit toward tenure, the four years should
611 include courses taught at previous institutions.
- 612 **2. Perception of Students (include summers, if applicable):** The candidate must include
613 standardized summaries of student evaluation numerical scores from a Crystal Report (no
614 comments) and student evaluations from GoSOLAR (with written comments) for the last
615 four academic years at Georgia State University. Department chairs will assist the
616 candidates in obtaining these materials.
- 617 **3. Honors or Special Recognition for Teaching:** These should be listed in tabular form.
- 618 **4. Independent Studies, Practica, Honors Theses, Theses, and Dissertations:** These
619 items should be listed as follows:
- 620 **Independent Studies:**
621 Name of student, title of project, and date completed.
- 622 **Practica:**
623 Name of student, title, and date completed.
- 624 **Honors Theses:**

625 Name of student, title, and date completed.

626 **Theses:**

627 Name of student, title, and date completed.

628 **Dissertations:**

629 Name of student, title, and date completed.

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

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

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

644 **G. Categories for Service:**

645 An area committee considers only service activities that are related to the candidates' academic
646 areas of expertise. Service unrelated to one's academic area of expertise therefore should not be
647 included in the dossier. (Extra remuneration for academic or public service does not preclude its
648 inclusion.) In general, service will be considered primarily on the basis of its direct benefits to
649 Georgia State University. Letters from a candidate's department should discuss this category.
650 Service expectations for promotion to Associate Professor are more limited than those for
651 promotion to Professor. In general, for promotion to Associate Professor, a candidate is expected
652 to collaborate with colleagues in departmental functions and, where appropriate, in professional
653 activities and on departmental committees. The emphasis during the probationary period is on
654 the full development of research/creative and teaching accomplishments. Major service roles are
655 not expected at this stage. In contrast, promotion to Professor should include significant
656 participation not only in departmental, college, and university committees, but also in activities
657 such as professional associations and contributions to the community at large. In areas where a
658 candidate believes substantial contributions have been made (as may be indicated in the
659 candidate's statement on service), it is appropriate for the department to solicit information about
660 the effectiveness or importance of the candidate's service and to speak to this effectiveness and
661 importance in its letters. The candidate must not solicit letters concerning service and include
662 them in the dossier.

663 **1. Contributions to the department:** List memberships on departmental committees,
664 development of programs, and activities. List only contributions not related to
665 professional development or teaching.

702 Electronic copies of the candidate's list, the chair's list, and the candidate's curriculum vitae
703 must be submitted in MS Word format by the chair to the Office of the Dean no later than March
704 22.

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

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

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

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

- 724 1. Table of contents. List the parts of your packet in the order that they appear;
- 725 2. Curriculum vitae (follow the format shown in Appendix III);
- 726 3. Statement of interests and goals for professional development, following the statement
727 format for professional development indicated in section V.C.3. (This statement must be
728 the same as that which appears in the dossier.);
- 729 4. Copies of published books, articles, chapters, reviews, abstracts, reports, etc., or those
730 accepted for publication within the appropriate time frame for consideration. For
731 multiple-authored works and collaborative projects, the candidate should explain in detail
732 the degree of his/her contribution to the work. Work in progress and work submitted but
733 not accepted for publication may not be included;
- 734 5. When applicable, a group of slides and/or photographs showing selected artistic works
735 from all exhibitions listed in the dossier;
- 736 6. When applicable, documentation of performances in the arts. This documentation must
737 include one (1) compact disk, containing at least 60 minutes of excerpts and/or complete
738 compositions from selected concerts. Conductors must, in addition, provide one (1) forty
739 to sixty-minute video tape or DVD of Georgia State University ensemble performances
740 that they have conducted. Composers may submit a second compact disk of
741 representative compositions if necessary to demonstrate a broader depth of their creative
742 abilities;

743 7. When applicable, a high quality video tape or DVD (sixty to ninety minutes in length) of
744 selected sections or acts of dramatic productions, films, or video productions that the
745 candidate has written, directed, choreographed, filmed, edited, acted in or produced. One
746 additional videotape or DVD documenting a theatrical, film or video production may be
747 included;

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

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

753

754 **VI. RE-CONSIDERATION**

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

765

766 **VII. PRE-TENURE REVIEW**

767 The Georgia State University Promotion and Tenure Manual stipulates that the college and its
768 departments normally conduct a pre-tenure review of each tenure-track faculty member. This
769 policy states that a “formal review of the progress made toward promotion and tenure will be
770 made late in the third year so that the tenure track faculty member has a clear idea of how
771 adequately he or she is progressing toward successfully achieving promotion and tenure.”
772

773 The university manual provides a general structure for three-year reviews; each unit specifies its
774 own guidelines. This document outlines the guidelines for the College of Arts and Sciences.
775 According to the university policy, the review must be conducted by a committee of at least three
776 faculty of appropriate rank elected from the tenured faculty. To implement this policy, the
777 tenured faculty of each department shall elect a committee of at least three faculty members to
778 conduct the review. In the case of small departments, faculty of appropriate rank from other
779 departments in the same area will be selected.
780

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

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

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

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

811 **VIII. POST-TENURE REVIEW**

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

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

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

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

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

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

852 Faculty members with tenure and who also have some combination of administrative and
853 teaching responsibilities will not be subject to post-tenure review as long as a majority of their

854 duties are administrative in nature. At such time when a faculty/administrator returns full-time
855 to the faculty, she/he will be placed into the post-tenure review cycle and will be evaluated under
856 those guidelines as a faculty member in the fifth year following the return to the faculty and at
857 subsequent five-year intervals.

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

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

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

883 As required in the university manual, in cases where the faculty member receives a college rating
884 of *very good* or lower in professional development or teaching, he or she will work with the chair
885 to produce a written plan that includes meaningful outcomes in professional development and/or
886 teaching. The purpose of the plan is to provide an agreed-upon path for associate professors to
887 progress toward promotion to the rank of professor or for current professors to meet the standard
888 for the rank of professor. The chair will submit the plan for approval to the associate dean within
889 30 days of the conference. The faculty member's progress towards the outcomes included in the
890 plan will be evaluated by the college within 12 to 18 months following the conference as part of
891 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 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.

- June 15** 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.
- August 15** Letters/responses from external reviewers due to the Office of the Dean.
- September 9** 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.
- October 1** Departmental committees present their letters of assessment and recommendation to the departmental chairs.
- October 2** 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.
- October 7** 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.