

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

Policy Title:	College Promotion and Tenure Manual
Version:	23
College Approval:	College Promotion and Review Procedures Committee, 11/09/2020
University Approval:	GSU Promotion and Tenure Manual Review Committee, January 29, 2021
Effective:	01/01/2021

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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 Review
6 Procedures Committee. In keeping with university requirements, the college manual must be
7 reviewed by the University Promotion and Tenure Manual Review Committee and approved by
8 the provost when revised.

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, one the natural and computational sciences, and one the social and behavioral
14 sciences. Each area committee is composed of faculty members elected from the area of the
15 college it represents. The members of an area committee hold staggered three-year terms. The
16 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.

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. When a candidate
 70 with probationary credit is first eligible for consideration for promotion and tenure, the
 71 faculty member must notify the department chair if they will keep or relinquish some or
 72 all of the awarded credit. This notice will be provided to the department chair at the
 73 beginning of that year's promotion and tenure cycle, at the time the candidate informs the
 74 department chair whether they would like to be considered for promotion and tenure.

75 A candidate must notify the department chair of the candidate's decision to relinquish
 76 probationary credit. The chair must in turn notify the Dean's Office.

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

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

83 **B. General Policies**

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

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

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

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

105

106 **III. PROMOTION AND TENURE PROCESS**

107 **A. Department**

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

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

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

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

146 **1. Department Committee Review**

147 The department committee will prepare a recommendation to the department chair after
148 reviewing the candidate's dossier, at least five letters from external reviewers, and other
149 materials directly relevant to the candidate's dossier. The candidate will be evaluated
150 according to the criteria set forth in the departmental promotion and tenure guidelines and
151 the college promotion and tenure manual. The committee's recommendation letter (MS
152 Word format) along with the candidate's dossier and external review letters will be
153 forwarded to the department chair by October 1. The letter from the departmental
154 committee must be signed by the committee chair and all committee members who agree
155 with the recommendation and justification. Committee members who do not sign the
156 letter will be asked to provide separate letters indicating their recommendations and the
157 reasons for these recommendations.

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

168 **2. Department Chair Review**

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

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

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

182 **4. Department Chair Candidates**

183 Candidates who are department chairs are evaluated by the departmental promotion and
184 tenure committee and by the appropriate area committee. The Office of the Dean is
185 responsible for providing such candidates with written notice of the results of each
186 deliberation and copies of the evaluations and reports produced at each stage. The chair

187 candidate may provide written responses at each stage to the Office of the Dean for
188 inclusion in the material reviewed at each higher level of the process.

189 **5. Candidates with Joint Appointments**

190 The university provides for formal joint appointments, an “appointment in which a
191 faculty member’s workload is split across two or more academic units each of which,
192 typically, makes a budgetary commitment to the position” (per the university’s [Guide to
193 Faculty Appointment Types and Terminology](#)) and formally recognized by the dean and
194 the provost in a [Joint Appointment Memorandum](#). These faculty members’ reviews for
195 tenure and/or promotion at any rank will originate in their primary department. At the
196 same time that the candidate’s primary department committee submits its
197 recommendation letter, a letter of evaluation must be submitted from the chair(s) of the
198 candidates’ secondary department(s) to be available for the chair of the candidate’s
199 primary department and all other subsequent reviewers. The letter should discuss the
200 candidate’s duties and responsibilities established in the joint appointment memorandum.
201 The chair(s) of the secondary department(s) may seek input from the appropriate faculty
202 in their units when preparing their own letter.

203 **B. College**

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

210 **1. Area Committee Review**

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

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

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

223 The committees will make recommendations to the Office of the Dean concerning the
224 promotion and/or tenure of each candidate by November 18. By November 20, the Office
225 of the Dean will provide the candidate with written notice of the outcome of the area
226 committee deliberations and a copy of any evaluations that are made of the candidate’s
227 credentials, including any possible minority reports. The report from the area committee,

228 as well as minority reports (if applicable), must remove the signature page or section
 229 which identifies committee members by name. The candidate may submit a written
 230 response to the area committee recommendations or reports within five business days to
 231 the Office of the Dean. This statement will be included in the material reviewed at all
 232 higher levels of the promotion and tenure process.

233 **2. Dean's Review**

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

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

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

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

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

259 **C. General**

260 **1. Dates**

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

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

266 **2. Withdrawal from Consideration**

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

271 Candidates are referred to the university promotion and tenure manual for information on the
272 process and procedures for review of promotion and tenure cases at the university level.

273

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

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

283 **1. Evaluation Criteria**

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

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

293 **a. Associate Professor:** To be recommended for promotion to the rank of associate
 294 professor by the college, a candidate must be evaluated as *excellent* in professional
 295 development and teaching according to departmental guidelines. In keeping with
 296 university standards, the recommended candidate must be deemed to have developed
 297 a substantial body of work that has already contributed to the advancement of their
 298 discipline as determined by peers within and outside of the university, while
 299 establishing a national reputation in their scholarly areas of expertise. As part of the
 300 college and departmental reviews, the candidate will be evaluated on evidence that
 301 their current trajectory in both professional development and teaching will support
 302 successful progress towards the rank of professor after promotion to associate
 303 professor with tenure. The candidate must also be evaluated as having provided *good*
 304 service, according to departmental guidelines, to merit promotion at this level.

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

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

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

315 at Georgia State University. Both the quality and number of achievements required
316 for a recommendation to the rank of professor substantially surpass those required for
317 recommendation to associate professor. To be recommended by the college for
318 promotion to professor, the candidate must be evaluated as *excellent* in both
319 professional development and teaching according to departmental guidelines. In
320 keeping with university standards, the recommended candidate must be deemed to
321 have established a national/international reputation in his/her field and have a high
322 probability of continued high quality and productive research, scholarship, and
323 creative activities. The candidate must also be evaluated as having provided very
324 good service, according to departmental guidelines, to merit promotion at this level.

325 **d. Tenure at the Rank of Professor:** The criteria are the same as those for a
326 recommendation for promotion to the rank of Professor.

327

328 V. DIRECTIONS TO CANDIDATES FOR SUBMITTING MATERIALS

329 A. Instructions and Comments on Submission of Dossier:

330 Candidates for promotion to associate professor with tenure **must** submit all work done
 331 since their initial tenure track appointment at Georgia State University. Furthermore,
 332 candidates for promotion to associate professor with tenure **may** submit any relevant work
 333 done at other institutions before arriving at Georgia State University, after consulting with
 334 their department chair.

335
 336 Candidates for promotion to professor **must** submit all work done since the completion of
 337 the dossier used in the review that led to promotion to associate professor with tenure at
 338 Georgia State University. Candidates for promotion to professor hired as associate
 339 professors and later granted tenure **must** submit all work done since their initial tenure
 340 track appointment at Georgia State University. Candidates for promotion to professor with
 341 tenure hired as associate professors **must** submit all work done since their initial tenure
 342 track appointment at Georgia State University.

343
 344 Candidates for promotion to professor previously promoted to associate professor at
 345 another institution **must** submit all work done since that promotion.

346
 347 Candidates for promotion and tenure or tenure only that are granted probationary credit
 348 and apply this credit toward tenure **must** submit all work done during the period for which
 349 probationary credit is given.

350
 351 Candidates for tenure at the level of associate professor **may** submit any relevant prior
 352 work done at other institutions, after consulting with their department chair.

353
 354 Candidates for tenure at the level of professor **must** submit any work done since their
 355 initial appointments as associate professors at other institutions.

- 356
 357 1. During the fall semester an area committee reviews the dossier. In the spring semester,
 358 each dossier will be digitally archived for the college's files. This procedure is
 359 necessitated by a ruling of the U.S. Department of Labor that requires the Committee's
 360 files "to be available for inspection upon request."
- 361 2. Evidence of professional development must be submitted by the faculty member to the
 362 chair by June 10 as a single electronic document, prepared following current instructions
 363 for digital preparation from the Dean's Office. The chair will review the materials for
 364 conformity to the college promotion and tenure manual. The chair should check to ensure
 365 that the submitted materials are within the appropriate time frame for the current
 366 promotion or tenure consideration and to verify the acceptance for publication of
 367 submitted articles. If a question arises about the appropriateness of material included in
 368 the dossier, the chair or the candidate should refer the issue to the appropriate associate
 369 dean. The chair will forward the materials to the Office of the Dean by June 15 in order
 370 that they may be forwarded to the external reviewers. Section V.I of this manual contains

371 a complete list of these materials. Only work published or accepted for publication may
 372 be sent to the external reviewers. For the purposes of this manual, “accepted for
 373 publication” means that the candidate has completed all of their work on the publication,
 374 except for copy editing, proofing of galleys, indexing, and any other production
 375 processes. The candidate must supply a letter from the editor to this effect. Scanned or
 376 photocopied versions of complete books are acceptable for review by the external
 377 reviewers, but candidates are advised to obtain advance permission to photocopy from
 378 their publishers.

- 379 3. Candidates submit complete dossiers to the appropriate chair by September 9. Candidates
 380 with joint appointments will submit their dossiers to the chair of the department where
 381 they hold their primary appointment. By the same date, candidates submit to the Office of
 382 the Dean an electronic version (MS Word only) of the curriculum vitae and the three
 383 individual statements of interests and goals (professional development, teaching, and
 384 service) included in their dossiers. After this date, no material whatsoever may be added
 385 to the dossier. The dossier is considered closed as of this date, and all parties involved in
 386 the review of the candidate’s credentials will have access to exactly the same information
 387 in the dossier.
- 388 4. A summary of the dates for transmission of materials is given in Appendix V.
- 389 5. Once a dossier is submitted to the appropriate area committee, it can be viewed only by
 390 the members of the committee, the administrative secretary of the committee, and
 391 administrative officials at the college and the university charged with the responsibility
 392 for reviewing candidates for promotion and/or tenure. This policy is strictly enforced.
- 393 6. Candidates must follow explicitly the directions for categorizing supporting evidence
 394 submitted on professional development, teaching, and service. The categories given for
 395 the division of materials in these areas should not be regarded as limiting or exclusive,
 396 and candidates may make additions. These additions, however, may not include
 397 categories for work in progress or work submitted but not yet accepted for publication.

398 **B. Electronic Dossier Preparation:**

- 399 1. All materials must be submitted as a single electronic document, prepared following
 400 current instructions for digital preparation from the Dean’s Office. The method for
 401 transmitting and storing a candidate’s dossier and other review materials will be secured
 402 in such a way that maintains strict confidentiality. Only individuals assigned as reviewers
 403 for a candidate’s promotion case (e.g., review committee members, department chair,
 404 dean) will be granted time-limited access to the candidate’s materials.
- 405 2. Please consult the faculty review services coordinator in the Dean’s Office for current
 406 information and instructions on dossier preparation workshops, software, and support.

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

409 **C. Format for Dossier:**

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

417 Name

418 Highest Degree

419 Present Rank

420 Department

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

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

424 Leaves of Absence (Descriptions and Purposes)

425 Dates and Places of Previous Promotions and Ranks Awarded

426 Areas of Specialization

427 Proposed Rank

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

431 **3. Statements of interests and goals:** The three statements of interests and goals described
 432 below should be included as a group immediately after the curriculum vitae. All three
 433 statements must include page numbers.

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

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

442 c. Service: The candidate must briefly describe the service activities in which they have
 443 been involved, those in which they are still interested, and those in which they will
 444 seek to become involved during the next five years. The candidate must describe the
 445 ways in which these service activities relate to their discipline and to Georgia State
 446 University. This statement should not exceed three typed, double-spaced pages.

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

- 448 a. In order to determine whether or not candidates meet the criteria given in section IV
 449 of the college promotion and tenure manual and the criteria given in the departmental
 450 guidelines, the committees will review the credentials of all candidates in the areas of
 451 professional development, teaching, and service. This review will consider the
 452 material and documentation present in a candidate's dossier (as well as any
 453 information received from external reviewers and information received from the
 454 departmental chair and the departmental promotion and tenure committee). In each of
 455 the main areas, the college promotion and tenure manual identifies major categories
 456 or subsections into which the activities of most candidates can be logically divided;
 457 however, some candidates may not have activities to report in all of the categories
 458 listed in the college promotion and tenure manual. Documentation must be provided
 459 for all work and activities described in a category when explicitly required by the
 460 college promotion and tenure manual. The documentation must be placed
 461 immediately after the list of accomplishments for a specific category and in the same
 462 order used in the list. The lists are to serve as indexes for each category, with the page
 463 number of the appropriate documentation following each item in the list.
- 464 b. Explicit instructions are given in the following sections for the arrangement of the
 465 lists of accomplishments and the supporting documentation. Most of the materials
 466 submitted by a candidate can be placed in one of the categories listed later in this
 467 college promotion and tenure manual for professional development, teaching, or
 468 service. Materials inappropriate for listed categories must be placed in a separate
 469 category at the end of the area (not to include categories for work in progress or work
 470 submitted but not yet accepted for publication).

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

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

474 Electronic dossiers should be fully bookmarked, arranged appropriately into sections and nested
 475 subsections as needed. All pages should be numbered. Each page should be identifiable by
 476 section, subsection (as appropriate), and page number. Page numbers previously assigned (e.g. in
 477 publications) do not need to be replaced.

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

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

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

486 Contributions to professional associations of an administrative nature shall be counted in the
 487 category of service rather than professional development. Intellectual contributions to
 488 professional organizations count in the professional development category.

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

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

493 a. Published Articles and Those Accepted for Publication:

494 Title of article, journal, volume, date (or projected date of publication), names of the
 495 authors as they appear in print, and a one or two sentence description of the
 496 publication, including an assessment of its scholarly contribution. Clear indication
 497 should be given of whether the article has been published or only accepted for
 498 publication. The department's evaluations of these articles should include
 499 assessments of the relative prestige of the journals within the candidate's field(s) of
 500 specialization.

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

502 Chapter number, chapter title, book title, page numbers of chapter, editor, publisher,
 503 date (or projected date of publication), name(s) of the author(s) as they appear in
 504 print, and a one or two sentence description of the publication, including an
 505 assessment of its scholarly contribution. Clear indication should be given of whether
 506 the book chapter has been published or only accepted for publication. The
 507 department's evaluations of these book chapters should include assessments of the
 508 relative prestige of the book within the candidate's field(s) of specialization.

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

510 Title, publisher, and date of publication or projected publication, and a one or two
 511 sentence description of the work, including an assessment of its scholarly
 512 contribution.

513 d. Book Reviews, Abstracts, and Reports:

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

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

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

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

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

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

532 6. General Recognition Within One's Areas of Scholarly Expertise

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

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

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

538 d. List of requests for colloquium presentations or workshops.

539 e. List of invitations to exhibit.

540 f. List of guest performances.

541 7. Specialized Professional Activities Appropriate to the Candidate's Field(s) of Scholarship:
542 Included here are materials for which descriptions are not presented in any of the other
543 categories above. *These materials may not include work in progress or work submitted but*
544 *not yet accepted for publication.*

545 **F. Categories for Teaching:**

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

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

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

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

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

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

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

563 **2. Student Evaluations:** The dossier must include student evaluation numerical scores and
564 written comments from all courses the candidate has taught as the instructor of record at
565 Georgia State University during the last four academic years. Courses taught during
566 summer are to be included, if applicable. The Dean's Office will pull this information and
567 provide it to the candidate for inclusion in the dossier.

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

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

571 **Independent Studies:**

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

573 **Practica:**

574 Name of student, title, and date completed.

575 **Honors Theses:**

576 Name of student, title, and date completed.

577 **Theses:**

578 Name of student, title, and date completed.

579 **Dissertations:**

580 Name of student, title, and date completed.

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

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

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

595 **G. Categories for Service:**

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

599 inclusion.) In general, service will be considered primarily on the basis of its direct benefits to
 600 Georgia State University. Letters from a candidate's department should discuss this category.
 601 Service expectations for promotion to Associate Professor are more limited than those for
 602 promotion to Professor. In general, for promotion to Associate Professor, a candidate is expected
 603 to collaborate with colleagues in departmental functions and, where appropriate, in professional
 604 activities and on departmental committees. The emphasis during the probationary period is on
 605 the full development of research/creative and teaching accomplishments. Major service roles are
 606 not expected at this stage. In contrast, promotion to Professor should include significant
 607 participation not only in departmental, college, and university committees, but also in activities
 608 such as professional associations and contributions to the community at large. Candidates who
 609 hold joint appointments will be expected to provide service as outlined in the Joint Appointment
 610 Memorandum; usually this means that most (if not all) service will be offered in the candidate's
 611 primary department. In areas where a candidate believes substantial contributions have been
 612 made (as may be indicated in the candidate's statement on service), it is appropriate for the
 613 department to solicit information about the effectiveness or importance of the candidate's service
 614 and to speak to this effectiveness and importance in its letters. The candidate must not solicit
 615 letters concerning service and include them in the dossier.

- 616 **1. Contributions to the department:** List memberships on departmental committees,
 617 development of programs, and activities. List only contributions not related to
 618 professional development or teaching.
- 619 **2. Assistance to Colleagues:** List consultation about educational problems, reviews of
 620 manuscripts, collaboration on research projects, assistance with film, video, or dramatic
 621 productions, artistic exhibitions, or musical performances, and contributions to programs
 622 in other concentrations, areas, or schools.
- 623 **3. Committee Responsibilities at the College, University, or System Level:** List
 624 committees and periods of service.
- 625 **4. Support of Local, State, National, or International Organizations:** List consultancies,
 626 memberships on advisory boards, and offices held, and include dates of service.
- 627 **5. Significant Community Participation:** List lectures, speeches, presentations,
 628 performances, and short courses, and include dates.
- 629 **6. Meritorious Public Service:** List assistance to governmental agencies and development
 630 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.)

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

632 All candidates must prepare lists containing at least eight names of colleagues outside of Georgia
 633 State University who would be qualified to assess their work. The candidates must not contact
 634 any of the individuals on their lists of external reviewers concerning a possible request for an
 635 evaluation. The candidate's list and a current curriculum vitae (follow the format shown in

636 Appendix III) must be submitted to the department chair by March 15 of the academic year
637 preceding the academic year in which review of the candidate will occur.

638 Additionally, the chair of the department, in consultation with senior faculty in the department,
639 will prepare a list of at least eight names of colleagues outside of Georgia State University who
640 would be qualified to assess the candidate's work. The chair should not ask the candidate to
641 submit additional names as the basis of the chair's list. The chair may review the candidate's list
642 while preparing their own list, but **the chair's list should not duplicate names from the**
643 **candidate's list**. The chair may not share nor discuss their list with the candidate. Members of
644 the departmental promotion and tenure committee and the chair must not contact any of the
645 individuals on its list concerning a possible request for an evaluation. In the case of candidates
646 with joint appointments, the chair(s) of the candidate's secondary department/s, in consultation
647 with the appropriate senior faculty in their respective unit/s, should provide names of external
648 reviewers in the secondary discipline(s) to the chair of the candidate's primary department.

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

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

659 Electronic copies of the candidate's list, the chair's list, and the candidate's curriculum vitae
660 must be submitted in MS Word format by the chair to the Office of the Dean no later than March
661 22.

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

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

676 PLEASE NOTE: External reviewer lists will be returned for revision if the lists are not submitted
677 in the manner prescribed in Appendix I and II.

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

679 By June 10 of the year they wish to be considered, candidates must submit to their chair evidence
680 of professional development as a single electronic document, prepared following current
681 instructions for digital preparation from the Dean's Office. Each packet must contain:

- 682 1. Table of contents. List the parts of the packet in the order that they appear;
- 683 2. Curriculum vitae (follow the format shown in Appendix III);
- 684 3. Statement of interests and goals for professional development, following the statement
685 format for professional development indicated in section V.C.3. (This statement must be
686 the same as that which appears in the dossier.);
- 687 4. Copies of published books, articles, chapters, reviews, abstracts, reports, etc., or those
688 accepted for publication within the appropriate time frame for consideration. For
689 multiple-authored works and collaborative projects, the candidate should explain in detail
690 the degree of their contribution to the work. Work in progress and work submitted but not
691 accepted for publication may not be included;
- 692 5. When applicable, digital video files containing selected sections or acts of dramatic
693 productions, films, or video productions that the candidate has written, directed,
694 choreographed, filmed, edited, acted in or produced;
- 695 6. Copies of other pertinent materials in the professional development area.

696 **VI. RE-CONSIDERATION**

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

707 **VII. PRE-TENURE REVIEW**

708 The Georgia State University Promotion and Tenure Manual stipulates that the college and its
709 departments normally conduct a pre-tenure review of each tenure-track faculty member. This
710 policy states that a “formal review of the progress made toward promotion and tenure will be
711 made late in the third year so that the tenure track faculty member has a clear idea of how
712 adequately they are progressing toward successfully achieving promotion and tenure.”
713

714 The university manual provides a general structure for three-year reviews; each unit specifies its
715 own guidelines. This document outlines the guidelines for the College of Arts and Sciences.
716 According to the university policy, the review must be conducted by a committee of at least three
717 faculty of appropriate rank elected from the tenured faculty. To implement this policy, the
718 tenured faculty of each department shall elect a committee of at least three faculty members to
719 conduct the review. In the case of small departments, faculty of appropriate rank from other
720 departments in the same area will be selected. Faculty of appropriate rank from another
721 department may also be included where the candidate’s work is interdisciplinary, and the
722 department committee lacks sufficient expertise to evaluate the candidate’s work.
723

724 Three-year reviews will address a faculty member’s cumulative accomplishments in professional
725 development (i.e., research, scholarship, and creative activity), teaching, and service. According
726 to university policy, the review will be based on available information. In the College of Arts and
727 Sciences, these materials will include annual reports, curriculum vitae, publications/creative
728 achievements, and evidence of teaching effectiveness. The chair will provide the review
729 committee with digital versions of the candidate’s updated vitae, copies of all annual reports, and
730 available documentation related to teaching and professional achievements by the sixth week of
731 the spring semester. In the College of Arts and Sciences, a faculty member may also provide the
732 committee with a two-page statement that outlines current professional development and
733 teaching projects and plans for the next three years. This is also due to the committee by the sixth
734 week of the spring semester. For faculty with joint appointments, pre-tenure evaluation materials
735 should additionally include letter(s) from the chair(s) of the candidate’s secondary department(s)
736 commenting on their research, scholarship, and/or service as appropriate to the joint appointment
737 memorandum.

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

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

748 For each faculty member undergoing review, the review committee will provide a written
749 assessment of effectiveness in teaching, research, and service to the department chair by the tenth
750 week of the spring semester. The chair will comment in writing on this report and forward all
751 materials, the committee report, and their comments to the Office of the Dean by the thirteenth

752 week of the spring semester. After adding a one-page letter of analysis, the dean will forward all
753 materials to the provost. In accordance with university guidelines, faculty will receive a written
754 report of the results of the review. After completion of all assessments, a conference will be held
755 between the chair, an associate dean, and the faculty member to discuss the results of the review
756 and to make further recommendations to the faculty member.

757 **VIII. POST-TENURE REVIEW**

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

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

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

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

- 777 1. Leave of absence:
 778 The five-year post-tenure review clock may be paused during the period that a tenured
 779 faculty member is on a university-approved leave of absence. The review clock resumes
 780 after the leave period ends.
 781
- 782 2. Further promotion or appointment to honorific title:
 783 The five-year post-tenure review clock is reset at the time when a tenured associate
 784 professor’s promotion to the rank of professor takes effect. The five-year post-tenure
 785 review clock is also reset when a tenured faculty member is appointed or renewed as
 786 Distinguished University Professor or Regents’ Professor, or when a faculty member is
 787 awarded an endowed professorship, because all three of these positions require
 788 department, college, and in some cases university and external level reviews of the
 789 faculty member’s scholarship.
 790
- 791 3. Impending candidacy for promotion within a year:
 792 Tenured faculty members who notify their chair of their intent to be considered for
 793 promotion to the rank of professor in the academic year of their scheduled post-tenure
 794 review will be exempted, unless the faculty member does not go through the promotion
 795 review as planned.
 796
- 797 4. Full-time administrative appointment:
 798 Faculty members with tenure in designated administrative positions will not be subject to
 799 post-tenure review. At such time when a faculty administrator returns full time to the
 800 faculty, she/he will be placed into the post-tenure review cycle and will be evaluated

801 under those guidelines as a faculty member in the fifth year following the return to the
 802 faculty and at subsequent five-year intervals.

803
 804 5. Impending retirement:

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

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

818 Candidates will be evaluated in professional development (i.e., research, scholarship, and
 819 creative activity), teaching, and service, using the terms *outstanding*, *excellent*, *very good*, *good*,
 820 *fair*, and *poor*. The evaluations will be based on the information submitted and will take into
 821 account expectations appropriate to the rank of full professor, the standards of the candidate's
 822 discipline, and the mission and resources of the department. Guidelines for the application of the
 823 terms *outstanding*, *excellent*, *very good*, *good*, *fair*, and *poor* as they apply within the candidate's
 824 field are specified in an appendix to each department's promotion and tenure guidelines. As part
 825 of this process, candidates at the rank of associate professor will be evaluated on evidence that
 826 their current trajectory in both professional development and teaching will support successful
 827 progress toward the rank of professor. As stipulated in the college's graduate faculty policy, the
 828 dean's assessment will include a recommendation to the provost on whether or not to renew the
 829 faculty member's Graduate Research Faculty status. This recommendation will be made in
 830 consultation with the department chair and will be based on the overall review and the criteria for
 831 current scholarly productivity defined in the university policy on graduate faculties.

832 By the second Friday in February the candidate will submit to their department chair a dossier in
 833 the form of a single electronic document, prepared following current instructions for digital
 834 preparation from the Dean's Office. The dossier must include an updated curriculum vitae,
 835 annual reports from the last five years, copies of publications/creative works, a teaching
 836 portfolio, documentation of service performed, as well as a two- to three-page statement that
 837 summarizes accomplishments in professional development, teaching, and service over the past
 838 five years and outlines current professional development and teaching projects and plans for the
 839 next five years.

840 For each faculty member undergoing review, the chair/director will provide to the college area
 841 committee their assessment of effectiveness in teaching, research, and service and the chair's
 842 perspective on the faculty member's written statement. For candidates with joint appointments,
 843 post-tenure evaluation materials should include letter(s) from the chair(s) of the candidate's
 844 secondary department(s) commenting on their research, scholarship, and/or service as

845 appropriate to the joint memorandum. The chair will also provide the committee with all of the
846 candidate's submitted materials. The committee will provide a written report of its review to the
847 Office of the Dean by the end of April. After adding a one-page letter of analysis, the dean will
848 forward all materials to the Provost. In accordance with university guidelines, faculty will
849 receive from the Office of the Dean a copy of the entire review, including any comments from
850 the Provost, once it is completed.

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

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

APPENDIX I

FORMAT FOR CANDIDATE'S EXTERNAL REVIEWER LIST

Candidate's Name:	
Candidate's Dept:	

CANDIDATE'S EXTERNAL REVIEWER LIST (1 OF 8)

For Dean's Office to complete:

Associate Dean's Ranking:	
Reviewer's Response:	
Response Date:	

For candidate to complete:

Reviewer Name:	
Rank:	
Organizational Affiliation:	
Mailing Address:	
Phone Number:	
Email Address:	
Area(s) of Concentration:	
Relationship with Candidate:	
Major Achievements and Standing in the Discipline:	

Dean's Office will provide candidate with template in advance. Must be submitted in MS Word format.

APPENDIX II

FORMAT FOR CHAIR'S EXTERNAL REVIEWER LIST

Candidate's Name:	
Candidate's Dept:	

CHAIR'S EXTERNAL REVIEWER LIST (1 OF 8)

For Dean's Office to complete:

Associate Dean's Ranking:	
Reviewer's Response:	
Response Date:	

For department chair to complete:

Reviewer Name:	
Rank:	
Organizational Affiliation:	
Mailing Address:	
Phone Number:	
Email Address:	
Area(s) of Concentration:	
Relationship with Candidate:	
Major Achievements and Standing in the Discipline:	

Dean's Office will provide chair with template in advance. Must be submitted in MS Word format.

APPENDIX III

FORMAT FOR CURRICULUM VITAE

CURRICULUM VITAE FORMAT

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

Name:

Rank:

Department(s):

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 MS Word format by the chair to the Office of the Dean.
- June 10** Candidates submit evidence of professional development to their chair to be forwarded to external reviewers. The materials must be submitted as a single electronic document, prepared following current instructions for digital preparation from the Dean's Office. Hard copies of books may be submitted if the candidate is unable to secure an electronic version from their publisher, or if specifically requested by an external reviewer.

- 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.
- 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 their complete electronic dossier to their 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 alter the files or pages in any way.
- October 1** Departmental committees present their letters of assessment and recommendation to the departmental chairs.
- October 2** Department 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** Department chair completes their 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.
- Department chair provides copies of their 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.
- March** The provost notifies the dean and president of the provost's promotion and tenure recommendations. The Office of the Dean shares the provost's recommendations with candidates by this date.
- April** The president notifies the dean and candidate of the president's promotion and tenure decisions by this date.