

Andrew Young School of Policy Studies

Promotion and Tenure Manual

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INTRODUCTION

1 It is the policy of the Andrew Young School of Policy Studies (“AYSPS”) to base promotion and
2 tenure decisions on impartial and informed evaluations of the qualifications of all candidates.
3 Excellence in scholarship, teaching, and service shall be the standard against which these
4 qualifications will be evaluated. The college is committed to providing an environment in which
5 all members of the tenured, tenure-track, and non-tenured faculty have the opportunity and
6 resources needed to achieve the qualifications necessary for promotion to higher rank and, where
7 applicable, for tenure, as well as to foster ongoing professional development. The tenure
8 decision is grounded on the candidate’s likely contributions subsequent to being granted tenure
9 based on an evaluation of past performance.

10
11 This document is intended to provide the AYSPS faculty with essential information about the
12 promotion and tenure criteria, standards, and review processes of the College, including the
13 responsibilities of candidates for tenure and/or promotion, AYSPS departments, the College
14 Committee on Promotion and Tenure, and the Dean of the College.

15
16 The policies and procedures contained in this document are supplementary to the bylaws and
17 policies of the Board of Regents of the University System of Georgia, the *Georgia State*
18 *University Statutes and Bylaws*, the *Georgia State University Policy on Promotion, Tenure, and*
19 *Development for Tenure Track Faculty (“GSU Policy”)*, and provisions contained in the Georgia
20 State University *Faculty Handbook*. The GSU documents are available on the university’s
21 website. The provisions of those documents that control college and departmental policy and
22 procedure are incorporated herein by reference.

23
24 A candidate for promotion and/or tenure is bound by the College and departmental promotion
25 and tenure manuals in effect on January 31 of the calendar year in which the department and
26 college reviews of the candidate occur.

27
28 Candidate’s dossiers are considered on their own merits according to the guidelines in effect at
29 the time of their declarations of candidacy. The College does not operate under any “quota
30 system” for the number of promotions recommended, nor does it compare current candidates
31 with candidates in previous years. Recommendations will be made in light of the standards in
32 effect at the time of declaration of candidacy; standards are expected to rise as the College
33 continues its drive for excellence.

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35 All deliberations in the promotion and tenure process are to be conducted in a spirit of
36 confidentiality.

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POLICIES ON PROMOTION AND TENURE

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I. GENERAL POLICIES

Every faculty member has a responsibility to be aware of the contents of this manual, including current deadlines contained in Appendix A.

A faculty member seeking promotion and/or tenure must declare his/her candidacy in writing to the chair of his/her department by **April 1** in order to be considered for promotion and/or tenure in the following academic year.

Candidates for promotion or tenure have the right to withdraw from further consideration at any time prior to the **December 18** deadline for submitting recommendations to the Provost.

Records of all departmental deliberations shall be kept on file in the department. These records remain confidential.

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

The Office of the Dean shall retain in its files all materials submitted by the departments, the departmental chair, the College Committee on Promotion and Tenure, and all letters from outside reviewers. All materials submitted by the candidate shall be returned to the candidate at the appropriate time.

II. ELIGIBILITY (TIME-IN-RANK) POLICIES

1. Instructors Seeking Promotion

Pursuant to the calendar for the promotion and tenure process, a faculty member who was hired as an instructor in a tenure-track or non-tenure-track position and who seeks promotion to the rank of assistant professor is normally considered for promotion in the third year of service. If a faculty member wishes to have the time served in the instructor rank counted towards the minimum time required for tenure, he/she must make such a request in writing to the Dean at the time of promotion to assistant professor. (For

77 clarification of the University’s policy regarding the granting of credit for service as an
78 instructor, see the subsection entitled “Probationary Period” in the University’s policy.)
79

80 **2. Assistant Professors Seeking Promotion and Tenure**
81

82 Pursuant to the calendar for the promotion and tenure process, an assistant professor is
83 normally considered for promotion and tenure in the sixth year of service at that rank. In
84 cases of highly exceptional achievement, an assistant professor may be considered for
85 promotion and tenure in the fifth year of service. An assistant professor must be
86 considered for promotion and tenure no later than the seventh year of service. A faculty
87 member hired at the rank of instructor and later promoted to the rank of assistant
88 professor must be considered for promotion and tenure no later than the ninth year of
89 service.
90

91 Credit received for service at other institutions or in the rank of instructor may be applied
92 (at the candidate’s discretion) towards a candidate’s tenure. Thus, for example, an
93 assistant professor with two years of credit could be considered for tenure in the fourth
94 year of service at Georgia State University.
95

96 Normally assistant professors should simultaneously apply for promotion and tenure.
97 Tenure is not granted without promotion, nor promotion without tenure, except under
98 highly unusual circumstances.
99

100 **3. Associate Professors Seeking Promotion and/or Tenure; Professors Seeking**
101 **Tenure**
102

103 Pursuant to the calendar for the promotion and tenure process, an associate professor
104 seeking promotion to professor normally is not considered before the fifth year of service
105 as associate professor. However, a candidate may be considered for promotion earlier if
106 exceptionally strong justification exists for doing so. Earliest consideration in this case
107 occurs in the fourth year of service.
108

109 A faculty member hired as the associate or professor level may be considered for tenure
110 no earlier than the fifth year of service (including, at the discretion of the candidate, any
111 years for which probationary credit is awarded) and must be considered for tenure no
112 later than the seventh year of service at Georgia State University.
113

114 Credit received for service at other institutions may be applied (at the candidate’s
115 discretion) toward tenure.
116

117 Non-tenured associate professors seeking promotion and tenure may not seek promotion
118 prior to tenure; a candidate may seek tenure prior to promotion.
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4. Early Promotion and/or Tenure

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

5. Non-Tenure Track (NTT) Seeking Promotion

Non-tenure track (NTT) assistant and associate professors at the Andrew Young School of Policy Studies shall be eligible for promotion to higher faculty ranks, but they will not be eligible for the award of tenure.

III. MINIMUM CRITERIA FOR TENURE-TRACK PROMOTION AND TENURE

1. Degree Requirements

No member of the faculty will be promoted to the rank of associate professor or above in the Andrew Young School of Policy Studies who has not received the doctoral degree from an accredited institution of higher learning, except in cases of “degree equivalents” as stated in Regents’ *Policies* and University *Statutes*, and as made explicit and applicable for each department in the college. Possession of a doctoral degree does not guarantee tenure or promotion to any rank.

2. Length of Service and Promotion

Regents’ *Policies* indicate that “length of service with an institution shall be taken into consideration in determining whether or not the faculty member should be promoted,” but stipulates that “longevity of service is not a guarantee *per se* of promotion.” The policy of the Andrew Young School of Policy Studies is that longevity of service shall not be treated as a substantive standard of evaluation for tenure and/or promotion by any of its departments.

Regents’ policies address the issue of minimum time in rank for consideration for promotion.

IV. MINIMUM REQUIREMENTS FOR NON-TENURE TRACK (NTT) PROMOTION

1. Degree Requirements

163 Regarding minimum degree requirements, as is the case for tenure track faculty, non-
164 tenure track faculty member will be promoted to the rank of associate professor or above
165 in the AYSPS who has not received the doctoral degree from an accredited institution of
166 higher learning, except in cases of “degree equivalents” as stated in the Regents’ policies
167 and University statutes, and as made explicit and applicable for each department in the
168 School.

169 **2. Length of Service and Promotion**

171 The same minimum criteria in terms of degree requirements and time in rank that apply
172 to the promotion of tenure track faculty also apply to non-tenure track faculty seeking
173 promotion.
174

175 Applying the same standards that pertain to tenure track faculty, NTT assistant professors
176 could be considered for promotion to NTT associate professors during their fifth year of
177 service at the assistant professor level in cases of highly exceptional achievement, but
178 they will normally be considered for promotion in their sixth year of service or in
179 subsequent years. Similarly, NTT associate professors could be considered for
180 promotion to NTT full professor status during their fourth year of service at the associate
181 level, in cases of extraordinary achievement, but normally they would be considered for
182 promotion to full professor in their fifth year or subsequent years of service as NTT
183 associate professors.
184

185 **V. CREDIT TOWARD TENURE DECISION DATES**

186 According to Regents’ policy, members of the faculty who, at the time they were hired,
187 negotiated credit toward the probationary period required for tenure consideration have
188 the opportunity later to withdraw all or part of this credit period prior to the beginning of
189 what would have been their seventh probationary year, thus making the faculty member
190 eligible to apply for tenure consideration at a later date than was originally set, up to the
191 actual seventh academic year of full-time employment at GSU. The candidate must
192 notify the Dean in writing of his/her desire to withdraw the credit.
193
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196

197 **VI. PRETENURE REVIEW**

198
199 Under exceptional circumstances outstanding candidates for faculty positions can receive
200 assurances of no further or limited tenure review. A pretenure review will occur at the
201 time of appointment and should be restricted to faculty with distinguished records.
202 Pretenure review (previously known as “expedited tenure” review) in Andrew Young
203 School of Policy Studies is available in accordance with the section of university policy
204 governing that matter, and shall be approved at the time of appointment by the
205 appropriate departmental committee and the College Committee on Promotion and
206 Tenure.

207
208
209 **VII. TENURE AT TIME OF HIRING**

210
211 In accordance with Regents’ policy (Section 4.04, Academic Affairs Handbook, June
212 2000), tenure may be awarded at the time a faculty member is hired in the Andrew
213 Young School of Policy Studies, but only in exceptional cases. Normally, tenure will be
214 awarded in such cases only if the candidate has been previously granted tenure at another
215 institution, with the exception of a candidate who was employed by an institution which
216 did not grant tenure as a matter of policy. The review of the candidate will be based on
217 the candidate’s vitae and other materials that the departmental chair determines are
218 reasonable and appropriate. Review procedures for awarding tenure are the same as for
219 other candidates except that the normal calendar (Appendix A) will not apply.

220
221

PROMOTION AND TENURE PROCESS

222
223 **I. DEPARTMENT**

224
225 **1. Introduction**

226
227 The promotion and tenure process in the Andrew Young School of Policy Studies begins
228 in the department, where the departmental Committees on Promotion and Tenure and the
229 departmental chair evaluate the credentials of those faculty members who are eligible for
230 promotion and/or tenure and who request consideration in writing to his/her department
231 chair. The qualifications of each eligible faculty member being considered must be
232 evaluated according to the criteria and procedures set forth in the College’s Promotion
233 and Tenure Manual and in the departmental manual on promotion and tenure.

234

235 **2. Non-Tenure Track Promotion Process**
236

237 Whether non tenure track faculty primarily have teaching or research responsibilities at
238 the AYSPS, their faculty rank resides in one of the School’s academic departments.
239 While clinical NTT faculty hold their principal and often sole appointment in an
240 academic department, research NTT faculty typically have their principal appointments
241 in one of the School’s research centers, with a secondary appointment as members of the
242 Economics or PMAP faculty. As such, clinical NTT faculty must hold an academic
243 appointment, while holding a faculty appointment is optional for research associates
244 working in centers, contingent on their interest and the concurrence of the specific
245 department. In both cases, the faculties of the departments must approve initial
246 appointments of NTT faculty rank, and they should have a similar role in reviewing
247 applications for promotion of NTT faculty to higher ranks. (In the case of research NTT
248 faculty, any such promotion pertains only to their faculty rank, not to their research
249 center status.)

250
251 Thus, the recommended policy requires that the process for considering promotion of
252 NTT faculty follow the same steps and calendar that are in place for the promotion of
253 tenure track faculty members. That is, NTT faculty who wish to apply for promotion will
254 submit applications and supporting materials, which will be reviewed in turn by the
255 department promotion and tenure committee, the department chair, the School promotion
256 and tenure committee, and the Dean by the same due dates established for tenure track
257 faculty members.

258
259 The supporting materials submitted by NTT faculty seeking promotion will be similar to
260 those provided by tenure track faculty, but they will be tailored to the particular
261 responsibilities of the NTT faculty member seeking promotion, i.e. they will emphasize
262 teaching contributions in the case of clinical NTT faculty appointments and research in
263 the case of research NTT faculty appointments. In addition, in cases in which a research
264 NTT faculty member has principal responsibilities in research centers, the supporting
265 materials will include a letter from his or her center director which documents the
266 candidate’s performance in the center and his or her contributions to and standing in their
267 professional field. Letters will also be solicited from external reviewers in all cases
268 concerning promotion of NTT research faculty and in cases concerning promotion of
269 NTT clinical faculty to professor for outside evaluation of their research contributions to
270 the field.

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3. Departmental Promotion and Tenure Manual

Departments may adopt a promotion and tenure manual to clarify or make more specific the policy and procedures contained in the college’s Promotion and Tenure Manual. In the absence of such a departmental manual, the college’s manual is assumed to apply. The departmental promotion and tenure manuals are subject to approval by the Dean upon recommendation from the College Committee on Promotion and Tenure. Formal and significant faculty participation must be part of the development and revision of the departmental manual, but the precise way in which this participation is achieved is the responsibility of the department. The department manual must be consistent with the College’s Promotion and Tenure Manual and with all policies of the University and the Board of Regents. Any revisions of the departmental manual are subject to approval by the Dean upon recommendation from the College Committee on Promotion and Tenure.

4. Departmental Promotion and Tenure Committees

Each department will have a promotion and tenure committee that reviews and evaluates the credentials of all faculty members being considered for promotion to assistant professor or promotion to associate professor with tenure. This committee consists of all tenured associate professors and professors in the department. (Being a candidate for promotion to professor does not exclude the candidate from serving on this committee.) Each department will also have a promotion and tenure committee that reviews and evaluates the credentials of all faculty members being considered for promotion to professor or being considered for tenure at the rank of professor. This committee consists of all the tenured professors in the department. The chairs of these committees shall be appointed by the department chair. Departmental chairs are nonvoting members of the departmental promotion and tenure committee.

5. Evaluation of Candidates

The departmental committees on promotion and tenure and the departmental chair independently evaluate the credentials of all candidates in the department during the Summer and Fall semesters. A candidate’s credentials must be submitted to the departmental committee and the departmental chair in the form required in the College’s Promotion and Tenure Manual. Both the departmental chair and the departmental committee evaluate the credentials according to the criteria set forth in the departmental promotion and tenure manual and the College’s Promotion and Tenure Manual. Letters from at least four outside reviewers must be among the information considered by the chair and the departmental committee.

After reaching its decision, but **not later than October 6**, the departmental committee sends the chair of the department a written statement of its recommendation, along with a detailed justification of it. The statement from the departmental committee must be

316 signed by the committee chair and all committee members who agree with the
317 recommendation and justification. Committee members who do not agree with the
318 recommendation of the departmental committee must so indicate in writing. Any
319 member of the committee may provide separate statements indicating differences of
320 opinion in the justification, in the recommendations, and in the reasons for these
321 recommendations.

322
323 After reaching his/her decision not later than **October 16**, the departmental chair
324 prepares a statement indicating his/her recommendation which contains evaluation of the
325 candidates in all three areas described in the AYSPS P&T Manual's section, Direction
326 for Departments and Departmental I.B. .

327
328 Departmental chairs, not later than **October 16**, in accordance with University Policy
329 will notify in writing each candidate of his/her recommendation and include a copy of the
330 departmental promotion and tenure committee review and any minority reports.

331
332 The departmental chair, not later than **October 18**, must forward to the College
333 Committee on Promotion and Tenure the evaluation of the departmental promotion and
334 tenure committee and the departmental chair statement.

335
336 The candidate has the right to respond in writing not later than **October 24** to any or all
337 of these evaluations to the College Committee on Promotion and Tenure. Copies of the
338 candidate's response will be included in the dossier sent forward to higher levels in the
339 decision process.

340
341 A candidate who wishes to withdraw from further consideration may do so by informing
342 the department chair in writing prior to the deadline for submitting recommendations to
343 the Dean. The candidate will have at least five working days from date of department
344 chair's decision in which to respond, but not later than **October 24**.

345
346
347 **II COLLEGE**

348
349 The procedure and the criteria to be used for evaluating a candidate are those described in
350 the edition of the College's Promotion and Tenure Manual that is in effect on January 31
351 of the calendar year in which the department and college reviews of the candidate occur.
352 The College Committee on Promotion and Tenure is charged by the Bylaws of the
353 College with making recommendations to the Dean regarding the promotion and/or
354 tenure of all candidates.

355
356 The departmental chair is responsible for providing the College Committee on Promotion
357 and Tenure with:

358

- 359 (A) the dossier submitted by the candidate;
360
361 (B) copies of all letters from outside reviewers;
362
363 (C) copies of the statements of recommendations from the departmental
364 committee, any individual committee member, and the departmental chair; and,
365
366 (D) any written responses from the candidate to prior evaluations.
367

368 The College Committee on Promotion and Tenure reviews the candidate's record of
369 accomplishments and analyzes the evaluations of the candidate's accomplishments
370 contained in the statements of recommendation from the department and departmental
371 chair, and from the letters from outside reviewers. It assesses whether, according to the
372 published criteria and standards of the department and College, the recommendations for
373 or against promotion are justified in light of the evaluations presented by the department,
374 the departmental chair, and the outside reviewers. Specifically, it seeks to ascertain
375 whether or not sufficient evidence has been presented regarding the quality of the
376 candidate. If the Committee has reason to believe that one or both of the departmental
377 recommendations have not been adequately substantiated, it may seek additional
378 information from the department. If there are inconsistencies among the departmental
379 statements and letters from the outside reviewers, it assesses the extent, if any, to which
380 these inconsistencies militate against a recommendation for promotion/tenure.
381

382 If, as a result of its deliberations, the Committee concludes that a positive
383 recommendation for promotion/tenure is warranted by the evaluation provided by the
384 departmental committee, departmental chair, and the outside reviewers, it will so
385 recommend and also provide a summary of this record and evaluations as part of its
386 report to the Dean not later than **November 6**. If the Committee concludes that a positive
387 recommendation is not justified by the record and the evaluations, it will recommend
388 against promotion/tenure and also provide a summary of the record and evaluations in its
389 report to the Dean not later than **November 6**. The report of the Committee must be
390 signed by the Committee chair and all Committee members who agree with the
391 recommendation and justification. Committee members who do not agree with the
392 recommendation or justification, must so indicate in writing. Any member of the
393 committee may provide separate statements indicating differences of opinion in the
394 justification, in the recommendations, and in the reasons for these recommendations.
395

396 The Dean will inform (e-mail or memo) the departmental chair of the recommendation
397 received from the College Committee on Promotion and Tenure not later than **November**
398 **14**.
399

400 The Dean will inform the candidate in writing of the recommendation received, not later
401 than **November 16**, from the College Committee on Promotion and Tenure. The

402 candidate has the right to respond in writing to the College Committee’s evaluation, and
403 a copy of the candidate’s response will be included in the dossier reviewed at all higher
404 levels. The candidate will have at least five working days from receipt of the College
405 Committee on Promotion and Tenure recommendation in which to respond, but not later
406 than **November 23**.

407
408 The Dean reviews the recommendations from the College Committee on Promotion and
409 Tenure, the evaluations of the outside reviewers, the department, the departmental chair,
410 and any responses from the candidate. At the same time, the Dean takes into account the
411 relationship between the candidate’s potential contribution and the needs of the
412 department and college.

413
414 Upon receipt and review of the reports and supporting materials from the earlier reviews,
415 the Dean makes the final decision regarding the College’s recommendation for promotion
416 and/or tenure. The Dean will inform the departmental chair of this decision before the
417 candidate is notified. The candidate will be informed in writing of the Dean’s decision
418 within ten working days following departmental chair notification, but not later than
419 **December 3**. The candidate will be provided with a copy of the Dean’s report and
420 recommendation. The candidate will have at least five working days from receipt of the
421 Dean’s written decision in which to respond in writing to the Dean, but not later than
422 **December 10**, and will have ten working days from receipt of the Dean’s written
423 decision to appeal to the Provost a negative recommendation of the Dean, but not later
424 than **December 17**.

425
426 A candidate who wishes to withdraw at this point from further consideration may do so
427 by informing the Dean in writing prior to the **December 17** deadline for submitting
428 recommendations to the Provost.

429
430 The Dean will forward all recommendations, positive and negative, to the Provost and
431 Vice President for Academic Affairs not later than **December 18**, unless the candidate
432 chooses to withdraw. This recommendation is accompanied by:

- 433
434 (A) copies of the evaluations from the departmental committee and the
435 departmental chair, including any minority reports from the committee;
436
437 (B) copies of all letters from outside reviewers;
438
439 (C) a copy of the report and recommendation provided by the College’s
440 Committee on Promotion and Tenure together with any minority reports; and,
441
442 (D) any written responses from the candidate to prior evaluations.
443

444 A candidate, who is not recommended by the Dean, may appeal the Dean’s decision to
445 the Provost. This appeal must be made in writing no later than ten working days from
446 receipt of the Dean’s written decision, but not later than **December 17**. This statement of
447 appeal may include responses to any of the recommendations, statements, or minority
448 reports. (See Appeals Section below.)
449

450
451 **III. UNIVERSITY AND BEYOND**
452

453 All recommendations for the promotion and/or tenure forwarded to the Chancellor’s staff
454 for presentation to the Board of Regents must be approved by the President of the
455 University, who is charged with responsibility for the supervision of all personnel at the
456 University. Ultimately, the Board of Regents awards promotion and/or tenure to a
457 faculty member; thus, all candidates recommended for such must be judged to meet the
458 requirements of the Board of Regents that are given verbatim in sections 803.07, 803.08,
459 and 803.09 in the Policy Manual of the Board of Regents.
460

461 The University has established procedures and criteria for appeals of College
462 recommendations as well as for appeals of the decisions of the President. These
463 procedures and criteria may be obtained from the Office of the Provost.
464

465 The promotion and tenure recommendations are considered at the April Board of Regents
466 meeting.
467

<p>CRITERIA FOR JUDGING CANDIDATES FOR PROMOTION AND TENURE IN THE ANDREW YOUNG SCHOOL OF POLICY STUDIES</p>

468
469 **I. TERMS OF EVALUATION TENURED AND TENURE TRACK**
470

471 The work of candidates will be evaluated as excellent, good or poor in each of the three
472 areas of assessment: instruction, scholarship, and service.
473

474 An evaluation of excellent in the area of instruction means that the faculty member
475 demonstrates an ability to communicate and work effectively with students, to provide
476 them with the current concepts, information, theories, and explanations required for
477 mastery of the field in which the faculty member teaches, and, where the opportunity
478 exists, to guide them successfully in individual projects. An evaluation of good in the
479 area of instruction means that the faculty member is successful in providing students with
480 the basic materials of the subject matter taught.
481

482 An evaluation of excellent in the area of scholarship means, at the level of promotion to
483 associate professor, that the faculty member has produced a considerable body of work
484 that is recognized as important by leaders in his/her field of research, both within and
485 outside the university, and that leads them to view the faculty member as having the
486 potential to be a leader in his/her field in the near future. An evaluation of good in the
487 area of scholarship means, at the level of promotion to associate professor, that the
488 faculty member has produced a body of work that shows a commitment to scholarship in
489 his/her field and that indicates scholarly progress is both possible and likely. In addition
490 to articles in refereed journals, other types of publications are also important. Thus “body
491 of work” includes, but is not necessarily limited to, referred journals articles, books, book
492 chapters, reports, non-referred journal articles, grant applications that involve new ideas,
493 essays, and cases.”

494
495 An evaluation of excellent in the area of scholarship at the level of promotion to
496 professor means that the faculty member has established a national or international
497 reputation as a leader in his/her field, i.e. as one who has made, and who continues to
498 make, substantial and significant contributions to the literature, and as one whose work
499 has had a marked impact on the work of others.

500
501 Scholarship shall be evaluated principally on the basis of its contribution to issues
502 relevant to the Andrew Young School of Policy Studies. Contribution refers to how the
503 scholarship advances the understanding of an issue or the solution to an issue. Issues
504 relevant to the Andrew Young School of Policy Studies include policy issues, as well as
505 all subject mater, broadly defined, of the departments within the Andrew Young School
506 of Policy Studies. The quality, reputation, and readership of the publication outlet are
507 important as indicators of the contribution of the research.

508
509 An evaluation of excellent in the area of service at the level of promotion to associate
510 professor means that the faculty member has made valuable service contributions to the
511 department and has been involved in service activities beyond the departmental level,
512 e.g., in centers, on college or university committees, in professional or academic
513 associations. Exceptional service at the departmental level may partially compensate for
514 a lack of service beyond this level. An evaluation of good in the area of service at the
515 level of promotion to associate professor means that the faculty member has played a
516 useful role in the service activities of the department and school and shows promise of
517 making greater contributions in the future, both within and outside the department.

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519
520 An evaluation of excellent in the area of service at the level of promotion to professor
521 means that, in addition to service to the department, the faculty member has rendered
522 extensive, effective, and valuable service to centers and/or at the college or university
523 level, and/or in academic/professional associations. An evaluation of good in the area of
524 service at the level of promotion to professor means that the faculty member has made

525 valuable service contributions in at least one area or on at least one level over the period
526 of time since the last promotion.

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529 **II. TERMS OF EVALUATION NON-TENURE TRACK (NTT)**

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531 The recommended policy adopts the broad definitions of what constitutes good and
532 excellent performance in the areas of instruction, scholarship, and service that apply to
533 tenure track faculty for non-tenure track faculty as well. However, these broad
534 definitions allow for considerable flexibility, and they can be interpreted to fit
535 expectations for the performance and contributions of NTT faculty that differ somewhat
536 from those for tenure track faculty members. In the case of NTT research assistant and
537 associate professors, for example, scholarly contributions to policy issues relevant to the
538 AYSPS will be evaluated on the basis of research reports and other work products and
539 contributions produced in the course of applied research projects in a research center
540 along with more traditional books and refereed journal articles.

541

542 The broad definitions of what constitutes good and excellent performance in the areas of
543 instruction, scholarship, and service on the part of NTT faculty seeking promotion will be
544 the same as those stipulated for tenure track faculty. However, in the case of NTT
545 research assistant and associate professors, their scholarly contributions to policy issues
546 relevant to the AYSPS will be evaluated within the context of their principal
547 responsibilities and performance in a research center.

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550 **III. CRITERIA FOR TENURED AND TENURE TRACK**

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552 **1. Assistant Professor**

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

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Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Excellent
Scholarship	Good
Service	Good

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2. Tenure at the Rank of Assistant Professor

Under highly unusual circumstances a candidate at the rank of Assistant Professor may be recommended for tenure only. In such cases, the candidate and his/her department must present compelling evidence of exceptional achievement and singular value to the University in one area and achievements evaluated as at least good in the other two areas. Recommendations for tenure without promotion should be exceedingly rare.

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3. Associate Professor

In order to be recommended for promotion to the rank of Associate Professor, a candidate must present evidence that he/she is recognized by professionals outside Georgia State University as a person who contributes to the advancement and development of his/her field of research. The rank of Associate Professor requires a commitment and potential to continue to be professionally active and genuinely productive. Since teaching and service are integral parts of the University's mission, each candidate for Associate Professor must be judged to be contributing significantly to the instructional and service activities of the University. In order to be recommended for promotion to Associate Professor, a candidate must be judged excellent in the area of scholarship, and at least good in the remaining two areas.

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Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Good
Scholarship	Excellent
Service	Good

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4. Tenure at the Rank of Associate Professor

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

5. Professor

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

Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Excellent
Scholarship	Excellent
Service	Good

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6. Tenure at the Rank of Professor

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

7. Exceptions

Exceptions to these criteria for teaching and service will be made in cases in which the faculty appointment was principally administrative, e.g., dean, associate dean, departmental chair, or center or program director. In such cases, expectations regarding the quantity, but not the quality, of teaching and the expectations regarding the nature of service will be modified to reflect the nature of the appointment.

621 **IV. CRITERIA FOR NON-TENURE TRACK (NTT) PROMOTION**

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1. Promotion Process

AYSPS procedures for application for promotion and the review of applications for promotion of non-tenure track faculty will follow the same steps and calendar as those for tenure track faculty members. Where relevant, the supporting materials submitted for promotion will include a letter from the faculty member’s center director which documents the candidate’s performance in the center and his or her contributions to and standing in relevant professional field. Letters from external evaluators will be required in all cases of NTT associate professors being considered for promotion to full professor and in cases of NTT research assistant professors applying for promotion to associate professor, but they will not be required in cases of NTT clinical assistant professors being considered for promotion to associate professor.

NTT research assistant professors work in research centers in the School and are expected to contribute to the service work of their department. They are not necessarily expected to teach courses on a regular basis, and teaching assignments in regular degree programs are often impractical due to these faculty members’ schedules and project commitments. Thus, they must be rated as excellent in scholarship and at least good in service in order to be promoted to associate professor.

In order to be promoted to full professor, a NTT research faculty member should be engaged to some extent in the full range of professorial responsibilities in a department and thus must be rated as at least good in instruction as well as excellent in research and at least good in service.

2. Promotion to Associate Professor

In order to be promoted to the rank of Clinical Associate Professor, a NTT candidate must be judged excellent in instruction and at least good in service. Performance in scholarship will not be a required criterion in this decision.

In order to be promoted to the rank of Research Associate Professor, a NTT candidate must be judged excellent in scholarship and at least good in service. Performance in instruction will not be a required criterion in this decision.

Minimum Necessary Ratings

Assessment Area	Non-Tenure Track Teaching Faculty	Non-Tenure Track Research Faculty
Instruction	Excellent	NR
Scholarship	NR	Excellent
Service	Good	Good

NR=Not Required

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3. Promotion to Professor

In order to be promoted to the rank of Clinical Professor, a NTT candidate must be judged excellent in instruction and at least good in both scholarship and service.

In order to be promoted to the rank of Research Professor, a NTT candidate must be judged excellent in scholarship and at least good in both instruction and service.

Minimum Necessary Ratings

Assessment Area	Non-Tenure Track Teaching Faculty	Non-Tenure Track Research Faculty
Instruction	Excellent	Good
Scholarship	Good	Excellent
Service	Good	Good

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<p>DIRECTIONS TO CANDIDATE FOR SUBMITTING MATERIALS TO THE DEPARTMENTAL COMMITTEES ON PROMOTION AND TENURE</p>

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I. INSTRUCTIONS AND COMMENTS ON SUBMISSION OF DOSSIER

Each candidate must submit a dossier with documentation that describes his/her activities. The dossier should be able to make the case by itself (i.e., without formal or informal oral discussion, or presentations) with respect to the candidate's qualifications. Two copies of the dossier (1 hard copy and 1 electronic copy) are required to facilitate timely review by the various parties included in the review process.

Candidates for promotion whose last promotion was at Georgia State University must not submit work performed prior to the submission of the dossier for their last promotion

689 (with the exception of those promoted to assistant professor from instructor and given
690 probationary credit).

691
692 Candidates submit complete dossiers (1 hard copy and 1 electronic copy) to the
693 appropriate departmental chair by **August 31**. After this date, materials can be added to
694 the dossier until the departmental promotion and tenure committee makes its
695 recommendation to the departmental chair but not later than **October 4**. The additional
696 materials will be provided to the departmental chair who will notify all members of the
697 departmental promotion and tenure committee that additional materials have been added
698 to the dossier. Once the departmental committee has made its recommendation, no
699 material, except written replies to reports of subsequent evaluations of the dossier, may
700 be added to the dossier. The dossier is considered closed as of this date, and all parties
701 involved in the review of the candidate's credentials will have access to exactly the same
702 information in the dossier.

703
704 Once a dossier is submitted to the College Committee on Promotion and Tenure, it can be
705 viewed only by the members of the Committee, the administrative secretary of the
706 Committee, and administrative officials at the college and the university charged with the
707 responsibility for reviewing candidates for promotion and/or tenure. This policy is
708 strictly enforced; candidates should not submit the only copies of materials if they might
709 be needed before the Committee returns the dossier in the spring semester.

710
711 Candidates must follow the directions for categorizing supporting evidence submitted on
712 scholarship, instruction, and service. The categories given for the division of materials in
713 these areas should not be regarded as limiting or exclusive, and candidates may make
714 additions.

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717 **II. INSTRUCTIONS FOR PHYSICAL FORM OF DOSSIER**

718
719 All materials should be placed in three-ring, large capacity notebooks. Each section in
720 each of the three areas should be clearly separated from the others by dividers. Avoid the
721 use of staples and paper clips and filling the notebooks to capacity.

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723 The dossier may be returned for revision if the materials in the dossier are not submitted
724 in the standard format.

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728 **III. FORMAT FOR DOSSIER**

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

Name
Highest Degree
Present Rank
Department
Date of GSU Appointment and Rank Awarded
Number of Years of Credit for Prior Service
(A copy of the letter stating the award should be attached.)
Leaves of Absence
(Description and Purposes)
Dates and Places of Previous Promotions and Ranks Awarded
Areas of Specialization
Proposed Rank

2. Departmental chair’s memorandum of recommendations and analysis to the Dean.
3. Statement of recommendation from the departmental committee on promotion and tenure.
4. Candidate written responses to the statements of recommendation.
5. Summary resumes of external reviewers.
6. Letters from the external reviewers.
7. Index tabs with the following labels (underscored words), followed by the materials.
8. Table of Contents (note: the items listed above will be received and prepared by the departmental chair subsequent to the candidate preparing and submitting credentials to the academic unit for review, thus the table of contents will only include the items listed below as submitted by the candidate).
9. Resume in the order specified in Appendix B.

- 771
772 10. Comprehensive statement from the candidate addressing the candidate’s goals,
773 performance, and record with respect to scholarship, instruction, and service.
774 This statement must include a statement of the candidate’s teaching philosophy.
775
- 776 11. Lists of Accomplishments and Supporting Evidence for Scholarship, Instruction,
777 and Service, as follows:
- 778 A. In order to determine whether or not candidates meet the criteria given in
779 the College’s Promotion and Tenure Manual and the criteria given in the
780 departmental manuals, the committees will review the credentials of all
781 candidates in the areas of scholarship, instruction, and service. This
782 review will consider only the material and documentation present in a
783 candidate’s dossier (as well as any information received from outside
784 reviewers and information received from the departmental chair and the
785 departmental promotion and tenure committee). In each of the main areas,
786 the College’s Promotion and Tenure Manual identifies major categories or
787 subsections into which the activities of most candidates can be logically
788 divided; however, some candidates may not have activities to report in all
789 of the categories listed in the College’s Promotion and Tenure Manual.
790 The documentation should be placed immediately after the list of
791 accomplishments for a specific category and in the same order used in the
792 list.
793
- 794 B. Explicit instructions are given in the following sections for the
795 arrangement of the lists of accomplishments and the supporting
796 documentation. Most of the materials submitted by a candidate can be
797 placed in one of the categories listed later in the College’s Promotion and
798 Tenure Manual for scholarship, instruction, or service. Materials
799 inappropriate for listed categories must be placed in a separate category at
800 the end of the area.

801
802
803 **IV. CATEGORIES FOR SCHOLARSHIP**

804
805 Normally, all candidate’s accomplishments in this area can be listed logically in one of
806 the categories given below. If this is not the case for some items, the candidate may
807 create new categories and list the accomplishments under the new headings.
808

809 For multiple-authored works and collaborative projects, the candidate and (when
810 possible) the department should assess and explain in detail the degree of the candidate’s
811 contribution to the work.
812

813 **1. Participation in Professional Associations:**

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A list of memberships in professional associations and participation at professional meetings should be provided. Items in this category should be arranged as follows:

- A. Memberships in Professional Associations.
List current memberships.
- B. Presentations at Professional Meetings and Conferences
Title and date of presentation, name and location of meeting. A one or two sentence description of the presentation.
- C. Offices Held in Professional Associations.
Title, dates of term, and methods of selection.

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

- A. Published Articles and Those Accepted for Publication.
Title of article, journal, volume, date (or projected date of publication), names of the authors as they appear in print, and a one or two sentence description of the publication, including an assessment of its contributions to the discipline. Clear indication should be given of whether the article has been published or only accepted for publication, and whether the journal is refereed. The department's evaluations of these articles should include assessments of the relative prestige of the journals within the candidate's fields of interest; it is not expected that publications will necessarily be in journals directly related to the candidate's departmental orientation.
- B. Published Books and Monographs and Those Accepted for Publication.
Title, publisher, and date of publication or projected publication, and a one or two sentence description of the work, including an assessment of its contribution to the discipline. For works only accepted for publication, clear indication should be given of whether an item is a book manuscript in press and scheduled for publication at a more or less definite date, or a book project for which a contract has been awarded and a manuscript is to be submitted to the publisher in the future.

- 852
853 C. Reports, Essays, Book Chapters.
854 Title, where published, and date of publication or projected publication,
855 and a one or two sentence description of the work, including an
856 assessment of its contribution to the discipline.
857
858 D. Book Reviews.
859 Title, author, place of appearance, and date of publication or projected
860 publication.
861
862 E. Papers Under Review and In-process.
863 For each paper under review, state where it has been and is being
864 considered, and provide referee reports, if any.
865
866

867 DOCUMENTATION

868
869 Provide copies of items listed in paragraphs A, B, C, and E above.
870

- 871 3. **Awards and Grants:** List scholarships, fellowships, travel awards, professional
872 development grants, grants funded by local agencies, and grants from national
873 agencies. Indicate the amount of the award, the schedule of funding, the period of
874 the award, and the precise role of the investigator and any other co-principal or
875 co-investigator in the research or creative activities funded.
876
877 4. **Significant Professional Services:** List memberships on editorial boards,
878 activities as referee for scholarly journals, activities as referee for granting
879 agencies, memberships on evaluation panels, and services as critic, juror, and/or
880 consultant for professional organizations. The list should include dates of service.
881
882 5. **Recognition by National, Scholarly, and Professional Associations:** List and
883 include titles of honors, awards, fellowships, and internships.
884
885 6. **General Recognition Within One's Field:** List requests for colloquium
886 presentations or workshops, reviews of publications, and citations and references
887 to the candidate's work by others.
888
889 7. **Specialized Professional Activities Appropriate to the Discipline:** Included
890 here are materials for which descriptions are not presented in any of the other
891 categories above.
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893 V. CATEGORIES FOR INSTRUCTION

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

1. **Courses Taught:** The candidate must provide a copy of the most recent syllabus used for each course taught since he/she was hired or last promoted. Only one syllabus for each different course is required. The candidate must provide a list of courses taught indicating the quarter or semester, the title and course number, and the number of students in the course.
2. **Perception of Students:** Summary of the student questionnaires must be provided for courses taught. Written comments may be included.
3. **Honors or Special Recognition for Instruction:** These should be listed in tabular form.
4. **Independent Studies, Honors Theses, Theses, and Dissertations:** for each item include the name of student, title of project, date completed, and candidate's role.
5. **Published Materials:** Textbooks and published articles related to the candidate's teaching. A copy of each must be provided.
6. **Other Materials** that bear on the evaluation of instruction. Candidates are encouraged to include in their dossiers as many as possible of the materials identified by them as relevant to the assessment of instruction. It is important to note that a candidate must not solicit letters of support from students, faculty colleagues, or friends and include those letters in the dossier; however, this does not pertain to independent peer reviews of teaching.

VI CATEGORIES FOR SERVICE

The College Committee on Promotion and Tenure considers only service activities related to candidates' areas of professional competence. Service open to any responsible citizen must not be included. Extra remuneration for academic or public service should not preclude its inclusion. However, such service will be considered primarily on the

938 basis of its direct benefits to Georgia State University. Letters of recommendation from a
939 candidate's department should discuss this category. In areas where a candidate believes
940 substantial contributions have been made (as may be indicated in the candidate's
941 statement on service), it is appropriate for the department to solicit information about the
942 effectiveness or importance of the candidate's service and to speak to this effectiveness
943 and importance in its letters. Given the mission of the Andrew Young School, collegiality
944 and cooperation among faculty and researchers of several disciplines and research centers
945 are emphasized. The School's focus on applying research and theory to practice through
946 the interaction of academic departments and research centers, service contributions that
947 enhance these values are especially encouraged. Examples include senior co-authorships
948 with junior faculty; attracting funding that helps support other faculty and graduate
949 students not under the candidate's own direction; helping other faculty with professional
950 contracts; reviewing and assisting with manuscripts of other faculty members; being
951 regularly available to colleagues and students outside of regular office hours and class
952 times; frequent attendance at guest speaker seminars and other School events;
953 participation in candidate job interviews and presentations across the School; providing
954 intellectual leadership in research, instruction or service that benefits other faculty,
955 students and other constituents; and assisting PTIs and GTAs with course development
956 and instructional activities, such as mentoring and giving guest lectures.

- 957
- 958 1. **Assistance and Availability to Colleagues:** List consultation about educational
959 problems, reviews of manuscripts, collaboration on research projects, assistance
960 with projects, and contributions to programs in other concentrations, areas, or
961 colleges. The candidate should indicate ways in which he/she regularly make
962 himself/herself accessible to his/her colleagues.
963
 - 964 2. **Contributions to Department:** List memberships on departmental committees,
965 development of programs, and activities. List only contributions not already
966 included in instruction or scholarship.
967
 - 968 3. **Contributions to Research Centers:** List formal associations and appointments
969 in research centers, and projects, programs, reports, committees, grant
970 submissions, and presentations in which the candidate has have participated under
971 the aegis of these centers.
972
 - 973 4. **Committee Responsibilities at the College, University or System Level:** List
974 committees and periods of service.
975
 - 976 5. **Support of Local, State, National or International Organizations:** List
977 consultantships, memberships on advisory boards, and offices held, and include
978 dates of service.
979

- 980 6. **Significant Community Participation:** List lectures, speeches, presentations,
981 performances, and short courses, and include dates.
982
983 7. **Meritorious Public Service:** List assistance to governmental agencies and
984 development of community, state, or national resources and include dates.
985
986

DIRECTIONS FOR DEPARTMENTS AND DEPARTMENTAL CHAIRS

- 987
988 **I. RECOMMENDATION AND EVALUATION**
989
990 A. Each candidate must present his/her complete dossier (1 hard copy and 1
991 electronic copy) to the chair and appropriate departmental committee not later
992 than **August 31**. The Dean provides at least four letters from outside reviewers to
993 the chair and appropriate departmental committee no later than **August 17**. The
994 candidate's dossier and letters from outside reviewers constitute the complete set
995 of materials to be evaluated by the departmental committee.
996
997 B. The appropriate departmental committee on promotion and tenure must forward
998 to the departmental chair a written evaluation of each candidate, but not later than
999 **October 6**. Each evaluation should consider each of the three areas: Scholarship,
1000 Instruction, and Service. For each area a forthright and detailed assessment of the
1001 accomplishments of the candidate should be given. Care should be taken to
1002 correlate the appraisals with the materials in the dossier. If a particular
1003 accomplishment is thought to be significant, then reasons should be given for this
1004 judgment. Also, each section must contain a statement explaining why the
1005 candidate is thought to meet the criteria given the College's Promotion and
1006 Tenure Manual and the specific criteria outlined in any departmental manual. A
1007 concluding section stating the committee's overall recommendation, with reasons
1008 in support of it, must be included. Each member of the committee must indicate
1009 in writing his/her acceptance of the recommendations. Members of the
1010 committee who disagree with the recommendations must so indicate, and must
1011 provide in writing their reasons for doing so.
1012
1013 C. The departmental chair must forward to the College Committee on Promotion and
1014 Tenure the evaluation of the departmental promotion and tenure committee and a
1015 statement that contains his/her evaluation of the candidate in all three areas not
1016 later than **October 18**. The chair's statement should follow the guidelines above
1017 in B.
1018

1019 D. The evaluations of candidates from the departmental committees on promotion
1020 and tenure and departmental chairs are due to the College Committee on
1021 Promotion and Tenure not later than October 18.
1022

EXTERNAL REVIEWS

1023
1024 Written external reviews of a candidate's research and publications are required for all
1025 promotion and tenure decisions. A minimum of four substantive external reviews must
1026 be obtained on each candidate for promotion and tenure. Individuals selected as external
1027 reviewers should normally be senior faculty at other universities with academic
1028 reputations equal to or better than Georgia State University; in any case, they should be
1029 qualified to evaluate the candidate's research and publications output in terms of its
1030 significance, quality and overall contribution to the field.
1031

1032 **1. Determination of external reviewers.**
1033

1034 By **May 2**, the candidate will submit to the department chair a list of at least six
1035 (preferably 8) potential external reviewers. By **May 16**, in consultation with senior
1036 faculty in the department in the candidate's area of expertise, the department chair
1037 will develop a list of at least six (preferably 8) external reviewers, which will
1038 include at least three of the reviewers on the candidate's list. By **June 1**, the
1039 department chair will informally contact the potential reviewers to determine their
1040 willingness to complete the review. The number of reviewers on the list should
1041 be adequate to insure that at least four substantive reviews will ultimately be
1042 received. In any case, it is the responsibility of the department chair to assure that
1043 an adequate number of substantive reviews are received from qualified reviewers.
1044

1045 **2. Solicitation of external reviews.**
1046

1047 All letters soliciting these reviews will be written by the Dean and mailed to the
1048 external reviewers by **June 15**, requesting and **August 1** Deadline response. Each
1049 external reviewer will be sent the candidate's resume and copies of the
1050 candidate's significant publications or other research output (except lengthy
1051 books and monographs, for which a copy of the title page and table of contents
1052 will be provided). If the number of publications is extensive, then sample of the
1053 most significant publications selected by the candidate in consultation with the
1054 department chair will be sent. By **June 1**, the candidate will provide to the
1055 department chair for review the resume and copies of other materials to be sent to
1056 the external reviewers.
1057

1058 The external reviewer will be asked to evaluate the candidate's research and
1059 publications output in terms of its significance, quality and overall contribution to
1060 the field. All responses shall be addressed to the Dean. The reviews of the
1061 external reviews will become part of the candidate's dossier and will be available
1062 to all internal reviewers, including the departmental committee on promotion and
1063 tenure. The reviews will not be made available to the candidate unless
1064 adjudication under the Georgia Open Records Law results in the reviews
1065 becoming public.

1066
1067 **3. Resume data on external reviewers.**
1068

1069 As part of the candidate's dossier, the information to be provided on external
1070 reviewers is a listing prepared by the head of the academic unit (compiled
1071 consecutively on 1-2 sheets of paper) of all the external reviewers with the
1072 following information:

- 1073 1. Name
- 1074
- 1075 2. Current affiliation
- 1076
- 1077 3. Biographical/resume data
- 1078
- 1079

1080 This summary is to be incorporated in the dossier to be submitted to the College
1081 Committee on Promotion and Tenure.
1082
1083
1084

APPEALS

1085
1086 The following provisions pertaining to appeals of promotion or tenure recommendations
1087 originate with the GSU document titled “Policy on Promotion, Tenure Development for
1088 Tenure Track Faculty” approved by the University Senate.
1089
1090

1091 **I. APPEAL OF NEGATIVE RECOMMENDATION BELOW DEAN’S LEVEL**

1092
1093 Appeals of a negative recommendation by the College Committee on Promotion and
1094 Tenure, by the departmental promotion and tenure committee or the department chair will
1095 be heard by an appeals committee established for that purpose by the College’s Faculty
1096 Affairs Committee in accordance with College’s Bylaws. The grounds for appeal shall
1097 be procedural errors detrimental to the candidate on the College and/or Departmental
1098 level, specifically failure by any committee or individual involved in the promotion and
1099 tenure review to follow the promotion and tenure review processes and evaluative criteria
1100 specified in the Andrew Young School of Policy Studies Promotion and Tenure Manual
1101 in effect on January 31 of the calendar year in which the department and college reviews
1102 of the candidate occur. A difference in the evaluation of the candidate’s
1103 accomplishments among departmental committee on promotion and tenure, the College
1104 Committee on Promotion and Tenure, and/or the department chair is not an adequate
1105 basis for appeal.
1106
1107

1108 **II. APPEAL OF NEGATIVE RECOMMENDATION BY THE DEAN**

1109
1110 The Dean will provide the candidate within ten working days from receipt of the
1111 College’s final decision, but not later than **December 3**, a written statement citing
1112 reasons for a negative decision. Upon receipt of this statement, the candidate will have
1113 ten working days, but not later than **December 17** to appeal the negative
1114 recommendation to the Provost. The grounds for appeal will be procedural errors
1115 detrimental to the candidate. Such procedural errors may include violations of due
1116 process, such as arbitrariness, capriciousness, and discrimination, as well as bias and
1117 other forms of nonprofessional judgment on the part of any person or group involved in
1118 the promotion and tenure review. A difference in the evaluation of candidate’s
1119 accomplishments among departmental committee on promotion and tenure, the College
1120 Committee on Promotion and Tenure, the departmental chair and/or the dean is not an
1121 adequate basis for appeal. The appeal to the Provost must be in writing and must provide
1122 a specific statement of the basis for the appeal. New information (e.g., in-process,
1123 accepted or published scholarship) which substantially alters the nature of the record as
1124 reviewed within the College may not, however, be included. Any such new information

1125 may instead be the basis for re-consideration of the recommendation at the appropriate
1126 college or unit level.
1127

THIRD YEAR REVIEW

1128
1129
1130 A formal review of any untenured faculty member will be conducted at the end of that
1131 faculty member's third year.
1132

1133
1134 **I. PURPOSE OF THIRD YEAR REVIEW**
1135

1136 The purpose of the review is to assess the faculty member's progress toward tenure,
1137 determine whether sufficient progress is being made to warrant retaining the faculty
1138 member, and to offer advice to the faculty member regarding the achievement of
1139 promotion and tenure.
1140

1141
1142 **II. DATE OF THIRD YEAR REVIEW**
1143

1144 The review will occur during the Spring Semester of what would be the faculty member's
1145 third full year.
1146

1147 **III. THIRD YEAR REVIEW COMMITTEE**
1148

1149 A review committee of at least three department tenured faculty members will be elected
1150 by the department's tenured faculty no later than **March 1**. The review committee
1151 members will select its chair.
1152

1153
1154 **IV. MATERIALS TO BE REVIEWED**
1155

1156 The newly elected third year review committee will review the faculty member's
1157 research, teaching, and service activities. The faculty member will supply, by **March 1**,
1158 the appropriate documentation for the committee to make such a review, including:
1159

- 1160 # Resume;
- 1161
- 1162 # Copies of published and unpublished research;
- 1163
- 1164 # Teaching evaluations.

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V. THIRD YEAR REVIEW COMMITTEE REPORT

A written report will be prepared by the review committee and presented to the departmental chair, with a copy to the faculty member, by **April 1**. The report will contain an evaluation of the faculty members progress toward tenure in each of the three areas of teaching, research, and service; a recommendation regarding retention of the faculty member, and; observations and thoughts regarding what changes, if any, the committee believes the faculty member needs to make if the faculty member is to achieve promotion and tenure. The committee must have clear evidence that the faculty member is not making reasonable progress toward tenure before recommending dismissal. If the committee recommends that the candidate be dismissed, the departmental chair will request a vote of the department’s tenured faculty on the issue of whether to recommend to the departmental chair the dismissal of the candidate.

The departmental chair may call a meeting of the departmental Promotion and Tenure Committee to discuss the report. The departmental chair will meet with the faculty member to discuss the report of the committee.

The departmental chair will prepare a separate memorandum. Both the written report from the review committee and the memorandum from the departmental chair will be sent to the Dean not later than **May 1**. In turn, the Dean will prepare a memorandum and will forward the memorandum, along with letter from the review committee and the memorandum from the departmental chair, to the Provost not later than **May 31**.

The Provost reviews all College’s Third Year Review documents in the period of **June through August**. After the Provost has added comments, all letters, memoranda, and comments will be sent to the faculty member with copies to the other parties involved in the review. At this point, the faculty member may, if desired, provide a written response. The response should be sent to all parties involved in the review.

The full report, including all letters, memoranda, and comments, and faculty member’s response, if any, will become part of the faculty member’s file.

CUMULATIVE REVIEW AND DEVELOPMENT FOR TENURED FACULTY

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The following provisions pertaining to cumulative review for tenured faculty originate with the GSU document titled “Policy on Promotion, Tenure, and Development of Tenure Track Faculty” approved by the University Senate in November 1994 and the subsequent memoranda from the Provost (August 15, 2000) providing clarification on issues pertaining to implementation.

I. PURPOSE OF CUMULATIVE REVIEW

The purpose of the cumulative review is to assess faculty development goals and achievements, to provide assistance to faculty in ensuring continuous intellectual and professional growth, and to provide objectives and plans for the faculty to help the Andrew Young School of Policy Studies fulfill its mission.

II. YEAR IN WHICH CUMULATIVE REVIEW IS CONDUCTED

The cumulative review will be conducted during the Spring Semester of the fifth year after the most recent promotion and continue at five-year intervals unless interrupted by a leave of absence (paid or unpaid), further promotion, impending candidacy for promotion within a year, or a letter of retirement/resignation that is effective prior to the end of the five year interval.

III. TENURED FACULTY TO WHOM CUMULATIVE REVIEW APPLIES

The cumulative review applies to all tenured-faculty excepting those with administrative appointments as departmental chair with faculty appointed to them, directors with faculty appointed to them, and the associate dean. The departmental chairs, the directors and the associate dean are subject to triennial reviews. In order to accomplish the spirit of post-tenure review which is to provide for continual professional development of all tenured-faculty, the triennial review of heads of academic units and associate deans must address their academic and professional activities as well as their managerial and leadership performance.

1239 **IV. CUMULATIVE REVIEW COMMITTEE AND CHAIR**

1240
1241 The committee of faculty conducting the cumulative post-tenure review will consist of at
1242 least three tenured faculty from within the University elected no later than **March 1** by
1243 the tenured faculty within the department of the faculty member being evaluated. Faculty
1244 being evaluated during the year under consideration will neither participate in the
1245 selection of the committee nor serve on the committee. The department chair will
1246 appoint the chair from the cumulative post-tenure review committee membership. The
1247 department may select separate cumulative post-tenure review committees for each
1248 faculty member to be reviewed.

1249
1250
1251 **V. MATERIALS TO BE REVIEWED**

1252
1253 The cumulative review should address accomplishments in teaching, research and
1254 service. The review will be based on available information. The faculty member will
1255 submit by **March 15** at least the following elements of the dossier required for the
1256 regular tenure review:

- 1257
1258 # Resume organized in the sequence shown in Appendix B;
1259
1260 # Copies of all publications during the five-year evaluation period;
1261
1262 # Materials documenting teaching effectiveness during the five-year evaluation
1263 period;
1264
1265 # Copies of annual evaluations during the five-year evaluation period.

1266
1267 In addition, the faculty member may submit a concise summary of accomplishments and
1268 expectations not to exceed two pages in length, and a one-page statement of five-year
1269 goals.

1270
1271
1272 **VI. CUMULATIVE REVIEW COMMITTEE REPORT, SUBSEQUENT REVIEW,
1273 AND COMMENT**

1274
1275 A written report will be prepared by the cumulative review committee. The review
1276 committee's report is forwarded in turn, to the departmental chair by **May 1**. The
1277 departmental chair will prepare a separate memorandum. Both the written report from the
1278 review committee and the memorandum from the departmental chair will be sent to the
1279 Dean by the **May 31**. In turn, the Dean will prepare a memorandum and will forward the
1280 memorandum, along with the cumulative review committee's written report and the

1281 memorandum from the department chair, to the Provost no later than **June 15** for review
1282 and comment.

1283
1284 The Provost reviews all College's Cumulative Review documents in the periods of **June**
1285 **through August**. After the Provost has added his comments all reports and comments
1286 are sent to the faculty member with copies to other parties involved in the cumulative
1287 review process. At this point the faculty member has an opportunity to respond, if
1288 desired.

1289
1290 After completion of these assessments, a conference will be held between the
1291 departmental chair and the faculty member. This conference will produce a plan which
1292 focuses on professional goals and/or workload profile, for subsequent approval by the
1293 Dean. The progress of the faculty member will be monitored through the regular process
1294 of annual faculty evaluations.

1295
1296 The final report will be retained in the faculty member's file in the Dean's Office.
1297

APPENDIX A

**CALENDAR FOR PROMOTION AND TENURE PROCESS IN
THE ANDREW YOUNG SCHOOL OF POLICY STUDIES**

**FOR ANY DATE THAT FALLS ON THE WEEKEND OR A HOLIDAY,
THE EFFECTIVE DEADLINE BECOMES THE NEXT WORKDAY.**

**NOTE: THIS DOES NOT CAUSE ANY SHIFT IN THE
REMINDER OF THE SCHEDULE**

1299		
1300	April 1	All faculty members who wish to be considered for promotion or tenure notify his/her
1301		respective departmental chairs. (Page 2)
1302		
1303	May 2	Candidates provide the departmental chairs with a list of six (preferably 8) possible
1304		outside reviewers. (Page 26)
1305		
1306	May 16	Departmental chairs provide the Dean with a list of six (preferably 8) possible outside
1307		reviewers. The list will include at least three names from the list the candidate provided.
1308		(Page 26)
1309		
1310	June 1	Deadlines:
1311		1) Departmental chair will have informally contacted potential external reviewers. (Page
1312		26)
1313		
1314		2) Candidates will have provided materials to be sent to the external reviewers. (Page 26)
1315		
1316	June 15	Dean will have written and mailed all letters to external reviewers soliciting their
1317		reviews. (Page 26)
1318		
1319	August 1	External reviewers response deadline. (Page 26)
1320		
1321	August 17	Dean provides at least four letters from outside reviewers to the department. (Page 25)
1322		
1323	August 31	Candidates submit complete dossiers (1 hard copy/1 electronic copy) to the appropriate
1324		chairs. (Pages 17 and 25)
1325		
1326	October 4	Final date candidates can add materials to his/her dossiers. (Pages 17-18)
1327		
1328	October 6	Departmental promotion and tenure committees present their statements of assessment
1329		and recommendation to the departmental chairs. (Pages 8 and 25)
1330		
1331	October 15	Departmental chair prepares a statement indicating his/her recommendation which
1332		contains evaluation of candidates in all three areas described in the AYSPS P&T
1333		Manual's section, Direction for Departments and Departmental I.B. (Pages 9 and 25)

1334
1335 **October 16** Departmental chair in accordance with University Policy will notify in writing each
1336 candidate of his/her recommendation and include a copy of the departmental promotion
1337 and tenure committee review and any minority reports. (Page 9)
1338
1339 **October 18** Department chair must forward to the College Committee on Promotion and Tenure the
1340 evaluation of the departmental promotion and tenure committee and the departmental
1341 chair statement. (Pages 9 and 25)
1342
1343 **October 24** Deadlines:
1344 1) Candidates' response, if any, to reports of the chair and the departmental committee is
1345 due to the College Committee on Promotion and Tenure. (Page 9)
1346
1347 2) Candidates wishing to withdraw from further consideration inform departmental chairs
1348 in writing. (Page 9)
1349
1350 **November 6** College Committee on Promotion and Tenure presents its report, the departmental chair
1351 statement, the departmental promotion and tenure committee evaluations, and the outside
1352 reviewer letters, if any, to the Dean. (Page 10)
1353
1354 **November 14** Dean informs departmental chairs (e-mail or memo) of the College Committee Promotion
1355 and Tenure recommendations. (Page 10)
1356
1357 **November 16** Dean informs candidates in writing of the decision of the College Committee on
1358 Promotion and Tenure including the deadline for the candidate's response, if any, and a
1359 copy of the College Committee's report. (Page 11)
1360
1361 **November 23** Candidates' response, if any, to College Committee on Promotion and Tenure report is
1362 due to the Dean. (Page 11)
1363
1364 **November 26** Dean informs (e-mail or memo) departmental chairs of College's final recommendation.
1365 (Page 11)
1366
1367 **December 3** Deadline for Dean to inform candidates in writing (e-mail or memo) the College's final
1368 recommendation decision for Promotion and Tenure. (Pages 11 and 28)
1369
1370 **December 10** Candidates' response, if any, regarding College's final recommendation is due to
1371 Dean. (Page 11)
1372
1373 **December 17** Deadlines:
1374 1) Candidates' deadline to appeal in writing to the Provost regarding the College's final
1375 negative recommendation. (Page 12 and 28)
1376
1377 2) Candidates wishing to withdraw from further consideration inform the Dean in
1378 writing. (Page 11)
1379
1380

1381 **December 18** Dean forwards all College’s final promotion and tenure recommendations, positive and
1382 negative, to the Provost unless a candidate withdraws. (Pages 2 and 11)
1383

1384 **Deadlines for subsequent steps in the process are set annually by the Provost.** The
1385 candidate will be made aware of those deadlines at the time the Dean makes his/her
1386 recommendation to the Provost. **FOLLOWING ARE THE APPROXIMATE DATES:**
1387

1388 **January 13** Final deadline for appeals by candidates of the College Promotion and Tenure decisions
1389 due to Provost. **[The Provost will furnish a written decision to the candidate at least**
1390 **ten working days prior to the date the candidate must submit an appeal to the**
1391 **President.]**
1392

1393 **(MLK Holiday third Monday in January)**
1394

1395 **February 2** Provost completes review and consultation with Deans; responds in writing
1396 to appeals from candidates; notifies Colleges and President of Promotion and
1397 Tenure recommendations. **[Deans must notify candidates within three**
1398 **working days.]**
1399

1400 **February 5** Deans notify candidates of Provost’s recommendations. **[Candidates have ten**
1401 **working days to appeal to the President.]**
1402

1403 **February 25** Appeals by candidates of Provost’s Promotion and Tenure recommendations
1404 due to the President.
1405

1406 **March 6** President completes review and consultation with Deans; responds to appeals
1407 from candidates; informs Colleges of Promotion and Tenure recommendation.
1408

1409 -----**BOR Data Systems process information**-----

1410 **TBA** Deadline for P&T recommendations to be entered into PeopleSoft Manage Faculty
1411 Events for the April BOR meeting.
1412

1413 **TBA** **PROMOTION AND TENURE RECOMMENDATIONS ARE CONSIDERED AT**
1414 **THE APRIL BOARD OF REGENTS MEETING.** (Page 10)
1415

1416

APPENDIX B

OUTLINE OF RESUME TO BE USED FOR PROMOTION AND TENURE RECOMMENDATION

1417

1418 The resume should be organized in the following sequence, with headings corresponding
1419 to the following. Items listed under a heading should be in ascending chronological
1420 sequence (earliest date first). Publication citations should be complete, following
1421 standard citation format including page numbers.

1422

1423 **Name**

1424

1425 **Current Rank**

1426

1427 **Department**

1428

1429 **Education and Professional Credentials**

1430

1431 **List degree, major, institution and year received (for each degree)**

1432

1433 **List professional, non-degree programs and courses completed**

1434

1435 **Fellowship and Awards**

1436

1437 **Work experience**

1438

1439 List relevant professional academic work experience (teaching and administrative),
1440 including internships, and other business/professional positions held.

1441

1442 **Scholarship and Professional Development**

1443

1444 **Publications: Refereed Scholarly**

1445

1446 Include papers published in refereed scholarly journals and refereed conference
1447 proceedings.

1448

1449 **Publications: Refereed Professional/Practitioner**

1450

1451 Include papers published in refereed professional/practitioner journals and other outlets.

1452

1453 **Publications: Books, Monographs, and Reports**

1454

1455 Include books, monographs, reports, chapters in books, case studies, instructor's manuals
1456 and other supplemental materials for textbooks, and books edited.

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Publications: Non-Refereed and Other

Include book reviews, essays, papers published in non-refereed conference proceedings; exclude media interviews, abstracts, letters to editors, papers presented at meetings not otherwise published, working papers, including papers under review and in process.

Papers Under Review and In-Process

Externally-funded Research Projects

List title of research project, beginning and ending dates of the project, the amount of funding of the grant, and the specific participation of the faculty member in the grant project (e.g., project director, principal investigator).

Papers Presented at Professional Meetings and Conferences

List title, any co-author, name and date of meeting.

Instruction, including advising

Supervision of Doctoral Dissertations

List author and title of dissertation; indicate whether involvement was as member of, or chair of, dissertation committee in each case.

Continuing Education and Training Activities

List name of program, date of program, involvement in program, (e.g., topic taught as faculty member or program director); include training program activities.

Service

Service Activities Internal to the University

Include service on departmental, college and university committees by listing name of committee, time period served, and whether service was as a member or chair. Also include other assignments and responsibilities at the departmental, college, or university level.

Service Activities in Academic and Professional Organizations

Include service in academic or professional organizations as an officer or local arrangements chair/member, chair of program committee, chair of a program session, discussant. Also include referee and other editorial appointments with respect to journals sponsored by such organizations.

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Service to the Community

Include only those activities which utilize the professional expertise of the faculty member in activities in the community which are directly related to being a faculty member.

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Appendix C

CALENDAR FOR THIRD YEAR REVIEW

**ANY DATE THAT FALLS ON THE WEEKEND OR A HOLIDAY
AUTOMATICALLY BECOMES THE NEXT WORKDAY**

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- March 1** Departmental Third Year Review committee elected by the department tenured faculty. (Page 29)
- March 1** Faculty member being evaluated will supply Departmental Third Year Review committee the appropriate documentation. (Page 29)
- April 1** Departmental Third Year Review committee submits to Department Chair and faculty member being evaluated a written report of its recommendation. Page 29)
- May 1** Departmental Chair Third Year Review recommendation memo due to the Dean including the Departmental Third Year Review committee's written report. (Page 29)
- May 31** Dean's memo to the Provost includes the Departmental Chair memo and the Departmental Third Year Review committee's written report. (Page 30)
- June-August** Provost reviews all College Third Year Review documents. (Pages 30)
- NOTE:** **After the Provost has added comments to the review documents, all reports and comments are sent to the faculty member, with copies to the other parties involved in the review process.**

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Appendix D

CALENDAR FOR CUMULATIVE REVIEW

**ANY DATE THAT FALLS ON THE WEEKEND OR A HOLIDAY
AUTOMATICALLY BECOMES THE NEXT WORKDAY**

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- March 1** Cumulative Review committee elected by tenured faculty within the department of faculty being evaluated. (Page 31)
- March 15** Faculty member being evaluated will submit appropriate documents to the Cumulative Review committee. (Page 31)
- May 1** Cumulative Review committee submits report to Departmental Chair. (Page 32)
- May 31** Departmental Chair Cumulative Review recommendation memo due to the Dean including the Departmental Cumulative Review committee's written report. (Page 32)
- June 15** Dean's memo to the Provost includes the Departmental Chair's memo and the Cumulative Review committee's written report. (Page 31)
- June-August** Provost reviews all College Cumulative Review documents. (Pages 32)
- NOTE:** **After the Provost has added comments to the review documents, all reports and comments are sent to the faculty member, with copies to the other parties involved in the review process.**