

Andrew Young School of Policy Studies

Promotion and Tenure Manual

Approved by the Andrew Young School of Policy Studies Committee on Promotion and Tenure April 14, 1997

Approved by the Andrew Young School of Policy Studies June 2, 1997

As Amended May 6, 1998

As modified January 5, 2000

Changes November 13, 2000

Amended August 2003 and Approved November 20, 2003

Amended April 2004 and Approved April 2004

Amended April 2007 and Approved April 2007

Amended September 2008

Committee Changes 04-2009 and Approved April 29, 2009

Committee Changes April 2012 and Approved April 12, 2012

Changes Summer 2012 and Approved September 30, 2012

Approved by the University Promotion and Tenure Committee and the Office of the Provost, December, 2012

Administrative changes, February 12, 2016

Committee Changes September 2016 and Approved November 29, 2016

Contents

INTRODUCTION	1
POLICIES ON PROMOTION AND TENURE.....	2
I. GENERAL POLICIES	2
II. ELIGIBILITY (TIME-IN-RANK) POLICIES	2
III. MINIMUM CRITERIA FOR TENURE-TRACK PROMOTION AND TENURE.....	4
V. CREDIT TOWARD TENURE DECISION DATES	5
PROMOTION AND TENURE PROCESS.....	6
I. DEPARTMENT	6
II. COLLEGE	8
III. UNIVERSITY	10
CRITERIA FOR JUDGING CANDIDATES	11
FOR PROMOTION AND TENURE IN.....	11
CRITERIA FOR JUDGING CANDIDATES FOR PROMOTION AND TENURE IN THE ANDREW YOUNG SCHOOL OF POLICY STUDIES	11
I. TERMS OF EVALUATION TENURED AND TENURE TRACK.....	11
II. CRITERIA FOR TENURED AND TENURE TRACK	12
DIRECTIONS TO CANDIDATE FOR SUBMITTING MATERIALS TO THE DEPARTMENTAL COMMITTEES ON PROMOTION AND TENURE.....	14
I. INSTRUCTIONS AND COMMENTS ON SUBMISSION OF DOSSIER	14
When candidates submit their dossier for review they must also submit a separate copy of their CV (in other words the file must include a copy of CV that is not contained in a larger PDF or other type of combined file) as the Provost only requires a CV, not a full dossier.	
15	
III. FORMAT FOR DOSSIER	16
IV. CATEGORIES FOR SCHOLARSHIP	18
V. CATEGORIES FOR INSTRUCTION	21
VI. CATEGORIES FOR SERVICE.....	21
LEVELS OF REVIEW	24
I. RECOMMENDATION AND EVALUATION.....	24
EXTERNAL REVIEWS	25
APPEALS	27
I. APPEAL OF NEGATIVE RECOMMENDATION BY THE DEAN.....	27
II. APPEAL OF NEGATIVE RECOMMENDATION BY THE PROVOST	27
THIRD YEAR REVIEW	28
I. PURPOSE OF THIRD YEAR REVIEW	28

II. DATE OF THIRD YEAR REVIEW	28
III. THIRD YEAR REVIEW COMMITTEE	28
IV. MATERIALS TO BE REVIEWED	28
V. THIRD YEAR REVIEW COMMITTEE REPORT	29
CUMULATIVE REVIEW AND DEVELOPMENT FOR TENURED FACULTY	30
I. PURPOSE OF CUMULATIVE REVIEW	30
II. YEAR IN WHICH CUMULATIVE REVIEW IS CONDUCTED	30
III. TENURED FACULTY TO WHOM CUMULATIVE REVIEW APPLIES	30
IV. CUMULATIVE REVIEW COMMITTEE AND CHAIR	31
V. MATERIALS TO BE REVIEWED	31
VI. CUMULATIVE REVIEW COMMITTEE REPORT, SUBSEQUENT REVIEW, AND COMMENT	31
VII. EXCEPTIONAL MERIT.....	32
APPENDIX A.....	33
APPENDIX B.....	36
APPENDIX C.....	39
APPENDIX D.....	40

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 and tenure-track faculty have the opportunity and resources needed to
6 achieve the qualifications necessary for promotion to higher rank and, where applicable, for
7 tenure, as well as to foster ongoing professional development. The tenure decision is grounded
8 on the candidate’s likely contributions subsequent to being granted tenure based on an evaluation
9 of past performance.

10
11 This document is intended to provide the AYSPS tenure-track faculty with essential information
12 about the promotion and tenure criteria, standards, and review processes of the College,
13 including the responsibilities of candidates for tenure and/or promotion, AYSPS departments, the
14 College 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 Promotion and Tenure Manual for*
19 *Tenured and Tenure-Track Professors (“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. Any perceived conflict between AYS and GSU
23 or BOR policy will be resolved by compliance with the higher level policy.

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

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

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

38

39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80

POLICIES ON PROMOTION AND TENURE

I. GENERAL POLICIES

Every tenured and tenure-track 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 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 deadline for submitting recommendations to the Provost (See Appendix A).

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. Assistant Professors Seeking Promotion and Tenure

Pursuant to the calendar for the promotion and tenure process, an assistant professor is normally considered for promotion and tenure in the sixth year of service at that rank. In cases of highly exceptional achievement, an assistant professor may be considered for promotion and tenure in the fifth year of service. An assistant professor must be considered for promotion and tenure no later than the seventh year of service. A faculty

81 member hired at the rank of instructor and later promoted to the rank of assistant
82 professor must be considered for promotion and tenure no later than the ninth year of
83 service.
84

85 Credit received for service at other institutions or in the rank of instructor may be applied
86 (at the candidate's discretion) towards a candidate's tenure. Thus, for example, an
87 assistant professor with two years of credit could be considered for tenure in the fourth
88 year of service at Georgia State University.
89

90 Normally assistant professors should simultaneously apply for promotion and tenure.
91 Tenure is not granted without promotion, nor promotion without tenure, except under
92 highly unusual circumstances.
93

94 **2. Associate Professors Seeking Promotion and/or Tenure; Professors Seeking** 95 **Tenure**

96 Pursuant to the calendar for the promotion and tenure process, an associate professor
97 seeking promotion to professor normally is not considered before the fifth year of service
98 as associate professor. However, a candidate may be considered for promotion earlier if
99 exceptionally strong justification exists for doing so. Earliest consideration in this case
100 occurs in the fourth year of service.
101

102 A faculty member hired as the associate or professor level may be considered for tenure
103 no earlier than the fifth year of service (including, at the discretion of the candidate, any
104 years for which probationary credit is awarded) and must be considered for tenure no
105 later than the seventh year of service at Georgia State University.
106

107 Credit received for service at other institutions may be applied (at the candidate's
108 discretion) toward tenure. Acceptance of these credits is subject to the approval of the
109 Dean when the candidate first becomes eligible for promotion.
110

111 Non-tenured associate professors seeking promotion and tenure may not seek promotion
112 prior to tenure; a candidate may seek tenure prior to promotion.
113

114 **3. Early Promotion and/or Tenure**

115 Consideration for early promotion or tenure should occur only in cases in which a clear
116 indication of exceptional merit exists. Consistent with time-in-rank requirements,
117 candidates should be encouraged to take ample time to demonstrate fully their merits and
118 accomplishments.
119
120
121
122
123

124 **III. MINIMUM CRITERIA FOR TENURE-TRACK PROMOTION AND**
125 **TENURE**

126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149

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.

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

151
152 According to Regents' policy, members of the faculty who, at the time they were hired,
153 negotiated credit toward the probationary period required for tenure consideration have
154 the opportunity later to withdraw all or part of this credit period when the candidate with
155 probationary credit is first eligible for consideration for promotion and tenure. Thus the
156 faculty member would become eligible to apply for tenure consideration at a later date
157 than was originally set, up to the actual seventh academic year of full-time employment
158 at GSU. The candidate must notify the Dean in writing of his/her desire to withdraw the
159 credit. In order for the credit to be withdrawn, the Dean must approve its relinquishment.

160
161
162

163 **VI. TENURE AT TIME OF HIRING**

164
165 In accordance with Regents' policy (Section 4.04, Academic Affairs Handbook, June
166 2000), tenure may be awarded at the time a faculty member is hired in the Andrew
167 Young School of Policy Studies, but only in exceptional cases. Normally, tenure will be
168 awarded in such cases only if the candidate has been previously granted tenure at another
169 institution. The review of the candidate will be based on the candidate's vitae and other
170 materials that the departmental chair determines are reasonable and appropriate. Review
171 procedures for awarding tenure are the same as for other candidates except that the
172 normal calendar (Appendix A) will not apply.

173
174

PROMOTION AND TENURE PROCESS

I. DEPARTMENT

1. Introduction

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

2. 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.

3. 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. However, as discussed in the next

216 section, the chair will not begin his/her consideration the merits of the case until the
217 candidate has a chance to respond to the committee review

218 In consultation with the department chair, the dean will augment faculty committees with
219 members at the appropriate rank from other departments when the home department does
220 not have a sufficient number of tenured faculty at the appropriate rank to constitute a
221 committee of at least three members.
222

223 **4. Evaluation of Candidates** 224

225 The departmental committees on promotion and tenure and the departmental chair
226 independently evaluate the credentials of all candidates in the department during the
227 Summer and Fall semesters. A candidate's credentials must be submitted to the
228 departmental committee and the departmental chair in the form required in the College's
229 Promotion and Tenure Manual. Both the departmental chair and the departmental
230 committee evaluate the credentials according to the criteria set forth in the departmental
231 promotion and tenure manual and the College's Promotion and Tenure Manual. Letters
232 from at least five outside reviewers must be among the information considered by the
233 chair and the departmental committee.
234

235 After reaching its decision, but **not later than October 6**, the departmental committee
236 sends the chair of the department a written statement of its recommendation, along with a
237 detailed justification of it. This letter reflects the opinion of the majority of the
238 committee. The statement from the departmental committee must be signed by the
239 committee chair and all committee members who agree with the recommendation and
240 justification. Committee members who do not agree with the recommendation of the
241 departmental committee must so indicate in writing. They may do so either with a joint
242 statement signed by all dissenting committee members, or with individual statements.
243 Any member of the committee may provide separate statements indicating differences of
244 opinion in the justification, in the recommendations, and in the reasons for these
245 recommendations. The committee report must be provided to the candidate and the
246 candidate must be given an opportunity to respond before the department chair's
247 consideration and decision.
248

249 After reaching his/her decision, the departmental chair prepares a statement indicating
250 his/her recommendation which contains evaluation of the candidates in all three areas
251 described in the AYSPS P&T Manual's section, Direction for Departments and
252 Departmental I.B. not later than **October 13**.
253

254 Departmental chairs, not later than **October 13**, in accordance with University Policy will
255 notify in writing each candidate of his/her recommendation and include a copy of the
256 departmental promotion and tenure committee review and any minority reports.
257

258 The departmental chair, not later than **October 18**, must forward to the College
259 Committee on Promotion and Tenure the evaluation of the departmental promotion and
260 tenure committee and the departmental chair statement.

261
262 The candidate has the right to respond in writing not later than **October 18** to the
263 departmental chair's recommendation to the College Committee on Promotion and
264 Tenure. Copies of the candidate's response will be included in the dossier sent forward
265 to higher levels in the decision process.

266
267 A candidate who wishes to withdraw from further consideration may do so by informing
268 the department chair in writing prior to the deadline for submitting recommendations to
269 the Dean. The candidate will have at least five working days from date of department
270 chair's decision in which to respond, but not later than **October 24**.

271
272

273 **II. COLLEGE**

274
275 No person may serve at more than one level of review. The procedure and the criteria to
276 be used for evaluating a candidate are those described in the edition of the College's
277 Promotion and Tenure Manual that is in effect on January 31 of the calendar year in
278 which the department and college reviews of the candidate occur. The College
279 Committee on Promotion and Tenure is charged by the Bylaws of the College with
280 making recommendations to the Dean regarding the promotion and/or tenure of all
281 candidates.

282
283 The departmental chair is responsible for providing the College Committee on Promotion
284 and Tenure with:

- 285 (A) the dossier submitted by the candidate;
- 286 (B) copies of all letters from outside reviewers;
- 287 (C) copies of the statements of recommendations from the departmental
288 committee, any individual committee member, and the departmental chair; and,
- 289 (D) any written responses from the candidate to prior evaluations.

290
291 The College Committee on Promotion and Tenure reviews the candidate's record of
292 accomplishments and analyzes the evaluations of the candidate's accomplishments
293 contained in the statements of recommendation from the department and departmental
294 chair, and from the letters from outside reviewers. It assesses whether, according to the
295 published criteria and standards of the department and College, the recommendations for

300 or against promotion are justified in light of the evaluations presented by the department,
301 the departmental chair, and the outside reviewers. Specifically, it seeks to ascertain
302 whether or not sufficient evidence has been presented regarding the quality of the
303 candidate. If the Committee has reason to believe that one or both of the departmental
304 recommendations have not been adequately substantiated, it may seek additional
305 information from the department. If there are inconsistencies among the departmental
306 statements and letters from the outside reviewers, it assesses the extent, if any, to which
307 these inconsistencies militate against a recommendation for promotion/tenure.
308

309 If, as a result of its deliberations, the Committee concludes that a positive
310 recommendation for promotion/tenure is warranted by the evaluation provided by the
311 departmental committee, departmental chair, and the outside reviewers, it will so
312 recommend and also provide a summary of this record and evaluations as part of its
313 report to the Dean not later than **November 6**. If the Committee concludes that a positive
314 recommendation is not justified by the record and the evaluations, it will recommend
315 against promotion/tenure and also provide a summary of the record and evaluations in its
316 report to the Dean not later than **November 6**. The report of the Committee must be
317 signed by the Committee chair and all Committee members who agree with the
318 recommendation and justification. Committee members who do not agree with the
319 recommendation or justification, must so indicate in writing. Dissenting members of the
320 committee may provide a single joint statement. Alternatively, any member of the
321 committee may provide a separate statement indicating differences of opinion in the
322 justification, in the recommendations, and in the reasons for these recommendations.
323

324 The Dean will inform (e-mail or memo) the departmental chair of the recommendation
325 received from the College Committee on Promotion and Tenure not later than **November**
326 **16**.
327

328 The Dean will inform the candidate in writing of the recommendation received, not later
329 than **November 16**, from the College Committee on Promotion and Tenure. The
330 candidate has the right to respond in writing to the College Committee's evaluation, and a
331 copy of the candidate's response will be included in the dossier reviewed at all higher
332 levels. The candidate will have at least five working days from receipt of the College
333 Committee on Promotion and Tenure recommendation in which to respond, but not later
334 than **November 23**.
335

336 The Dean reviews the recommendations from the College Committee on Promotion and
337 Tenure, the evaluations of the outside reviewers, the department, the departmental chair,
338 and any responses from the candidate. At the same time, the Dean takes into account the
339 relationship between the candidate's potential contribution and the needs of the
340 department and college.
341

342 The exact dates for the notification of the outcomes of College and University review will
343 be determined by the Office of the Provost and communicated to the University faculty in
344 advance of each year's promotion and tenure cycle. For general dates, please reference
345 Appendix A.

346
347 The Dean will forward all positive recommendations to the Provost during the third week
348 of January (exact date to be determined by the Office of the Provost). This
349 recommendation is accompanied by:

- 350
- 351 (A) copies of the evaluations from the departmental committee and the
352 departmental chair, including any minority reports from the committee;
 - 353
 - 354 (B) copies of all letters from outside reviewers;
 - 355
 - 356 (C) a copy of the report and recommendation provided by the College's
357 Committee on Promotion and Tenure together with any minority reports; and,
 - 358
 - 359 (D) any written responses from the candidate to prior evaluations.
 - 360
 - 361 (E) any other documentation requested by the Office of the Provost.
 - 362

363 A candidate, who is not recommended by the Dean, may appeal the Dean's decision to
364 the Provost. This appeal must be made in writing no later than ten business days from the
365 date of the Dean's written decision.

366
367

368 **III. UNIVERSITY**

369
370 The University has established procedures and criteria for appeals of College
371 recommendations. These procedures and criteria may be obtained from the Office of the
372 Provost.

373
374
375
376
377
378
379
380
381

**CRITERIA FOR JUDGING CANDIDATES
FOR PROMOTION AND TENURE IN
CRITERIA FOR JUDGING CANDIDATES FOR PROMOTION AND
TENURE IN THE ANDREW YOUNG SCHOOL OF POLICY STUDIES**

I. TERMS OF EVALUATION TENURED AND TENURE TRACK

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

An evaluation of excellent 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 good in the area of instruction means that the faculty member is successful in providing students with the basic materials of the subject matter taught.

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

An evaluation of excellent in the area of scholarship at the level of promotion to professor means that the faculty member has established a national or international reputation as a leader in his/her field, i.e. as one 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.

Scholarship shall be evaluated principally on the basis of its contribution to issues relevant to the Andrew Young School of Policy Studies. Contribution refers to how the scholarship advances the understanding of an issue or the solution to an issue. Issues relevant to the Andrew Young School of Policy Studies include policy issues, as well as all subject matter, broadly defined, of the departments within the Andrew Young School

423 of Policy Studies. The quality, reputation, and readership of the publication outlet are
424 important as indicators of the contribution of the research.

425
426 An evaluation of excellent in the area of service at the level of promotion to associate
427 professor means that the faculty member has made valuable service contributions to the
428 department and has been involved in service activities beyond the departmental level,
429 e.g., in centers, on college or university committees, in professional or academic
430 associations. Exceptional service at the departmental level may partially compensate for
431 a lack of service beyond this level. An evaluation of good in the area of service at the
432 level of promotion to associate professor means that the faculty member has played a
433 useful role in the service activities of the department and school and shows promise of
434 making greater contributions in the future, both within and outside the department.

435
436 An evaluation of excellent in the area of service at the level of promotion to professor
437 means that, in addition to service to the department, the faculty member has rendered
438 extensive, effective, and valuable service to centers and/or at the college or university
439 level, and/or in academic/professional associations. An evaluation of good in the area of
440 service at the level of promotion to professor means that the faculty member has made
441 valuable service contributions to the department as well as in at least one area on the
442 college or university level, or in academic/professional organizations over the period of
443 time since the last promotion.

444
445
446

447 **II. CRITERIA FOR TENURED AND TENURE TRACK**

448 **1. Assistant Professor**

449
450 In order for a candidate to be recommended for promotion to the rank of Assistant
451 Professor, he/she must have the terminal degree or its equivalent in his/her discipline. In
452 addition, each candidate must be evaluated as excellent in the area of instruction. He/she
453 must also show considerable promise with respect to scholarship and service, and thus be
454 evaluated as at least good in each of these two areas.

455
456
457
458

Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Excellent
Scholarship	Good
Service	Good

459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483

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.

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 the 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.

Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Good
Scholarship	Excellent
Service	Good

484
485
486
487
488
489
490
491
492
493
494

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

495 Promotion to the rank of Professor is a recognition awarded only to candidates who have
 496 distinguished records of achievement and standing in their professions and at Georgia
 497 State University. Both the quality and number of achievements required for a
 498 recommendation to the rank of Professor substantially surpass those required for
 499 recommendation to Associate Professor. In order to be recommended for promotion to
 500 Professor, a candidate must be judged excellent in both scholarship and instruction, and
 501 at least good in service.
 502
 503

Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Excellent
Scholarship	Excellent
Service	Good

504
 505
 506 **6. Tenure at the Rank of Professor**
 507

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

510
 511 **7. Exceptions**
 512

513 Exceptions to these criteria for teaching and service will be made in cases in which the
 514 faculty appointment was principally administrative, e.g., dean, associate dean,
 515 departmental chair, or center or program director. In such cases, expectations regarding
 516 the quantity, but not the quality, of teaching and the expectations regarding the nature of
 517 service will be modified to reflect the nature of the appointment.
 518
 519
 520

DIRECTIONS TO CANDIDATE FOR SUBMITTING MATERIALS TO THE DEPARTMENTAL COMMITTEES ON PROMOTION AND TENURE

521
 522
 523 **I. INSTRUCTIONS AND COMMENTS ON SUBMISSION OF DOSSIER**
 524

525 Each candidate must submit a dossier with documentation that describes his/her
 526 activities. The dossier should be able to make the case by itself (i.e., without formal or
 527 informal oral discussion, or presentations) with respect to the candidate’s qualifications.
 528 An electronic copy of the dossier is required to facilitate timely review by the various
 529 parties included in the review process.
 530

531 Candidates for promotion whose last promotion was at Georgia State University must not
532 submit work performed prior to the submission of the dossier for their last promotion
533 (with the exception of those promoted to assistant professor from instructor and given
534 probationary credit).

535
536 Candidates submit a completed electronic copy of the dossier to the appropriate
537 departmental chair by **August 31**. After this date, materials can be added to the dossier
538 until the departmental promotion and tenure committee makes its recommendation to the
539 departmental chair but not later than **October 4**. The additional materials will be
540 provided to the departmental chair who will notify all members of the departmental
541 promotion and tenure committee that additional materials have been added to the dossier.
542 Once the departmental committee has made its recommendation, no material, except
543 written replies to reports of subsequent evaluations of the dossier, may be added to the
544 dossier. The dossier is considered closed as of this date, and all parties involved in the
545 review of the candidate's credentials will have access to exactly the same information in
546 the dossier.

547
548 Once a dossier is submitted to the College Committee on Promotion and Tenure, it can be
549 viewed only by the members of the Committee, the administrative secretary of the
550 Committee, and administrative officials at the college and the university charged with the
551 responsibility for reviewing candidates for promotion and/or tenure. This policy is
552 strictly enforced; candidates should not submit the only copies of materials if they might
553 be needed before the Committee returns the dossier in the spring semester.

554
555 Candidates must follow the directions for categorizing supporting evidence submitted on
556 scholarship, instruction, and service. The categories given for the division of materials in
557 these areas should not be regarded as limiting or exclusive, and candidates may make
558 additions.

559
560 When candidates submit their dossier for review they must also submit a separate
561 copy of their CV (in other words the file must include a copy of CV that is not
562 contained in a larger PDF or other type of combined file) as the Provost only
563 requires a CV, not a full dossier.

564
565

566 **III. FORMAT FOR DOSSIER**

567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608

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.

609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651

10. 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 should be clearly separated from the others by dividers.

11. Lists of Accomplishments and Supporting Evidence for Scholarship, Instruction, and Service, as follows:

A. In order to determine whether or not candidates meet the criteria given in the College’s Promotion and Tenure Manual and the criteria given in the departmental manuals, the committees will review the credentials of all candidates in the areas of scholarship, instruction, and service. This review will consider only the material and documentation present in a candidate’s dossier (as well as any information received from outside reviewers and information received from the departmental chair and the departmental promotion and tenure committee). In each of the main areas, the College’s Promotion and Tenure Manual identifies major categories or subsections into which the activities of most candidates can be logically divided; however, some candidates may not have activities to report in all of the categories listed in the College’s Promotion and Tenure Manual. The documentation should be placed immediately after the list of accomplishments for a specific category and in the same order used in the list.

B. Explicit instructions are given in the following sections for the arrangement of the lists of accomplishments and the supporting documentation. Most of the materials submitted by a candidate can be placed in one of the categories listed later in the College’s Promotion and Tenure Manual for scholarship, instruction, or service. Materials inappropriate for listed categories must be placed in a separate category at the end of the area.

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.

652 The following is one suggestion for compiling your file. (It will not hold in all cases, for
653 example five year reviews, but it can serve as a guideline or suggestion). The opening
654 screen can also contain your combined statement and three separate folders: one each for
655 Teaching, Research, and Service. Inside each of these folders you can place two files.
656 One would be your statement for this section and the other would be supporting
657 documentation. The supporting documentation should be in one long PDF, and in the
658 order indicated above. Screen shots found at the end of the document.
659
660

661 **IV. CATEGORIES FOR SCHOLARSHIP**

662
663 Normally, all candidates' accomplishments in this area can be listed logically in one of
664 the categories given below. If this is not the case for some items, the candidate may
665 create new categories and list the accomplishments under the new headings.
666

667 For multiple-authored works and collaborative projects, the candidate and (when
668 possible) the department should assess and explain in detail the degree of the candidate's
669 contribution to the work.
670

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

672 A list of memberships in professional associations and participation at
673 professional meetings should be provided. Items in this category should be
674 arranged as follows:
675

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

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

- 684 A. Published Articles and Those Accepted for Publication.
685 Title of article, journal, volume, date (or projected date of publication),
686 names of the authors as they appear in print, and a one or two sentence
687 description of the publication, including an assessment of its contributions
688 to the discipline. Clear indication should be given of whether the article
689
690
691
692
693

694 has been published or only accepted for publication, and whether the
695 journal is refereed. The department's evaluations of these articles should
696 include assessments of the relative prestige of the journals within the
697 candidate's fields of interest; it is not expected that publications will
698 necessarily be in journals directly related to the candidate's departmental
699 orientation.

700
701 B. Published Books and Monographs and Those Accepted for Publication.
702 Title, publisher, and date of publication or projected publication, and a one
703 or two sentence description of the work, including an assessment of its
704 contribution to the discipline. For works only accepted for publication,
705 clear indication should be given of whether an item is a book manuscript
706 in press and scheduled for publication at a more or less definite date, or a
707 book project for which a contract has been awarded and a manuscript is to
708 be submitted to the publisher in the future.

709
710 C. Reports, Essays, Book Chapters.
711 Title, where published, and date of publication or projected publication,
712 and a one or two sentence description of the work, including an
713 assessment of its contribution to the discipline.

714
715 D. Book Reviews.
716 Title, author, place of appearance, and date of publication or projected
717 publication.

718
719 E. Papers Under Review and In-process.
720 For each paper under review, state where it has been and is being
721 considered, and provide referee reports, if any.

722

723

724

DOCUMENTATION

725

726

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

727

728

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

730

731

732

733

4. **Significant Professional Services:** List memberships on editorial boards, activities as referee for scholarly journals, activities as referee for granting

734

735

- 736 agencies, memberships on evaluation panels, and services as critic, juror, and/or
737 consultant for professional organizations. The list should include dates of service.
738
- 739 5. **Recognition by National, Scholarly, and Professional Associations:** List and
740 include titles of honors, awards, fellowships, and internships.
741
- 742 6. **General Recognition Within One’s Field:** List requests for colloquium
743 presentations or workshops, reviews of publications, and citations and references
744 to the candidate’s work by others.
745
- 746 7. **Specialized Professional Activities Appropriate to the Discipline:** Included
747 here are materials for which descriptions are not presented in any of the other
748 categories above.
749
750

751 **V. CATEGORIES FOR INSTRUCTION**

752
753 As stated in the section on criteria, Georgia State University requires the services of
754 teacher-scholars who are now contributing significantly in the area of instruction and for
755 whom there exists ample evidence that this activity will continue in the future. These
756 contributions are divided by the College Promotion and Tenure Manual into three major
757 categories: activities in regularly scheduled classes; work with individual students on
758 research projects, honors papers, theses, and dissertations; and the development of new or
759 revised courses, programs, and/or concepts of instruction. Information provided by
760 candidates to document their contributions in the areas of instruction must be divided into
761 the sections listed below:

- 762
- 763 1. **Courses Taught:** The candidate must provide a copy of the most recent syllabus
764 used for each course taught since he/she was hired or last promoted. Only one
765 syllabus for each different course is required. The candidate must provide a list of
766 courses taught indicating the quarter or semester, the title and course number, and
767 the number of students in the course.
768
 - 769 2. **Perception of Students:** Summary of the student questionnaires must be
770 provided for courses taught. Written comments may be included.
771
 - 772 3. **Honors or Special Recognition for Instruction:** These should be listed in
773 tabular form.
774
 - 775 4. **Independent Studies, Honors Theses, Theses, and Dissertations:** for each item
776 include the name of student, title of project, date completed, and candidate's role.
777
 - 778 5. **Published Materials:** Textbooks and published articles related to the candidate's
779 teaching. A copy of each must be provided.
780
 - 781 6. **Other Materials** that bear on the evaluation of instruction. Candidates are
782 encouraged to include in their dossiers as many as possible of the materials
783 identified by them as relevant to the assessment of instruction. It is important to
784 note that a candidate must not solicit letters of support from students, faculty
785 colleagues, or friends and include those letters in the dossier; however, this does
786 not pertain to independent peer reviews of teaching.
787
788

789 **VI. CATEGORIES FOR SERVICE**

790
791 The College Committee on Promotion and Tenure considers only service activities
792 related to candidates' areas of professional competence. Service open to any responsible

793 citizen must not be included. Extra remuneration for academic or public service should
794 not preclude its inclusion. However, such service will be considered primarily on the
795 basis of its direct benefits to Georgia State University. Letters of recommendation from a
796 candidate's department should discuss this category. In areas where a candidate believes
797 substantial contributions have been made (as may be indicated in the candidate's
798 statement on service), it is appropriate for the department to solicit information about the
799 effectiveness or importance of the candidate's service and to speak to this effectiveness
800 and importance in its letters. Given the mission of the Andrew Young School, collegiality
801 and cooperation among faculty and researchers of several disciplines and research centers
802 are emphasized. The School's focus on applying research and theory to practice through
803 the interaction of academic departments and research centers, service contributions that
804 enhance these values are especially encouraged. Examples include senior co-authorships
805 with junior faculty; attracting funding that helps support other faculty and graduate
806 students not under the candidate's own direction; helping other faculty with professional
807 contracts; reviewing and assisting with manuscripts of other faculty members; being
808 regularly available to colleagues and students outside of regular office hours and class
809 times; frequent attendance at guest speaker seminars and other School events;
810 participation in candidate job interviews and presentations across the School; providing
811 intellectual leadership in research, instruction or service that benefits other faculty,
812 students and other constituents; and assisting PTIs and GTAs with course development
813 and instructional activities, such as mentoring and giving guest lectures.

- 814
- 815 1. **Assistance and Availability to Colleagues:** List consultation about educational
816 problems, reviews of manuscripts, collaboration on research projects, assistance
817 with projects, and contributions to programs in other concentrations, areas, or
818 colleges. The candidate should indicate ways in which he/she regularly make
819 himself/herself accessible to his/her colleagues.
 - 820
 - 821 2. **Contributions to Department:** List memberships on departmental committees,
822 development of programs, and activities. List only contributions not already
823 included in instruction or scholarship.
 - 824
 - 825 3. **Contributions to Research Centers:** List formal associations and appointments
826 in research centers, and projects, programs, reports, committees, grant
827 submissions, and presentations in which the candidate has have participated under
828 the aegis of these centers.
 - 829
 - 830 4. **Committee Responsibilities at the College, University or System Level:** List
831 committees and periods of service.
 - 832
 - 833 5. **Support of Local, State, National or International Organizations:** List
834 consultantships, memberships on advisory boards, and offices held, and include
835 dates of service.

836
837
838
839
840
841
842
843

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 date

844
845
846
847
848
849
850
851
852
853
854
855
856
857
858
859
860
861
862
863
864
865
866
867
868
869
870
871
872
873
874
875
876
877
878
879
880
881
882
883

LEVELS OF REVIEW

I. RECOMMENDATION AND EVALUATION

- A. Each candidate must present his/her complete dossier to the chair and appropriate departmental committee not later than **August 31**. The Dean provides at least five letters from outside reviewers to the chair and appropriate departmental committee no later than **August 17**. The candidate's dossier and letters from outside reviewers constitute the complete set of materials to be evaluated by the departmental committee.

- B. The appropriate departmental committee on promotion and tenure must forward to the departmental chair a written evaluation of each candidate, but not later than **October 6**. Each evaluation should consider each of the three areas: Scholarship, Instruction, and Service. For each area a forthright and detailed assessment of the accomplishments of the candidate should be given. Care should be taken to correlate the appraisals with the materials in the dossier. If a particular accomplishment is thought to be significant, then reasons should be given for this judgment. Also, each section must contain a statement explaining why the candidate is thought to meet the criteria given the College's Promotion and Tenure Manual and the specific criteria outlined in any departmental manual. A concluding section stating the committee's overall recommendation, with reasons in support of it, must be included. Each member of the committee must indicate in writing his/her acceptance of the recommendations. Members of the committee who disagree with the recommendations must so indicate, and must provide in writing their reasons for doing so.

- C. The departmental chair must forward to the College Committee on Promotion and Tenure the evaluation of the departmental promotion and tenure committee and a statement that contains his/her evaluation of the candidate in all three areas not later than **October 18**. The chair's statement should follow the guidelines above in B.

- D. At each step of the process, up to and including evaluation by the Dean, the candidate will receive a letter of evaluation and will have 5 days to respond to those letters if he/she so desires.

- E. The evaluations of candidates from the departmental committees on promotion and tenure and departmental chairs are due to the College Committee on Promotion and Tenure not later than **October 18**.

- 884 F. The College Committee on Promotion and Tenure presents its report, the
885 departmental chair statement, the department promotion and tenure committee
886 evaluation, and outside reviewer letters to the Dean not later than **November 6**.
887
- 888 G. The Dean forwards all positive promotion and tenure recommendations to the
889 Provost during the 3rd week of January, unless the candidate chooses to withdraw.
890
891

EXTERNAL REVIEWS

893 Written external reviews of a candidate's research and publications are required for all
894 promotion decisions above the Assistant Professor level and tenure decisions. A
895 minimum of five substantive external reviews must be obtained on each candidate for
896 promotion and tenure. Individuals selected as external reviewers for tenure-track
897 candidates should normally be senior faculty at other universities with academic
898 reputations equal to or better than Georgia State University; in any case, they should be
899 qualified to evaluate the candidate's research and publications output in terms of its
900 significance, quality and overall contribution to the field. The external reviewers from
901 academic institutions are to be affiliated with research universities in which the emphasis
902 on research and scholarship is of a rigor similar to aspirational peer institutions for the
903 candidate's discipline. The external reviewers for candidates should not have a
904 professional and/or close relationship with the candidate such as co-authoring a
905 manuscript or a previous working relationship.
906

907 **1. Determination of external reviewers.**

909 By **May 2**, the candidate will submit to the department chair a list of at least six
910 (preferably 8) potential external reviewers. By **May 16**, in consultation with senior
911 faculty in the department in the candidate's area of expertise, the department chair
912 will develop a list of at least six (preferably 8) external reviewers, which will
913 include at least three of the reviewers on the candidate's list. The number of
914 reviewers on the list should be adequate to insure that at least five substantive
915 reviews will ultimately be received. In any case, it is the responsibility of the
916 department chair to assure that an adequate number of substantive reviews are
917 received from qualified reviewers.
918

919 **2. Solicitation of external reviews.**

920
921 All letters soliciting these reviews will be written by the Dean and mailed to the
922 external reviewers by **June 15**, requesting and **August 1** deadline response.
923 However, Chairs or head of the academic units should make the initial contact to
924 the external reviewers from the consolidated list. The Chair or head of the
925 academic unit will find out who agrees to be a reviewer and how he or she would

926 like the materials. (Chairs and or head of the academic unit must keep
927 documentation of yes and no responses, as this information is required by the
928 Provost's office later in the process.) The Deans office will only be provided with
929 the names of those agreeing to review, after which, official documents will be
930 sent out from the Dean's office. Each external reviewer will be sent the
931 candidate's resume and copies of the candidate's significant publications or other
932 research output (except lengthy books and monographs, for which a copy of the
933 title page and table of contents will be provided). If the number of publications is
934 extensive, then sample of the most significant publications selected by the
935 candidate in consultation with the department chair will be sent. By **June 1**, the
936 candidate will provide to the department chair for review the resume and copies
937 of other materials to be sent to the external reviewers.

938
939 The external reviewer for candidates will be asked to evaluate the candidate's
940 research and publications output in terms of its significance, quality and overall
941 contribution to the field. All responses shall be addressed to the Dean. The
942 reviews of the external reviews will become part of the candidate's dossier and
943 will be available to all internal reviewers, including the departmental committee
944 on promotion and tenure. The reviews will not be made available to the candidate
945 unless adjudication under the Georgia Open Records Law results in the reviews
946 becoming public.

947
948 **3. Resume data on external reviewers.**

949
950 As part of the candidate's dossier, the information to be provided on external
951 reviewers is a listing prepared by the head of the academic unit (compiled
952 consecutively on 1-2 sheets of paper) of all the external reviewers with the
953 following information:

- 954
955 1. Name
956
957 2. Current affiliation
958
959 3. Biographical/resume data

960
961 This summary is to be incorporated in the dossier to be submitted to the College
962 Committee on Promotion and Tenure.

963

APPEALS

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

I. APPEAL OF NEGATIVE RECOMMENDATION BY THE DEAN

The Dean will provide the candidate a written statement of the college’s final decision during the 1st week of January (exact date to be determined by the office of the Provost), citing reasons for a negative decision. The candidate will have ten business days from the date of the Dean’s letter to appeal the negative recommendation to the Provost (see A). The grounds for appeal will be procedural errors detrimental to the candidate. Such procedural errors may include violations of due process, such as arbitrariness, capriciousness, and discrimination, as well as bias and other forms of nonprofessional judgment on the part of any person or group involved in the promotion and tenure review. A difference in the evaluation of candidate’s accomplishments among departmental committee on promotion and tenure, the College Committee on Promotion and Tenure, the departmental chair and/or the dean is not an adequate basis for appeal. The appeal to the Provost must be in writing and must provide a specific statement of the basis for the appeal. New information (e.g., in-process, accepted or published scholarship) which substantially alters the nature of the record as reviewed within the College may not, however, be included. Any such new information may instead be the basis for re-consideration of the recommendation at the appropriate college or unit level.

II. APPEAL OF NEGATIVE RECOMMENDATION BY THE PROVOST

During the 3rd week of February, the Provost will notify the President and Dean of candidate recommendations. Within three business days of receiving the Provost’s recommendations, the Dean will notify the candidates. In the case of a negative decision, the Provost will respond to appeals from candidate, providing the candidate and Dean a statement of the bases upon which the appeal is supported or rejected. A candidate wishing to appeal the Provost’s negative recommendation or decision regarding an appeal may appeal, in writing, to the President within ten business days of the date of the provost’s letter.

THIRD YEAR REVIEW

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

I. PURPOSE OF THIRD YEAR REVIEW

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

II. DATE OF THIRD YEAR REVIEW

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

III. THIRD YEAR REVIEW COMMITTEE

A review committee for a tenure-track candidate of at least three department tenured faculty members will be elected by the department's tenured faculty no later than **March 1**. The review committee members will select its chair.

IV. MATERIALS TO BE REVIEWED

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

- # Resume;
- # Copies of published and unpublished research;
- # Teaching evaluations;
- # Additionally, a faculty member may supply a concise summary of accomplishments, expectations, and three-year goals not to exceed two pages in length

1047
1048
1049
1050
1051
1052
1053
1054
1055
1056
1057
1058
1059
1060
1061
1062
1063
1064
1065
1066
1067
1068
1069
1070
1071
1072
1073
1074
1075
1076
1077
1078
1079
1080
1081
1082
1083
1084
1085

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, the memorandum from the departmental chair, the resume, and the two page statement 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, the memorandum from the departmental chair, the resume, and the two page statement 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.

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.

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

1086 **CUMULATIVE REVIEW AND DEVELOPMENT FOR TENURED**
1087 **FACULTY**

1088 The following provisions pertaining to cumulative review for tenured faculty originate
1089 with the GSU document titled “GSU Promotion and Tenure Manual for Tenured and
1090 Tenure-Track Professors” approved by the University Senate in on January 19, 2012.
1091
1092

1093 **I. PURPOSE OF CUMULATIVE REVIEW**
1094

1095 The purpose of the cumulative review is to assess faculty development goals and
1096 achievements, to provide assistance to faculty in ensuring continuous intellectual and
1097 professional growth, and to provide objectives and plans for the faculty to help the
1098 Andrew Young School of Policy Studies fulfill its mission.
1099
1100

1101 **II. YEAR IN WHICH CUMULATIVE REVIEW IS CONDUCTED**
1102

1103 The cumulative review will be conducted during the Spring Semester of the fifth year
1104 after the most recent promotion and continue at five-year intervals unless interrupted by a
1105 leave of absence (paid or unpaid), further promotion, impending candidacy for promotion
1106 within a year, or a letter of retirement/resignation that is effective prior to the end of the
1107 five year interval.
1108
1109

1110 **III. TENURED FACULTY TO WHOM CUMULATIVE REVIEW APPLIES**
1111

1112 The cumulative review applies to all tenured-faculty excepting those with administrative
1113 appointments as departmental chair with faculty appointed to them, directors of centers
1114 with faculty appointed to them, and the associate dean. The departmental chairs, the
1115 directors and the associate dean are subject to triennial reviews. In order to accomplish
1116 the spirit of post-tenure review which is to provide for continual professional
1117 development of all tenured-faculty, the triennial review of heads of academic units and
1118 associate deans must address their academic and professional activities as well as their
1119 managerial and leadership performance.
1120
1121

1122 **IV. CUMULATIVE REVIEW COMMITTEE AND CHAIR**

1123
1124 The committee of faculty conducting the cumulative post-tenure review will consist of at
1125 least three tenured faculty from within the University elected no later than **March 1** by
1126 the tenured faculty within the department of the faculty member being evaluated. Faculty
1127 being evaluated during the year under consideration will neither participate in the
1128 selection of the committee nor serve on the committee. The department chair will
1129 appoint the chair from the cumulative post-tenure review committee membership. The
1130 department may select separate cumulative post-tenure review committees for each
1131 faculty member to be reviewed.
1132
1133

1134 **V. MATERIALS TO BE REVIEWED**

1135
1136 The cumulative review should address accomplishments in teaching, research and
1137 service. The review will be based on available information. The faculty member will
1138 submit by **March 15** at least the following elements of the dossier required for the
1139 regular tenure review:
1140

- 1141 # Resume organized in the sequence shown in Appendix B;
- 1142
- 1143 # Copies of all publications during the five-year evaluation period;
- 1144
- 1145 # Materials documenting teaching effectiveness during the five-year evaluation
1146 period;
- 1147
- 1148 # Copies of annual evaluations during the five-year evaluation period;
- 1149
- 1150 # Additionally, a faculty member should provide a concise summary of
1151 accomplishments, expectations, and five-year goals not to exceed two pages in
1152 length
1153

1154 Please note—Timeline may adjust annual based upon completion dates issued from the Provost’s
1155 office.
1156

1157 **VI. CUMULATIVE REVIEW COMMITTEE REPORT, SUBSEQUENT**
1158 **REVIEW, AND COMMENT**

1159
1160 A written report will be prepared by the cumulative review committee. The review
1161 committee’s report is forwarded in turn, to the departmental chair by **May 1**. The
1162 departmental chair will prepare a separate memorandum. Both the written report from the
1163 review committee, the memorandum from the departmental chair, the resume, and the

1164 two page statement will be sent to the Dean by **May 31**. The materials must also be cc'd
1165 to the Dean's administrative support who will process the materials for the Dean. In turn,
1166 the Dean will prepare a memorandum and will forward the memorandum, along with the
1167 cumulative review committee's written report, the memorandum from the department
1168 chair, the resume, and the two page statement to the Provost no later than **June 15** for
1169 review and comment.

1170
1171 The Provost reviews all College's Cumulative Review documents in the periods of **June**
1172 **through August**. After the Provost has added his/her comments all reports and
1173 comments are sent to the faculty member with copies to other parties involved in the
1174 cumulative review process.

1175
1176 After completion of these assessments, a conference will be held between the
1177 departmental chair and the faculty member. This conference will produce a plan which
1178 focuses on professional goals and/or workload profile, for subsequent approval by the
1179 Dean. The progress of the faculty member will be monitored through the regular process
1180 of annual faculty evaluations.

1181

1182 **VII. EXCEPTIONAL MERIT**

1183

1184 The following constitutes "exceptional merit" in post-tenure review as part of the
1185 consideration for implementation of University's salary adjustment model. During the
1186 review period, the candidate will have produced high quality publications that are being
1187 read and cited. The candidate will show grant activity, if the field of research is typically
1188 funded. The candidate will have involvement in interdisciplinary research teams, will
1189 have engaged with policy makers in terms of publishing accessible reports, providing
1190 expertise for meetings/presentations, and speaking to the media and other non-academic
1191 outlets. Engagement with the Centers, such as participation on grants with centers, report
1192 development, supporting their training and outreach, is one way to accomplish this. The
1193 candidate will continue to show above average engagement with students, with activities
1194 that could include dissertation committees, grant-funded research, undergraduate interns,
1195 MA theses, and innovation in the classroom.

1196

1197

1198 The final report will be retained in the faculty member's file in the Dean's Office.

1199

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
REMAINDER OF THE SCHEDULE**

Calendars/timeline date may adjust annually based upon completion dates issues from the
Provost's office

1201		
1202	By March 31	Annual College Meeting for Promotion and Tenure Candidates within the College- Open to All Faculty Members in the College
1203		
1204		
1205	April 1	All faculty members who wish to be considered for promotion or tenure notify his/her respective departmental chairs. (Page 2)
1206		
1207		
1208	May 2	Candidates provide the departmental chairs with a list of six (preferably 8) possible outside reviewers. (Page 28)
1209		
1210		
1211	May 16	Departmental chairs provide the Dean with a list of six (preferably 8) possible outside reviewers. The list will include at least three names from the list the candidate provided. (Page 28)
1212		
1213		
1214		
1215	June 1	Candidates will have provided materials to be sent to the external reviewers. (Page 29)
1216		
1217	June 15	Dean will have written and mailed all letters to external reviewers soliciting their reviews. (Page 28)
1218		
1219		
1220	August 1	External reviewers response deadline. (Page 28)
1221		
1222	August 17	Dean provides at least five letters from outside reviewers to the department. (Page 27)
1223		
1224	August 31	Candidates submit complete dossiers to the appropriate chairs. (Pages 19 and 27)
1225		
1226	October 4	Final date candidates can add materials to his/her dossiers. (Pages 19-20)
1227		
1228	October 6	Departmental promotion and tenure committees present their statements of assessment and recommendation to the departmental chairs. (Pages 9 and 27)
1229		
1230		
1231	October 13	Departmental chair prepares a statement indicating his/her recommendation which contains evaluation of candidates in all three areas described in the AYSPS P&T Manual's section, Direction for Departments and Departmental I.B.
1232		
1233		

- 1234
1235 **October 13** Departmental chair in accordance with University Policy will notify in writing each
1236 candidate of his/her recommendation and include a copy of the departmental promotion
1237 and tenure committee review and any minority reports. (Page 9)
1238
- 1239 **October 18** Department chair must forward to the College Committee on Promotion and Tenure the
1240 evaluation of the departmental promotion and tenure committee and the departmental
1241 chair statement. (Pages 9 and 27)
1242
- 1243 **October 24** Deadlines:
1244 1) Candidates' response, if any, to reports of the chair and the departmental
1245 committee is due to the College Committee on Promotion and Tenure. (Page 9)
1246
1247 2) Candidates wishing to withdraw from further consideration inform
1248 departmental chairs in writing. (Page 10)
1249
- 1250 **November 6** College Committee on Promotion and Tenure presents its report, the departmental chair
1251 statement, the departmental promotion and tenure committee evaluations, and the outside
1252 reviewer letters, if any, to the Dean. (Page 11)
1253
- 1254 **November 14** Dean informs departmental chairs (e-mail or memo) of the College Committee Promotion
1255 and Tenure recommendations. (Page 11)
1256
- 1257 **November 16** Dean informs candidates in writing of the decision of the College Committee on
1258 Promotion and Tenure including the deadline for the candidate's response, if any, and a
1259 copy of the College Committee's report. (Page 11)
1260
- 1261 **November 23** Candidates' response, if any, to College Committee on Promotion and Tenure report is
1262 due to the Dean. (Page 11)
1263
1264
- 1265 **The exact dates for the notification of the outcomes of College and University**
1266 **review will be determined by the Office of the Provost and communicated to**
1267 **the University faculty in advance of each year's promotion and tenure cycle.**
1268
- 1269 **November 26** Dean informs (e-mail or memo) departmental Chairs of College's final
1270 recommendation.
1271
- 1272 **1st Week of January** Dean to inform candidates in writing (e-mail or memo) of the College's final
1273 recommendation decision for Promotion and Tenure.
1274
1275 Candidates' response, if any, regarding College's final recommendation is due to
1276 the Dean three business days from the date of the Dean's letter.
1277
1278 A candidate wishing to appeal a negative recommendation of a Dean has ten
1279 business days from the date of the Dean's letter in which to appeal, in writing, to

1280 the Provost. (Page 12 and 30)
1281
1282 A candidate wishing to withdraw from further consideration informs the Dean in
1283 writing within ten business days from the date of the Dean's letter.
1284
1285 **3rd Week of January** Dean forwards all College's final positive promotion and tenure
1286 recommendations to the Provost unless a candidate withdraws.
1287
1288 **3rd Week of February** Provost notifies the President and Dean of candidate recommendations.
1289
1290 Within three business days of receiving the Provost's recommendations, the
1291 Dean notifies the candidates.
1292
1293 Provost responds to appeals from candidates, providing the candidate and Dean
1294 with a statement of the bases upon which the appeal is supported or rejected.
1295
1296 A candidate wishing to appeal the Provost's negative recommendation or
1297 decision regarding an appeal may appeal, in writing, to the President within ten
1298 business days of the date of the Provost's letter.
1299
1300 **3rd Week of March** President notifies the Dean of promotion and tenure decisions.
1301
1302 Within three business days of receiving the President's decisions, the Dean
1303 notifies the candidates.
1304
1305 President responds to appeals from candidates.
1306
1307 -----**BOR Data Systems process information**-----
1308
1309 **TBA** Deadline for P&T recommendations to be entered into the BOR/Manage Faculty
1310 Events system.
1311
1312

1313

APPENDIX B

<p style="text-align: center;">OUTLINE OF RESUME TO BE USED FOR PROMOTION AND TENURE RECOMMENDATION</p>
--

1314

1315 The resume should be organized in the following sequence, with headings corresponding
1316 to the following. Items listed under a heading should be in ascending chronological
1317 sequence (earliest date first). Publication citations should be complete, following
1318 standard citation format including page numbers.

1319

1320 Name

1321

1322 Current Rank

1323

1324 Department

1325

1326 Education and Professional Credentials

1327

1328 **List degree, major, institution and year received (for each degree)**

1329

1330 **List professional, non-degree programs and courses completed**

1331

1332 **Fellowship and Awards**

1333

1334 **Work experience**

1335

1336 List relevant professional academic work experience (teaching and administrative),
1337 including internships, and other business/professional positions held.

1338

1339 Scholarship and Professional Development

1340

1341 **Publications: Refereed Scholarly**

1342

1343 Include papers published in refereed scholarly journals and refereed conference
1344 proceedings.

1345

1346 **Publications: Refereed Professional/Practitioner**

1347

1348 Include papers published in refereed professional/practitioner journals and other outlets.

1349

1350 **Publications: Books, Monographs, and Reports**

1351

1352 Include books, monographs, reports, chapters in books, case studies, instructor's manuals
1353 and other supplemental materials for textbooks, and books edited.

1354
1355 **Publications: Non-Refereed and Other**

1356
1357 Include book reviews, essays, papers published in non-refereed conference proceedings;
1358 exclude media interviews, abstracts, letters to editors, papers presented at meetings not
1359 otherwise published, working papers, including papers under review and in process.

1360
1361 **Papers Under Review and In-Process**

1362
1363 **Externally-funded Research Projects**

1364
1365 List title of research project, beginning and ending dates of the project, the amount of
1366 funding of the grant, and the specific participation of the faculty member in the grant
1367 project (e.g., project director, principal investigator).

1368
1369 **Papers Presented at Professional Meetings and Conferences**

1370
1371 List title, any co-author, name and date of meeting.

1372
1373 **Instruction, including advising**

1374
1375 **Supervision of Doctoral Dissertations**

1376
1377 List author and title of dissertation; indicate whether involvement was as member of, or
1378 chair of, dissertation committee in each case.

1379
1380 **Continuing Education and Training Activities**

1381
1382 List name of program, date of program, involvement in program, (e.g., topic taught as
1383 faculty member or program director); include training program activities.

1384
1385 **Service**

1386
1387 **Service Activities Internal to the University**

1388
1389 Include service on departmental, college and university committees by listing name of
1390 committee, time period served, and whether service was as a member or chair. Also
1391 include other assignments and responsibilities at the departmental, college, or university
1392 level.

1393
1394 **Service Activities in Academic and Professional Organizations**

1395
1396 Include service in academic or professional organizations as an officer or local
1397 arrangements chair/member, chair of program committee, chair of a program session,

1398 discussant. Also include referee and other editorial appointments with respect to journals
1399 sponsored by such organizations.

1400

1401

1402

Service to the Community

1403

1404

Include only those activities which utilize the professional expertise of the faculty
1405 member in activities in the community which are directly related to being a faculty
1406 member.

1407

1408
1409

APPENDIX C

CALENDAR FOR THIRD YEAR REVIEW

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

Calendars/timeline date may adjust annually based upon completion dates issues from the
Provost's office

1410
1411
1412
1413
1414
1415
1416
1417
1418
1419
1420
1421
1422
1423
1424
1425
1426
1427
1428
1429
1430
1431
1432
1433
1434
1435
1436
1437

- 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 and supporting
documentation (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 and
supporting documentation. (Page 29)
- May 31** Dean's memo to the Provost includes the Departmental Chair memo, the
Departmental Third Year Review committee's written report, the resume, and the two
page statement. (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.**

1438

APPENDIX D

CALENDAR FOR CUMULATIVE REVIEW

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

Calendars/timeline date may adjust annually based upon completion dates issues from the
Provost's office

1439
1440

1441
1442

1443 **March 1** Cumulative Review committee elected by tenured faculty within the department of
1444 faculty being evaluated. (Page 31)

1445
1446 **March 15** Faculty member being evaluated will submit appropriate documents to the Cumulative
1447 Review committee. (Page 31)

1448
1449 **May 1** Cumulative Review committee submits report along with support documentation
1450 to Departmental Chair. (Page 32)

1451
1452 **May 31** Departmental Chair Cumulative Review recommendation memo due to the Dean
1453 including the Departmental Cumulative Review committee's written report and
1454 supporting documentation. (Page 32)

1455
1456 **June 15** Dean's memo to the Provost includes the Departmental Chair's memo, the
1457 Cumulative Review committee's written report, the resume, and the two page statement.
1458 (Page 31)

1459
1460 **June-August** Provost reviews all College Cumulative Review documents. (Pages 32)

1461
1462 **NOTE:** **After the Provost has added comments to the review documents, all reports**
1463 **and comments are sent to the faculty member, with copies to the other**
1464 **parties involved in the review process.**

1465
1466
1467
1468
1469
1470
1471
1472
1473
1474
1475