

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

Policy Title:	College Promotion and Tenure Manual
Version:	20
College Approval:	Promotion and Tenure Review Board, 11/19/2014
University Approval:	GSU Promotion and Tenure Manual Review Committee, 02/11/2015
Effective:	01/31/2015

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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 **5. Submission of Electronic Documents**

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

195 **B. College**

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

202 **1. Area Committee Review**

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

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

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

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

221 The committees will make recommendations to the Office of the Dean concerning the
222 promotion and/or tenure of each candidate by November 18. By November 20, the Office
223 of the Dean will provide the candidate with written notice of the outcome of the area
224 committee deliberations and a copy of any evaluations that are made of the candidate's
225 credentials, including any possible minority reports. The report from the area committee,
226 as well as minority reports (if applicable), must remove the signature page or section
227 which identifies committee members by name. The candidate may submit a written
228 response to the area committee recommendations or reports within five business days to

229 the Office of the Dean. This statement will be included in the material reviewed at all
230 higher levels of the promotion and tenure process.

231 **2. Dean's Review**

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

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

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

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

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

257 **C. General**

258 **1. Dates**

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

262 If any specific date listed in this Section III falls on the weekend or on a holiday, the due
263 date automatically becomes the next day when the university is open for business.
264

265 **2. Withdrawal from Consideration**

266 Candidates may withdraw from consideration at any point during the promotion and
267 tenure process by informing the Office of the Dean and department chair. Candidates

268 wishing to withdraw are required to do so by the designated college deadline (see
269 Appendix V).

270 **D. University**

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

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

275 **1. Appeals to the Provost**

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

283 **2. Appeals to the President**

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

291 IV. CRITERIA FOR EVALUATING CANDIDATES FOR PROMOTION AND TENURE

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

300 1. Evaluation Criteria

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

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

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

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

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

330 **c. Professor:** Promotion to the rank of professor is a recognition awarded to candidates
 331 who have distinguished records of achievement and standing in their professions and

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

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

344

345 V. DIRECTIONS TO CANDIDATES FOR SUBMITTING MATERIALS

346 A. Instructions and Comments on Submission of Dossier:

347 Candidates for promotion to associate professor with tenure **must** submit all work done
348 since their initial tenure track appointment at Georgia State University. Furthermore,
349 candidates for promotion to associate professor with tenure **may** submit any relevant work
350 done at other institutions before arriving at Georgia State University, after consulting with
351 their department chair.

352
353 Candidates for promotion to professor **must** submit all work done since the completion of
354 the dossier used in the review that led to promotion to associate professor with tenure at
355 Georgia State University. Candidates for promotion to professor hired as associate
356 professors and later granted tenure **must** submit all work done since their initial tenure
357 track appointment at Georgia State University. Candidates for promotion to professor with
358 tenure hired as associate professors **must** submit all work done since their initial tenure
359 track appointment at Georgia State University.

360
361 Candidates for promotion to professor previously promoted to associate professor at
362 another institution **must** submit all work done since that promotion.

363
364 Candidates for promotion and tenure or tenure only that are granted probationary credit
365 and apply this credit toward tenure **must** submit all work done during the period for which
366 probationary credit is given.

367
368 Candidates for tenure at the level of associate professor **may** submit any relevant prior
369 work done at other institutions, after consulting with their department chair.

370
371 Candidates for tenure at the level of professor **must** submit any work done since their
372 initial appointments as associate professors at other institutions.

373
374 1. During the fall semester an area committee reviews the dossier. In the spring semester, a
375 microfilm copy of each dossier is ordered for the college's files. This procedure is
376 necessitated by a ruling of the U.S. Department of Labor that requires the Committee's
377 files "to be available for inspection upon request."

378 2. Six copies of evidence of professional development (packaged for mailing but not sealed)
379 must be submitted by the faculty member to the chair by June 10. The chair will review
380 the materials for conformity to the college promotion and tenure manual. The chair
381 should check to ensure that the submitted materials are within the appropriate time frame
382 for the current promotion or tenure consideration and to verify the acceptance for
383 publication of submitted articles. If a question arises about the appropriateness of
384 material included in the dossier, the chair or the candidate should refer the issue to the
385 appropriate area associate dean. The chair will forward six copies of the materials to the
386 Office of the Dean by June 15 in order that they may be forwarded to the external
387 reviewers. Section V.I of this manual contains a complete list of these materials. Only

388 work published or accepted for publication (exhibited or accepted for exhibition, etc.)
 389 may be sent to the external reviewers. Photocopies of complete books are acceptable for
 390 review by the external reviewers, but candidates are advised to obtain advance
 391 permission to photocopy from their publishers.

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

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

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

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

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

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

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

415 3. Binders should not be filled to capacity.

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

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

420 **C. Format for Dossier:**

421 1. **Cover Page:** The dossier begins with a cover sheet that includes the candidate's name,
 422 present rank, department, date of appointment at Georgia State University (full or part-
 423 time status indicated) and rank awarded, number of credits for years of prior service,
 424 dates for leaves of absence (with the purposes of the leaves indicated), and dates and
 425 places of previous promotions. This sheet should state the candidate's area of

426 specialization within the discipline. The following format must be used (lines not
427 applicable should be omitted):

428 Name

429 Highest Degree

430 Present Rank

431 Department

432 Date of GSU Appointment and Rank Awarded (Full or Part-time)

433 Number of Years of Credit for Prior Service (A copy of the letter stating the award
434 should be attached.)

435 Leaves of Absence (Descriptions and Purposes)

436 Dates and Places of Previous Promotions and Ranks Awarded

437 Areas of Specialization within the Discipline

438 Proposed Rank

439 **2. Curriculum Vitae:** Immediately after the cover page, a copy of a curriculum vitae
440 should be included. The curriculum vitae must follow the format shown in Appendix III.

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

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

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

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

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

457 a. In order to determine whether or not candidates meet the criteria given in section IV
458 of the college promotion and tenure manual and the criteria given in the departmental
459 guidelines, the committees will review the credentials of all candidates in the areas of
460 professional development, teaching, and service. This review will consider the
461 material and documentation present in a candidate's dossier (as well as any
462 information received from external reviewers and information received from the
463 departmental chair and the departmental promotion and tenure committee). In each of
464 the main areas, the college promotion and tenure manual identifies major categories
465 or subsections into which the activities of most candidates can be logically divided;

466 however, some candidates may not have activities to report in all of the categories
 467 listed in the college promotion and tenure manual. Documentation must be provided
 468 for all work and activities described in a category when explicitly required by the
 469 college promotion and tenure manual. The documentation must be placed
 470 immediately after the list of accomplishments for a specific category and in the same
 471 order used in the list. The lists are to serve as indexes for each category, with the page
 472 number of the appropriate documentation following each item in the list.

473 b. Explicit instructions are given in the following sections for the arrangement of the
 474 lists of accomplishments and the supporting documentation. Most of the materials
 475 submitted by a candidate can be placed in one of the categories listed later in this
 476 college promotion and tenure manual for professional development, teaching, or
 477 service. Materials inappropriate for listed categories must be placed in a separate
 478 category at the end of the area (not to include categories for work in progress or work
 479 submitted but not yet accepted for publication).

480 **D. Instructions for Pagination in Dossier:**

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

484 “**V**” for curriculum vitae;
 485 “**G**” for statement of interests and goals;
 486 “**P**” for professional development;
 487 “**T**” for teaching; and
 488 “**S**” for service.

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

492 Examples are:

493 **V.2** is the designation for the second page in the curriculum vitae;
 494 **GP.1** is the designation for the first page in the statement of interests and goals for
 495 professional development;
 496 **P.1.2** is the designation for the second page in the first subsection in the section on
 497 professional development;
 498 **T.4.2** is the designation for the second page in the fourth subsection in the section on
 499 teaching; and
 500 **S.1.5** is the designation for the fifth page in the first subsection in the section on service.

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

503

504 **E. Categories for Professional Development:**

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

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

512 Contributions to professional associations of an administrative nature shall be counted in the
 513 category of service rather than professional development. Intellectual contributions to
 514 professional organizations count in the professional development category.

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

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

519 a. Published Articles and Those Accepted for Publication:

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

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

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

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

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

539 d. Book Reviews, Abstracts, and Reports:

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

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

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

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

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

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

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

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

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

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

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

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

- 579 Documentation: Provide official letters of award indicating the amount of the award, the
580 schedule of funding, the period of the award, and the precise role of the investigator *and*
581 *any other co-principal or co-investigator* in the research or creative activities funded.
- 582 **5.** Significant Professional Services: List memberships on editorial boards, activities as
583 referee for scholarly journals, activities as referee for granting agencies, memberships on
584 evaluation panels, and services as critic, juror, and/or consultant for professional
585 organizations. The list should include dates of service.
- 586 **6.** Recognition by National, Scholarly, and Professional Associations: List and include titles
587 of honors, awards, fellowships, and internships.
- 588 **7.** General Recognition Within One's Discipline:
- 589 a. List of citations (with citation index number, if applicable) and references to the
590 candidate's work by others.
- 591 b. List and copies of reviews of published books.
- 592 c. List and copies of reviews of films, video productions, theatrical works, exhibitions,
593 or performances.
- 594 d. List of requests for colloquium presentations or workshops.
- 595 e. List of invitations to exhibit.
- 596 f. List of guest performances.
- 597 **8.** Specialized Professional Activities Appropriate to the Discipline: Included here are
598 materials for which descriptions are not presented in any of the other categories above.
599 *These materials may not include work in progress or work submitted but not yet accepted*
600 *for publication.*

601 **F. Categories for Teaching:**

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

- 606 **1. Courses Taught during the Last Four Academic Years (include summers, if**
607 **applicable):**
- 608 a. Using the format in Appendix IV, the candidate must provide a list of courses taught
609 during the last four academic years.
- 610 b. The candidate must also provide a copy of the most recent syllabus used for each
611 course taught during the time period. Only one syllabus for each different course is
612 required.
- 613 c. The development of new courses or significant revisions to existing courses should be
614 noted in this section.
- 615 d. The candidate should indicate if the course is part of a study abroad, international
616 student exchange program, signature experience, or field experience.

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

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

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

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

627 **Independent Studies:**

628 Name of student, title of project, and date completed.

629 **Practica:**

630 Name of student, title, and date completed.

631 **Honors Theses:**

632 Name of student, title, and date completed.

633 **Theses:**

634 Name of student, title, and date completed.

635 **Dissertations:**

636 Name of student, title, and date completed.

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

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

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

651 **G. Categories for Service:**

652 An area committee considers only service activities that are related to the candidates' academic
653 areas of expertise. Service unrelated to one's academic area of expertise therefore should not be
654 included in the dossier. (Extra remuneration for academic or public service does not preclude its

655 inclusion.) In general, service will be considered primarily on the basis of its direct benefits to
 656 Georgia State University. Letters from a candidate's department should discuss this category.
 657 Service expectations for promotion to Associate Professor are more limited than those for
 658 promotion to Professor. In general, for promotion to Associate Professor, a candidate is expected
 659 to collaborate with colleagues in departmental functions and, where appropriate, in professional
 660 activities and on departmental committees. The emphasis during the probationary period is on
 661 the full development of research/creative and teaching accomplishments. Major service roles are
 662 not expected at this stage. In contrast, promotion to Professor should include significant
 663 participation not only in departmental, college, and university committees, but also in activities
 664 such as professional associations and contributions to the community at large. In areas where a
 665 candidate believes substantial contributions have been made (as may be indicated in the
 666 candidate's statement on service), it is appropriate for the department to solicit information about
 667 the effectiveness or importance of the candidate's service and to speak to this effectiveness and
 668 importance in its letters. The candidate must not solicit letters concerning service and include
 669 them in the dossier.

- 670 **1. Contributions to the department:** List memberships on departmental committees,
 671 development of programs, and activities. List only contributions not related to
 672 professional development or teaching.
- 673 **2. Assistance to Colleagues:** List consultation about educational problems, reviews of
 674 manuscripts, collaboration on research projects, assistance with film, video, or dramatic
 675 productions, artistic exhibitions, or musical performances, and contributions to programs
 676 in other concentrations, areas, or schools.
- 677 **3. Committee Responsibilities at the College, University, or System Level:** List
 678 committees and periods of service.
- 679 **4. Support of Local, State, National, or International Organizations:** List consultancies,
 680 memberships on advisory boards, and offices held, and include dates of service.
- 681 **5. Significant Community Participation:** List lectures, speeches, presentations,
 682 performances, and short courses, and include dates.
- 683 **6. Meritorious Public Service:** List assistance to governmental agencies and development
 684 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.)

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

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

692 Additionally, the chair of the department, in consultation with senior faculty in the department,
693 will prepare a list of at least eight names of colleagues outside of Georgia State University who
694 would be qualified to assess the candidate's work. The chair should not ask the candidate to
695 submit additional names as the basis of the chair's list. The chair may review the candidate's list
696 while preparing his/her list, but the chair's list should not duplicate names from the candidate's
697 list. The chair may not share nor discuss his or her list with the candidate. Members of the
698 departmental promotion and tenure committee and the chair must not contact any of the
699 individuals on its list concerning a possible request for an evaluation.

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

706 Each list should include the name of the potential external reviewer, institution/organizational
707 affiliation, address, rank, area(s) of concentration, major achievements, standing in the
708 discipline, and the nature of any relationship with the candidate. Each list should follow the
709 format shown in Appendix I and Appendix II.

710 Electronic copies of the candidate's list, the chair's list, and the candidate's curriculum vitae
711 must be submitted in MS Word format by the chair to the Office of the Dean no later than March
712 22.

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

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

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

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

732 1. Table of contents. List the parts of your packet in the order that they appear;

- 733 2. Curriculum vitae (follow the format shown in Appendix III);
- 734 3. Statement of interests and goals for professional development, following the statement
735 format for professional development indicated in section V.C.3. (This statement must be
736 the same as that which appears in the dossier.);
- 737 4. Copies of published books, articles, chapters, reviews, abstracts, reports, etc., or those
738 accepted for publication within the appropriate time frame for consideration. For
739 multiple-authored works and collaborative projects, the candidate should explain in detail
740 the degree of his/her contribution to the work. Work in progress and work submitted but
741 not accepted for publication may not be included;
- 742 5. When applicable, a group of slides and/or photographs showing selected artistic works
743 from all exhibitions listed in the dossier;
- 744 6. When applicable, documentation of performances in the arts. This documentation must
745 include one (1) compact disk, containing at least 60 minutes of excerpts and/or complete
746 compositions from selected concerts. Conductors must, in addition, provide one (1) forty
747 to sixty-minute video tape or DVD of Georgia State University ensemble performances
748 that they have conducted. Composers may submit a second compact disk of
749 representative compositions if necessary to demonstrate a broader depth of their creative
750 abilities;
- 751 7. When applicable, a high quality video tape or DVD (sixty to ninety minutes in length) of
752 selected sections or acts of dramatic productions, films, or video productions that the
753 candidate has written, directed, choreographed, filmed, edited, acted in or produced. One
754 additional videotape or DVD documenting a theatrical, film or video production may be
755 included;
- 756 8. Copies of other pertinent materials in the professional development area.
- 757 The external reviewers will be asked to return these materials only if the candidate requests it in
758 writing at the time the materials are submitted. The request should be made to the Office of the
759 Dean. These materials will be returned to the candidate (who made a request) if and when the
760 external reviewers send them back to the university.

761

762 VI. RE-CONSIDERATION

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

773

774 **VII. PRE-TENURE REVIEW**

775 The Georgia State University Promotion and Tenure Manual stipulates that the college and its
776 departments normally conduct a pre-tenure review of each tenure-track faculty member. This
777 policy states that a “formal review of the progress made toward promotion and tenure will be
778 made late in the third year so that the tenure track faculty member has a clear idea of how
779 adequately he or she is progressing toward successfully achieving promotion and tenure.”
780

781 The university manual provides a general structure for three-year reviews; each unit specifies its
782 own guidelines. This document outlines the guidelines for the College of Arts and Sciences.
783 According to the university policy, the review must be conducted by a committee of at least three
784 faculty of appropriate rank elected from the tenured faculty. To implement this policy, the
785 tenured faculty of each department shall elect a committee of at least three faculty members to
786 conduct the review. In the case of small departments, faculty of appropriate rank from other
787 departments in the same area will be selected.
788

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

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

803 Candidates will be evaluated in professional development, teaching, and service, using the terms
804 *outstanding, excellent, very good, good, fair, and poor*. The evaluations should take into account
805 expectations appropriate to the rank under consideration, the standards of the candidate’s
806 discipline, and the mission and resources of the department. Guidelines for the application of the
807 terms *outstanding, excellent, very good, good, fair, and poor* as they apply within the candidate’s
808 field are specified in an appendix to each department’s promotion and tenure guidelines.

809 For each faculty member undergoing review, the review committee will provide a written
810 assessment of effectiveness in teaching, research, and service to the department chair by the tenth
811 week of the spring semester. The chair will comment in writing on this report and forward all
812 materials, the committee report, and his/her comments to the Office of the Dean by the thirteenth
813 week of the spring semester. After adding a one page letter of analysis, the dean will forward all
814 materials to the provost. In accordance with university guidelines, faculty will receive a written
815 report of the results of the review. After completion of all assessments, a conference will be held
816 between the chair, the area associate dean, and the faculty member to discuss the results of the
817 review and to make further recommendations to the faculty member.

818 **VIII. POST-TENURE REVIEW**

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

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

829 According to the university manual, the review must involve at least one elected committee of
 830 tenured faculty of similar or higher rank. In the college, these reviews will be conducted in part
 831 by the three Area Committees on Promotion and Tenure. One area committee represents the
 832 humanities and fine arts, one the natural and computational sciences, and one the social and
 833 behavioral sciences. As specified in the college Bylaws, each standing committee is composed of
 834 faculty members elected by the area of the college it represents.

835 The review process begins five years after a faculty member’s most recent promotion and
 836 continues at five year intervals unless interrupted by one of the occurrences enumerated and
 837 described below, with approval of their department chair and the Office of the Dean.

838 1. Leave of absence:

839 The five-year post-tenure review clock may be paused during the period that a tenured
 840 faculty member is on a university-approved leave of absence. The review clock resumes
 841 after the leave period ends.
 842

843 2. Further promotion:

844 The five-year post-tenure review clock is reset at the time when a tenured associate
 845 professor’s promotion to the rank of professor takes effect.
 846

847 3. Impending candidacy for promotion within a year:

848 Tenured faculty members who notify their chair of their intent to be considered for
 849 promotion to the rank of professor in the academic year of their scheduled post-tenure
 850 review will be exempted, unless the faculty member does not go through the promotion
 851 review as planned.
 852

853 4. Full-time administrative appointment:

854 Faculty members with tenure in designated administrative positions will not be subject to
 855 post-tenure review. At such time when a faculty administrator returns full time to the
 856 faculty, she/he will be placed into the post-tenure review cycle and will be evaluated
 857 under those guidelines as a faculty member in the fifth year following the return to the
 858 faculty and at subsequent five-year intervals.
 859

860 5. Impending retirement:

861 Faculty members who plan to retire and formally notify the Office of the Dean prior to
 862 January of their scheduled review year are exempt from review.

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

874 Candidates will be evaluated in professional development (i.e., research, scholarship, and
875 creative activity), teaching, and service, using the terms *outstanding*, *excellent*, *very good*, *good*,
876 *fair*, and *poor*. The evaluations will be based on the information submitted and will take into
877 account expectations appropriate to the rank of full professor, the standards of the candidate's
878 discipline, and the mission and resources of the department. Guidelines for the application of the
879 terms *outstanding*, *excellent*, *very good*, *good*, *fair*, and *poor* as they apply within the candidate's
880 field are specified in an appendix to each department's promotion and tenure guidelines. As part
881 of this process, candidates at the rank of associate professor will be evaluated on evidence that
882 his/her current trajectory in both professional development and teaching will support successful
883 progress toward the rank of professor. As stipulated in the college's graduate faculty policy, the
884 dean's assessment will include a recommendation to the provost on whether or not to renew the
885 faculty member's Graduate Research Faculty status. This recommendation will be made in
886 consultation with the department chair and will be based on the overall review and the criteria for
887 current scholarly productivity defined in the university policy on graduate faculties.

888 By the second Friday in February the candidate will submit to his or her department chair a
889 dossier that includes an updated curriculum vitae, annual reports from the last five years, copies
890 of publications/creative works, a teaching portfolio, documentation of service performed, as well
891 as a two- to three-page statement that summarizes accomplishments in professional development,
892 teaching, and service over the past five years and outlines current professional development and
893 teaching projects and plans for the next five years.

894 For each faculty member undergoing review, the chair/director will provide to the college area
895 committee his/her assessment of effectiveness in teaching, research, and service and the chair's
896 perspective on the faculty member's written statement. The chair will also provide the committee
897 with all of the candidate's submitted materials. The committee will provide a written report of its
898 review to the Office of the Dean by the end of April. After adding a one page letter of analysis,
899 the dean will forward all materials to the Provost. In accordance with university guidelines,
900 faculty will receive from the Office of the Dean a copy of the entire review, including any
901 comments from the Provost, once it is completed.

902 After completion of all assessments, a conference will be held between the dean, the appropriate
903 area associate dean, the chair, and the faculty member. This conference will focus on the findings
904 of the post-tenure review process and on the faculty member's professional and instructional
905 goals for the next five year period. The associate dean, in consultation with the chair, will be
906 responsible for monitoring progress through the regular process of annual faculty evaluations.

907 Revisions to the faculty member's workload profile may also be discussed in the meeting when
908 warranted.

909 As required in the university manual, in cases where the faculty member receives a college rating
910 of *very good* or lower in professional development or teaching, he or she will work with the chair
911 to produce a written plan that includes meaningful outcomes in professional development and/or
912 teaching. The purpose of the plan is to provide an agreed-upon path for associate professors to
913 progress toward promotion to the rank of professor or for current professors to meet the standard
914 for the rank of professor. The chair will submit the plan for approval to the associate dean within
915 30 days of the conference. The faculty member's progress toward the outcomes included in the
916 plan will be evaluated by the college within 12 to 18 months following the conference as part of
917 the annual evaluation process.

918 Faculty at the rank of professor who receive college ratings of at least *excellent* in the categories
919 of professional development and teaching and at least *very good* in the category of service may
920 be eligible for a one-semester workload adjustment through the Post-Tenure/Promotion
921 Recognition of Faculty (PROF) program, contingent upon the availability of funds. Further
922 details can be found in the college's PROF policy
923 (http://www2cas.gsu.edu/docs/faculty/as_prof.pdf).

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.