

Andrew Young School of Policy Studies

Georgia State University

Non-Tenure Track Promotion Manual

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INTRODUCTION

1 It is the policy of the Andrew Young School of Policy Studies (AYSPS) to base promotion
2 decisions on impartial and informed evaluations of the qualifications of all candidates.
3 Excellence in teaching, research, and service (AYSPS categories are titled: instruction,
4 scholarship, and service) shall be the standard against which these qualifications will be
5 evaluated; however, it is recognized that each non-tenure track (NTT) faculty member's
6 responsibilities in each of these activities will be discipline-specific and related to one's job
7 description. The college is committed to providing an environment in which all members of the
8 non-tenured faculty have the opportunity and resources needed to achieve the qualifications
9 necessary for promotion to higher rank as well as to foster ongoing professional development.

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11 This document is intended to provide the AYSPS non tenure-track faculty with essential
12 information about the promotion criteria, standards, and review processes of the College,
13 including the responsibilities of candidates for promotion, the AYSPS academic units, the
14 College Committee on NTT Promotion, and the Dean of the College. For purposes of this
15 document, an AYSPS "academic unit" includes the Department of Criminal Justice and
16 Criminology, Department of Economics, Department of Public Management and Policy, and the
17 School of Social Work.

18
19 The policies and procedures contained in this document are supplementary to the bylaws and
20 policies of the Board of Regents of the University System of Georgia, the *Georgia State*
21 *University Statutes and Bylaws*, the *Georgia State University Promotion Manual for Non-Tenure*
22 *Track Faculty*, and provisions contained in the *Georgia State University Faculty Handbook*. The
23 GSU documents are available on the university's website. The provisions of those documents
24 that control college and departmental policy and procedure are incorporated herein by reference.
25 Any perceived conflict between AYSPS and GSU or BOR policy will be resolved by compliance
26 with the higher level policy.

27
28 A candidate for promotion is bound by the College's promotion manual and, if there is one, the
29 respective unit's promotion manual in effect on January 1 of the calendar year in which the unit
30 and college reviews of the candidate occur. [Please note: Each academic unit has the option to
31 prepare a manual for the promotion of NTT faculty consistent with the University and College
32 manuals. In the absence of such a unit manual, the college NTT promotion manual will apply.
33 (*GSU Promotion Manual for Non-Tenure Track Faculty*)]

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35 Candidates dossiers are considered on their own merits according to the guidelines in effect at
36 the time of their declarations of candidacy. The College does not operate under any "quota
37 system" for the number of promotions recommended, nor does it compare current candidates
38 with candidates in previous years. Recommendations will be made in light of the standards in
39 effect at the time of declaration of candidacy.

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41 All deliberations in the promotion process are to be conducted in a spirit of confidentiality
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POLICIES ON PROMOTION

I. GENERAL POLICIES

Every NTT faculty member has a responsibility to be aware of the contents of this manual, including current deadlines contained in Appendix A. The exact dates may change depending on the promotion calendar set forth by the Office of the Provost and this calendar will be communicated to AYS faculty in advance of each year’s promotion cycle.

A faculty member seeking promotion must declare his/her candidacy in writing to the chair of his/her unit in order to be considered for promotion in the following academic year.

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

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

All materials delivered to the College Committee on NTT Promotion 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.

The Office of the Dean shall retain in its files all materials submitted by the units, the unit chair/director, and the College Committee on NTT Promotion. All materials submitted by the candidate shall be returned to the candidate at the appropriate time.

I. LIST OF NTT FACULTY POSITIONS AND RANKS

The following NTT faculty positions in use in the AYSPS are eligible for promotion:

1. Clinical Faculty
Ranks: Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor
2. Research Faculty
Ranks: Research Assistant Professor, Research Associate Professor, Research Professor
3. Lecturer

85 Ranks: Lecturer, Senior Lecturer, Principal Senior Lecturer

86 4. Academic Professional

87 Ranks: Academic Professional, Senior Academic Professional

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90 **II. DESCRIPTION OF NTT DUTIES & RESPONSIBILITIES**

91 *(GSU Promotion Manual for Non-Tenure-Track Faculty):*

92

93 These descriptions provide a general context for each of the NTT positions. Each NTT
94 faculty member shall have a job description that outlines more specific workload
95 expectations (within the parameters as outlined below) as unique to his/her position and
96 role in the academic unit.

97

98 **1. Clinical Faculty**

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100 Teaching:

101 The primary responsibility of Clinical Faculty is teaching, related to one or more of the
102 following:

- 103 • Teaching courses related to professional practice;
- 104 • Providing practical instruction and application of practical knowledge;
- 105 • Supervising and teaching in a clinical or practice setting;
- 106 • Teaching and/or supervising applied clinical courses;
- 107 • Providing academic instruction in skills relevant to the practice of a specific
108 discipline;
- 109 • Training and supervising students to help them acquire clinical skills for the
110 profession;
- 111 • Coordinating and supervising clinical practices, student field experiences and
112 internships;
- 113 • Teaching and advising students in professional academic programs;
- 114 • Providing services or out-of-class educational opportunities for students.

115

116 Research:

117 As part of their workload, Clinical faculty may be expected to engage in research
118 activities. If the workload requires research, it is expected that Clinical Faculty will
119 engage in research involving their professional expertise, which would include
120 pedagogical research, scholarship of teaching and learning, research related to practice,
121 and/or disciplinary scholarly research.

122

123

124 Service:

125 As part of their workload, Clinical Faculty may be expected to engage in service
126 activities. These activities may include advising and serving the academic needs of the

127 students, serving on committees, or participating in other forms of academic service.
128 Service may be at the unit, College and/or University level. Service also may involve
129 activities related to the professional and practice community.

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131 **2. Research Faculty**

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133 The primary responsibility of Research Faculty is to conduct research.

134
135 The purpose of Research Faculty appointments, based on available external funding, is to
136 increase the research, scholarly, and creative efforts of the University. Research Faculty
137 will work either in close collaboration with other faculty and/or will carry out
138 independent research that builds upon an explicit area of focus for the University.
139 Research Faculty salaries are primarily from research grants or other sources of external
140 funds (non-general state funds). Research Faculty hold a terminal degree in their
141 discipline, have demonstrated evidence of independent research careers (non-independent
142 investigators should be appointed at the post-doctoral level), and concentrate primarily on
143 research. Appointments of members of the Research Faculty are renewable on an annual
144 basis upon satisfactory review and available external funding.

145
146 Teaching:
147 As part of their workload, Research Faculty may be expected to engage in teaching.

148
149 Service:
150 As part of their workload, Research Faculty may be expected to engage in service
151 activities. Among such service would be providing academic advisement to students.

152
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154 **3. Lecturer**

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156 Teaching:
157 The primary responsibility of Lecturers is teaching.

158
159 Service:
160 As part of their workload, Lecturers may be expected to engage in service activities.
161 These activities may include advising and serving the academic needs of students,
162 serving on committees, or participating in other forms of academic service. Service may
163 be at the department, college and/or University level.

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165 Research:
166 Lecturers are not required to engage in research activities. Nonetheless, Lecturers are
167 expected to be familiar with current trends and methods in their discipline.

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169 **4. Academic Professional**

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As per Board of Regents requirements, a title from the academic professional track “may not be assigned to a position where the teaching and research responsibilities total 50% or more of the total assignment” (BOR Policy Manual, Section 8.3.8.3).

The designation Academic Professional would apply to a variety of academic assignments that call for academic background similar to that of a faculty member with professional rank, but which are distinctly different from professorial positions (BOR Policy Manual, Section 8.3.8.3).

The Academic Professional position requires an appropriate terminal degree, or in rare and extraordinary circumstances, qualification on the basis of demonstrably successful related experience, which exception is expressly approved by the institution president (BOR Policy Manual, Section 8.3.8.3). The appropriate terminal degree is considered an earned doctoral degree.

Service:

The primary responsibility of an Academic Professional is service, which includes activities such as:

- Managing instructional laboratories;
- Assuming academic program management roles not suited for expectations applied to tenure-track faculty members, operating instructional technology support programs;
- Being responsible for general academic advising;
- Assuming professional student counseling center responsibilities, providing specialized skill acquisition training as support for academic programs;
- Working with tenure-track faculty members in course and curriculum development and in the laboratory

Teaching:

As part of their workload, Academic Professionals may be expected to engage in teaching activities.

Research:

As part of their workload, Academic Professionals may be expected to engage in research activities.

III. ELIGIBILITY (TIME-IN-RANK) POLICIES

1. Educational Requirements

212 An earned doctoral degree is required for NTT faculty seeking promotion to the rank
213 of clinical assistant or clinical/research associate or full professor, except in cases of
214 “degree equivalents” as stated in the Regents’ policies and University statutes, and as
215 made explicit and applicable for each unit in AYSPS. Promotion to Senior Academic
216 Professional for individuals hired as Academic Professionals after 2012 requires an
217 earned doctoral degree.
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2. Promotion Timetable

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For Promotion To:	Must Serve:
Clinical Assistant Professor	5 years as Clinical Instructor
Clinical / Research Associate Professor	5 years as a Clinical/Research Assistant Professor
Clinical / Research Professor	5 years as a Clinical/Research Associate Professor
Senior Lecturer	5 years as a Lecturer
Principal Senior Lecturer	5 years as a Senior Lecturer
Senior Academic Professional	5 years as an Academic Professional

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3. Early Promotion

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

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230 A maximum of three years’ credit towards the Georgia State University service period
231 may be allowed based on previous service by the candidate at another institution or
within Georgia State University (e.g., visiting faculty). Such credit for prior service shall

232 be approved in writing by the Provost (*GSU Promotion Manual for Non-Tenure-Track*
233 *Faculty*, Section IV., p.10).
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PROMOTION PROCESS

Introduction

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242
243 The promotion process in the Andrew Young School of Policy Studies begins with the
244 Dean's Office and the unit head notifying all candidates of their eligibility for promotion.
245 The unit's promotion committee will evaluate the credentials of those faculty members
246 who are eligible for promotion. The qualifications of each eligible faculty member being
247 considered must be evaluated according to the criteria and procedures set forth in the
248 College's *Non-Tenure Track Promotion Manual* (and the unit's manual if one exists).
249

250 The procedure and the criteria to be used for evaluating a candidate are those described in
251 the College's *Non-Tenure Track Promotion Manual* that is in effect on January 1 of the
252 calendar year in which the academic unit and college reviews of the candidate occur.
253

254 Whether non-tenure track faculty members primarily have teaching or research
255 responsibilities in the AYSPS, their faculty rank resides in one of the School's academic
256 units. While clinical NTT faculty hold their principal and often sole appointment in an
257 academic unit, research NTT faculty typically have their principal appointments in one of
258 the College's research centers, with a secondary appointment as members of one of the
259 academic units: Criminal Justice and Criminology, Economics, PMAP, or Social Work.
260

261 As such, clinical NTT faculty must hold an academic appointment, while holding a
262 faculty appointment is optional for research associates working in centers, contingent on
263 their interest and the concurrence of the specific unit. In both cases, the faculties of the
264 academic units must approve initial appointments of NTT faculty rank, and they should
265 have a similar role in reviewing applications for promotion of NTT faculty to higher
266 ranks. (In the case of research NTT faculty, any such promotion pertains only to their
267 faculty rank, not to their research center status.)
268

269 NTT faculty who wish to apply for promotion will submit applications and supporting
270 materials, which will be reviewed in turn by the academic unit promotion committee, the
271 unit chair/director, the College's promotion committee, and the Dean by the due dates
272 found in Appendix A.
273

274 The supporting materials submitted by NTT faculty seeking promotion will be tailored to
275 the particular responsibilities and rank of the NTT faculty member seeking promotion. In
276 addition, in cases in which a research NTT faculty member has principal responsibilities
277 in research centers, the supporting materials will include a letter from his or her center
278 director which documents the candidate's performance in the center and his or her
279 contributions to and standing in their professional field.
280

281 I. ACADEMIC UNIT-LEVEL REVIEW

282 1. Academic Unit Promotion Manuals

283 Academic units may adopt a promotion manual to clarify or make more specific the
284 policy and procedures contained in the College's *Non-Tenure-Track Promotion Manual*.
285 In the absence of such an academic unit manual, the College's manual is assumed to
286 apply. The academic unit promotion manuals are subject to approval by the Dean upon
287 recommendation from the College Committee on NTT Promotion. Formal and
288 significant faculty participation must be part of the development and revision of the
289 academic unit manual, but the precise way in which this participation is achieved is the
290 responsibility of the academic unit. The academic unit manuals must be consistent with
291 the College's *Non-Tenure-Track Promotion Manual*, *GSU Promotion Manual for Non-*
292 *Tenure Track Faculty*, and with all policies of the University and the Board of Regents.
293 Any revisions of the academic unit manual are subject to approval by the Dean upon
294 recommendation from the College Committee on NTT Promotion.
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298 2. Academic Unit Promotion Committees

299 Each academic unit will have a promotion committee that reviews and evaluates the
300 credentials of all faculty members being considered for NTT promotion. This committee
301 consists of a minimum of four faculty members. All members must be at a higher rank
302 than the candidate for promotion, and NTT faculty must have representation to the extent
303 possible. If there are no NTT faculty at ranks above the candidate's current rank,
304 appropriate NTT faculty from related AYS units shall be considered. The unit head will
305 appoint the committee members and chair.
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308 3. Evaluation of Candidates

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310 A candidate for promotion must prepare a dossier that is appropriate to one's position and
311 rank according to the College's guidelines (refer to section: *Directions to Candidate for*
312 *Submitting Materials for Promotion*). It is submitted to the academic unit head, who then
313 forwards the dossier to the chair of the unit-level committee.
314

315 **Academic Unit NTT Promotion Committee**

316 The academic unit committee reviews and evaluates the candidate's dossier within the
317 timeframe specified in the calendar (Appendix A). After reaching its decision, the chair
318 of the unit committee prepares a recommendation letter with detailed justification
319 addressed to the unit head. This letter reflects the opinion of the majority of the
320 committee. The statement from the unit committee must be signed by the committee chair
321 and all committee members who agree with the recommendation and justification.
322 Committee members who do not agree with the recommendation of the unit committee
323 must so indicate in writing. They may do so either with a joint statement signed by all
324 dissenting committee members, or with individual statements. Any member of the
325 committee may provide a separate statement indicating differences of opinion in the
326 justification, in the recommendations, and in the reasons for these recommendations.
327 When sent to the candidate, the committee reports, including minority reports, may have
328 the signature page or section that identifies committee members by name removed.
329

330 The chair of the unit promotion committee inserts the committee's recommendation letter
331 and any minority reports in the candidate's dossier and forwards it to the unit head. At the
332 same time, a copy of the recommendation letter and minority reports, if any, are sent to
333 the candidate. The candidate has three (3) business days upon receipt of the committee's
334 letter to respond in writing to the unit head.
335

336 **Academic Unit Head [Chair/Director]**

337 The unit head reviews and evaluates the candidate's dossier within the timeframe
338 specified in the calendar (see Appendix A). He/she prepares a written statement,
339 addressed to the chair of the College Committee on NTT Promotion, indicating a
340 recommendation that states areas of agreement and/or disagreement with the unit
341 committee's recommendation and provides specific rationale and justification.
342

343 The unit head sends a copy of his/her recommendation letter to the candidate, and, at the
344 same time, to the College Committee on NTT Promotion. The College committee
345 receives the unit head's recommendation letter, the unit committee's letter, and any
346 minority reports as part of the candidate's complete dossier.
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348 The candidate has three (3) business days upon receipt of the unit head's letter to respond
349 in writing to the chair of the College committee.
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II. COLLEGE-LEVEL REVIEW

The unit head is responsible for providing the College Committee on NTT Promotion with:

- (A) The dossier submitted by the candidate;
- (B) The unit-level committee’s recommendation letter, dissenting letters (if any) from committee member(s), and the unit head’s recommendation letter; and
- (C) Any written responses from the candidate to these evaluations.

1. College Committee on NTT Promotion

The College Committee on Promotion & Tenure (P&T Committee) is charged by the Bylaws of the College with making recommendations to the Dean regarding the promotion of all candidates. The College Committee on NTT Promotion will be a sub-committee of the P&T Committee, and is charged with reviewing and evaluating the dossier and other related materials, including recommendations from the academic unit-level committee and unit head, of NTT faculty members being considered for promotion. The chair of this committee will report its NTT promotion recommendations to the Dean and cc the Dean’s office administrative support who will process the information.

The College Committee on NTT Promotion consists of representation from each of the College’s academic units. All members must be at a higher rank than the candidate for promotion, and NTT faculty must be represented. If there are no NTT faculty at ranks above the candidate’s current rank, appropriate NTT faculty from related units outside the college shall be considered. Tenure-track faculty serving on this committee shall be from the College’s P&T Committee. No NTT or TT faculty member may serve at more than one level of review.

2. Evaluation of Candidates

College Committee on NTT Promotion

The College Committee on NTT Promotion reviews the candidate’s dossier and other related materials, accompanying letters from previous reviews, and candidate’s written response, if any, within the timeframe specified in the calendar (see Appendix A). The College committee is charged with evaluating whether, according to the published criteria and standards of the academic unit and College and the candidate’s job description, the recommendations for or against promotion are justified in light of the evaluations presented by the unit and the unit head. Specifically, it seeks to ascertain whether or not

395 sufficient evidence has been presented regarding the quality of the candidate. If the
396 College committee has reason to believe that one or both of the unit recommendations
397 have not been adequately substantiated, it may seek additional information from the unit.
398 If there are inconsistencies among the unit statements, it assesses the extent, if any, to
399 which these inconsistencies militate against a recommendation for promotion.

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401 If, as a result of its deliberations, the College Committee concludes that a positive
402 recommendation for promotion is warranted by the evaluation provided by the unit
403 committee and the unit head, it will so recommend and also provide a summary of this
404 record and evaluations as part of its report to the Dean. If the College Committee
405 concludes that a positive recommendation is not justified by the record and the
406 evaluations, it will recommend against promotion and also provide a summary of the
407 record and evaluations in its report to the Dean. The report of the College Committee
408 must be signed by the committee chair and all committee members who agree with the
409 recommendation and justification. Committee members who do not agree with the
410 recommendation or justification, must so indicate in writing. Dissenting members of the
411 committee may provide a single joint statement. Alternatively, any member of the
412 committee may provide a separate statement indicating differences of opinion in the
413 justification, in the recommendations, and in the reasons for these recommendations.

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415 The Dean will inform the unit head and the candidate in writing of the recommendation
416 received from the College Committee within five (5) business days upon receipt of the
417 committee's letter. When sent to the candidate, the committee reports, including dissent
418 letters, may have the signature page or section that identifies committee members by
419 name removed.

420
421 The candidate has the right to respond in writing to the College Committee's evaluation,
422 and a copy of the candidate's response will be included in the dossier reviewed at all
423 higher levels. The candidate will have three (3) business days upon receipt of the College
424 Committee recommendation in which to respond.

425
426 **AYSPS Dean**

427 The Dean reviews and evaluates the recommendations from the College Committee, the
428 unit committee, the unit head, and any responses from the candidate

429
430 The Dean will forward his/her recommendation letter and the candidate's dossier and
431 other related materials to the Provost within the timeframe specified in the calendar (see
432 Appendix A). This recommendation is accompanied by:

- 433
434 (A) Copies of the evaluations from the unit committee, the unit head, including
435 any minority reports from the committee;
436

437 (B) A copy of the report and recommendation provided by the College's
438 Committee on NTT Promotion together with any minority reports;

439
440 (C) Any written responses from the candidate to prior evaluations; and

441
442 (D) Any other documentation requested by the Office of the Provost.
443

444
445 The Dean will notify the candidate in writing by the date specified in the calendar
446 (Appendix A). A candidate, who is not recommended by the Dean, may appeal the
447 Dean's decision to the Provost. The candidate shall have ten (10) business days upon
448 receipt of the Dean's written decision to submit a written appeal. The grounds for appeal
449 shall only be those that involve errors of due process (see *GSU Promotion Manual for*
450 *NTT Faculty*, section VII. Appeals).
451

452 **Candidate Withdrawal from Promotion Consideration**

453 A candidate may exercise the right to withdraw the dossier and application for promotion.
454 A candidate who wishes to withdraw from further consideration may do so by informing
455 the Dean in writing with a copy sent to the unit head. Regardless of the candidate's
456 decision to withdraw after receipt of the college committee's letter or the Dean's letter,
457 the candidate has five (5) business days from the receipt of the respective letter in which
458 to submit a letter withdrawing from further consideration.
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460 461 **III. UNIVERSITY-LEVEL REVIEW**

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463 The Provost's review and President's review of the candidate are outlined in the *GSU*
464 *Promotion Manual for NTT Faculty* (Section VI. Promotion Process).
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CRITERIA FOR EVALUATING CANDIDATES FOR PROMOTION THE ANDREW YOUNG SCHOOL OF POLICY STUDIES

I. EDUCATIONAL REQUIREMENTS

An earned doctoral degree is required for NTT faculty seeking promotion to the rank of clinical assistant or clinical/research associate or full professor, except in cases of “degree equivalents” as stated in the Regents’ policies and University statutes, and as made explicit and applicable for each unit in AYSPS. Promotion to Senior Academic Professional for individuals hired after 2012 requires an earned doctoral degree.

II. PROMOTION RATINGS CATEGORIES

The NTT faculty member will be evaluated as *high quality*, *excellent*, and *sustained excellence & continued growth* in the three performance areas of instruction, scholarship, and service as applicable. The ratings of *high quality*, *excellent*, and *sustained excellence & continued growth* are taken from the *GSU Promotion Manual for NTT Faculty* (teaching: lines 320-329; research: lines 342-349; service: lines 356-366).

Promotion is granted on the basis of a NTT faculty member’s accomplishments evaluated according to the criteria for promotion as outlined below. The candidate’s job description, and any modification of it over time, must be used as context for alignment with the performance expectations and rating categories (e.g., research faculty with teaching assignments).

The *minimum* ratings required for promotion at each rank are outlined below.

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A. CLINICAL AND RESEARCH FACULTY

Promotion to Clinical Assistant Professor

In order to be promoted to the rank of Clinical Assistant Professor, a Clinical Instructor must be judged *excellent* in instruction and *high quality* in scholarship (if applicable) and service.

	Clinical Assistant Professor
Instruction:	Excellent
Scholarship:	High quality, if applicable
Service:	High quality

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Promotion to Associate Professor

In order to be promoted to the rank of Clinical Associate Professor, a Clinical Assistant Professor must be judged *excellent* in instruction and *high quality* for scholarship (if applicable) and service.

In order to be promoted to the rank of Research Associate Professor, a Research Assistant Professor must be judged *excellent* in scholarship and *high quality* for instruction (if applicable) and service. NTT research assistant professors work in research centers in the School and are expected to contribute to the service work of their academic unit.

	Clinical Associate Professor	Research Associate Professor
Instruction:	Excellent	High quality, if applicable
Scholarship:	High quality, if applicable	Excellent
Service:	High quality	High quality

539 **Promotion to Professor**

540
541 In order to be promoted to the rank of Clinical Professor, a Clinical Associate Professor
542 must be judged as showing *sustained excellence & continued growth* in instruction and at
543 least *high quality* in both scholarship and service.
544

545 In order to be promoted to the rank of Research Professor, a Research Associate
546 Professor must be judged as showing *sustained excellence & continued growth* in
547 scholarship and *high quality* in instruction (if applicable) and service. In order to be
548 promoted to full professor, a NTT research faculty member should be engaged to some
549 extent in the full range of professorial responsibilities in an academic unit.
550

551 The rating of *sustained excellence & continued growth* is defined as competence and
552 effectiveness in the respective assessment area.
553
554

	Clinical Professor	Research Professor
Instruction:	Sustained Excellence & Continued Growth	High quality, if applicable
Scholarship:	High quality, if applicable	Sustained Excellence & Continued Growth
Service:	High quality	High quality

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557 **B. LECTURER**

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559 **Promotion to Senior Lecturer**

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	Senior Lecturer
Instruction:	Excellent
Scholarship:	N/A
Service:	High quality

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562 **Promotion to Principal Senior Lecturer**

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564 The rating of *sustained excellence & continued growth* is defined as competence and
565 effectiveness in instruction.
566

	Principal Senior Lecturer
Instruction:	Sustained Excellence & Continued Growth
Scholarship:	N/A
Service:	High quality

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C. ACADEMIC PROFESSIONAL

Promotion to Senior Academic Professional

The rating of *sustained excellence & continued growth* is defined as competence and effectiveness in service.

	Senior Academic Professional
Instruction:	High quality, if applicable
Scholarship:	High quality, if applicable
Service:	Sustained Excellence & Continued Growth

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III. TERMS OF EVALUATION

The evaluations should take into account the range of and emphasis on instruction and teaching activities, scholarship, and service, which will differ for each candidate depending on: (1) the NTT position of clinical faculty, research faculty, lecturers, and academic professionals; (2) the mission and needs of the academic unit; (3) the NTT faculty job description, expectations, and responsibilities and workload distribution; and (4) principal (or sole) appointment in one of the College’s research centers or in one of the four academic units.

An evaluation of *sustained excellence & continued growth* in the area of instruction means that the faculty member demonstrates an ability to communicate and work effectively with students, to provide them with the current concepts, information, theories, and explanations required for mastery of the field in which the faculty member teaches, and, where the opportunity exists, to guide them successfully in individual projects. An evaluation of *excellent* in the area of instruction means that the faculty member has gone beyond basic competency in providing students with the basic materials of the subject matter taught. Rather, the faculty member has demonstrated the ability to effectively organize and present material in such a way that student learning is significantly enhanced. An evaluation of *high quality* in the area of instruction means that the faculty member is successful in providing students with the basic materials of the subject matter taught.

Assessing instruction should consider the following criteria:

1. Quality of course content: evaluated through review of syllabi, examinations, assignments, handouts, and other curriculum materials
2. Teaching effectiveness: demonstrated ability to communicate and work effectively with students;

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3. Mentoring of students (e.g., independent studies, research projects/presentations, theses, dissertations) and student accomplishments
 4. Development and application of curriculum materials and/or innovation in teaching methodologies
 5. Development and execution of new course preparations
 6. Participation in course/curriculum modification and evaluation
 7. Facilitates experiential learning opportunities for students and/or provides mentoring to students in community-based internships
 8. Provides leadership in the development of new courses, programs, instructional materials, and teaching methodologies
 9. Applies expertise from professional practice in the classroom
 10. Serves as guest speaker in other classes
 11. Engages in course evaluations and student outcome measures
 12. Additional Criteria: An academic unit/center may consider developing additional criteria as appropriate in evaluating the candidate's performance

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An evaluation of *sustained excellence & continued growth* in the area of scholarship means that the faculty member has established a national or international reputation as a leader in his/her field of study and has contributed to issues relevant to the College as defined by the respective academic unit and/or center. The faculty member is seen as someone who has made, and who continues to make, substantial and significant contributions to the literature, and as one whose work has had a marked impact on the work of others. The faculty member has advanced the understanding of an issue or the solution to an issue. An evaluation of *excellent* in the area of scholarship means that the faculty member has produced a body of work that is recognized as important to the discipline. An evaluation of *high quality* in the area of scholarship means that the faculty member has made important contributions to the literature.

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Assessing scholarship should include the following criteria:

1. Publications: journals, books, monographs, essays, reviews, reports
 2. Popular publications: articles, essays, op-ed pieces
 3. Grants applied for and/or funded; professional development grants/awards
 4. Service on editorial boards; manuscript reviewer for scholarly journals/publishers
 5. Disseminates professional expertise through presentations at professional and/or academic conferences
 6. Evaluates research findings for application in practice
 7. Additional Criteria: An academic unit/center may consider developing additional criteria as appropriate in evaluating the candidate's performance
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644 An evaluation of *high quality* in the area of service means that a faculty member has
645 made valuable service contributions to the academic unit and/or center, the College,
646 University, and the discipline. Service activities beyond the University, in professional or
647 academic associations and, if applicable, the practice community are expected of clinical
648 and research faculty. Service for lecturers is dependent on the mission as defined by the
649 academic unit, but it is generally at the unit or college level. Assessing the performance
650 of *high quality* service should consider the following criteria:

- 651 1. Contributes to professional and/or academic associations through
652 committee membership and/or leadership positions
- 653 2. Serves on unit, center, College, and/or University committees
- 654 3. Fulfills administrative appointments and assignments within the unit,
655 center, College, and/or University
- 656 4. Contributes to the mission and needs of the unit and/or center through
657 community engagement
- 658 5. Provides academic advisement to the students
- 659 6. Public speaking on behalf of the unit and/or center
- 660 7. Additional Criteria: An academic unit/center may consider developing
661 additional criteria as appropriate in evaluating the candidate's performance
662

663 For academic professionals, an evaluation of *sustained excellence & continued growth* in
664 the area of service relates to the department's mission and the specific service
665 responsibilities of the candidate. Assessing the performance of *sustained excellence &*
666 *continued growth* service of academic professionals should consider the following
667 criteria:

- 668 1. Job Knowledge: Knowledge, skills and abilities as they relate to
669 performing job requirements
- 670 2. Productivity: Amount of work successfully accomplished while
671 maintaining standards and meeting deadlines
- 672 3. Accuracy and Quality: Professionalism and thoroughness of the work
673 produced
- 674 4. Adaptability: Ability to master new duties and show flexibility in
675 meeting the changing demands of the work environment
- 676 5. Organizational Skills: Ability to effectively and efficiently plan and carry
677 out work priorities
- 678 6. Communication Skills: Ability to communicate in a clear manner, listen
679 attentively, and respond appropriately to multiple audiences (e.g.,
680 faculty, students, peers, community members)
- 681 7. Initiative: Shows resourcefulness and creativity in addressing issues,
682 gaps, challenges in carrying out work responsibilities
- 683 8. Professional Relationships: Develops and maintains effective working
684 relationships with co-workers, supervisor, faculty, staff, students,
685 community members, and others in carrying out job responsibilities

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9. Supervisory Skills: Ability to effectively delegate and monitor work and follow-up with others; provide appropriate feedback and support to supervisees
10. Committee Service: Active member and/or chair of unit and/or College committees
11. Community Service: Participates in professional and/or academic associations
12. Community Engagement: Contributes to the mission and needs of the academic unit, center, College, and/or University
13. Additional Criteria: An academic unit/center may consider developing additional criteria as appropriate in evaluating the candidate's performance

**DIRECTIONS TO CANDIDATE FOR
SUBMITTING MATERIALS
FOR PROMOTION**

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. An electronic copy of the dossier is required to facilitate timely review by the various parties included in the review process. The unit head or appropriate administrator should provide a statement of the workload distribution and the duties and responsibilities pertaining to the candidate to be included in the dossier (*GSU Promotion Manual for Non-Tenure Track Faculty*, p. 14).

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

Candidates must refer to the NTT promotion calendar found in Appendix A for timeline and submission deadlines for each step. Candidates submit a complete dossier to the appropriate unit head by the date specified on the calendar. Materials can be added to the dossier until the unit promotion committee makes its recommendation to the unit head. The additional materials will be provided to the unit head, who will notify all members of the unit promotion committee that additional materials have been added to the dossier. Once the unit committee has made its recommendation, no material, except written replies to reports of subsequent evaluations of the dossier, may be added to the dossier. The dossier is considered closed as of this date, and all parties involved in the review of the candidate's credentials will have access to exactly the same information in the dossier.

Once a dossier is submitted to the College Committee on NTT Promotion, it can be viewed only by committee members, the administrative secretary of the committee, and administrative officials at the College and the University charged with the responsibility for reviewing candidates for promotion. This policy is strictly enforced; candidates should not submit the only copies of materials if they might be needed before the committee returns the dossier in the spring semester.

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

771 **II. INSTRUCTIONS FOR ELECTRONIC FORM OF DOSSIER**

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Information on the structure of the electronic file You will either turn in your file on a jump drive or as an electronic folder. Your opening screen must be your Table of Contents and CV with your name marking the file (CV Smith). Each file should be labeled with last name and nature of the documents (i.e. Smith, CV or Smith Table of Contents). Additional items should be separated into folders so like items can be easily identified and found. If electronic files are not clear and concise or items are in disarray, submission will be returned to the candidate to correct it.

The following is one suggestion for compiling your file. (It will not hold in all cases, but it can serve as a guideline or suggestion). The opening screen can also contain your combined statement and up to three separate folders depending on the requirements of your position. The three folders would be Teaching, Research, and Service. Inside each of these folders you can place two files. One would be your statement for this section and the other would be supporting documentation. The supporting documentation should be in one long PDF, and in the order indicated above. Screen shots found at the end of the document.

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

III. FORMAT FOR DOSSIER

1. The dossier begins with a cover sheet that includes the candidate’s name, present rank, academic unit, 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. The following format should be used (*lines not applicable should be omitted*):

Name
Highest Degree
Present Rank
Academic Unit
Research Center Affiliation
Date of GSU Appointment and Rank Awarded
(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
Proposed Rank

2. Unit head's memorandum of recommendations and analysis to the Dean.
3. Statement of recommendation from the unit committee on promotion.
4. Candidate written responses to the statements of recommendation.
5. Index tabs with the following labels (underscored words), followed by the materials.
6. Table of Contents (note: the items listed above will be received and prepared by the academic unit head 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).
7. Workload Statement. A statement of the candidate's workload distribution and job responsibilities and duties from the unit head. If the job responsibilities have changed over time (e.g., adding teaching responsibilities), it needs to be stated.
8. Resume in the order specified in Appendix B.
9. Three concise statements (not to exceed 1.5 pages each) of candidate's teaching philosophy and evidence of teaching performance, area of research and evidence of research/scholarly productivity (where applicable) including external assessment of the candidate's work in the form of citations or book reviews, and description of service activities. Each section in each of three areas (where applicable) should be clearly separated from the others by dividers.
10. Lists of Accomplishments and Supporting Evidence for Instruction, Scholarship, and Service, as follows:
 - A. In order to determine whether or not candidates meet the criteria given in the College's *Non-Tenure-Track Promotion Manual* (and unit manuals, if applicable), the committees will review the credentials of NTT candidates in the applicable areas of instruction, scholarship, and service. This review will consider only the material and documentation present in a candidate's dossier (as well as any information received from the unit head and the unit promotion committee). In each of the main areas, the College's *Non-Tenure-Track Promotion Manual* identifies major

856 categories or subsections into which the activities of most candidates can
857 be logically divided; however, some candidates may not have activities to
858 report in all of the categories. The documentation should be placed
859 immediately after the list of accomplishments for a specific category and
860 in the same order used in the list.

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862 B. Explicit instructions are given in the following sections for the
863 arrangement of the lists of accomplishments and the supporting
864 documentation. Most of the materials submitted by a candidate can be
865 placed in one of the categories listed later in the College's NTT Promotion
866 Manual for instruction, scholarship, or service. Materials inappropriate for
867 listed categories must be placed in a separate category at the end of the
868 area. The dossier may be returned if it is not clear or in disarray.

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872 **IV. CATEGORIES FOR INSTRUCTION**

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874 As stated in the section on criteria, Georgia State University requires the services of
875 teacher-scholars who are now contributing significantly in the area of instruction and for
876 whom there exists ample evidence that this activity will continue in the future.
877 Information provided by candidates to document their contributions in the areas of
878 instruction must be divided into the sections listed below:

- 879
880 1. **Courses Taught:** The candidate must provide a copy of the most recent syllabus
881 used for each course taught since he/she was hired or last promoted. Only one
882 syllabus for each different course is required. The candidate must provide a list of
883 courses taught indicating the quarter or semester, the title and course number, and
884 the number of students in the course.
885
886 2. **Perception of Students:** Summary of the student questionnaires must be
887 provided for courses taught. Written comments may be included.
888
889 3. **Course Development:** Provide evidence of significant development of new or
890 revised courses, programs, and/or instructional methods.
891
892 4. **Honors or Special Recognition for Instruction:** These should be listed in
893 tabular form.
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895 5. **Independent Studies, Honors Theses, Theses, and Dissertations:** for each item
896 include the name of student, title of project, date completed, and candidate's role.
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6. **Published Materials:** Textbooks and published articles related to the candidate’s teaching (candidate as author). A copy of each must be provided.
 7. **Other Materials** that bear on the evaluation of instruction. Candidates are encouraged to include in their dossier 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.

908 **V. CATEGORIES FOR SCHOLARSHIP**

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910 Normally, all candidates’ accomplishments in this area can be listed logically in one of
911 the categories given below. If this is not the case for some items, the candidate may
912 create new categories and list the accomplishments under the new headings.
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914 For multiple-authored works and collaborative projects, the candidate and (when
915 possible) the unit should assess and explain in detail the degree of the candidate’s
916 contribution to the work.
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921 **1. Participation in Professional Associations:**

922
923 A list of memberships in professional associations and participation at
924 professional meetings should be provided. Items in this category should be
925 arranged as follows:
926

927 A. Memberships in Professional Associations.
928 List current memberships.
929

930 B. Presentations at Professional Meetings and Conferences
931 Title and date of presentation, name and location of meeting. A one or two
932 sentence description of the presentation.
933

934 C. Offices Held in Professional Associations.
935 Title, dates of term, and methods of selection.
936

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

938
939 A. Published Articles and Those Accepted for Publication.

940 Title of article, journal, volume, date (or projected date of publication),
941 names of the authors as they appear in print, and a one or two sentence
942 description of the publication, including an assessment of its contributions
943 to the discipline. Clear indication should be given of whether the article
944 has been published or only accepted for publication, and whether the
945 journal is refereed. The department's evaluations of these articles should
946 include assessments of the relative prestige of the journals within the
947 candidate's fields of interest; it is not expected that publications will
948 necessarily be in journals directly related to the candidate's departmental
949 orientation.

950
951 B. Published Books and Monographs and Those Accepted for Publication.
952 Title, publisher, and date of publication or projected publication, and a one
953 or two sentence description of the work, including an assessment of its
954 contribution to the discipline. For works only accepted for publication,
955 clear indication should be given of whether an item is a book manuscript
956 in press and scheduled for publication at a more or less definite date, or a
957 book project for which a contract has been awarded and a manuscript is to
958 be submitted to the publisher in the future.

959
960 C. Reports, Essays, Book Chapters.
961 Title, where published, and date of publication or projected publication,
962 and a one or two sentence description of the work, including an
963 assessment of its contribution to the discipline.

964
965 D. Book Reviews.
966 Title, author, place of appearance, and date of publication or projected
967 publication.

968
969 E. Papers Under Review and In-process.
970 For each paper under review, state where it has been and is being
971 considered, and provide referee reports, if any.

972
973 **DOCUMENTATION**

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975 Provide copies of items listed in paragraphs A, B, C, and E above.

976
977 3. **Awards and Grants:** List scholarships, fellowships, travel awards, professional
978 development grants, grants funded by local agencies, and grants from national
979 agencies. Indicate the amount of the award, the schedule of funding, the period of
980 the award, and the precise role of the investigator and any other co-principal or
981 co-investigator in the research or creative activities funded.

982

- 983 4. **Significant Professional Services:** List memberships on editorial boards,
 984 activities as referee for scholarly journals, activities as referee for granting
 985 agencies, memberships on evaluation panels, and services as critic, juror, and/or
 986 consultant for professional organizations. The list should include dates of service.
 987
- 988 5. **Recognition by National, Scholarly, and Professional Associations:** List and
 989 include titles of honors, awards, fellowships, and internships.
 990
- 991 6. **General Recognition Within One’s Field:** List requests for colloquium
 992 presentations or workshops, reviews of publications, and citations and references
 993 to the candidate’s work by others.
 994
- 995 7. **Specialized Professional Activities Appropriate to the Discipline:** Included
 996 here are materials for which descriptions are not presented in any of the other
 997 categories above.
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1000 **VI. CATEGORIES FOR SERVICE**

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 1002 The College Committee on Promotion considers only service activities related to
 1003 candidates’ areas of professional competence. Service open to any responsible citizen
 1004 must not be included. Extra remuneration for academic or public service should not
 1005 preclude its inclusion. However, such service will be considered primarily on the basis of
 1006 its direct benefits to Georgia State University. Letters of recommendation from a
 1007 candidate’s department should discuss this category. In areas where a candidate believes
 1008 substantial contributions have been made (as may be indicated in the candidate’s
 1009 statement on service), it is appropriate for the department to solicit information about the
 1010 effectiveness or importance of the candidate’s service and to speak to this effectiveness
 1011 and importance in its letters. Given the mission of the Andrew Young School, collegiality
 1012 and cooperation among faculty and researchers of several disciplines and research centers
 1013 are emphasized. The College’s focus on applying research and theory to practice through
 1014 the interaction of academic departments and research centers, service contributions that
 1015 enhance these values are especially encouraged. Examples include senior co-authorships
 1016 with junior faculty; attracting funding that helps support other faculty and graduate
 1017 students not under the candidate’s own direction; helping other faculty with professional
 1018 contracts; reviewing and assisting with manuscripts of other faculty members; being
 1019 regularly available to colleagues and students outside of regular office hours and class
 1020 times; frequent attendance at guest speaker seminars and other School events;
 1021 participation in candidate job interviews and presentations across the School; providing
 1022 intellectual leadership in research, instruction or service that benefits other faculty,
 1023 students and other constituents; and assisting PTIs and GTAs with course development
 1024 and instructional activities, such as mentoring and giving guest lectures.

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1. **Assistance and Availability to Colleagues:** List consultation about educational problems, reviews of manuscripts, collaboration on research projects, assistance with projects, and contributions to programs in other concentrations, areas, or colleges. The candidate should indicate ways in which he/she regularly make himself/herself accessible to his/her colleagues.
2. **Contributions to Unit:** List memberships on unit committees, development of programs, and activities. List only contributions not already included in instruction or scholarship.
3. **Contributions to Research Centers:** List formal associations and appointments in research centers, and projects, programs, reports, committees, grant submissions, and presentations in which the candidate has have participated under the aegis of these centers.
4. **Committee Responsibilities at the College, University or System Level:** List committees and periods of service.
5. **Support of Local, State, National or International Organizations:** List consultant-ships, memberships on advisory boards, and offices held, and include dates of service.
6. **Significant Community Participation:** List lectures, speeches, presentations, performances, and short courses, and include dates.
7. **Meritorious Public Service:** List assistance to governmental agencies and development of community, state, or national resources and include dates.

STRUCTURED REVIEWS

Structured reviews contribute to the determination of whether the faculty member is performing at the level necessary for reappointment, whether the faculty member who is seeking promotion is progressing towards promotion, and to identify opportunities that will enable the faculty member to reach one’s full potential in terms of contribution to one’s unit, the School, and the University. [*GSU NTT Promotion Manual*]

An appointment to a NTT faculty position is for a one-year period. All NTT faculty should be reviewed on an annual basis, in accordance with the Georgia State University Faculty Handbook and Board of Regents policies.

1066 All NTT faculty whose initial appointment at GSU is at an *entry level* or *above the entry*
1067 level will have a structured three year review no later than three years after the initial
1068 appointment, and a structured five year review no later than five years after the initial
1069 appointment. Subsequent structured reviews will take place every five years, unless a
1070 faculty member is promoted sooner. If a NTT faculty member is promoted, subsequent
1071 structured reviews will occur every five years after the most recent promotion. [*GSU NTT*
1072 *Promotion Manual*]
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1074 The year in which the NTT comes up for promotion does not have to coincide with the
1075 structured review period.
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1078 **I. THIRD YEAR REVIEW**

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1080 **1. DATE OF THIRD YEAR REVIEW**

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1082 The review will occur during the Spring Semester of what would be the faculty member's
1083 third full year. See Appendix C for the third year review calendar.
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1087 **2. THIRD YEAR REVIEW COMMITTEE**

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1089 Each academic unit will have a structured review committee that evaluates the credentials
1090 of all NTT faculty members undergoing review. This committee consists of a minimum
1091 of three faculty members. All members must be at a higher rank than the candidate under
1092 review, and NTT faculty must have representation. If there are no NTT faculty at ranks
1093 above the candidate's current rank, appropriate NTT faculty from related AYS units shall
1094 be considered. The review committee members, appointed by the unit head, will select its
1095 chair.
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1099 **3. MATERIALS TO BE REVIEWED**

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1101 The third year review committee will review the faculty member's instruction,
1102 scholarship, and service activities. The faculty member will supply the appropriate
1103 documentation for the committee to make such a review, including:
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- Resume;
- Copies of published and unpublished research;
- Teaching evaluations;

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- Additionally, a faculty member should provide a concise summary of accomplishments, expectations, and three-year goals not to exceed two pages in length.
 - Unit heads or administrators should provide a statement of the candidate's workload.

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4. THIRD YEAR REVIEW COMMITTEE REPORT

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A written report will be prepared by the review committee and presented to the unit head, with a copy to the faculty member. The report will contain an evaluation of the faculty members progress toward promotion or reappointment in each of the three areas of teaching, research, and service in alignment with the NTT faculty member's tasks and job responsibilities; a recommendation regarding retention of the faculty member, and; observations and thoughts regarding what changes, if any, the committee believes the faculty member seeking promotion needs to address. The committee must have clear evidence that the faculty member seeking promotion is not making reasonable progress toward promotion before recommending dismissal.

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The unit head may call a meeting of the unit's review committee to discuss the report. The unit head will meet with the faculty member to discuss the report of the committee.

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The unit head will prepare a separate memorandum. Both the written report from the review committee, the memorandum from the unit head, the resume, and the two page statement will be sent to the Dean. In turn, the Dean will prepare a memorandum and will forward the memorandum, along with letter from the review committee, the memorandum from the unit head, the resume, and the two page statement to the Provost.

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The Provost reviews all College's Third Year Review documents. 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. If the review is negative, the Provost will consult with the Dean, and the Dean will notify the candidate of the negative review.

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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. Written notification will be provided to the candidate at each stage of the review.

1149 **II. FIVE YEAR REVIEW**

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1. DATE OF THE FIVE YEAR REVIEW

The five year 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. For lecturers appointed at the entry level, the first structured five year review is also the review for promotion to senior lecturer (*GSU NTT Promotion Manual*). See Appendix D for the five year review calendar.

2. FIVE YEAR REVIEW COMMITTEE

Each academic unit will have a review committee that evaluates the credentials of all NTT faculty members undergoing a five year review. This committee consists of a minimum of three faculty members. All members must be at a higher rank than the candidate under review, and NTT faculty must have representation. If there are no NTT faculty at ranks above the candidate’s current rank, appropriate NTT faculty from related AYS units shall be considered. The review committee members, appointed by the unit head, will select its chair.

3. MATERIALS TO BE REVIEWED

The cumulative review should address accomplishments in teaching, research and service. The review will be based on available information. The faculty member will submit at least the following elements of the dossier required for the regular promotion review:

- Resume organized in the sequence shown in Appendix B;
- Copies of all publications during the five-year evaluation period;
- Materials documenting teaching effectiveness during the five-year evaluation period;
- Copies of annual evaluations during the five-year evaluation period;
- Additionally, a faculty member should provide a concise summary of accomplishments, expectations, and five-year goals not to exceed two pages in length

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**5. FIVE YEAR REVIEW COMMITTEE REPORT, SUBSEQUENT REVIEW,
AND COMMENTS**

A written report will be prepared by the five year review committee. The review committee's report is forwarded in turn, to the unit head. The academic unit head will prepare a separate memorandum. Both the written report from the review committee, the memorandum from the unit head, the resume, and the two page statement will be sent to the Dean and cced to the administrative staff for processing. In turn, the Dean will prepare a memorandum and will forward the memorandum, along with the Five Year Review Committee's written report, the memorandum from the unit head, the resume, and the two page statement to the Provost for review and comment.

The Provost reviews all College's Five Year Review documents. After the Provost has added his/her comments, all reports and comments are sent to the faculty member with copies to other parties involved in the cumulative review process.

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

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

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APPENDIX A

CALENDAR FOR NON-TENURE TRACK PROMOTION PROCESS 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
REMAINDER OF THE SCHEDULE**

Please note-- Timelines may adjust annually based upon completion dates issued from the Provost's office.

1219	<i>DATE</i>	<i>RESPONSIBLE</i>	<i>ACTION</i>
1220		<i>PARTY</i>	
1221			
1222	March 1	Dean's Office	The Dean's office will notify all candidates of their eligibility for promotion (with a copy to the respective unit head) in the upcoming academic year by virtue of length of service for promotion.
1223			
1224			
1225			
1226			
1227	March 1-31	Chair, College P&T Committee	The P&T Committee holds an informational meeting to discussion NTT promotion and procedures. The meeting is open to all AYS faculty.
1228			
1229			
1230			
1231	April 1	Candidate	Eligible faculty members who intend to apply for promotion respond in writing to his/her respective unit head with copies to the Chair, College P&T Committee.
1232			
1233			
1234			
1235			
1236	September 1	Candidate	Candidate submits completed dossier to his/her respective unit head.
1237			
1238			
1239	September 1	Unit Head	The unit head ensures the unit's NTT Promotion Committee is in place.
1240			
1241			
1242	September 5	Unit Head	The unit head forwards the candidate's dossier to the unit's NTT Promotion Committee.
1243			
1244			
1245	October 5	Unit NTT Promotion Committee	Unit NTT Promotion Committee presents its statements of assessment and recommendation to the respective unit head. Any dissenting letters are sent as well.
1246			
1247			
1248			
1249			A copy of the recommendation letter, and any dissent

1250			letters, are sent to the candidate.
1251			
1252	October 5	Candidate	Final date candidate can add materials to his/her dossier.
1253			
1254			
1255	October	Candidate	1) A candidate's response, if any, to the unit committee's letter of recommendation, and any dissenting letters, is due to the unit head within three (3) business days of receiving the report.
1256			
1257			
1258			
1259			2) A candidate wishing to withdraw from further consideration informs his/her unit head in writing within five (5) business days of receiving the report.
1260			
1261			
1262			
1263	October 20	Unit Head	The unit head prepares a letter of recommendation to the chair of the College Committee on NTT Promotion, and sends the letter along with the unit committee's letter, any dissenting letters, and the candidate's dossier to the College committee chair. A copy of the unit head's letter is sent to the candidate.
1264			
1265			
1266			
1267			
1268			
1269			
1270	October	Candidate	1) A candidate's response, if any, to the unit head's letter of recommendation is due to the College Committee within three (3) business days of receiving the report.
1271			
1272			
1273			
1274			2) A candidate wishing to withdraw from further consideration informs his/her unit head in writing within five (5) business days of receiving the report.
1275			
1276			
1277			
1278	December 1	College Committee on NTT Promotion	The committee forwards its letter of recommendation, the unit head's letter, the unit level committee's letter, and any dissenting letters plus the dossier to the Dean. A copy of the College committee's recommendation letter, and any dissenting reports, are sent to the candidate and the unit head.
1279			
1280			
1281			
1282			
1283			
1284			
1285	December	Candidate	A candidate's response, if any, regarding the College committee's recommendation is due to the dean (with a copy to the unit head) within three (3) business days of receiving the report.
1286			
1287			
1288			
1289			
1290	January 15	Dean	The Dean completes the review of the candidate's materials. The candidate and his/her unit head are informed in writing of the Dean's recommendation.
1291			
1292			
1293			
1294			
1295	January	Candidate	1) A candidate's response, if any, regarding the College's final recommendation is due to the Dean three
1296			

1297 (3) business days from the date of the Dean’s letter.
 1298 2) A candidate wishing to withdraw from further
 1299 consideration informs the Dean in writing within **five (5)**
 1300 business days from the date of the Dean’s letter.
 1301 3) A candidate wishing to appeal a negative
 1302 recommendation from the Dean has **ten (10)** business
 1303 days from the receipt of the Dean’s letter in which to
 1304 appeal, in writing, to the Provost.
 1305
 1306
 1307

1308 **The exact dates for the notification of the outcomes of the University review**
 1309 **will be determined by the Office of the Provost and communicated to the**
 1310 **University faculty in advance of each year’s promotion cycle.**
 1311
 1312

1313 **February/March** The Dean forwards the promotion recommendations, positive and negative, to the
 1314 Provost by the date established by the Provost’s office.
 1315

1316 **May** Provost completes review of NTT promotion cases and responds to appeals from
 1317 candidates.
 1318

1319 Within **three (3)** business days of receiving the Provost’s recommendations, the
 1320 Dean notifies the candidates.
 1321

1322 **June** President completes review of NTT promotion cases and responds to appeals
 1323 from candidates.
 1324

1325 Within **three (3)** business days of receiving the President’s decisions, the Dean
 1326 notifies the candidates.
 1327
 1328
 1329

**CURRICULUM VITA OUTLINE TO BE USED FOR CANDIDATE'S DOSSIER
RECOMMENDATION**

1331

1332

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

1333

1334

1335

1336

1337 **Name**

1338

1339 **Current Rank**

1340

1341 **Academic Unit**

1342

1343 **Education and Professional Credentials**

1344

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

1345

1346

List professional, non-degree programs and courses completed

1347

1348

Fellowship and Awards

1349

1350

Work experience

1351

1352

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

1353

1354

1355

1356 **Scholarship and Professional Development**

1357

Publications: Refereed Scholarly

1358

1359

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

1360

1361

1362

Publications: Refereed Professional/Practitioner

1363

1364

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

1365

1366

Publications: Books, Monographs, and Reports

1367

1368
1369 Include books, monographs, reports, chapters in books, case studies, instructor's manuals
1370 and other supplemental materials for textbooks, and books edited.
1371

1372 **Publications: Non-Refereed and Other**
1373

1374 Include book reviews, essays, papers published in non-refereed conference proceedings;
1375 exclude media interviews, abstracts, letters to editors, papers presented at meetings not
1376 otherwise published, working papers, including papers under review and in process.
1377

1378 **Papers Under Review and In-Process**
1379

1380 **Externally-funded Research Projects**
1381

1382 List title of research project, beginning and ending dates of the project, the amount of
1383 funding of the grant, and the specific participation of the faculty member in the grant
1384 project (e.g., project director, principal investigator).
1385

1386 **Papers Presented at Professional Meetings and Conferences**
1387

1388 List title, any co-author, name and date of meeting.
1389

1390 **Instruction, including advising**
1391

1392 **Supervision of Doctoral Dissertations**
1393

1394 List author and title of dissertation; indicate whether involvement was as member of, or
1395 chair of, dissertation committee in each case.
1396

1397 **Continuing Education and Training Activities**
1398

1399 List name of program, date of program, involvement in program, (e.g., topic taught as
1400 faculty member or program director); include training program activities.
1401

1402 **Service**
1403

1404 **Service Activities Internal to the University**
1405

1406 Include service on unit, college and university committees by listing name of committee,
1407 time period served, and whether service was as a member or chair. Also include other
1408 assignments and responsibilities at the unit, college, or university level.
1409

1410 **Service Activities in Academic and Professional Organizations**
1411

1412 Include service in academic or professional organizations as an officer or local
1413 arrangements chair/member, chair of program committee, chair of a program session,

1414 discussant. Also include referee and other editorial appointments with respect to journals
1415 sponsored by such organizations.

1416

1417

1418 **Service to the Community**

1419

1420 Include only those activities which utilize the professional expertise of the faculty
1421 member in activities in the community which are directly related to being a faculty
1422 member.

1423

1424
1425

APPENDIX C

CALENDAR FOR THIRD YEAR REVIEW

**ANY DATE THAT FALLS ON THE WEEKEND OR A HOLIDAY
AUTOMATICALLY BECOMES THE NEXT WORKDAY** Please note-- Timelines may
adjust annually based upon completion dates issued from the Provost's office.

1426
1427
1428
1429 Additional information can be found in the *Structured Reviews* section beginning on page 27.

- 1430
1431
1432 **March 1** Unit Third Year Review Committee appointed by the unit head.
1433
1434 **March 1** Faculty member being evaluated will supply unit's Third Year Review Committee the
1435 appropriate documentation.
1436
1437 **April 1** Third Year Review Committee submits to Unit Head and faculty member being evaluated
1438 a written report of its recommendation and supporting documentation.
1439
1440 **May 1** Unit Head's third year review recommendation memo due to the Dean including the
1441 Third Year Review Committee's written report and supporting documentation.
1442
1443 **May 31** Dean's memo to the Provost includes the Unit Head's memo, the Third Year Review
1444 Committee's written report, the resume, and the two page statement.
1445
1446 **June-August** Provost reviews all College Third Year Review documents.
1447
1448 **NOTE:** **After the Provost has added comments to the review documents, all reports**
1449 **and comments are sent to the faculty member, with copies to the other**
1450 **parties involved in the review process.**
1451
1452

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APPENDIX D

CALENDAR FOR FIVE YEAR REVIEW

**ANY DATE THAT FALLS ON THE WEEKEND OR A HOLIDAY
AUTOMATICALLY BECOMES THE NEXT WORKDAY** Please note-- Timelines may
adjust annually based upon completion dates issued from the Provost's office.

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1456
1457

Additional information can be found in the *Structured Reviews* section beginning on page 27.

1459

1460

1461

March 1 Five Year Review committee members appointed by the unit head.

1462

1463

March 15 Faculty member being evaluated will submit appropriate documents to the Five Year Review Committee.

1464

1465

1466

May 1 Five Year Review committee submits report along with supporting documentation to Unit Head.

1467

1468

1469

May 18 Unit Head's five year review recommendation memo due to the Dean including the Five Year Review Committee's written report and supporting documentation.

1470

1471

1472

June 2 Dean's memo to the Provost includes the Unit Head's memo, the Five Year Review Committee's written report, the resume, and the two page statement.

1473

1474

1475

June-August Provost reviews all College Five Year Review documents.

1476

1477

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.

1478

1479

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