Policy Title: College Promotion and Tenure Manual

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I. INTRODUCTION

A candidate for promotion and/or tenure is bound by the College Promotion and Tenure Manual in effect on January 31 of the calendar year in which the departmental and college reviews of the candidate occur. The College of the Arts Promotion and Tenure Manual is reviewed and periodically revised by the College Bylaws and Promotion & Tenure Guidelines Committee. In keeping with university requirements, the College Manual must be annually reviewed by the University Promotion and Tenure Manual Review Committee and approved by the provost.

Recommendations for promotion and/or tenure are first made at the level of the department/school/institute (hereafter referred as “department”) by the chair/director (hereafter referred as “chair”) and by a departmental committee. Recommendations are then forwarded to the College Promotion & Tenure Committee, which consists of six (6) members elected by the College faculty; two members shall be elected from each of the three schools in the College. Members of the Promotion & Tenure Committee may serve on the University Promotion and Tenure Manual Review Committee, which is described in the Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors.

The Duties of the College Promotion & Tenure Committee are to receive and consider all appropriate information on each candidate and to forward to the Dean its recommendations concerning promotion and/or tenure. In making its recommendations to the Dean, the College Promotion & Tenure Committee considers the departmental evaluations, external reviews, and dossier of each candidate. Candidates’ dossiers are considered on their own merits according to the guidelines in effect at the times of their declarations of candidacy. (The College is responsible for supplying the College Promotion & Tenure Committee with the relevant departmental guidelines and standards on promotion and tenure.) If standards are modified from one year to the next, a committee will make its recommendations in light of standards in effect at the time of declaration of candidacy. All verbal and written deliberations in the promotion and tenure process are confidential; however, the Georgia Open Records Act may allow individuals to access certain documents related to a promotion and/or tenure decision.

The findings of the College Promotion & Tenure Committee are summarized in written reports and forwarded with the Committee’s recommendations to the Dean of the College for use in further deliberations in the Office of the Dean. In the final considerations, the Dean is solely responsible for selecting the names to be forwarded to the provost as candidates for promotion and/or tenure from the College of the Arts.

The promotion and tenure processes and other faculty review processes described in this document and in departmental guideline documents conform to the policies and procedures detailed in the Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors, which states, “standards should be expected to rise as Georgia State University continues its drive for excellence.”
II. POLICIES ON PROMOTION AND TENURE

A. Eligibility (Time-in-Rank) Policies

1. Assistant Professors Seeking Promotion:
   An Assistant Professor normally applies for promotion and tenure in the fifth year of service and is considered in the sixth year of service. In cases of exceptional achievement, an Assistant Professor may apply for promotion and tenure in the fourth year of service and be considered in the fifth year of service. An Assistant Professor must apply for promotion and tenure no later than in the sixth year of service and be considered no later than in the seventh year of service.

   Assistant Professors must simultaneously apply for promotion and tenure, although tenure in the College will not be granted without promotion to Associate Professor.

2. Associate Professors Seeking Promotion and/or Tenure; Professors Seeking Tenure:
   An Associate Professor seeking promotion to Professor normally applies for promotion no earlier than the fourth year of service with consideration in the fifth year of service as Associate Professor. However, a candidate may seek early promotion if exceptionally strong justification exists for doing so. In this case, earliest application occurs in the third year of service with consideration in the fourth year of service.

   Strong justification must be provided to support consideration for promotion whenever the candidate has served fewer than five years at the rank of Associate Professor at Georgia State University.

   A faculty member hired at the Associate Professor or Professor level may apply for tenure in the fourth year of service and be considered in the fifth year of service and must apply for tenure no later than in the sixth year of service and be considered no later than in the seventh year of service at Georgia State University.

3. Probationary Credit toward Tenure: Credit received for service at other institutions may be applied towards a candidate’s tenure as specified in the University Promotion and Tenure Manual. A maximum of three years of credit toward the minimum probationary period may be allowed for service in tenure-track positions at other institutions. Such credit for prior service shall be approved in writing by the President at the time of the initial appointment at the rank of Assistant Professor or higher. A candidate for promotion and tenure may relinquish some or all probationary credit received, with notification of the department chair and Dean. When a candidate with probationary credit is first eligible for consideration for promotion and tenure, he/she must notify the department chair if he/she will keep or relinquish some or all of the awarded credit. This notice will be provided to the department chair at the beginning of that year’s promotion and tenure cycle, at the time the candidate informs the department chair whether he/she would like to be considered for promotion and tenure.

   Non-tenured Associate Professors may not seek promotion prior to tenure; however, they may seek tenure prior to promotion to the rank of Professor.

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

5. Tenure Clock Stoppage: A maximum of two (2) years suspension of the probationary period
may be granted due to a leave of absence based on birth or adoption of a child, or serious
disability or prolonged illness of the employee or immediate family member. Such interruption
must be approved by the President.

B. General Policies

Every faculty member has a responsibility to be aware of the contents of the College and University
Promotion and Tenure Manuals, including deadlines. A candidate seeking promotion and/or tenure must
apply in writing to the chair of his/her department by the date set forth in Appendix IV. A candidate with
probationary credit must also notify the chair if he/she will keep or relinquish some or all of the awarded
credit by that date.

All candidates for promotion and/or tenure must be evaluated in the department on the basis of the
departmental guidelines approved by the Bylaws and Promotion & Tenure Guidelines Committee and by
the Office of the Dean. The departmental guidelines in effect on January 31 of the calendar year in which
the reviews of the candidate occur serve as a supplement to the College Promotion and Tenure Manual to
be used by the College Promotion & Tenure Committee in the consideration of candidates.

Promotion and/or tenure deliberations at all levels are confidential; however, the Georgia Open Records
Act may allow individuals to access certain documents related to a promotion and/or tenure decision.

Records of all departmental deliberations are secured in the department. Records of all College Promotion
& Tenure Committee and Office of the Dean deliberations (i.e., all materials submitted by the department,
all letters from external reviewers, and a copy of all materials submitted by the candidates) are secured by
the College. Access to these materials is limited to the members of the College Promotion & Tenure
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.

E-mail should not be used for promotion and/or tenure deliberations (with the exception of non-
substantive matters such as scheduling).

III. PROMOTION AND TENURE PROCESS

A. Department

The promotion and tenure process in the College of the Arts begins in the department, where the
departmental Committee on Promotion & Tenure and the department chair evaluate the credentials of
those faculty members who are eligible for promotion and/or tenure and who request consideration. The
qualifications of each eligible faculty member being considered must be evaluated according to the
criteria and procedures set forth in the College Promotion and Tenure Manual and in the departmental
guidelines on promotion and tenure.

Each department prepares its own promotion and tenure guidelines, which subsequently are subject to
approval by the Office of the Dean upon recommendation from the Bylaws and Promotion & Tenure
Guidelines Committee. Formal and significant faculty participation must be part of the development and
revision of the departmental guidelines, but the precise way in which this participation is achieved is the
responsibility of the department and should be described in the departmental guidelines. The departmental
guidelines must be consistent with the College and University Promotion and Tenure Manuals and with
all policies of the University and the Board of Regents. Any revisions of the departmental guidelines are
subject to approval by the Office of the Dean upon recommendation from the Bylaws and Promotion &
Tenure Guidelines Committee.
Each department has a Promotion & Tenure Committee that reviews and evaluates the credentials of all faculty members being considered for promotion to Associate Professor with tenure. This committee consists of all tenured Associate Professors and Professors in the department, except the chair of the department and any members of the department serving in a position that will review the candidate’s promotion/tenure application at the College or University level. This committee also reviews and evaluates the credentials of faculty members who already hold the rank of Associate Professor and who are candidates only for tenure. Finally, each department has a Promotion & Tenure Committee that reviews and evaluates the credentials of faculty members who are being considered for promotion to Professor or who already hold the rank of Professor and are being considered only for tenure. This committee shall consist of all of the tenured Professors in the department, except the chair of the department and any members of the department serving in a position that will review the candidate’s promotion/tenure application at the College or University level. Very large departments are expected to have their Promotion & Tenure Committee operate through a system of subcommittees that initially review and evaluate each candidate’s credentials. All final recommendations must be made by the committee as a whole. The committee of the whole must meet to discuss and vote on its final recommendation. 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 faculty at the appropriate rank to constitute a committee of at least three members.

If any specific date listed in Appendix IV as part of the department promotion and tenure process falls on the weekend or on a holiday, the due date automatically becomes the next day when the University is open for business.

1. **Departmental Committee Review**

   The departmental committee will prepare a recommendation to the department chair after reviewing the candidate’s dossier, at least five letters from external reviewers, and other materials directly relevant to the candidate’s dossier. The candidate will be evaluated according to the criteria set forth in the departmental Promotion and Tenure Guidelines and the College Promotion and Tenure Manual. The committee’s recommendation letter along with the candidate’s dossier and external review letters will be forwarded to the department chair by the date set forth in Appendix IV. The letter from the departmental committee must be signed by the committee chair and all committee members who agree with the recommendation and justification. Committee members who do not sign the letter will be asked to provide separate letters indicating their recommendations and the reasons for these recommendations.

   At this point in the promotion and tenure process, and at each subsequent stage, a candidate must receive written notice of the outcome of the deliberations and a copy of any evaluations that are made of the candidate’s credentials, including any possible minority reports. The report from both the departmental committee and minority reports (if applicable) must remove the signature page or section that identifies committee members by name. The department chair is responsible for providing these materials to the candidate by the date set forth in Appendix IV. The candidate may submit a written response to the departmental committee recommendations or reports within five (5) business days to the department chair. This statement will be included in the material reviewed at all higher levels of the promotion and tenure process.

2. **Department Chair Review**

   The department chair will review and evaluate the candidate’s dossier, at least five external
reviewer letters, other materials directly relevant to the candidate’s dossier, and the recommendation of the departmental committee. The department chair forwards his/her recommendation letter to the Office of the Dean by the date set forth in Appendix IV. By the same date, the chair provides copies of his/her report to the candidate. The candidate may submit a written response to the department chair recommendation or report within five (5) business days to the Office of the Dean. This statement will be included in the material reviewed at all higher levels of the promotion and tenure process.

3. Negative Recommendations by Departmental Committee and/or Department Chair

Regardless of the departmental committee and department chair recommendations, positive or negative, the candidate will move forward for review by the College Promotion & Tenure Committee and the Office of the Dean, unless the candidate withdraws (see C.2).

4. Department Chair Candidates

Candidates who are department chairs are evaluated by the departmental Promotion & Tenure Committee and by the College Promotion & Tenure Committee. The Office of the Dean is responsible for providing such candidates with written notice of the results of each deliberation and copies of the evaluations and reports produced at each stage. The chair candidate may provide written responses at each stage to the Office of the Dean for inclusion in the material reviewed at each higher level of the process.

5. Submission of Electronic Documents

In addition to sending forward print copies of all materials required for departmental review, the chair is responsible for ensuring that an electronic version of the recommendation letter of the departmental committee and the recommendation letter of the chair are submitted to the Office of the Dean at the conclusion of the departmental review.

B. College

As required by the Bylaws of the College, the Bylaws and Promotion & Tenure Guidelines Committee is responsible for reviewing and revising the college procedures and criteria employed in the review of candidates for promotion and/or tenure, and with revising the College Promotion and Tenure Manual accordingly. The procedures and the criteria for evaluating a candidate are described in the edition of the College Promotion and Tenure Manual that is in effect on January 31 of the calendar year in which the review of the candidate commences.

1. College Promotion & Tenure Committee Review

The College’s Promotion & Tenure Committee is charged by the College in its Bylaws with employing the requirements set forth in the College Promotion and Tenure Manual to make recommendations to the Office of the Dean regarding the promotion and/or tenure of all candidates in the departments of the College.

The College Promotion & Tenure Committee will evaluate the candidate’s dossier, external reviewer letters, other materials directly relevant to the candidate’s dossier, and the recommendations of the department chair, and departmental committee.
The College Promotion & Tenure Committee will make recommendations to the Office of the Dean concerning the promotion and/or tenure of each candidate by the date set forth in Appendix IV. By the date set forth in Appendix IV, the Office of the Dean will provide the candidate with written notice of the outcome of the College Promotion & Tenure Committee deliberations and a copy of any evaluations that are made of the candidate’s credentials, including any possible minority reports. The report from the College Promotion & Tenure Committee, as well as minority reports (if applicable), must remove the signature page or section which identifies committee members by name. The candidate may submit a written response to the College Promotion & Tenure Committee recommendations or reports within five (5) business days to the Office of the Dean. This statement will be included in the material reviewed at all higher levels of the promotion and tenure process.

2. Dean’s Review

The College-level review conducted by the Office of the Dean is initiated in consultation with the Associate Dean(s), with final decision-making authority falling to the College Dean. The Office of the Dean will evaluate the candidate’s dossier, external reviewer letters, other materials directly relevant to candidate’s dossier, and the recommendations of the departmental committee, departmental chair, and College Promotion & Tenure Committee. The Office of the Dean will take into account the relationship between the candidate’s potential contribution and the mission of the department and College as part of the review.

By the date set forth in Appendix IV, the Office of the Dean will provide the candidate with written notice of the outcome of the Dean’s review, which represents the final recommendation of the College, as well as a copy of its letter of assessment. Before notifying a faculty member of a negative decision, the Dean will inform his/her department chair.

If a candidate wishes to appeal a negative decision by the Office of the Dean, he/she may do so within ten (10) working days from the date of the Dean’s notification letter by writing to the Provost and stating the reasons for the appeal (see section D below).

The Dean will forward all candidate recommendations to the Provost for consideration by the date set forth in Appendix IV. Recommendations are accompanied by:

a. Curriculum Vitae and candidate statements;

b. copies of the evaluations from the departmental committee and the department chair, including any minority reports from the committee;

c. copies of all letters from external reviewers, together with a description of each reviewer’s accomplishments, standing in the field, and past relationship with the candidate;

d. a copy of the report and recommendation provided by the College Promotion & Tenure Committee, together with any minority reports; and

e. copies of all written responses submitted by the candidate.

C. General
1. Dates

The exact dates for the notification of the outcomes of College and University promotion and tenure review will be communicated to the university faculty in advance of each year’s promotion and tenure cycle.

If any specific date listed in Appendix IV as part of the College promotion and tenure process falls on the weekend or on a holiday, the due date automatically becomes the next day when the University is open for business.

2. Withdrawal from Consideration

Candidates may withdraw from consideration at any point during the promotion and tenure process by informing the Office of the Dean and department chair. Candidates wishing to withdraw are required to do so by the designated College deadline (see Appendix IV).

D. University

The process and procedures for the review of promotion and tenure cases at the university level are described in the Georgia State University Promotion and Tenure Manual for Tenured and Tenure-Track Professors.

Processes for appealing university-level promotion and tenure decisions are as follows:

1. Appeals to the Provost

Appeals of negative recommendations by College Deans must be made to the provost in writing within 10 days of receiving the negative Dean’s recommendation. In reviewing the appeal, the Provost may gather additional information pertaining to the appeal from the candidate, the College Dean, the department chair, the departmental or College Promotion & Tenure Committee, and other appropriate individuals inside or outside the University. The provost shall provide the candidate and the Dean with a written decision, including a statement of the bases upon which the appeal is supported or rejected, by the date specified in the university calendar.

2. Appeals to the President

A candidate may appeal the Provost’s negative recommendations or decision regarding his/her appeal to the President. The appeal to the President shall conform to the principles and processes stated above for appeals to the Provost. The President shall provide the candidate a written decision, including a statement of the bases upon which the candidate’s appeal is supported or rejected, by the date specified in the university calendar.

IV. CRITERIA FOR EVALUATING CANDIDATES FOR PROMOTION AND TENURE

The credentials of a candidate for promotion and/or tenure are evaluated in three areas: (1) research, creative effort, and other scholarly activity (hereafter referred to as “research/creative activity”), (2) teaching, and (3) service. All review committees and individual reviewers must give full consideration to all materials included in the candidate’s dossier, at least five external reviewer letters, and reports or recommendations of previous stages of the promotion and tenure process. In reports on candidates, departmental and College reviewers should use the criteria given below and the departmental guidelines for their application that have been approved by the College Bylaws and Promotion & Tenure Guidelines.
1. **Evaluation Criteria**

Candidates will be evaluated as either having met or having not met the standards for promotion and/or tenure in each of the following three areas: research/creative activity, teaching, and service. The single measure for achieving the College standard in each category is defined below in relation to a specific qualitative term (i.e., *excellent*, *very good*, or *good*), each of which is defined in the departmental guidelines.

The evaluations should take into account expectations appropriate to the rank under consideration, the standards of the candidate’s discipline, and the mission of the department. Departmental and discipline-specific standards are defined in each department’s promotion and tenure guidelines.

**a. Associate Professor:** To be recommended for promotion to the rank of Associate Professor by the College, a candidate must be evaluated as *excellent* in research/creative activity and teaching according to departmental guidelines. In keeping with university standards, the recommended candidate must be deemed to have developed a substantial body of work that has already contributed to the advancement of his/her discipline as determined by peers within and outside of the University, while establishing a national reputation in his/her field.

As part of the College and departmental reviews, the candidate will be evaluated on evidence that his/her current trajectory in both research/creative activity and teaching will support successful progress towards the rank of Professor after promotion to Associate Professor with tenure. The candidate must also be evaluated as having provided *good* service, according to departmental guidelines, to merit promotion at this level.

**b. Tenure at the Rank of Associate Professor:** For faculty members at the rank of Assistant Professor seeking promotion to Associate Professor with tenure, the criteria for tenure are the same as those for a recommendation for promotion to Associate Professor.

Faculty members already at the rank of Associate Professor seeking tenure must also be evaluated as *excellent* in research/creative activity and teaching, and as having provided *good* service, according to departmental guidelines, to merit tenure at this level.

**c. Professor:** Promotion to the rank of Professor is a recognition awarded to candidates who have distinguished records of achievement and standing in their professions and at Georgia State University. Both the quality and the level of achievements required for a recommendation to the rank of Professor substantially surpass those required for recommendation to Associate Professor. To be recommended by the College for promotion to Professor, the candidate must be evaluated as *excellent* in both research/creative activity and teaching according to departmental guidelines. In keeping with university standards, the recommended candidate must be deemed to have established a national/international reputation in his/her field and have a high probability of continued high quality and productive research, scholarship, and creative activities. The candidate must also be evaluated as having provided *very good* service, according to departmental guidelines, to merit promotion at this level.

**d. Tenure at the Rank of Professor:** The criteria are the same as those for a recommendation for promotion to the rank of Professor.
V. DIRECTIONS TO CANDIDATES FOR SUBMITTING MATERIALS

A. Instructions and Comments on Submission of Dossier:

Candidates for promotion to Associate Professor with tenure must submit all work done since their initial tenure-track appointment at Georgia State University. Furthermore, candidates for promotion to Associate Professor with tenure may submit any relevant work done at other institutions before arriving at Georgia State University, after consulting with their department chair.

Candidates for promotion to Professor must submit all work done since the completion of the dossier used in the review that led to promotion to Associate Professor with tenure at Georgia State University.

Candidates for promotion to Professor hired as Associate Professors and later granted tenure must submit all work done since their initial tenure track appointment at Georgia State University. Candidates for promotion to Professor with tenure hired as Associate Professors must submit all work done since their initial tenure-track appointment at Georgia State University.

Candidates for promotion to Professor previously promoted to Associate Professor at another institution must submit all work done since that promotion.

Candidates for promotion and tenure or tenure only who are granted probationary credit and apply this credit toward tenure must submit all work done during the period for which probationary credit is given.

Candidates for tenure at the level of Associate Professor may submit any relevant prior work done at other institutions, after consulting with their department chair.

Candidates for tenure at the level of Professor must submit any work done since their initial appointments as Associate Professors at other institutions.

1. During the fall semester, the College Promotion & Tenure Committee reviews the dossier. In the spring semester, each dossier will be digitally archived for the College’s files.

2. Six copies of evidence of research/creative activity (packaged for mailing but not sealed) must be submitted by the faculty member to the chair by the date set forth in Appendix IV. The chair will review the materials for conformity to the College Promotion and Tenure Manual. The chair should check to ensure that the submitted materials are within the appropriate time frame for the current promotion or tenure consideration and to verify the acceptance for publication of submitted articles. If a question arises about the appropriateness of material included in the dossier, the chair or the candidate should refer the issue to the Dean. The chair will forward six copies of the materials to the Office of the Dean by the date set forth in Appendix IV in order that they may be forwarded to the external reviewers. Section V.I of this manual contains a complete list of these materials. Only work published or accepted for publication (exhibited or accepted for exhibition, etc.) may be sent to the external reviewers. Photocopies of complete books are acceptable for review by the external reviewers, but candidates are advised to obtain advance permission to photocopy from their publishers.

3. Candidates submit complete dossiers to the appropriate chair by the date set forth in Appendix IV. By the same date, candidates submit to the Office of the Dean an electronic version of the Curriculum Vitae and the three individual statements of interests and goals (research/creative activity, teaching, and service) included in their dossiers. After this date, no material whatsoever 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.

4. A summary of the dates for transmission of materials is given in Appendix IV.

5. Once a dossier is submitted to the College Promotion & Tenure Committee, 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 dossiers in the spring semester.

6. Candidates must follow explicitly the directions for categorizing supporting evidence submitted on research/creative activity, teaching, 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. These additions, however, may not include categories for work in progress or work submitted but not yet accepted for publication.

B. Specific Instructions for Physical Form of Dossier:

1. All materials must be placed in three-ring, large-capacity binders. Each section in each of the three areas must be clearly separated from the others by dividers.

2. Please number all documents when applicable.

3. Staples or paper clips must not be used in the compilation of materials.

4. Binders should not be filled to capacity.

5. Do not insert materials in plastic sleeves/sheet protectors, except when absolutely necessary.

PLEASE NOTE: The dossier will be returned for revision if the materials in the dossier are not submitted in the standard format.

Candidates wishing to submit a digital or hybrid dossier should consult Appendix V.

C. Format for Dossier:

1. Cover Page: The dossier begins with a cover sheet that includes the candidate’s name, present rank, department, date of appointment at Georgia State University and rank awarded, number of credits for years of prior service, and dates and places of previous promotions. This sheet should state the candidate’s area of specialization within the discipline. The following format must 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.)
   • Dates and Places of Previous Promotions and Ranks Awarded
Areas of Specialization within the Discipline

Proposed Rank

2. **Curriculum Vitae**: Immediately after the cover page, a paginated copy of the Curriculum Vitae should be included. The Curriculum Vitae should be in a format appropriate for the candidate’s discipline(s).

3. **Statements of Interests and Goals**: The three statements of interests and goals described below should be included as a group immediately after the Curriculum Vitae. All three statements must include page numbers.

   a. **Research/Creative Activity**: The candidate must provide a brief statement of professional interests and goals; specific plans to further these interests and to achieve these goals during the next five years should be included. This statement should not exceed five typed, double-spaced pages.

   b. **Teaching**: The candidate must briefly describe an educational philosophy and a set of goals and objectives in teaching for the next five years. This statement should not exceed five typed, double-spaced pages.

   c. **Service**: The candidate must briefly describe the service activities in which he/she has been involved, those in which he/she is still interested, and those in which he/she will seek to become involved during the next five years. The candidate must describe the ways in which these service activities relate to his/her discipline and to Georgia State University. This statement should not exceed three typed, double-spaced pages.

4. **Lists and Supporting Evidence for Research/Creative Activity, Teaching, and Service**

   a. In order to determine whether or not candidates meet the criteria given in section IV of the College Promotion and Tenure Manual and the criteria given in the departmental guidelines, the Committees will review the credentials of all candidates in the areas of research/creative activity, teaching, and service. This review will consider the material and documentation present in a candidate’s dossier (as well as any information received from external reviewers and information received from the department chair and the departmental Promotion & Tenure Committee). In each of the main areas, the College 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 Promotion and Tenure Manual. Documentation must be provided for all work and activities described in a category when explicitly required by the College Promotion and Tenure Manual. The documentation must 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 this College Promotion and Tenure Manual for research/creative activity, teaching, or service. Materials inappropriate for listed categories must be placed in a separate category at the end of the area (not to include categories for work in progress or work submitted but not yet accepted for publication).

   c. Some candidates will present a substantial body of material in certain categories, hence it will be important to condense the material so that it can be efficiently evaluated. A guiding
principle for candidates should be to emphasize the quality, rather than the quantity, of material included.

D. Categories for Research/Creative Activity:

Normally, all of a candidate’s 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. Work in progress and work submitted but not yet accepted for publication must not be included.

Departmental/School guidelines provide candidates with discipline-specific examples of evidence to be considered in the evaluation of research/creative activity. In all categories, the candidate should:

- Briefly explain the significance of the candidate’s work, with significance being the degree to which the work has impact (i.e., local, regional, national, or international). Acknowledging that methods of disseminating research and creative work are changing, candidates who use alternative methods of sharing research and creative output are particularly encouraged to provide assessment of the quality and standing of those alternative methods.

- Briefly explain, if it is not obvious, the extent of the candidate’s research/creative involvement, with extent of involvement being a measurement of the contribution to the work the candidate has made.

- Briefly note critical recognition* of the candidate’s work when available, with critical recognition being a measurement of the extent to which others in the discipline have noticed and/or written positively about the work.

*It should be noted that the diversity of research and creative work in the arts is such that not all significant activities will receive critical recognition.

1. Presentations at Professional Meetings: A list of presentations at professional meetings should be provided. This should include the title and date of the presentation, the name and location of the meeting, and a one- or two-sentence description of the presentation.

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

a. Published Articles and Those Accepted for Publication:

Title of article, journal, volume, date (or projected date of publication), names of the authors as they appear in print, and a one- or two-sentence description of the publication, including an assessment of its contribution to the discipline, as well as an assessment of the quality and standing in the profession of the journal and whether it is peer-reviewed. Clear indication should be given of whether the article has been published or only accepted for publication. The department’s evaluations of these articles should include assessments of the relative prestige of the journals within the candidate’s field of specialization.

b. Published Book Chapters and Those Accepted for Publication:

Chapter number, chapter title, book title, page numbers of chapter, editor, publisher, 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 contribution to the discipline. Clear indication should be given of whether the book chapter has been published or only accepted for publication. The department’s evaluations of these book chapters should include assessments of the relative prestige of the books within the candidate’s field of specialization.

c. Published Books and Monographs and Those Accepted for Publication:

Title, publisher, and date (or projected date of publication), and a one- or two- sentence description of the work, including an assessment of its contribution to the discipline. Clear indication should be given of whether the book has been published or only accepted for publication. The department’s evaluations of these books should include assessments of the relative prestige of the books within the candidate’s field of specialization.

d. Book Reviews, Abstracts, and Reports and Those Accepted for Publication:

Title, author, place of appearance, and date (or projected date of publication). Clear indication should be given of whether the material has been published or only accepted for publication. The department’s evaluations of these materials should include assessments of the relative prestige of the materials within the candidate’s field of specialization.

Documentation: Provide copies of articles, book chapters, books, reviews, etc., listed in paragraphs a, b, c and d above. In the case of articles, book chapters, books, monographs, book reviews, abstracts, and reports accepted for publication, also provide copies of letters of acceptance, agreements, and contracts. Only items that have been accepted for publication based on all required levels of peer and editorial review are accepted for purposes of promotion and tenure.

3. Achievements in the Visual and Performing Arts:

a. Exhibitions and Performances. Title, location, affiliation, date, and a brief description of the exhibition or performance.

Documentation: Candidates in the performing arts must provide copies of printed programs and/or other printed material (flyers, posters). In addition, candidates may include sixty minutes of excerpts and/or complete compositions from selected concerts. Conductors must, in addition, provide a forty- to sixty-minute video of Georgia State University ensemble performances that they have conducted. Composers may submit a recording of representative compositions, if necessary, to demonstrate a broader depth of their creative abilities. Candidates in the visual arts from the School of Art & Design must list the number of artworks presented in each exhibition and provide a representative group of images from the exhibitions.

Candidates in Film, Media, and Theatre, when applicable, must provide copies of plays, screenplays, or videos/films that the candidate has created/performe.

b. Creative Work: Artworks, Musical Compositions, Films, Video Productions, and Dramatic Works. Title, publisher or venue, date, and a brief description of the work.

Documentation: Candidates should provide copies of published theatrical works, films, video
productions, DVDs, music compositions, and/or editions.

c. Recordings, Arrangements, Restorations, and Artistic Consultations. Title of agency or company for whom the work was completed, and a brief description of the work.

**Documentation:** Candidates should provide copies of media files (recordings, CDs, DVDs) and/or musical arrangements.

4. **Awards and Grants:** List scholarships, fellowships, travel awards, personal development grants, grants funded by local agencies, and grants from national agencies.

**Documentation:** Provide official letters of award indicating the amount of the award, the schedule of funding, the period of the award, and the precise role of the investigator and any other co-principal or co-investigator in the research or creative activities funded.

5. **Intellectual Contribution through Professional Activities:** List such activities as, but not limited to, memberships on editorial boards, evaluation panels, and boards of professional organizations; refereeing for scholarly journals and granting agencies; intellectual curation of exhibitions, symposia, and conference programs; and functioning as critic, juror, and/or consultant for professional organizations. The candidate should clarify the intellectual contribution of these activities. The list should include dates of service. Please note that contributions to professional associations of an administrative nature shall be counted in the category of service rather than research/creative activity.

6. **Recognition by National, Scholarly, and Professional Associations:** List and include titles of honors, awards, fellowships, and internships.

7. **General Recognition Within One’s Discipline:**

   a. List of citations (with citation index number, if applicable) and references to the candidate’s work by others.

   b. List and copies of reviews of published books.

   c. List and copies of reviews of films, video productions, theatrical works, exhibitions, and/or performances.

   d. List of requests for colloquium presentations or workshops.

   e. List of invitations to exhibit.

   f. List of guest performances.

8. **Specialized Professional Activities Appropriate to the Discipline:** Included here are materials for which descriptions are not presented in any of the other categories above. These materials may not include work in progress or work submitted but not yet accepted for publication.

E. **Categories for Teaching:**

Georgia State University requires the services of teacher-scholars who contribute significantly in the area of teaching and for whom there exists ample evidence that this activity will continue in the future.
Information provided by candidates to document their contributions in the areas of teaching must be divided into the sections listed below:

1. **Courses Taught during the Last Four Academic Years (include summers, if applicable):**
   
   a. Using the format in Appendix III, the candidate must provide a list of courses taught during the last four academic years.
   
   b. The candidate must also provide a copy of the most recent syllabus used for each course taught during the time period. Only one syllabus for each different course is required.
   
   c. The development of new courses or significant revisions to existing courses should be noted in this section.
   
   d. The candidate should indicate if the course is part of a study abroad, international student exchange program, signature experience, or field experience.
   
   e. If the candidate was granted probationary credit toward tenure, the four years should include courses taught at previous institutions.

2. **Student Evaluations (include summers, if applicable):** The candidate must include a summary of Student Evaluation of Instructor (SEI) numerical scores (no comments), which the College will assist the candidate in obtaining, and student evaluations from GoSOLAR (with written comments) for the last four academic years at Georgia State University.

3. **Honors or Special Recognition for Teaching:** These should be listed with a brief description for each.

4. **Independent Studies, Practica, Honors Theses, Theses/Master’s Recitals, and Dissertations:** These items should be listed as follows:

   - **Independent Studies:** Name of student, title of project, and date completed.
   - **Practica:** Name of student, title, and date completed.
   - **Honors Theses:** Name of student, title, and date completed.
   - **Theses/Master’s Recitals:** Name of student, title, and date completed.
   - **Dissertations:** Name of student, title, and date completed.
5. **Published Materials:** Textbooks and published articles related to the candidate’s teaching. A copy of each must be provided.

6. **Additional Evidence of Teaching Effectiveness:** The candidate may include other materials not specified above. Such evidence of teaching effectiveness may include, but is not limited to, peer evaluations, students’ passing rates on licensure/certification examinations, use of technology for teaching, program accreditation review results, and student accomplishments.

**F. Categories for Service:**

A promotion and tenure committee considers only service activities that are related to the candidate’s academic areas of expertise. Service unrelated to one’s academic area of expertise, therefore, should not be included in the dossier. (Extra remuneration for academic or public service does not preclude its inclusion.) In general, service will be considered primarily on the basis of its direct benefits to Georgia State University. Letters from a candidate’s department should discuss this category. Service expectations for promotion to Associate Professor are more limited than those for promotion to Professor. In general, for promotion to Associate Professor, a candidate is expected to collaborate with colleagues in departmental functions and, where appropriate, in professional activities, and on departmental committees. The emphasis during the probationary period is on the full development of research/creative and teaching accomplishments. Major service roles are not expected at this stage. In contrast, promotion to Professor should include significant participation not only in departmental, college, and university committees, but also in activities such as professional associations and contributions to the community at large. 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. The candidate must not solicit letters concerning service and include them in the dossier.

1. **Contributions to the Department:** List memberships on departmental committees, development of programs, and activities. List only contributions not related to research/creative activity or teaching.

2. **Assistance to Colleagues:** List consultation about educational problems, reviews of manuscripts, collaboration on research projects, assistance with film, video, or dramatic productions, artistic exhibitions, or musical performances, and contributions to programs in other concentrations, areas, or schools.

3. **Committee Responsibilities at the College, University, or System Level:** List committees and periods of service.

4. **Support of Local, State, National, or International Organizations:** List consultancies, memberships on advisory boards, and offices held, and include dates of service.

5. **Significant Community Participation:** List lectures, speeches, presentations, performances, and short courses, and include dates.

6. **Meritorious Public Service:** List assistance to governmental agencies and development of community, state, or national resources, and include dates.

7. **Administrative Contributions to Professional Associations:** List titles, dates of term, and
method of selection. (Intellectual contributions to professional organizations count in the category of research/creative activity.)

G. List of Potential External Reviewers of Research/Creative Activity:

All candidates must prepare lists containing at least eight names of colleagues outside of Georgia State University who would be qualified to assess their research/creative activity. External reviewers must hold the rank of associate professor or professor (or the international equivalent) for candidates seeking tenure and/or promotion to the rank of associate professor and the rank of professor (or the international equivalent) for candidates seeking tenure and/or promotion to the rank of professor. The candidates must not contact any of the individuals on their lists of external reviewers concerning a possible request for an evaluation. The candidate’s list and a current Curriculum Vitae must be submitted to the department chair by the date set forth in Appendix IV.

Additionally, the department chair, in consultation with senior faculty in the department, will prepare a list of at least eight names of colleagues outside of Georgia State University who would be qualified to assess the candidate’s work. The chair should not ask the candidate to submit additional names as the basis of the chair’s list. The chair may review the candidate’s list while preparing his/her list, but the chair’s list should not duplicate names from the candidate’s list. The chair may neither share nor discuss his/her list with the candidate. Members of the departmental Promotion & Tenure Committee and the chair must not contact any of the individuals on its list concerning a possible request for an evaluation.

For each list, the external reviewers from academic institutions must be affiliated with research universities in which the emphasis on research and scholarship is of a rigor similar to aspirational peer institutions for the candidate’s discipline. In cases where the candidate’s research/creative activity is of a highly specialized nature, it may be necessary to consider external reviewers from broader sectors of the candidate’s discipline. The guiding principle is to solicit external reviewers who are qualified to assess the significance of the research/creative activity portion of the candidate’s dossier. The Carnegie Foundation for the Advancement of Teaching and its web-based lookup feature for the classification of universities may be a resource for chairs and candidates in search of potential aspirational peer institutions.

In special circumstances (with written justification from the department chair and with the approval of the Dean), external reviewers may be used who are not affiliated with academic institutions or with academic institutions that are not research universities.

Each list should include the name of the potential external reviewer, institution/organizational affiliation, address, rank, area(s) of concentration, major achievements, standing in the discipline, and the nature of any relationship with the candidate. Each list should follow the format shown in Appendix I and Appendix II.

Electronic copies of the candidate’s list, the chair’s list, and the candidate’s Curriculum Vitae must be submitted by the chair to the Office of the Dean by the date set forth in Appendix IV.

The candidate, the departmental committee, and the chair should be reminded of the principles of professional ethics associated with peer evaluations. These principles prohibit evaluations that would involve a conflict of interest. As external reviewers must be able to provide an independent assessment, selected reviewers should be free of major conflicts of interests regarding the candidate. Reviewers, therefore, should not have any personal or professional investment in the candidate’s career or in the positive or negative outcome of the candidate’s application for promotion and/or tenure. The chair and candidate will make every reasonable effort to avoid choosing reviewers who, by virtue of a current or former personal or professional relationship, are unable to provide an independent assessment. Such
relationships can include, but are not limited to, co-authors, dissertation advisors, and private teachers.
While candidates and reviewers may know or be aware of each other professionally, every effort will be made to choose external reviewers who are able to assess the candidate at “arm’s length.”

The Office of the Dean will review the lists of names and select the external reviewers to be contacted. In consultation with the department chair, the Office of the Dean may add names to the lists. Appropriate rank and scholarship should be the deciding factors in selecting external reviewers. At least five letters will be secured from external reviewers. The Office of the Dean will be responsible for contacting the external reviewers and securing their responses. The Office of the Dean may ask the chair to obtain additional names if a sufficient number of reviewers are not obtained from the initial lists submitted by them. The Office of the Dean will include with each external review letter a description of the reviewer’s accomplishments, standing in the field, and past relationship with the candidate. A guiding principle in the solicitation of external reviewers will be to select one-half the number of qualified reviewers from the candidate’s list and one-half from the chair’s list.

PLEASE NOTE: External reviewer lists will be returned for revision if the lists are not submitted in the manner prescribed in Appendix I and Appendix II.

H. Material to Be Sent to External Reviewers:

By the date set forth in Appendix IV of the year they wish to be considered, candidates must submit to the chair six packets of evidence of research/creative activity materials, packaged for mailing but not sealed. Each packet must contain:

1. Table of contents. List the parts of your packet in the order that they appear;
2. Curriculum vitae;
3. Statement of interests and goals for research/creative activity, following the statement format for research/creative activity indicated in section V.C.3. (This statement must be the same as that which appears in the dossier.);
4. Copies of published books, articles, chapters, reviews, abstracts, reports, etc., or those accepted for publication within the appropriate time frame for consideration. For multiple-authored works and collaborative projects, the candidate should explain in detail the degree of his/her contribution to the work. Work in progress and work submitted but not accepted for publication may not be included;
5. When applicable, a group of slides and/or photographs showing selected artistic works from all exhibitions listed in the dossier;
6. When applicable, documentation of performances in the arts. This documentation must include one (1) compact disk, containing at least sixty minutes of excerpts and/or complete compositions from selected concerts. Conductors must, in addition, provide one (1) forty- to sixty-minute video tape or DVD of Georgia State University ensemble performances that they have conducted. Composers may submit a second compact disk of representative compositions, if necessary, to demonstrate a broader depth of their creative abilities;
7. When applicable, a high quality video tape or DVD (sixty to ninety minutes in length) of selected sections or acts of dramatic productions, films, or video productions that the candidate has written, directed, choreographed, filmed, edited, acted in, or produced. One additional videotape...
or DVD documenting a theatrical, film, or video production may be included;

8. Copies of other pertinent materials in the research/creative activity area.

The external reviewers will be asked to return these materials only if the candidate requests it via email at the time the materials are submitted. The request should be made to the Office of the Dean. These materials will be returned to the candidate (who made a request) if and when the external reviewers send them back to the University.

VI. RE-CONSIDERATION

If eligible, a faculty member who unsuccessfully applies for promotion or tenure and who reapplyes in a subsequent year will work with his/her department chair to assess and rectify shortcomings in the dossier. Normally, this process will result in a substantially revised or completely new dossier.
VII. PRE-TENURE REVIEW

The Georgia State University Promotion and Tenure Manual stipulates that the College and its departments normally conduct a pre-tenure review of each tenure-track faculty member. This policy states that a “formal review of the progress made toward promotion and tenure will be made late in the third year so that the tenure track faculty member has a clear idea of how adequately he or she is progressing toward successfully achieving promotion and tenure.”

The University Manual provides a general structure for three-year reviews; each unit specifies its own guidelines. This document outlines the guidelines for the College of the Arts. According to the university policy, the review must be conducted by a committee of at least three faculty of appropriate rank elected from the tenured faculty. To implement this policy, the tenured faculty of each department shall elect a committee of at least three faculty members to conduct the review. In the case of small departments, faculty of appropriate rank from other departments in the same area will be selected.

Three-year reviews will address a faculty member’s cumulative accomplishments in research/creative activity, teaching, and service. According to university policy, the review will be based on available information. In the College of the Arts, these materials will include annual reports, Curriculum Vitae, publications/creative achievements, and evidence of teaching effectiveness. After receiving materials from the candidate, the chair will provide the review committee with an updated vitae, copies of all annual reports, and available documentation related to teaching and professional achievements by the sixth week of the spring semester. In the College of the Arts, a faculty member may also provide the committee with a two-page statement that outlines current research/creative activity, and teaching projects and plans for the next three years. This is also due to the committee by the sixth week of the spring semester.

This review is to take place in the spring semester of the third year. 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. Faculty hired with three years of probationary credit may waive pre-tenure review with written approval of the department chair and Dean. In such cases, a review of accomplishments in previous positions should be part of the hiring decision.

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

Candidates will be evaluated in research/creative activity, teaching, and service, using the terms outstanding, excellent, very good, good, fair, and poor. The evaluations should take into account expectations appropriate to the rank under consideration, the standards of the candidate’s discipline, and the mission of the department. Guidelines for the application of the terms outstanding, excellent, very good, good, fair, and poor, as they apply within the candidate’s field, are specified in each department’s promotion and tenure guidelines.

For each faculty member undergoing review, the review committee will provide a written assessment of effectiveness in teaching, research/creative activity, and service to the department chair by the tenth week of the spring semester. The chair will comment in writing on this report and forward all materials, the committee report, and his/her comments to the Office of the Dean by the thirteenth week of the spring semester. After adding a one-page letter of analysis, the Dean will forward all materials to the Provost. In accordance with university guidelines, faculty will receive a written report of the results of the review. After completion of all assessments, a conference will be held among at least the Dean, the chair, and the faculty member to discuss the results of the review and to make further recommendations to the faculty
VIII. POST-TENURE REVIEW

The Georgia State University Promotion and Tenure Manual stipulates that colleges conduct a cumulative review of tenured faculty members every five years. The University Manual states that the “primary purpose of the post-tenure review process is to assist faculty members with identifying opportunities that will enable them to reach their full potential for contribution to the University.”

The University Manual provides a general structure for post-tenure reviews; each unit specifies its own guidelines. This document outlines the guidelines for the College of the Arts. The overarching aim in the College is to employ a formative process that will connect the review of prior work with ongoing discussion of a faculty member’s goal setting, development, and workload profile.

According to the University Manual, the review must involve at least one elected committee of tenured faculty of similar or higher rank. In the College, these reviews will be conducted by the College Promotion & Tenure Committee.

The review process begins five years after a faculty member’s most recent promotion or personnel action and continues at five-year intervals unless interrupted by one of the occurrences enumerated and described below, with approval of his/her department chair and the Office of the Dean.

1. Leave of absence:
   The five-year post-tenure review clock may be paused during the period that a tenured faculty member is on a university-approved leave of absence. The review clock resumes after the leave period ends.

2. Further promotion:
   The five-year post-tenure review clock is reset at the time when a tenured Associate Professor’s promotion to the rank of Professor takes effect.

3. Impending candidacy for promotion within a year:
   Tenured faculty members who notify their chair of their intent to be considered for promotion to the rank of Professor in the academic year of their scheduled post-tenure review will be exempted. If, however, the faculty member does not go through the promotion review as planned, he/she will be subject to an off-calendar post-tenure review triggered by the withdrawal from the promotion review process.

4. Full-time administrative appointment:
   Faculty members with tenure in designated administrative positions will not be subject to post-tenure review. At such time when a faculty administrator returns full time to the faculty, he/she will be placed into the post-tenure review cycle and will be evaluated under those guidelines as a faculty member in the fifth year following the return to the faculty and at subsequent five-year intervals.

5. Impending retirement:
   Faculty members who plan to retire and formally notify the Office of the Dean prior to January of their scheduled review year are exempt from review.

College Promotion and Tenure Committee members going up for post-tenure review must be excused from their committee seat during the period of their review. The College faculty will elect a temporary
replacement from among the remaining eligible full Professors in the candidate’s home department to serve on the College Promotion & Tenure Committee. If none are available, the Dean, in consultation with the candidate, the candidate’s chair, and the Associate Dean(s), will appoint a full Professor from the area at large. In cases where all eligible full Professors in a department, including a College Promotion & Tenure Committee member, are scheduled to go through post-tenure review in the same cycle, the reviews must be staggered such that the current College Promotion & Tenure Committee member’s review is postponed one year while he or she serves as the department’s representative on the College Promotion & Tenure Committee. The candidate in this scenario would be temporarily replaced on the College Promotion & Tenure Committee the following year during the period of their review, as described above.

Candidates will be evaluated in research/creative activity, teaching, and service, using the terms outstanding, excellent, very good, good, fair, and poor. The evaluations will be based on the information submitted, and will take into account expectations appropriate to the rank of full Professor, the standards of the candidate’s discipline, and the mission of the department. Guidelines for the application of the terms outstanding, excellent, very good, good, fair, and poor, as they apply within the candidate’s field, are specified in each department’s promotion and tenure guidelines. As part of this process, candidates at the rank of Associate Professor will be evaluated on evidence that his/her current trajectory in both research/creative activity and teaching will support successful progress toward the rank of Professor. As stipulated in the College’s graduate faculty policy, the Dean’s assessment will include a recommendation to the Provost on whether or not to renew the faculty member’s Graduate Research Faculty status. This recommendation will be made in consultation with the department chair and will be based on the overall review and the criteria for current scholarly productivity defined in the university policy on graduate faculties.

By the second Friday in February, the candidate will submit to his or her department chair a dossier that includes an updated Curriculum Vitae, annual reports from the last five years, copies of publications/creative works, a teaching portfolio, documentation of service performed, as well as a two- to three-page statement that summarizes accomplishments in research/creative activity, teaching, and service over the past five years, and outlines current research/creative activity and teaching projects and plans for the next five years.

For each faculty member undergoing review, the chair/director will provide to the College Promotion & Tenure Committee his/her assessment of effectiveness in teaching, research/creative activity, and service and the chair’s perspective on the faculty member’s written statement. The chair will also provide the committee with all of the candidate’s submitted materials. The committee will provide a written report of its review to the Office of the Dean by the end of April. After adding a one-page letter of analysis, the Dean will forward all materials to the Provost. In accordance with university guidelines, faculty will receive from the Office of the Dean a copy of the entire review, including any comments from the Provost, once it is completed.

After completion of all assessments, a conference will be held among at least the Dean, the chair, and the faculty member. This conference will focus on the findings of the post-tenure review process and on the faculty member’s professional and instructional goals for the next five-year period. The Office of the Dean, in consultation with the chair, will be responsible for monitoring progress through the regular process of annual faculty evaluations. Revisions to the faculty member’s workload profile may also be discussed in the meeting when warranted.

As required in the University Manual, in cases where the faculty member receives a college rating of very good or lower in research/creative activity or teaching, he or she will work with the chair to produce a written plan that includes meaningful outcomes in research/creative activity and/or teaching. The purpose
of the plan is to provide an agreed-upon path for Associate Professors to progress toward promotion to the
rank of Professor or for current Professors to meet the standard for the rank of Professor. The chair will
submit the plan for approval to the Office of the Dean within 30 days of the conference. The faculty
member’s progress toward the outcomes included in the plan will be evaluated by the College within
twelve to eighteen months following the conference, as part of the annual evaluation process.

The results of post-tenure reviews will be linked to rewards and professional development. Faculty
members who are performing at a high level will receive recognition for their achievements. This may
include merit pay increases, and study and research leave opportunities.

IX. EMERITUS STATUS

The Dean may recommend for approval by the Provost the title of “Emeritus” for any retired tenured or
non-tenured faculty member with the rank of Assistant Professor, Associate Professor, Professor, or
Regents’ Professor who, at the time of retirement, had ten years or more of honorable and distinguished
service in the University System of Georgia. In making recommendations for emeritus appointments,
departments should be specific with respect to the emeritus title (e.g., Associate Professor Emeritus,
Professor Emeritus, etc.). Candidates for emeritus faculty status may be nominated by other faculty in
their own department or may self-nominate to be considered for emeritus status. The department faculty
must vote on the nomination and, if the department faculty recommends the candidate for emeritus status,
the recommendation goes to the department chair for a recommendation, then to the Dean for a
recommendation, and then to the Provost.
APPENDIX I

FORMAT FOR CANDIDATE’S EXTERNAL REVIEWER LIST
| Candidate's Name:                        |                                   |
| Candidate's Dept:                       |                                   |

**CANDIDATE’S EXTERNAL REVIEWER LIST (1 OF 8)**

**For Office of the Dean to complete:**

| Dean’s Ranking:                           |                                   |
| Reviewer’s Response:                     |                                   |
| Response Date:                           |                                   |

**For candidate to complete:**

| Reviewer Name:                           |                                   |
| Rank:                                    |                                   |
| Organizational Affiliation:             |                                   |
| Mailing Address:                        |                                   |
| Phone Number:                           |                                   |
| Email Address:                          |                                   |
| Area(s) of Concentration:               |                                   |
| Relationship with Candidate:            |                                   |
| Major Achievements and Standing in the Discipline: |                                   |

*The Office of the Dean will provide candidate with template in advance. Must be submitted in MS Word format.*
CHAIR’S EXTERNAL REVIEWER LIST (1 OF 8)

For Office of the Dean to complete:

| Dean’s Ranking: |  |
| Reviewer’s Response: |  |
| Response Date: |  |

For department chair to complete:

| Reviewer Name: |  |
| Rank: |  |
| Organizational Affiliation: |  |
| Mailing Address: |  |
| Phone Number: |  |
| Email Address: |  |
| Area(s) of Concentration: |  |
| Relationship with Candidate: |  |
| Major Achievements and Standing in the Discipline: |  |

The Office of the Dean will provide chair with template in advance. Must be submitted in MS Word format.
APPENDIX III
FORMAT FOR SUMMARY OF COURSES TAUGHT DURING THE LAST FOUR ACADEMIC YEARS
(INCLUDE SUMMERS, IF APPLICABLE)

SUMMARY OF COURSES TAught, 20XX TO 20XX

<table>
<thead>
<tr>
<th>Semester / year</th>
<th>Course Number</th>
<th>Title</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall/16</td>
<td>AH 1700</td>
<td>Survey of Art I</td>
<td>98</td>
</tr>
</tbody>
</table>
APPENDIX IV
College of the Arts
Georgia State University

2018-2019 PROMOTION AND TENURE PROCESS CALENDAR

Note: Calendars for future years will follow the same general structure, but dates will change from year to year based on University-level review deadlines.

March 1
Deadline for chairs to ask in writing all tenure-track faculty who are eligible for consideration for promotion and/or tenure if they wish to be considered by the department. All responses to this request must be received by the chair by March 19.

March 19
All faculty members who wish to be considered for promotion and/or tenure notify their chairs. The candidate also provides the chair with a list of eight possible external reviewers (must include organizational affiliations and addresses, indications of their ranks, area(s) of concentration, major achievements, standings in the discipline, and the nature and extent of any personal and/or professional relationship with the candidate), following the format shown in Appendix I of the COTA P&T Manual. A current Curriculum Vitae is also required.

All faculty members with probationary credit, who are eligible for consideration for promotion and tenure, must notify their department chair if they will keep or relinquish some or all of their awarded credit.

March 26
The chair, in consultation with senior faculty in the department, provides a list of eight possible external reviewers (must include organizational affiliations and addresses, indications of their ranks, area(s) of concentration, major achievements, standings in the discipline, and any known relationship with the candidate), following the format shown in Appendix II of the COTA P&T Manual. There should be no duplication in names of reviewers on the two lists.

Electronic copies of the candidate’s list, the chair’s list, and the candidate’s Curriculum Vitae must be submitted in MSWord format by the chair to the Office of the Dean.

May 25
Candidates’ research/creative activity materials (see section V.I. of the COTA P&T Manual) are submitted to the chair for forwarding to external reviewers.

June 1
The chair reviews the research/creative activity materials for conformity with the P&T Manual and forwards these materials to the Office of the Dean. The six sets of research/creative activity materials must be packaged for mailing but not sealed. Candidates who would like the materials returned to them must request it via email. The request should be made to the Office of the Dean. These materials will be returned to the candidates (who made a request) if and when the external reviewers send them back to the university.

August 1
Letters/responses from external reviewers due to the Office of the Dean.
August 31  The Office of the Dean provides the chair with the letters of assessment that have been received from external reviewers. The chair forwards copies of the letters to the departmental P&T Committee. External reviewer letters must be treated confidentially at all levels of the promotion and/or tenure process.

Candidates submit complete dossiers (one copy) to their chair. After this date, no materials can be added to the dossier. The dossier is considered closed, and all parties involved in the review of the candidate’s credentials will have access to exactly the same information in the dossier. The materials in a candidate’s dossier should remain as submitted at all levels of review. Anyone reviewing the materials must not underline, highlight, add margin notes, etc.

Candidates submit to the Office of the Dean electronic copies of the Curriculum Vitae and each separate statement of interests and goals (research/creative activity, teaching, and service) included in their dossiers.

September 20  Departmental committees present their letters of assessment and recommendation to the department chairs.

September 21  Department chairs provide copies of the departmental committee’s report, including any minority reports, to the candidate. The faculty members from the departmental committee must not be identified to the candidate; therefore, signature pages must be removed before the chair provides a copy to the candidate. The candidate has five (5) working days to provide written comments, if desired, for inclusion in the materials to be reviewed at all higher levels.

September 28  Candidate’s response, if any, to report of the departmental committee is due to the department chair.

Candidates who wish to withdraw from the promotion and/or tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.

October 3  Department chair completes his/her evaluation and submits the following to the Office of the Dean: chair’s letter of assessment and recommendation for or against promotion and/or tenure; departmental committee’s letter of assessment and recommendation for or against promotion and/or tenure, including any minority reports; candidate’s response to departmental committee’s letter of assessment, if any; candidate’s dossier; an electronic copy of the chair’s letter and the departmental committee’s letter, including any minority reports; and candidate’s response, if any.

Department chair provides copies of his/her report to the candidate. The candidate has five (5) working days to provide written comments, if desired, for inclusion in the materials to be reviewed at all higher levels.

October 10  Candidate’s response, if any, to the chair’s report is due to the Office of the Dean. Candidates who wish to withdraw from the promotion and/or tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 7</td>
<td>The College Promotion &amp; Tenure Committee presents its report to the Office of the Dean.</td>
</tr>
<tr>
<td>November 9</td>
<td>The Office of the Dean provides copies of the College Promotion &amp; Tenure Committee’s report, including any minority reports, to the candidate. The faculty members from the College Promotion &amp; Tenure Committee must not be identified to the candidate; therefore, signature pages are removed before the Office of the Dean provides a copy to the candidate. The candidate has five (5) working days to provide written comments, if desired, for inclusion in the materials to be reviewed at all higher levels.</td>
</tr>
<tr>
<td>November 16</td>
<td>Candidate’s response, if any, to the College Promotion &amp; Tenure Committee’s report is due to the Office of the Dean. Candidates who wish to withdraw from the promotion and/or tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.</td>
</tr>
<tr>
<td>December 3</td>
<td>The Office of the Dean informs candidates in writing of its recommendation, positive or negative, and provides a copy of its letter of assessment. The candidate has ten (10) working days to appeal a negative recommendation from the Dean to the Provost.</td>
</tr>
<tr>
<td>December 7</td>
<td>The Office of the Dean forwards the promotion and/or tenure dossiers to the Office of the Provost by this date.</td>
</tr>
<tr>
<td>December 17</td>
<td>Candidates who wish to withdraw from the promotion and/or tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.</td>
</tr>
</tbody>
</table>

The exact dates for the notification of the outcomes of University promotion and/or tenure review will be determined by the University and communicated to the faculty in advance of each year's promotion and tenure cycle.
APPENDIX V
College of the Arts
Georgia State University
INSTRUCTIONS FOR PREPARING A DIGITAL OR HYBRID DOSSIER

In some instances, a faculty member may choose to submit his/her dossier as a collection of digital files rather than as a set of binders containing paper copies, or as a combination of binders and digital files. With prior approval of the department chair, faculty may follow these guidelines for compiling a digital or hybrid dossier.

I. Contents

Digital dossiers must contain all of the components specified in the University, College, and Department Manuals and Guidelines and must follow the same ordering and numbering requirements as a physical dossier.

The digital dossier should exist on a designated USB flashdrive with files labeled to clarify their contents and placement (see Section III below). The dossier and its folders should be the only files on the USB flashdrive.

II. Formatting

Each section or sub-section of the dossier should be represented by one or more PDF files containing the relevant lists or documentation required in that section. Candidates are encouraged to use compatible audio (WAV, AIFF, MP3, etc.) and video (MP4, MOV, AVI, etc.) formats. Candidates should not combine multiple sections into large PDF files, which become unwieldy for reviewers.

For example: In the Research/Creative Activity section, a single PDF would contain a list of the candidate’s publications, formatted according to department guidelines, as appropriate, and subsequent PDFs would contain the full text of the candidate’s publications, grouped according to categories such as “Articles in Peer-Reviewed Journals,” “Book Chapters,” “Reviews,” etc.

The candidate should organize the dossier so as to minimize the number of individual files while retaining an orderly system that aligns clearly with the categories of Research/Creative Activity, Teaching, and Service outlined in the departmental P&T guidelines.

The chair of the departmental P&T committee will make himself/herself available to advise candidates on the organization of the dossier.

III. Labeling Files

Files within the digital dossier should be labeled with a system of numbers, letters, and short titles to ensure clarity of organization. As with the physical dossier, labeling conventions are designed with the intention of helping candidates present a professional and easily assessable document.

Candidates should use a logical system to designate sections and subsections of the dossier as follows (replace “xx” with numbers that indicate the order in which files should be reviewed, as one would organize components in a physical dossier):

- 0-xx  Front Matter (Contents, CV, statements of goals, etc.)
- R-xx  Research/Creative Activity (lists of activities, supporting documentation)
T-xx Teaching (list of courses, syllabi, student evaluations, teaching portfolio, etc.)
S-xx Service (lists of contributions, etc.)

In sections of the dossier where multiple subsections are required, candidates should use a lettering system to clarify the order of these. For example, in the Research/Creative Activity Section, one might order files:

R-01_Conferences
R-02_List of Writings
R-02-A_Articles
R-02-B_Book Chapters
R-02-C_Reviews
R-03_Awards and Grants
[etc.]

Candidates whose Research/Creative Activity will include listings of performances as well as recordings might order files similarly:

R-01_Presentations
R-02-A_Orchestral Performances
R-02-B_Solo & Chamber Performances
R-02-C_List of Recordings
R-02-C1_Published Recordings
R-02-C2_Supplemental Live Recordings
R-02-C3_Forthcoming Recording Contracts
R-03_Awards and Grants
[etc.]

IV. Submission of Books, CDs, and Other Bulky Materials

In cases where the candidate has one or more large single-author publications for review in the dossier, such as CDs, Books, and feature-length Films, a physical copy of the item may be used instead of creating a PDF or other digital file. In such cases, the candidate would submit the hard copy or copies and flashdrive, packaged together in a 3-ring binder following the departmental guidelines.