

# 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

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## INTRODUCTION

1 It is the policy of the Andrew Young School of Policy Studies (“AYSPS”) to base promotion and  
2 tenure decisions on impartial and informed evaluations of the qualifications of all candidates.  
3 Excellence in scholarship, teaching, and service shall be the standard against which these  
4 qualifications will be evaluated. The college is committed to providing an environment in which  
5 all members of the tenured 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 AYSPS 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.

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**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  
97 Pursuant to the calendar for the promotion and tenure process, an associate professor  
98 seeking promotion to professor normally is not considered before the fifth year of service  
99 as associate professor. However, a candidate may be considered for promotion earlier if  
100 exceptionally strong justification exists for doing so. Earliest consideration in this case  
101 occurs in the fourth year of service.  
102

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

108 Credit received for service at other institutions may be applied (at the candidate's  
109 discretion) toward tenure. Acceptance of these credits is subject to the approval of the  
110 Dean when the candidate first becomes eligible for promotion.  
111

112 Non-tenured associate professors seeking promotion and tenure may not seek promotion  
113 prior to tenure; a candidate may seek tenure prior to promotion.  
114

## 115 **3. Early Promotion and/or Tenure**

116  
117 Consideration for early promotion or tenure should occur only in cases in which a clear  
118 indication of exceptional merit exists. Consistent with time-in-rank requirements,  
119 candidates should be encouraged to take ample time to demonstrate fully their merits and  
120 accomplishments.  
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124 **III. MINIMUM CRITERIA FOR TENURE-TRACK PROMOTION AND**  
125 **TENURE**

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**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.

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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.

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## 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**.

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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.

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### 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.

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

386 **I. TERMS OF EVALUATION TENURED AND TENURE TRACK**  
387

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

390  
391 An evaluation of excellent in the area of instruction means that the faculty member  
392 demonstrates an ability to communicate and work effectively with students, to provide  
393 them with the current concepts, information, theories, and explanations required for  
394 mastery of the field in which the faculty member teaches, and, where the opportunity  
395 exists, to guide them successfully in individual projects. An evaluation of good in the  
396 area of instruction means that the faculty member is successful in providing students with  
397 the basic materials of the subject matter taught.  
398

399 An evaluation of excellent in the area of scholarship means, at the level of promotion to  
400 associate professor, that the faculty member has produced a considerable body of work  
401 that is recognized as important by leaders in his/her field of research, both within and  
402 outside the university, and that leads them to view the faculty member as having the  
403 potential to be a leader in his/her field in the near future. An evaluation of good in the  
404 area of scholarship means, at the level of promotion to associate professor, that the  
405 faculty member has produced a body of work that shows a commitment to scholarship in  
406 his/her field and that indicates scholarly progress is both possible and likely. In addition  
407 to articles in refereed journals, other types of publications are also important. Thus “body  
408 of work” includes, but is not necessarily limited to, referred journals articles, books, book  
409 chapters, reports, non-refereed journal articles, grant applications that involve new ideas,  
410 essays, and cases.”  
411

412 An evaluation of excellent in the area of scholarship at the level of promotion to  
413 professor means that the faculty member has established a national or international  
414 reputation as a leader in his/her field, i.e. as one who has made, and who continues to  
415 make, substantial and significant contributions to the literature, and as one whose work  
416 has had a marked impact on the work of others.  
417

418 Scholarship shall be evaluated principally on the basis of its contribution to issues  
419 relevant to the Andrew Young School of Policy Studies. Contribution refers to how the  
420 scholarship advances the understanding of an issue or the solution to an issue. Issues  
421 relevant to the Andrew Young School of Policy Studies include policy issues, as well as  
422 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.

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## 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.

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#### Minimum Necessary Ratings

Assessment Area	Tenure Track Faculty
Instruction	Excellent
Scholarship	Good
Service	Good

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**2. Tenure at the Rank of Assistant Professor**

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

**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

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**4. Tenure at the Rank of Associate Professor**

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

**5. Professor**



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.  
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503

**Minimum Necessary Ratings**

Assessment Area	Tenure Track Faculty
Instruction	Excellent
Scholarship	Excellent
Service	Good

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**6. Tenure at the Rank of Professor**

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

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**7. Exceptions**

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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.

<b>DIRECTIONS TO CANDIDATE FOR SUBMITTING MATERIALS TO THE DEPARTMENTAL COMMITTEES ON PROMOTION AND TENURE</b>
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**I. INSTRUCTIONS AND COMMENTS ON SUBMISSION OF DOSSIER**

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

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 complete dossiers (1 hard copy and 1 electronic copy) to the  
537 appropriate departmental chair by **August 31**. After this date, materials can be added to  
538 the dossier until the departmental promotion and tenure committee makes its  
539 recommendation to the departmental chair but not later than **October 4**. The additional  
540 materials will be provided to the departmental chair who will notify all members of the  
541 departmental promotion and tenure committee that additional materials have been added  
542 to the dossier. Once the departmental committee has made its recommendation, no  
543 material, except written replies to reports of subsequent evaluations of the dossier, may  
544 be added to the dossier. The dossier is considered closed as of this date, and all parties  
545 involved in the review of the candidate's credentials will have access to exactly the same  
546 information in 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.

## 561 **II. INSTRUCTIONS FOR PHYSICAL FORM OF DOSSIER**

562  
563 All materials should be placed in three-ring, large capacity notebooks. Each section in  
564 each of the three areas should be clearly separated from the others by dividers. Avoid the  
565 use of staples and paper clips and filling the notebooks to capacity.

566  
567 The dossier may be returned for revision if the materials in the dossier are not submitted  
568 in the standard format.

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570 **III. FORMAT FOR DOSSIER**

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

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

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

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10. A concise statement (not to exceed 3 pages) 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.

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.

**IV. 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.

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

657

658

**1. Participation in Professional Associations:**

659

660

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

663

664

A. Memberships in Professional Associations.  
List current memberships.

665

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667

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

669

670

671

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

672

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

675

676

A. Published Articles and Those Accepted for Publication.  
Title of article, journal, volume, date (or projected date of publication),  
677 names of the authors as they appear in print, and a one or two sentence  
678 description of the publication, including an assessment of its contributions  
679 to the discipline. Clear indication should be given of whether the article  
680 has been published or only accepted for publication, and whether the  
681 journal is refereed. The department's evaluations of these articles should  
682 include assessments of the relative prestige of the journals within the  
683 candidate's fields of interest; it is not expected that publications will  
684 necessarily be in journals directly related to the candidate's departmental  
685 orientation.

686

687

688

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

695

696

- 697 C. Reports, Essays, Book Chapters.  
698 Title, where published, and date of publication or projected publication,  
699 and a one or two sentence description of the work, including an  
700 assessment of its contribution to the discipline.  
701
- 702 D. Book Reviews.  
703 Title, author, place of appearance, and date of publication or projected  
704 publication.  
705
- 706 E. Papers Under Review and In-process.  
707 For each paper under review, state where it has been and is being  
708 considered, and provide referee reports, if any.  
709

## 710 DOCUMENTATION

711 Provide copies of items listed in paragraphs A, B, C, and E above.  
712

- 713
- 714
- 715 3. **Awards and Grants:** List scholarships, fellowships, travel awards, professional  
716 development grants, grants funded by local agencies, and grants from national  
717 agencies. Indicate the amount of the award, the schedule of funding, the period of  
718 the award, and the precise role of the investigator and any other co-principal or  
719 co-investigator in the research or creative activities funded.  
720
- 721 4. **Significant Professional Services:** List memberships on editorial boards,  
722 activities as referee for scholarly journals, activities as referee for granting  
723 agencies, memberships on evaluation panels, and services as critic, juror, and/or  
724 consultant for professional organizations. The list should include dates of service.  
725
- 726 5. **Recognition by National, Scholarly, and Professional Associations:** List and  
727 include titles of honors, awards, fellowships, and internships.  
728
- 729 6. **General Recognition Within One's Field:** List requests for colloquium  
730 presentations or workshops, reviews of publications, and citations and references  
731 to the candidate's work by others.  
732
- 733 7. **Specialized Professional Activities Appropriate to the Discipline:** Included  
734 here are materials for which descriptions are not presented in any of the other  
735 categories above.  
736  
737

738 **V. CATEGORIES FOR INSTRUCTION**

739  
740 As stated in the section on criteria, Georgia State University requires the services of  
741 teacher-scholars who are now contributing significantly in the area of instruction and for  
742 whom there exists ample evidence that this activity will continue in the future. These  
743 contributions are divided by the College Promotion and Tenure Manual into three major  
744 categories: activities in regularly scheduled classes; work with individual students on  
745 research projects, honors papers, theses, and dissertations; and the development of new or  
746 revised courses, programs, and/or concepts of instruction. Information provided by  
747 candidates to document their contributions in the areas of instruction must be divided into  
748 the sections listed below:

- 749
- 750 1. **Courses Taught:** The candidate must provide a copy of the most recent syllabus  
751 used for each course taught since he/she was hired or last promoted. Only one  
752 syllabus for each different course is required. The candidate must provide a list of  
753 courses taught indicating the quarter or semester, the title and course number, and  
754 the number of students in the course.  
755
  - 756 2. **Perception of Students:** Summary of the student questionnaires must be  
757 provided for courses taught. Written comments may be included.  
758
  - 759 3. **Honors or Special Recognition for Instruction:** These should be listed in  
760 tabular form.  
761
  - 762 4. **Independent Studies, Honors Theses, Theses, and Dissertations:** for each item  
763 include the name of student, title of project, date completed, and candidate's role.  
764
  - 765 5. **Published Materials:** Textbooks and published articles related to the candidate's  
766 teaching. A copy of each must be provided.  
767
  - 768 6. **Other Materials** that bear on the evaluation of instruction. Candidates are  
769 encouraged to include in their dossiers as many as possible of the materials  
770 identified by them as relevant to the assessment of instruction. It is important to  
771 note that a candidate must not solicit letters of support from students, faculty  
772 colleagues, or friends and include those letters in the dossier; however, this does  
773 not pertain to independent peer reviews of teaching.  
774  
775

776 **VI. CATEGORIES FOR SERVICE**

777  
778 The College Committee on Promotion and Tenure considers only service activities  
779 related to candidates' areas of professional competence. Service open to any responsible

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

- 801
- 802 1. **Assistance and Availability to Colleagues:** List consultation about educational  
803 problems, reviews of manuscripts, collaboration on research projects, assistance  
804 with projects, and contributions to programs in other concentrations, areas, or  
805 colleges. The candidate should indicate ways in which he/she regularly make  
806 himself/herself accessible to his/her colleagues.
  - 807
  - 808 2. **Contributions to Department:** List memberships on departmental committees,  
809 development of programs, and activities. List only contributions not already  
810 included in instruction or scholarship.
  - 811
  - 812 3. **Contributions to Research Centers:** List formal associations and appointments  
813 in research centers, and projects, programs, reports, committees, grant  
814 submissions, and presentations in which the candidate has have participated under  
815 the aegis of these centers.
  - 816
  - 817 4. **Committee Responsibilities at the College, University or System Level:** List  
818 committees and periods of service.
  - 819
  - 820 5. **Support of Local, State, National or International Organizations:** List  
821 consultantships, memberships on advisory boards, and offices held, and include  
822 dates of service.



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

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<b>LEVELS OF REVIEW</b>
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**I. RECOMMENDATION AND EVALUATION**

- A. Each candidate must present his/her complete dossier (1 hard copy and 1 electronic copy) 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**.

- 870 F. The College Committee on Promotion and Tenure presents its report, the  
871 departmental chair statement, the department promotion and tenure committee  
872 evaluation, and outside reviewer letters to the Dean not later than **November 6**.  
873
- 874 G. The Dean forwards all positive promotion and tenure recommendations to the  
875 Provost during the 3<sup>rd</sup> week of January, unless the candidate chooses to withdraw.  
876  
877

## EXTERNAL REVIEWS

879 Written external reviews of a candidate's research and publications are required for all  
880 promotion decisions above the Assistant Professor level and tenure decisions. A  
881 minimum of five substantive external reviews must be obtained on each candidate for  
882 promotion and tenure. Individuals selected as external reviewers for tenure-track  
883 candidates should normally be senior faculty at other universities with academic  
884 reputations equal to or better than Georgia State University; in any case, they should be  
885 qualified to evaluate the candidate's research and publications output in terms of its  
886 significance, quality and overall contribution to the field. The external reviewers from  
887 academic institutions are to be affiliated with research universities in which the emphasis  
888 on research and scholarship is of a rigor similar to aspirational peer institutions for the  
889 candidate's discipline. The external reviewers for candidates should not have a  
890 professional and/or close relationship with the candidate such as co-authoring a  
891 manuscript or a previous working relationship.  
892

### 1. Determination of external reviewers.

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895 By **May 2**, the candidate will submit to the department chair a list of at least six  
896 (preferably 8) potential external reviewers. By **May 16**, in consultation with senior  
897 faculty in the department in the candidate's area of expertise, the department chair  
898 will develop a list of at least six (preferably 8) external reviewers, which will  
899 include at least three of the reviewers on the candidate's list. The number of  
900 reviewers on the list should be adequate to insure that at least five substantive  
901 reviews will ultimately be received. In any case, it is the responsibility of the  
902 department chair to assure that an adequate number of substantive reviews are  
903 received from qualified reviewers.  
904

### 2. Solicitation of external reviews.

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907 All letters soliciting these reviews will be written by the Dean and mailed to the  
908 external reviewers by **June 15**, requesting and **August 1** deadline response. Each  
909 external reviewer will be sent the candidate's resume and copies of the  
910 candidate's significant publications or other research output (except lengthy  
911 books and monographs, for which a copy of the title page and table of contents

912 will be provided). If the number of publications is extensive, then sample of the  
913 most significant publications selected by the candidate in consultation with the  
914 department chair will be sent. By **June 1**, the candidate will provide to the  
915 department chair for review the resume and copies of other materials to be sent to  
916 the external reviewers.

917  
918 The external reviewer for candidates will be asked to evaluate the candidate's  
919 research and publications output in terms of its significance, quality and overall  
920 contribution to the field. All responses shall be addressed to the Dean. The  
921 reviews of the external reviews will become part of the candidate's dossier and  
922 will be available to all internal reviewers, including the departmental committee  
923 on promotion and tenure. The reviews will not be made available to the candidate  
924 unless adjudication under the Georgia Open Records Law results in the reviews  
925 becoming public.

926  
927 **3. Resume data on external reviewers.**

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

- 933  
934 1. Name  
935  
936 2. Current affiliation  
937  
938 3. Biographical/resume data

939  
940 This summary is to be incorporated in the dossier to be submitted to the College  
941 Committee on Promotion and Tenure.  
942

## 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 1<sup>st</sup> 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 Appendix 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 3<sup>rd</sup> 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

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**V. THIRD YEAR REVIEW COMMITTEE REPORT**

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

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

The departmental chair will prepare a separate memorandum. Both the written report from the review committee, 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.

1061 **CUMULATIVE REVIEW AND DEVELOPMENT FOR TENURED**  
1062 **FACULTY**

1063 The following provisions pertaining to cumulative review for tenured faculty originate  
1064 with the GSU document titled “GSU Promotion and Tenure Manual for Tenured and  
1065 Tenure-Track Professors” approved by the University Senate in on January 19, 2012.  
1066  
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1068 **I. PURPOSE OF CUMULATIVE REVIEW**  
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1070 The purpose of the cumulative review is to assess faculty development goals and  
1071 achievements, to provide assistance to faculty in ensuring continuous intellectual and  
1072 professional growth, and to provide objectives and plans for the faculty to help the  
1073 Andrew Young School of Policy Studies fulfill its mission.  
1074  
1075

1076 **II. YEAR IN WHICH CUMULATIVE REVIEW IS CONDUCTED**  
1077

1078 The cumulative review will be conducted during the Spring Semester of the fifth year  
1079 after the most recent promotion and continue at five-year intervals unless interrupted by a  
1080 leave of absence (paid or unpaid), further promotion, impending candidacy for promotion  
1081 within a year, or a letter of retirement/resignation that is effective prior to the end of the  
1082 five year interval.  
1083  
1084

1085 **III. TENURED FACULTY TO WHOM CUMULATIVE REVIEW APPLIES**  
1086

1087 The cumulative review applies to all tenured-faculty excepting those with administrative  
1088 appointments as departmental chair with faculty appointed to them, directors of centers  
1089 with faculty appointed to them, and the associate dean. The departmental chairs, the  
1090 directors and the associate dean are subject to triennial reviews. In order to accomplish  
1091 the spirit of post-tenure review which is to provide for continual professional  
1092 development of all tenured-faculty, the triennial review of heads of academic units and  
1093 associate deans must address their academic and professional activities as well as their  
1094 managerial and leadership performance.  
1095  
1096



1097 **IV. CUMULATIVE REVIEW COMMITTEE AND CHAIR**

1098  
1099 The committee of faculty conducting the cumulative post-tenure review will consist of at  
1100 least three tenured faculty from within the University elected no later than **March 1** by  
1101 the tenured faculty within the department of the faculty member being evaluated. Faculty  
1102 being evaluated during the year under consideration will neither participate in the  
1103 selection of the committee nor serve on the committee. The department chair will  
1104 appoint the chair from the cumulative post-tenure review committee membership. The  
1105 department may select separate cumulative post-tenure review committees for each  
1106 faculty member to be reviewed.

1109 **V. MATERIALS TO BE REVIEWED**

1110  
1111 The cumulative review should address accomplishments in teaching, research and  
1112 service. The review will be based on available information. The faculty member will  
1113 submit by **March 15** at least the following elements of the dossier required for the  
1114 regular tenure review:

- 1115  
1116 # Resume organized in the sequence shown in Appendix B;  
1117  
1118 # Copies of all publications during the five-year evaluation period;  
1119  
1120 # Materials documenting teaching effectiveness during the five-year evaluation  
1121 period;  
1122  
1123 # Copies of annual evaluations during the five-year evaluation period;  
1124  
1125 # Additionally, a faculty member should provide a concise summary of  
1126 accomplishments, expectations, and five-year goals not to exceed two pages in  
1127 length

1128  
1129  
1130 **VI. CUMULATIVE REVIEW COMMITTEE REPORT, SUBSEQUENT**  
1131 **REVIEW, AND COMMENT**

1132  
1133 A written report will be prepared by the cumulative review committee. The review  
1134 committee's report is forwarded in turn, to the departmental chair by **May 1**. The  
1135 departmental chair will prepare a separate memorandum. Both the written report from the  
1136 review committee, the memorandum from the departmental chair, the resume, and the  
1137 two page statement will be sent to the Dean by the **May 31**. In turn, the Dean will  
1138 prepare a memorandum and will forward the memorandum, along with the cumulative

1139 review committee's written report, the memorandum from the department chair, the  
1140 resume, and the two page statement to the Provost no later than **June 15** for review and  
1141 comment.

1142  
1143 The Provost reviews all College's Cumulative Review documents in the periods of **June**  
1144 **through August**. After the Provost has added his/her comments all reports and  
1145 comments are sent to the faculty member with copies to other parties involved in the  
1146 cumulative review process.

1147  
1148 After completion of these assessments, a conference will be held between the  
1149 departmental chair and the faculty member. This conference will produce a plan which  
1150 focuses on professional goals and/or workload profile, for subsequent approval by the  
1151 Dean. The progress of the faculty member will be monitored through the regular process  
1152 of annual faculty evaluations.

1153  
1154 The final report will be retained in the faculty member's file in the Dean's Office.  
1155

## APPENDIX A

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

\*\*\*\*\*

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

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

1157		
1158	<b>By March 31</b>	<b>Annual College Meeting for Promotion and Tenure Candidates within the College-</b>
1159		<b>Open to All Faculty Members in the College</b>
1160		
1161	<b>April 1</b>	All faculty members who wish to be considered for promotion or tenure notify
1162		his/her respective departmental chairs. (Page 2)
1163		
1164	<b>May 2</b>	Candidates provide the departmental chairs with a list of six (preferably 8)
1165		possible outside reviewers. (Page 28)
1166		
1167	<b>May 16</b>	Departmental chairs provide the Dean with a list of six (preferably 8) possible
1168		outside reviewers. The list will include at least three names from the list the candidate
1169		provided. (Page 28)
1170		
1171	<b>June 1</b>	Candidates will have provided materials to be sent to the external reviewers. (Page 29)
1172		
1173	<b>June 15</b>	Dean will have written and mailed all letters to external reviewers soliciting their
1174		reviews. (Page 28)
1175		
1176	<b>August 1</b>	External reviewers response deadline. (Page 28)
1177		
1178	<b>August 17</b>	Dean provides at least five letters from outside reviewers to the department. (Page 27)
1179		
1180	<b>August 31</b>	Candidates submit complete dossiers (1 hard copy/1 electronic copy) to the appropriate
1181		chairs. (Pages 19 and 27)
1182		
1183	<b>October 4</b>	Final date candidates can add materials to his/her dossiers. (Pages 19-20)
1184		
1185	<b>October 6</b>	Departmental promotion and tenure committees present their statements of assessment
1186		and recommendation to the departmental chairs. (Pages 9 and 27)
1187		
1188	<b>October 13</b>	Departmental chair prepares a statement indicating his/her recommendation which
1189		contains evaluation of candidates in all three areas described in the AYSPS P&T
1190		Manual's section, Direction for Departments and Departmental I.B.

- 1191  
1192 **October 13** Departmental chair in accordance with University Policy will notify in writing each  
1193 candidate of his/her recommendation and include a copy of the departmental promotion  
1194 and tenure committee review and any minority reports. (Page 9)  
1195
- 1196 **October 18** Department chair must forward to the College Committee on Promotion and Tenure the  
1197 evaluation of the departmental promotion and tenure committee and the departmental  
1198 chair statement. (Pages 9 and 27)  
1199
- 1200 **October 24** Deadlines:  
1201 1) Candidates' response, if any, to reports of the chair and the departmental  
1202 committee is due to the College Committee on Promotion and Tenure. (Page 9)  
1203  
1204 2) Candidates wishing to withdraw from further consideration inform  
1205 departmental chairs in writing. (Page 10)  
1206
- 1207 **November 6** College Committee on Promotion and Tenure presents its report, the departmental chair  
1208 statement, the departmental promotion and tenure committee evaluations, and the outside  
1209 reviewer letters, if any, to the Dean. (Page 11)  
1210
- 1211 **November 14** Dean informs departmental chairs (e-mail or memo) of the College Committee Promotion  
1212 and Tenure recommendations. (Page 11)  
1213
- 1214 **November 16** Dean informs candidates in writing of the decision of the College Committee on  
1215 Promotion and Tenure including the deadline for the candidate's response, if any, and a  
1216 copy of the College Committee's report. (Page 11)  
1217
- 1218 **November 23** Candidates' response, if any, to College Committee on Promotion and Tenure report is  
1219 due to the Dean. (Page 11)  
1220  
1221
- 1222 **The exact dates for the notification of the outcomes of College and University**  
1223 **review will be determined by the Office of the Provost and communicated to**  
1224 **the University faculty in advance of each year's promotion and tenure cycle.**  
1225
- 1226 **November 26** Dean informs (e-mail or memo) departmental Chairs of College's final  
1227 recommendation.  
1228
- 1229 **1<sup>st</sup> Week of January** Dean to inform candidates in writing (e-mail or memo) of the College's final  
1230 recommendation decision for Promotion and Tenure.  
1231  
1232 Candidates' response, if any, regarding College's final recommendation is due to  
1233 the Dean three business days from the date of the Dean's letter.  
1234  
1235 A candidate wishing to appeal a negative recommendation of a Dean has ten  
1236 business days from the date of the Dean's letter in which to appeal, in writing, to

1237 the Provost. (Page 12 and 30)  
1238  
1239 A candidate wishing to withdraw from further consideration informs the Dean in  
1240 writing within ten business days from the date of the Dean's letter.  
1241  
1242 **3<sup>rd</sup> Week of January** Dean forwards all College's final positive promotion and tenure  
1243 recommendations to the Provost unless a candidate withdraws.  
1244  
1245 **3<sup>rd</sup> Week of February** Provost notifies the President and Dean of candidate recommendations.  
1246  
1247 Within three business days of receiving the Provost's recommendations, the  
1248 Dean notifies the candidates.  
1249  
1250 Provost responds to appeals from candidates, providing the candidate and Dean  
1251 with a statement of the bases upon which the appeal is supported or rejected.  
1252  
1253 A candidate wishing to appeal the Provost's negative recommendation or  
1254 decision regarding an appeal may appeal, in writing, to the President within ten  
1255 business days of the date of the Provost's letter.  
1256  
1257 **3<sup>rd</sup> Week of March** President notifies the Dean of promotion and tenure decisions.  
1258  
1259 Within three business days of receiving the President's decisions, the Dean  
1260 notifies the candidates.  
1261  
1262 President responds to appeals from candidates.  
1263  
1264 -----**BOR Data Systems process information**-----  
1265  
1266 **TBA** Deadline for P&T recommendations to be entered into the BOR/Manage Faculty  
1267 Events system.  
1268  
1269

1270

## APPENDIX B

<b>OUTLINE OF RESUME TO BE USED FOR PROMOTION AND TENURE RECOMMENDATION</b>
---

1271

1272

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

1273

1274

1275

1276

1277

**Name**

1278

1279

**Current Rank**

1280

1281

**Department**

1282

1283

**Education and Professional Credentials**

1284

1285

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

1286

1287

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

1288

1289

**Fellowship and Awards**

1290

1291

**Work experience**

1292

1293

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

1294

1295

1296

**Scholarship and Professional Development**

1297

1298

**Publications: Refereed Scholarly**

1299

1300

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

1301

1302

1303

**Publications: Refereed Professional/Practitioner**

1304

1305

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

1306

1307

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

1308

1309 Include books, monographs, reports, chapters in books, case studies, instructor's manuals  
1310 and other supplemental materials for textbooks, and books edited.

1311  
1312 **Publications: Non-Refereed and Other**

1313  
1314 Include book reviews, essays, papers published in non-refereed conference proceedings;  
1315 exclude media interviews, abstracts, letters to editors, papers presented at meetings not  
1316 otherwise published, working papers, including papers under review and in process.

1317  
1318 **Papers Under Review and In-Process**

1319  
1320 **Externally-funded Research Projects**

1321  
1322 List title of research project, beginning and ending dates of the project, the amount of  
1323 funding of the grant, and the specific participation of the faculty member in the grant  
1324 project (e.g., project director, principal investigator).

1325  
1326 **Papers Presented at Professional Meetings and Conferences**

1327  
1328 List title, any co-author, name and date of meeting.

1329  
1330 **Instruction, including advising**

1331  
1332 **Supervision of Doctoral Dissertations**

1333  
1334 List author and title of dissertation; indicate whether involvement was as member of, or  
1335 chair of, dissertation committee in each case.

1336  
1337 **Continuing Education and Training Activities**

1338  
1339 List name of program, date of program, involvement in program, (e.g., topic taught as  
1340 faculty member or program director); include training program activities.

1341  
1342 **Service**

1343  
1344 **Service Activities Internal to the University**

1345  
1346 Include service on departmental, college and university committees by listing name of  
1347 committee, time period served, and whether service was as a member or chair. Also  
1348 include other assignments and responsibilities at the departmental, college, or university  
1349 level.

1350  
1351 **Service Activities in Academic and Professional Organizations**

1352  
1353 Include service in academic or professional organizations as an officer or local  
1354 arrangements chair/member, chair of program committee, chair of a program session,

1355 discussant. Also include referee and other editorial appointments with respect to journals  
1356 sponsored by such organizations.

1357

1358

1359

**Service to the Community**

1360

1361

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

1362

1363

1364



1365  
1366

## APPENDIX C

<h3>CALENDAR FOR THIRD YEAR REVIEW</h3>
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\*\*\*\*\*

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

- 1367  
1368  
1369
- 1370 **March 1** Departmental Third Year Review committee elected by the department tenured faculty.  
1371 (Page 29)  
1372
- 1373 **March 1** Faculty member being evaluated will supply Departmental Third Year Review committee  
1374 the appropriate documentation. (Page 29)  
1375
- 1376 **April 1** Departmental Third Year Review committee submits to Department Chair and  
1377 faculty member being evaluated a written report of its recommendation and supporting  
1378 documentation (Page 29)  
1379
- 1380 **May 1** Departmental Chair Third Year Review recommendation memo due to the Dean  
1381 including the Departmental Third Year Review committee's written report and  
1382 supporting documentation. (Page 29)  
1383
- 1384 **May 31** Dean's memo to the Provost includes the Departmental Chair memo, the  
1385 Departmental Third Year Review committee's written report, the resume, and the two  
1386 page statement. (Page 30)  
1387
- 1388 **June-August** Provost reviews all College Third Year Review documents. (Pages 30)  
1389
- 1390 **NOTE:** **After the Provost has added comments to the review documents, all reports**  
1391 **and comments are sent to the faculty member, with copies to the other**  
1392 **parties involved in the review process.**  
1393  
1394

1395  
1396

**APPENDIX D**

**CALENDAR FOR CUMULATIVE REVIEW**

\*\*\*\*\*

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

1397  
1398

1399  
1400

1401 **March 1** Cumulative Review committee elected by tenured faculty within the department of  
1402 faculty being evaluated. (Page 31)

1403  
1404

1405 **March 15** Faculty member being evaluated will submit appropriate documents to the Cumulative  
1406 Review committee. (Page 31)

1407  
1408

1409 **May 1** Cumulative Review committee submits report along with support documentation  
1410 to Departmental Chair. (Page 32)

1411  
1412

1413 **May 31** Departmental Chair Cumulative Review recommendation memo due to the Dean  
1414 including the Departmental Cumulative Review committee's written report and  
1415 supporting documentation. (Page 32)

1416  
1417

1418 **June 15** Dean's memo to the Provost includes the Departmental Chair's memo, the  
1419 Cumulative Review committee's written report, the resume, and the two page statement.  
1420 (Page 31)

1421  
1422

1423 **June-August** Provost reviews all College Cumulative Review documents. (Pages 32)

1424

**NOTE:** After the Provost has added comments to the review documents, all reports  
1421 and comments are sent to the faculty member, with copies to the other  
1422 parties involved in the review process.

1423  
1424