

Andrew Young School of Policy Studies Promotion and Tenure Manual

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(Appendix A- Outline of CV to be used)

INTRODUCTION

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

This document is intended to provide the AYSPPS tenure-track faculty with essential information about the promotion and tenure criteria, standards, and review processes of the College, including the responsibilities of candidates for tenure and/or promotion, AYSPPS departments, the College Committee on Promotion and Tenure, and the Dean of the College.

The policies and procedures contained in this document are supplementary to the bylaws and policies of the Board of Regents of the University System of Georgia, the *Georgia State University Statutes and Bylaws*, the *Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors (“GSU Policy”)*, and provisions contained in the *Georgia State University Faculty Handbook*. The GSU documents are available on the university’s website. The provisions of those documents that control college and departmental policy and procedure are incorporated herein by reference. Any perceived conflict between AYS and GSU or BOR policy will be resolved by compliance with the higher level policy.

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

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

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

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. The exact dates and deadlines are in a separate document and may change from year to year depending on the promotion calendar set forth by the Office of the Provost. This calendar will be communicated to AYS faculty in advance of each year's promotion cycle.

The Office of the Dean notifies department chairs of the eligibility for tenure and promotion of faculty in their Units. The faculty member seeking promotion and/or tenure must declare their candidacy in writing to the chair of their department 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.

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, including letters from external reviewers, 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

Normally, an assistant professor will apply for tenure in the spring of the fifth year of service, and be considered for promotion and tenure in the sixth year of service at that rank. In cases of highly exceptional achievement, an assistant professor may apply for tenure in the spring of the fourth year of service and be considered for promotion and tenure in the fifth year of service. An assistant professor must be considered for

81 promotion and tenure no later than the seventh year of service. A faculty member hired
82 at the rank of instructor and later promoted to the rank of assistant professor must be
83 considered for promotion and tenure no later than the ninth year of 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. See section on
87 "probationary credit toward tenure and promotion" for specific details. Thus, for
88 example, an assistant professor with two years of credit could be considered for tenure in
89 the fourth year of service at Georgia State University.
90

91 Normally assistant professors simultaneously apply for promotion and tenure. Tenure is
92 not granted without promotion, nor promotion without tenure, except under highly
93 unusual circumstances.
94

95 **2. Associate Professors Seeking Promotion and/or Tenure; Professors Seeking** 96 **Tenure** 97

98 Normally, an associate professor will be eligible to apply for promotion to the rank of
99 professor in the spring of the fourth year of service at the rank of associate professor, and
100 will be considered for promotion in the spring of the fifth year of service at the rank of
101 associate professor. An associate professor may seek early promotion if exceptionally
102 strong justification exists for doing so. Earliest consideration in this case occurs,
103 however, during the fourth year of service.
104

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

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. Probationary Credit toward Tenure and Promotion**

115
116 A maximum of three years' credit toward the minimum probationary period may be
117 allowed for service in tenure-track positions at other institutions. Such credit for prior
118 service shall be approved in writing by the president at the time of the initial appointment
119 at the rank of assistant professor or higher. A candidate for promotion and/or tenure may
120 relinquish some or all probationary credit received, with notification to the department
121 chair and dean. When a candidate with probationary credit is first eligible for
122 consideration for promotion and/or tenure, the candidate must notify the department chair
123 if they will keep or relinquish some or all of the awarded credit. This notice will be
124 provided to the department chair at the beginning of that year's promotion and tenure
125 cycle at the time the candidate informs the department chair whether they would like to
126 be considered for tenure.

127
128 **4. Early Promotion and/or Tenure**

129
130 Consideration for early promotion or tenure should occur only in cases in which a clear
131 indication of exceptional merit exists. Consistent with time-in-rank requirements,
132 candidates should be encouraged to take ample time to demonstrate fully their merits and
133 accomplishments.

134
135
136
137 **III. MINIMUM CRITERIA FOR TENURE-TRACK PROMOTION AND**
138 **TENURE**

139
140 **1. Degree Requirements**

141
142 No member of the faculty will be promoted to the rank of associate professor or above in
143 the Andrew Young School of Policy Studies who has not received the doctoral degree
144 from an accredited institution of higher learning, except in cases of "degree equivalents"
145 as stated in Regents' *Policies* and University *Statutes*, and as made explicit and
146 applicable for each department in the college. Possession of a doctoral degree does not
147 guarantee tenure or promotion to any rank.

148
149 **2. Length of Service and Promotion**

150
151 Regents' *Policies* indicate that "length of service with an institution shall be taken into
152 consideration in determining whether or not the faculty member should be promoted,"
153 but stipulates that "longevity of service is not a guarantee *per se* of promotion." The
154 policy of the Andrew Young School of Policy Studies is that longevity of service shall

155 not be treated as a substantive standard of evaluation for tenure and/or promotion by any
156 of its departments.

157

158 Regents' policies address the issue of minimum time in rank for consideration for
159 promotion.

160

161

162

163 **IV. CREDIT TOWARD TENURE DECISION DATES**

164
165 According to Regents' policy, members of the faculty who, at the time they were hired,
166 negotiated credit toward the probationary period required for tenure consideration have
167 the opportunity later to withdraw all or part of this credit period when the candidate with
168 probationary credit is first eligible for consideration for promotion and tenure. Thus the
169 faculty member would become eligible to apply for tenure consideration at a later date
170 than was originally set, up to the actual seventh academic year of full-time employment
171 at GSU. The candidate must notify the Dean in writing of their desire to withdraw the
172 credit. In order for the credit to be withdrawn, the Dean must approve its relinquishment.
173

174
175
176 **V. TENURE ON APPOINTMENT**

177 In accordance with Regents' policy (Section 4.4, Academic Affairs & Student Affairs
178 Handbook), tenure may be awarded upon initial appointment in the Andrew Young
179 School of Policy Studies, but only in exceptional cases. Normally, tenure will be
180 awarded in such cases only if the candidate has been previously granted tenure at another
181 institution. The review of the candidate will be based on the candidate's vitae and other
182 materials that the departmental chair determines are reasonable and appropriate. Review
183 procedures for awarding tenure are the same as for other candidates except that the
184 normal calendar will not apply.
185
186

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 their 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

section, the chair will not begin consideration of the merits of the case until the candidate has a chance to respond to the committee review.

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

4. Evaluation of Candidates

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

A candidate may withdraw from consideration at any point during the promotion and tenure process by informing the Office of the Dean and the chair of the department. The candidate should refer to the "Tenure-Track Calendar Deadlines for the Promotion and Tenure Process in the AYSPS" document for guidance on the designated college deadlines.

After reaching its decision, the departmental committee sends the chair of the department a written statement of its recommendation, along with a detailed justification of it. The statement from the departmental committee must be signed by the committee chair and all committee members. In the case of a split decision, the statement, listing all committee members, should include both majority and minority views.

The department chair is responsible for providing the committee report to the candidate. The candidate has the right to respond in writing to the department committee's statement before the department chair's consideration and decision. The candidate's response is submitted to the department chair and will be included in the material reviewed at all higher levels of the promotion and tenure process. The candidate has five (5) business days upon receipt of the committee report to respond in writing to the department chair.

After reaching a decision, the departmental chair prepares a statement indicating their recommendation which contains evaluation of the candidate in all three areas described in

the AYSPS P&T Manual's section titled, Criteria for Evaluating Candidates for Promotion and Tenure in the Andrew Young School of Policy Studies.

Departmental chairs, in accordance with University Policy, will notify in writing each candidate of their recommendation.

The departmental chair must forward to the College Committee on Promotion and Tenure the evaluation of the departmental promotion and tenure committee, the candidate's written response to the departmental committee evaluation (if any), and the departmental chair statement.

The candidate has the right to respond in writing to the departmental chair's recommendation. The candidate's response is submitted to the chair of the College Committee on Promotion and Tenure and will be included in the material reviewed at all higher levels of the promotion and tenure process. The candidate has five (5) business days upon receipt of the department chair's letter to submit a response to the College committee.

II. COLLEGE

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

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

(A) the dossier submitted by the candidate;

(B) copies of all letters from outside reviewers;

(C) copies of the statements of recommendations from the departmental committee, the departmental chair; and,

(D) any written responses from the candidate to prior evaluations.

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

If, as a result of its deliberations, the Committee concludes that a positive recommendation for promotion/tenure is warranted by the evaluation provided by the departmental committee, departmental chair, and the outside reviewers, it will so recommend and also provide a summary of this record and evaluations as part of its report to the Dean. If the Committee concludes that a positive recommendation is not justified by the record and the evaluations, it will recommend against promotion/tenure and also provide a summary of the record and evaluations in its report to the Dean. The report of the Committee must be signed by the Committee chair and all Committee members. In the case of a split decision, the report, listing all committee members, should include both majority and minority views.

The Dean will inform (e-mail or memo) the departmental chair of the recommendation received from the College Committee on Promotion and Tenure.

The Dean will inform the candidate in writing of the recommendation received from the College Committee on Promotion and Tenure. The candidate has the right to respond in writing to the College Committee's evaluation, and a copy of the candidate's response will be included in the dossier reviewed at all higher levels. The candidate will have five (5) business days upon receipt of the College Committee on Promotion and Tenure recommendation in which to respond.

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

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

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

(A) copies of the evaluations from the departmental committee and the departmental chair;

(B) copies of all letters from outside reviewers;

(C) a copy of the report and recommendation provided by the College's Committee on Promotion and Tenure; and,

(D) any written responses from the candidate to prior evaluations.

(E) any other documentation requested by the Office of the Provost.

A candidate, who is not recommended by the Dean, may appeal the Dean's decision to the Provost. This appeal must be made in writing no later than ten (10) business days from the date of the Dean's written decision.

III. UNIVERSITY

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

CRITERIA FOR EVALUATING 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 their 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 their 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 their 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 their 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 of Policy Studies. The quality, reputation, and readership of the publication outlet are important as indicators of the contribution of the research.

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

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

II. CRITERIA FOR TENURED AND TENURE TRACK

1. Assistant Professor

In order for a candidate to be recommended for promotion to the rank of Assistant Professor, the candidate must have the terminal degree or its equivalent in the candidate's discipline. In addition, each candidate must be evaluated as excellent in the area of instruction. The candidate must also show considerable promise with respect to scholarship and service, and thus be evaluated as at least good in each of these two areas.

Minimum Necessary Ratings

| Assessment Area | Tenure Track Faculty |
|-----------------|----------------------|
| | |
| Instruction | Excellent |
| Scholarship | Good |
| Service | Good |

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

Minimum Necessary Ratings

| Assessment Area | Tenure Track Faculty |
|-----------------|----------------------|
| | |
| Instruction | Good |
| Scholarship | Excellent |
| Service | Good |

4. Tenure at the Rank of Associate Professor

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

5. Professor

Promotion to the rank of Professor is a recognition awarded only to candidates who have distinguished records of achievement and standing in their professions and at Georgia State University. Both the quality and number of achievements required for a

recommendation to the rank of Professor substantially surpass those required for recommendation to Associate Professor. In order to be recommended for promotion to Professor, a candidate must be judged excellent in both scholarship and instruction, and at least good in service.

Minimum Necessary Ratings

| Assessment Area | Tenure Track Faculty |
|-----------------|----------------------|
| Instruction | Excellent |
| Scholarship | Excellent |
| Service | Good |

6. Tenure at the Rank of Professor

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

7. Exceptions

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

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|---|
| <p style="text-align: center;">DIRECTIONS TO CANDIDATE FOR SUBMITTING MATERIALS TO THE DEPARTMENTAL COMMITTEES ON PROMOTION AND TENURE</p> |
|---|

I. INSTRUCTIONS AND COMMENTS ON SUBMISSION OF DOSSIER

Each candidate must submit a dossier with documentation that describes their 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.

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

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

Candidates submit a completed electronic copy of the dossier to the appropriate departmental chair. After, materials can be added to the dossier until the departmental promotion and tenure committee makes its recommendation to the departmental chair. The additional materials will be provided to the departmental chair who will notify all members of the departmental promotion and tenure committee that additional materials have been added to the dossier. Once the departmental 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 Promotion and Tenure, it can be viewed only by the members of the Committee, the administrative secretary of the Committee, and administrative officials at the college and the university charged with the responsibility for reviewing candidates for promotion and/or tenure. 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 scholarship, instruction, 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.

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.

Dossiers of candidates with joint appointments should include a letter of evaluation from the chair/s of the candidates' secondary department/s. The letter should reflect the candidate's research, scholarship and/or creative activities, teaching, and service activities in the secondary department/s as indicated in the joint appointment memorandum, in the context of the scholarly customs of the secondary discipline/s. The chair/s of the secondary department/s may seek input from the appropriate faculty in their units when preparing this letter.

II. FORMAT FOR DOSSIER

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. CV in the order specified in Appendix A.

10. Three separate concise statements (not to exceed 1.5 pages each) of candidate's:
(i) teaching philosophy and evidence of teaching performance; (ii) 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 (iii) description of service activities. Each of these three concise statements should be separate documents.

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.

Guidelines for Preparing the Electronic File. All materials for the dossier must be submitted electronically. The candidate will submit a single electronic folder containing all of the candidate-submitted materials described in the previous section (see section II. Format for Dossier), including cover sheet; table of contents; resume/CV; separate statements on teaching, research, and service; and supporting evidence/materials for scholarship, instruction, and service. To maintain an organized file, it is recommended

that all supporting materials/evidence be contained in separate subfolders within the main folder (e.g., these separate subfolders could be labeled “Supporting Materials for Scholarship”, “Supporting Materials for Instruction”, and “Supporting Materials for Service”). It is important that the resume/CV and separate statements on teaching, research, and service all remain separate, stand-alone documents (it should be easy to extract these documents from the dossier; they are not to be merged as a single pdf file). A dossier that does not follow these guidelines, or is otherwise in disarray, will be returned to the candidate for correction.

III. CATEGORIES FOR SCHOLARSHIP

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

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

1. Scholarly Writings in Journals, Books, Monographs, and Reviews:

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

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711 C. Reports, Essays, Book Chapters.
712 Title, where published, and date of publication or projected publication,
713 and a one or two sentence description of the work, including an
714 assessment of its contribution to the discipline.
715
716 D. Book Reviews.
717 Title, author, place of appearance, and date of publication or projected
718 publication.
719
720 E. Papers Under Review and In-process.
721 For each paper under review, state where it has been and is being
722 considered, and provide referee reports, if any.
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725 DOCUMENTATION

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727 Provide copies of items listed in paragraphs A, B, C, and E above.
728

- 729 2. **Awards and Grants:** List scholarships, fellowships, travel awards, professional
730 development grants, grants funded by local agencies, and grants from national
731 agencies. Indicate the amount of the award, the schedule of funding, the period of
732 the award, and the precise role of the investigator and any other co-principal or
733 co-investigator in the research or creative activities funded.
734
735 3. **Significant Professional Services:** List memberships on editorial boards,
736 activities as referee for scholarly journals, activities as referee for granting
737 agencies, memberships on evaluation panels, and services as critic, juror, and/or
738 consultant for professional organizations. The list should include dates of service.
739
740 4. **Recognition by National, Scholarly, and Professional Associations:** List and
741 include titles of honors, awards, fellowships, and internships.
742
743 5. **General Recognition Within One's Field:** List requests for colloquium
744 presentations or workshops, reviews of publications, and citations and references
745 to the candidate's work by others.
746
747 6. **Specialized Professional Activities Appropriate to the Discipline:** Included
748 here are materials for which descriptions are not presented in any of the other
749 categories above.
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IV. CATEGORIES FOR INSTRUCTION

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

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

V. CATEGORIES FOR SERVICE

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

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. Candidates should indicate ways in which they regularly make themselves accessible to their colleagues, and provide faculty mentorship in scholarship, professional development and/or teaching.
2. **Contributions to Department:** List memberships on departmental 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.

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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 consultantships, 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 date.
 8. **Participation in Professional Associations:**

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

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

LEVELS OF REVIEW

I. RECOMMENDATION AND EVALUATION

The candidate's dossier and external reviewer letters will be reviewed by individuals and committees at various levels as indicated below.

Reviews at all levels for candidates with joint appointments should consider their research, scholarship and/or creative activities, teaching, and service in their primary and secondary discipline/s as indicated in the joint appointment memorandum.

- A. Each candidate must present a complete dossier to the chair and appropriate departmental committee. The Dean provides at least five letters from outside reviewers to the chair and appropriate departmental committee. 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. 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 an acceptance of the recommendations. In the case of a split decision, the written evaluation, listing all committee members, should include both majority and minority views. .
- 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 their evaluation of the candidate in all three areas. The chair's statement should follow the guidelines above in B.
- D. At each step of the process, up to evaluation by the Dean, the candidate will receive a letter of evaluation and will have five (5) business days to respond to those letters if they so desire. In the case of a negative recommendation from the Dean, the candidate will have ten (10) business days from the date of the Dean's letter to appeal to the Provost (see section on Appeals).

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908 E. The evaluations of candidates from the departmental committees on promotion
909 and tenure and departmental chairs must be submitted to the College Committee
910 on Promotion and Tenure.
911
912 F. The College Committee on Promotion and Tenure presents its report, the
913 departmental chair statement, the department promotion and tenure committee
914 evaluation, and outside reviewer letters to the Dean.
915 G. The Dean forwards all positive promotion and tenure recommendations to the
916 Provost during the 1st week of December , unless the candidate chooses to
917 withdraw.
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EXTERNAL REVIEWS

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921 Written external reviews of a candidate's research and publications are required for all
922 promotion decisions above the Assistant Professor level and tenure decisions. A
923 minimum of five substantive external reviews must be obtained on each candidate for
924 promotion and tenure. Individuals selected as external reviewers for tenure-track
925 candidates should normally be senior faculty at other universities with academic
926 reputations equal to or better than Georgia State University; in any case, they should be
927 qualified to evaluate the candidate's research and publications output in terms of its
928 significance, quality and overall contribution to the field. The external reviewers from
929 academic institutions are to be affiliated with research universities in which the emphasis
930 on research and scholarship is of a rigor similar to aspirational peer institutions for the
931 candidate's discipline. The external reviewers for candidates should not have a
932 professional and/or close relationship with the candidate such as co-authoring a
933 manuscript or a previous working relationship.
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1. Determination of external reviewers.

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939 The candidate will submit to the department chair a list of at least six (preferably 8)
940 potential external reviewers. In consultation with senior faculty in the department
941 in the candidate's area of expertise, the department chair will develop a list of at
942 least six (preferably 8) external reviewers, which will include at least three of the
943 reviewers on the candidate's list. The number of reviewers on the list should be
944 adequate to ensure that at least five substantive reviews will ultimately be
945 received. In any case, it is the responsibility of the department chair to assure that
946 an adequate number of substantive reviews are received from qualified reviewers.
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In the case of candidates with joint appointments, the chair/s of the candidate's

secondary department/s, in consultation with the appropriate senior faculty in their respective unit/s, should provide names of external reviewers in the secondary discipline/s to the chair of the candidate's primary department.

2. Solicitation of external reviews.

All letters soliciting these reviews will be written by the Dean and mailed to the external reviewers for response. However, Chairs or head of the academic units should make the initial contact to the external reviewers from the consolidated list. The Chair or head of the academic unit will find out who agrees to be a reviewer and how they would like the materials. (Chairs and or head of the academic unit must keep documentation of yes and no responses, as this information is required by the Provost's office later in the process.) The Deans office will only be provided with the names of those agreeing to review, after which, official documents will be sent out from the Dean's office. Each external reviewer will be sent the candidate's CV, statement of accomplishments, and samples of publications/creative achievements. In the case of journal articles, candidates typically provide six to eight samples. In the case of lengthy books and monographs, a copy of the title page and table of contents will be provided. The candidate will provide to the department chair for review the CV and copies of other materials to be sent to the external reviewers.

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

3. Resume data on external reviewers.

As part of the candidate's dossier, the information to be provided on external reviewers is a complete listing prepared by the head of the academic unit (preferably compiled in a table) of all the external reviewers contacted. The table should include the following information:

- A. Name
- B. Title & Current affiliation
- C. Reviewer suggested by (indicate whether candidate or head of academic unit)
- D. Evaluation submitted/declined and reason (indicate whether or not they reviewed the candidate's package. If not, reason for decline)

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In addition to this table, a short bio for each reviewer (about a paragraph), should be included on the page immediately before each reviewer’s letter.

This table, along with reviewer bios and letters are to be incorporated in the dossier to be submitted to the College Committee on Promotion and Tenure.

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 (exact date to be determined by the office of the Provost), citing reasons for a negative decision. The candidate will have ten (10) business days from the date of the Dean’s letter to appeal the negative recommendation to the Provost (see II). 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.

If a candidate does not appeal a negative decision by the dean, the case will not be considered at subsequent levels of review.

II. APPEAL OF NEGATIVE RECOMMENDATION BY THE PROVOST

The Provost will notify the President and Dean of candidate recommendations. Within three (3) 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 (10) business days of the date of the Provost’s letter.

PRE-TENURE REVIEW

I. PURPOSE & TIMING OF PRE-TENURE REVIEW

The department will conduct a pre-tenure review of tenure-track faculty members. A formal review of the progress made toward promotion and tenure will be made during the third year so that tenure-track faculty members have a clear idea of how they are progressing toward successfully achieving promotion and tenure. When a faculty member is hired with one or two years of probationary credit towards tenure and promotion there shall be a mid-course pre-tenure review. The pre-tenure review of a faculty member hired with three years of probationary credit may be waived with written approval of the department chair and dean.

An approved suspension of the probationary period for promotion and tenure will delay the pre-tenure review accordingly. During the year of suspension, the faculty member will be reviewed according to normal annual review procedures.

The pre-tenure review should provide an opportunity for colleagues to review accomplishments and provide assistance to the tenure-track faculty member seeking tenure and promotion. Such review should complement any mentoring programs within each department. This review is distinguished from the annual review in that it encourages a longer-term perspective on accomplishments.

II. PRE-TENURE 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. The review committee members will select its chair.

III. MATERIALS TO BE REVIEWED

The newly elected pre-tenure review committee will review the faculty member's research, teaching, and service activities. The faculty member will supply the appropriate documentation for the committee to make such a review, including:

- # CV;
- # Copies of published and unpublished research;
- # Materials documenting teaching effectiveness during the evaluation period to include a table summarizing the results of student course evaluations, followed by copies of the official GSU student evaluations for each course taught during the period under review;
- # Additionally, a faculty member may supply a concise summary of accomplishments, expectations, and three-year goals not to exceed two pages in length

IV. PRE-TENURE 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. 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.

For faculty with joint appointments, pre-tenure evaluation materials should additionally include letter/s from the chair/s of the candidate's secondary department/s commenting on their research, scholarship, and/or service as appropriate to the joint appointment memorandum.

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 CV, 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 the letter from the review

committee, the memorandum from the departmental chair, the CV, and the two page statement to the Provost.

The Provost reviews all College's Pre-Tenure 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.

POST TENURE REVIEW FOR TENURED FACULTY

The following provisions pertaining to the post-tenure review for tenured faculty originate with the GSU document titled “GSU Promotion and Tenure Manual for Tenured and Tenure-Track Professors.”

I. PURPOSE OF POST-TENURE REVIEW

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

II. YEAR IN WHICH POST-TENURE REVIEW IS CONDUCTED

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

III. TENURED FACULTY TO WHOM POST-TENURE REVIEW APPLIES

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

IV. POST-TENURE REVIEW COMMITTEE AND CHAIR

The committee of faculty conducting the post-tenure review will consist of at least three tenured faculty from within the University elected by the tenured faculty within the department of the faculty member being evaluated. Faculty being evaluated during the year under consideration will neither participate in the selection of the committee nor serve on the committee. The department chair will appoint the chair from the post-tenure review committee membership. The department may select separate cumulative post-tenure review committees for each faculty member to be reviewed.

For candidates with joint appointments, post-tenure evaluation materials should additionally include letter/s from the chair/s of the candidate's secondary department/s commenting on their research, scholarship, and/or service as appropriate to the joint appointment memorandum.

V. MATERIALS TO BE REVIEWED

The post-tenure 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 tenure review:

- A. CV organized in the sequence shown in Appendix A;
- B. Copies of all publications during the five-year evaluation period;
- C. Materials documenting teaching effectiveness during the five-year evaluation period to include a table summarizing the results of student course evaluations, followed by copies of the official GSU student evaluations for each course taught during the period under review;
- D. Copies of annual evaluations during the five-year evaluation period;
- E. Additionally, a faculty member should provide a concise summary of accomplishments, expectations, and five-year goals not to exceed two pages in length

Please note—Timeline may adjust annual based upon completion dates issued from the Provost's office.

1210 **VI. POST-TENURE REVIEW COMMITTEE REPORT, SUBSEQUENT**
1211 **REVIEW, AND COMMENT**
1212

1213 A written report will be prepared by the post-tenure review committee. The review
1214 committee's report is forwarded in turn, to the departmental chair. The departmental chair
1215 will prepare a separate memorandum. Both the written report from the review committee,
1216 the memorandum from the departmental chair, the CV, and the two page statement will
1217 be sent to the Dean. The materials must also be cc'd to the Dean's administrative support
1218 who will process the materials for the Dean. In turn, the Dean will prepare a
1219 memorandum and will forward the memorandum, along with the post-tenure review
1220 committee's written report, the memorandum from the department chair, the CV, and the
1221 two page statement to the Provost for review and comment.
1222

1223 The Provost reviews all College's Post-tenure Review documents in the periods of **June**
1224 **through August**. After the Provost has added their comments, all reports and comments
1225 are sent to the faculty member with copies to other parties involved in the post-tenure
1226 review process.
1227

1228 After completion of these assessments, a conference will be held between the
1229 departmental chair and the faculty member. This conference will produce a plan which
1230 focuses on professional goals and/or workload profile, for subsequent approval by the
1231 Dean. The progress of the faculty member will be monitored through the regular process
1232 of annual faculty evaluations.
1233

1234 **VII. EXCEPTIONAL MERIT**
1235

1236 The following constitutes "exceptional merit" in post-tenure review as part of the
1237 consideration for implementation of University's salary adjustment model. During the
1238 review period, the candidate will have produced high quality publications that are being
1239 read and cited. The candidate will show grant activity, if the field of research is typically
1240 funded. The candidate will have involvement in interdisciplinary research teams, will
1241 have engaged with policy makers in terms of publishing accessible reports, providing
1242 expertise for meetings/presentations, and speaking to the media and other non-academic
1243 outlets. Engagement with the Centers, such as participation on grants with centers, report
1244 development, supporting their training and outreach, is one way to accomplish this. The
1245 candidate will continue to show above average engagement with students, with activities
1246 that could include dissertation committees, grant-funded research, undergraduate interns,
1247 MA theses, and innovation in the classroom.
1248
1249

1250 The final report will be retained in the faculty member's file in the Dean's Office.
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APPENDIX A

OUTLINE OF CV TO BE USED FOR PROMOTION AND TENURE RECOMMENDATION

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

Name

Current Rank

Department

Education and Professional Credentials

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

List professional, non-degree programs and courses completed

Fellowship and Awards

Work experience

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

Scholarship and Professional Development

Publications: Refereed Scholarly

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

Publications: Refereed Professional/Practitioner

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

Publications: Books, Monographs, and Reports

1291 Include books, monographs, reports, chapters in books, case studies, instructor's manuals
1292 and other supplemental materials for textbooks, and books edited.

1293
1294 **Publications: Non-Refereed and Other**
1295

1296 Include book reviews, essays, papers published in non-refereed conference proceedings;
1297 exclude media interviews, abstracts, letters to editors, papers presented at meetings not
1298 otherwise published, working papers, including papers under review and in process.
1299

1300 **Papers Under Review and In-Process**
1301

1302 **Externally-funded Research Projects**
1303

1304 List title of research project, beginning and ending dates of the project, the amount of
1305 funding of the grant, and the specific participation of the faculty member in the grant
1306 project (e.g., project director, principal investigator).
1307

1308 **Papers Presented at Professional Meetings and Conferences**
1309

1310 List title, any co-author, name and date of meeting.
1311

1312 **Instruction, including advising**
1313

1314 **Supervision of Doctoral Dissertations**
1315

1316 List author and title of dissertation; indicate whether involvement was as member of, or
1317 chair of, dissertation committee in each case.
1318

1319 **Continuing Education and Training Activities**
1320

1321 List name of program, date of program, involvement in program, (e.g., topic taught as
1322 faculty member or program director); include training program activities.
1323

1324 **Service**
1325

1326 **Service Activities Internal to the University**
1327

1328 Include service on departmental, college and university committees by listing name of
1329 committee, time period served, and whether service was as a member or chair. Also
1330 include other assignments and responsibilities at the departmental, college, or university
1331 level.
1332

1333 **Service Activities in Academic and Professional Organizations**
1334

1335 Include service in academic or professional organizations as an officer or local
1336 arrangements chair/member, chair of program committee, chair of a program session,

1337 discussant. Also include referee and other editorial appointments with respect to journals
1338 sponsored by such organizations.
1339

1340

1341 **Service to the Community**

1342

1343 Include only those activities which utilize the professional expertise of the faculty
1344 member in activities in the community which are directly related to being a faculty
1345 member.
1346