

College of the Arts
Georgia State University
PROMOTION AND TENURE MANUAL

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1 **I. INTRODUCTION**

2 A candidate for promotion and/or tenure is bound by the College Promotion and Tenure Manual in effect
3 on January 31 of the calendar year in which the departmental and college reviews of the candidate occur.¹
4 The College of the Arts Promotion and Tenure Manual is reviewed and periodically revised by the
5 College Bylaws and Promotion & Tenure Guidelines Committee. In keeping with university
6 requirements, the College Manual must be annually reviewed by the University Promotion and Tenure
7 Manual Review Committee and approved by the provost.

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

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

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

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

¹ It should be noted that the first COTA Promotion and Tenure Manual in its final format was made available to COTA faculty on March 3, 2017 after approval from Legal Affairs, the University Senate, and the Office of the Provost and is in effect for the 2017-2018 Promotion and Tenure cycle.

36 **II. POLICIES ON PROMOTION AND TENURE**

37 **A. Eligibility (Time-in-Rank) Policies**

38 **1. Assistant Professors Seeking Promotion:**

39 An Assistant Professor normally applies for promotion and tenure in the fifth year of service and
40 is considered in the sixth year of service. In cases of exceptional achievement, an Assistant
41 Professor may apply for promotion and tenure in the fourth year of service and be considered in
42 the fifth year of service. An Assistant Professor must apply for promotion and tenure no later than
43 in the sixth year of service and be considered no later than in the seventh year of service.

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

46 **2. Associate Professors Seeking Promotion and/or Tenure; Professors Seeking Tenure:**

47 An Associate Professor seeking promotion to Professor normally applies for promotion no earlier
48 than the fourth year of service with consideration in the fifth year of service as Associate
49 Professor. However, a candidate may seek early promotion if exceptionally strong justification
50 exists for doing so. In this case, earliest application occurs in the third year of service with
51 consideration in the fourth year of service.

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

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

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

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

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

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

81 **B. General Policies**

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

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

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

94 Records of all departmental deliberations are secured in the department. Records of all College Promotion
95 & Tenure Committee and Office of the Dean deliberations (i.e., all materials submitted by the department,
96 all letters from external reviewers, and a copy of all materials submitted by the candidates) are secured by
97 the College. Access to these materials is limited to the members of the College Promotion & Tenure
98 Committee, the administrative secretary to the Committee, and administrative officials at the College and
99 the University charged with the responsibility for reviewing candidates for promotion and/or tenure.

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

102 **III. PROMOTION AND TENURE PROCESS**

103 **A. Department**

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

110 Each department prepares its own promotion and tenure guidelines, which subsequently are subject to
111 approval by the Office of the Dean upon recommendation from the Bylaws and Promotion & Tenure
112 Guidelines Committee. Formal and significant faculty participation must be part of the development and
113 revision of the departmental guidelines, but the precise way in which this participation is achieved is the
114 responsibility of the department and should be described in the departmental guidelines. The departmental
115 guidelines must be consistent with the College and University Promotion and Tenure Manuals and with
116 all policies of the University and the Board of Regents. Any revisions of the departmental guidelines are

117 subject to approval by the Office of the Dean upon recommendation from the Bylaws and Promotion &
118 Tenure Guidelines Committee.

119 Each department has a Promotion & Tenure Committee that reviews and evaluates the credentials of all
120 faculty members being considered for promotion to Associate Professor with tenure. This committee
121 consists of all tenured Associate Professors and Professors in the department, except the chair of the
122 department and any members of the department serving in a position that will review the candidate's
123 promotion/tenure application at the College or University level. This committee also reviews and
124 evaluates the credentials of faculty members who already hold the rank of Associate Professor and who
125 are candidates only for tenure. Finally, each department has a Promotion & Tenure Committee that
126 reviews and evaluates the credentials of faculty members who are being considered for promotion to
127 Professor or who already hold the rank of Professor and are being considered only for tenure. This
128 committee shall consist of all of the tenured Professors in the department, except the chair of the
129 department and any members of the department serving in a position that will review the candidate's
130 promotion/tenure application at the College or University level. Very large departments are expected to
131 have their Promotion & Tenure Committee operate through a system of subcommittees that initially
132 review and evaluate each candidate's credentials. All final recommendations must be made by the
133 committee as a whole. The committee of the whole must meet to discuss and vote on its final
134 recommendation. In consultation with the department chair, the Dean will augment faculty committees
135 with members at the appropriate rank from other departments when the home department does not have a
136 sufficient number of faculty at the appropriate rank to constitute a committee of at least three members.

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

140 **1. Departmental Committee Review**

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

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

160 **2. Department Chair Review**

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

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

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

173 **4. Department Chair Candidates**

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

180 **5. Submission of Electronic Documents**

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

185 **B. College**

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

192 **1. College Promotion & Tenure Committee Review**

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

197 The College Promotion & Tenure Committee will evaluate the candidate's dossier, external
198 reviewer letters, other materials directly relevant to the candidate's dossier, and the
199 recommendations of the department chair, and departmental committee.

200 The College Promotion & Tenure Committee will make recommendations to the Office of the
201 Dean concerning the promotion and/or tenure of each candidate by the date set forth in Appendix
202 IV. By the date set forth in Appendix IV, the Office of the Dean will provide the candidate with
203 written notice of the outcome of the College Promotion & Tenure Committee deliberations and a
204 copy of any evaluations that are made of the candidate's credentials, including any possible
205 minority reports. The report from the College Promotion & Tenure Committee, as well as
206 minority reports (if applicable), must remove the signature page or section which identifies
207 committee members by name. The candidate may submit a written response to the College
208 Promotion & Tenure Committee recommendations or reports within five (5) business days to the
209 Office of the Dean. This statement will be included in the material reviewed at all higher levels of
210 the promotion and tenure process.

211 **2. Dean's Review**

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

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

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

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

- 228 a. Curriculum Vitae and candidate statements;
- 229 b. copies of the evaluations from the departmental committee and the department chair,
230 including any minority reports from the committee;
- 231 c. copies of all letters from external reviewers, together with a description of each reviewer's
232 accomplishments, standing in the field, and past relationship with the candidate;
- 233 d. a copy of the report and recommendation provided by the College Promotion & Tenure
234 Committee, together with any minority reports; and

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

236 **C. General**

237 **1. Dates**

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

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

244 **2. Withdrawal from Consideration**

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

248 **D. University**

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

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

253 **1. Appeals to the Provost**

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

261 **2. Appeals to the President**

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

267 **IV. CRITERIA FOR EVALUATING CANDIDATES FOR PROMOTION AND TENURE**

268 The credentials of a candidate for promotion and/or tenure are evaluated in three areas: (1) research,
269 creative effort, and other scholarly activity (hereafter referred to as “research/creative activity”), (2)

270 teaching, and (3) service. All review committees and individual reviewers must give full consideration to
271 all materials included in the candidate's dossier, at least five external reviewer letters, and reports or
272 recommendations of previous stages of the promotion and tenure process. In reports on candidates,
273 departmental and College reviewers should use the criteria given below and the departmental guidelines
274 for their application that have been approved by the College Bylaws and Promotion & Tenure Guidelines
275 Committee.

276 1. Evaluation Criteria

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

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

286 **a. Associate Professor:** To be recommended for promotion to the rank of Associate Professor
287 by the College, a candidate must be evaluated as *excellent* in research/creative activity and
288 teaching according to departmental guidelines. In keeping with university standards, the
289 recommended candidate must be deemed to have developed a substantial body of work that
290 has already contributed to the advancement of his/her discipline as determined by peers
291 within and outside of the University, while establishing a national reputation in his/her field.
292 As part of the College and departmental reviews, the candidate will be evaluated on evidence
293 that his/her current trajectory in both research/creative activity and teaching will support
294 successful progress towards the rank of Professor after promotion to Associate Professor with
295 tenure. The candidate must also be evaluated as having provided *good* service, according to
296 departmental guidelines, to merit promotion at this level.

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

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

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

313 as having provided *very good* service, according to departmental guidelines, to merit
314 promotion at this level.

315 **d. Tenure at the Rank of Professor:** The criteria are the same as those for a recommendation
316 for promotion to the rank of Professor.

317 **V. DIRECTIONS TO CANDIDATES FOR SUBMITTING MATERIALS**

318 **A. Instructions and Comments on Submission of Dossier:**

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

323 Candidates for promotion to Professor must submit all work done since the completion of the dossier used
324 in the review that led to promotion to Associate Professor with tenure at Georgia State University.
325 Candidates for promotion to Professor hired as Associate Professors and later granted tenure must submit
326 all work done since their initial tenure track appointment at Georgia State University. Candidates for
327 promotion to Professor with tenure hired as Associate Professors must submit all work done since their
328 initial tenure-track appointment at Georgia State University.

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

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

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

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

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

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

- 352 3. Candidates submit complete dossiers to the appropriate chair by the date set forth in Appendix
353 IV. By the same date, candidates submit to the Office of the Dean an electronic version of the
354 Curriculum Vitae and the three individual statements of interests and goals (research/creative
355 activity, teaching, and service) included in their dossiers. After this date, no material whatsoever
356 may be added to the dossier. The dossier is considered closed as of this date, and all parties
357 involved in the review of the candidate's credentials will have access to exactly the same
358 information in the dossier.
- 359 4. A summary of the dates for transmission of materials is given in Appendix IV.
- 360 5. Once a dossier is submitted to the College Promotion & Tenure Committee, it can be viewed only
361 by the members of the Committee, the administrative secretary of the Committee, and
362 administrative officials at the College and the University charged with the responsibility for
363 reviewing candidates for promotion and/or tenure. This policy is strictly enforced; candidates
364 should not submit the only copies of materials if they might be needed before the Committee
365 returns the dossiers in the spring semester.
- 366 6. Candidates must follow explicitly the directions for categorizing supporting evidence submitted
367 on research/creative activity, teaching, and service. The categories given for the division of
368 materials in these areas should not be regarded as limiting or exclusive, and candidates may make
369 additions. These additions, however, may not include categories for work in progress or work
370 submitted but not yet accepted for publication.

371 **B. Specific Instructions for Physical Form of Dossier:**

- 372 1. All materials must be placed in three-ring, large-capacity binders. Each section in each of the
373 three areas must be clearly separated from the others by dividers.
- 374 2. Please number all documents when applicable.
- 375 3. Staples or paper clips must not be used in the compilation of materials.
- 376 4. Binders should not be filled to capacity.
- 377 5. Do not insert materials in plastic sleeves/sheet protectors, except when absolutely necessary.

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

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

381 **C. Format for Dossier:**

- 382 1. **Cover Page:** The dossier begins with a cover sheet that includes the candidate's name, present
383 rank, department, date of appointment at Georgia State University and rank awarded, number of
384 credits for years of prior service, and dates and places of previous promotions. This sheet should
385 state the candidate's area of specialization within the discipline. The following format must be
386 used (lines not applicable should be omitted):

- 387 • Name
- 388 • Highest Degree
- 389 • Present Rank
- 390 • Department
- 391 • Date of GSU Appointment and Rank Awarded
- 392 • Number of Years of Credit for Prior Service (A copy of the letter stating the award should be
- 393 attached.)
- 394 • Dates and Places of Previous Promotions and Ranks Awarded
- 395 • Areas of Specialization within the Discipline
- 396 • Proposed Rank

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

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

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

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

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

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

416 a. In order to determine whether or not candidates meet the criteria given in section IV of the
 417 College Promotion and Tenure Manual and the criteria given in the departmental guidelines,
 418 the Committees will review the credentials of all candidates in the areas of research/creative
 419 activity, teaching, and service. This review will consider the material and documentation
 420 present in a candidate's dossier (as well as any information received from external reviewers
 421 and information received from the department chair and the departmental Promotion &
 422 Tenure Committee). In each of the main areas, the College Promotion and Tenure Manual
 423 identifies major categories or subsections into which the activities of most candidates can be
 424 logically divided; however, some candidates may not have activities to report in all of the
 425 categories listed in the College Promotion and Tenure Manual. Documentation must be
 426 provided for all work and activities described in a category when explicitly required by the
 427 College Promotion and Tenure Manual. The documentation must be placed immediately after
 428 the list of accomplishments for a specific category and in the same order used in the list.

429 b. Explicit instructions are given in the following sections for the arrangement of the lists of
430 accomplishments and the supporting documentation. Most of the materials submitted by a
431 candidate can be placed in one of the categories listed later in this College Promotion and
432 Tenure Manual for research/creative activity, teaching, or service. Materials inappropriate for
433 listed categories must be placed in a separate category at the end of the area (not to include
434 categories for work in progress or work submitted but not yet accepted for publication).

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

439 **D. Categories for Research/Creative Activity:**

440 Normally, all of a candidate's accomplishments in this area can be listed logically in one of the categories
441 given below. If this is not the case for some items, the candidate may create new categories and list the
442 accomplishments under the new headings. Work in progress and work submitted but not yet accepted for
443 publication must not be included.

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

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

451 • Briefly explain, if it is not obvious, the extent of the candidate's research/creative involvement,
452 with extent of involvement being a measurement of the contribution to the work the candidate has
453 made.

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

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

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

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

463 a. Published Articles and Those Accepted for Publication:

464 Title of article, journal, volume, date (or projected date of publication), names of the authors
465 as they appear in print, and a one- or two-sentence description of the publication, including an

466 assessment of its contribution to the discipline, as well as an assessment of the quality and
467 standing in the profession of the journal and whether it is peer-reviewed. Clear indication
468 should be given of whether the article has been published or only accepted for publication.
469 The department's evaluations of these articles should include assessments of the relative
470 prestige of the journals within the candidate's field of specialization.

471 b. Published Book Chapters and Those Accepted for Publication:

472 Chapter number, chapter title, book title, page numbers of chapter, editor, publisher, date (or
473 projected date of publication), names of the authors as they appear in print, and a one- or two-
474 sentence description of the publication, including an assessment of its contribution to the
475 discipline. Clear indication should be given of whether the book chapter has been published
476 or only accepted for publication. The department's evaluations of these book chapters should
477 include assessments of the relative prestige of the books within the candidate's field of
478 specialization.

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

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

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

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

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

496 **3. Achievements in the Visual and Performing Arts:**

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

499 Documentation: Candidates in the performing arts must provide copies of printed programs
500 and/or other printed material (flyers, posters). In addition, candidates may include sixty
501 minutes of excerpts and/or complete compositions from selected concerts. Conductors must,
502 in addition, provide a forty- to sixty-minute video of Georgia State University ensemble
503 performances that they have conducted. Composers may submit a recording of representative
504 compositions, if necessary, to demonstrate a broader depth of their creative abilities.

505 Candidates in the visual arts from the School of Art & Design must list the number of
506 artworks presented in each exhibition and provide a representative group of images from the
507 exhibitions.

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

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

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

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

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

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

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

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

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

533 **7. General Recognition Within One's Discipline:**

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

536 b. List and copies of reviews of published books.

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

539 d. List of requests for colloquium presentations or workshops.

540 e. List of invitations to exhibit.

541 f. List of guest performances.

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

545 **E. Categories for Teaching:**

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

550 **1. Courses Taught during the Last Four Academic Years (include summers, if applicable):**

551 a. Using the format in Appendix III, the candidate must provide a list of courses taught during
552 the last four academic years.

553 b. The candidate must also provide a copy of the most recent syllabus used for each course
554 taught during the time period. Only one syllabus for each different course is required.

555 c. The development of new courses or significant revisions to existing courses should be noted
556 in this section.

557 d. The candidate should indicate if the course is part of a study abroad, international student
558 exchange program, signature experience, or field experience.

559 e. If the candidate was granted probationary credit toward tenure, the four years should include
560 courses taught at previous institutions.

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

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

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

569 **Independent Studies:** Name of student, title of project, and date completed.

570 **Practica:** Name of student, title, and date completed.

571 **Honors Theses:** Name of student, title, and date completed.

572 **Theses/Master's Recitals:** Name of student, title, and date completed.

573 **Dissertations:** Name of student, title, and date completed.

574 **5. Published Materials:** Textbooks and published articles related to the candidate’s teaching. A
575 copy of each must be provided.

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

580 **F. Categories for Service:**

581 A promotion and tenure committee considers only service activities that are related to the candidate’s
582 academic areas of expertise. Service unrelated to one’s academic area of expertise, therefore, should not
583 be included in the dossier. (Extra remuneration for academic or public service does not preclude its
584 inclusion.) In general, service will be considered primarily on the basis of its direct benefits to Georgia
585 State University. Letters from a candidate’s department should discuss this category. Service expectations
586 for promotion to Associate Professor are more limited than those for promotion to Professor. In general,
587 for promotion to Associate Professor, a candidate is expected to collaborate with colleagues in
588 departmental functions and, where appropriate, in professional activities, and on departmental
589 committees. The emphasis during the probationary period is on the full development of research/creative
590 and teaching accomplishments. Major service roles are not expected at this stage. In contrast, promotion
591 to Professor should include significant participation not only in departmental, college, and university
592 committees, but also in activities such as professional associations and contributions to the community at
593 large. In areas where a candidate believes substantial contributions have been made (as may be indicated
594 in the candidate’s statement on service), it is appropriate for the department to solicit information about
595 the effectiveness or importance of the candidate’s service, and to speak to this effectiveness and
596 importance in its letters. The candidate must not solicit letters concerning service and include them in the
597 dossier.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

649 The candidate, the departmental committee, and the chair should be reminded of the principles of
650 professional ethics associated with peer evaluations. These principles prohibit evaluations that would
651 involve a conflict of interest. As external reviewers must be able to provide an independent assessment,
652 selected reviewers should be free of major conflicts of interests regarding the candidate. Reviewers,
653 therefore, should not have any personal or professional investment in the candidate's career or in the
654 positive or negative outcome of the candidate's application for promotion and/or tenure. The chair and

655 candidate will make every reasonable effort to avoid choosing reviewers who, by virtue of a current or
656 former personal or professional relationship, are unable to provide an independent assessment. Such
657 relationships can include, but are not limited to, co-authors, dissertation advisors, and private teachers.
658 While candidates and reviewers may know or be aware of each other professionally, every effort will be
659 made to choose external reviewers who are able to assess the candidate at “arm’s length.”

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

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

672 **H. Material to Be Sent to External Reviewers:**

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

- 676 1. Table of contents. List the parts of your packet in the order that they appear;
- 677 2. Curriculum vitae;
- 678 3. Statement of interests and goals for research/creative activity, following the statement format for
679 research/creative activity indicated in section V.C.3. (This statement must be the same as that
680 which appears in the dossier.);
- 681 4. Copies of published books, articles, chapters, reviews, abstracts, reports, etc., or those accepted
682 for publication within the appropriate time frame for consideration. For multiple-authored works
683 and collaborative projects, the candidate should explain in detail the degree of his/her
684 contribution to the work. Work in progress and work submitted but not accepted for publication
685 may not be included;
- 686 5. When applicable, a group of slides and/or photographs showing selected artistic works from all
687 exhibitions listed in the dossier;
- 688 6. When applicable, documentation of performances in the arts. This documentation must include
689 one (1) compact disk, containing at least sixty minutes of excerpts and/or complete compositions
690 from selected concerts. Conductors must, in addition, provide one (1) forty- to sixty-minute video
691 tape or DVD of Georgia State University ensemble performances that they have conducted.
692 Composers may submit a second compact disk of representative compositions, if necessary, to
693 demonstrate a broader depth of their creative abilities;

694 7. When applicable, a high quality video tape or DVD (sixty to ninety minutes in length) of selected
695 sections or acts of dramatic productions, films, or video productions that the candidate has
696 written, directed, choreographed, filmed, edited, acted in, or produced. One additional videotape
697 or DVD documenting a theatrical, film, or video production may be included;

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

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

703 **VI. RE-CONSIDERATION**

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

707 **VII. PRE-TENURE REVIEW**

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

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

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

729 This review is to take place in the spring semester of the third year. When a faculty member is hired with
730 one or two years of probationary credit towards tenure and promotion there shall be a mid-course pre-
731 tenure review. Faculty hired with three years of probationary credit may waive pre-tenure review with
732 written approval of the department chair and Dean. In such cases, a review of accomplishments in
733 previous positions should be part of the hiring decision.

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

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

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

750 faculty member to discuss the results of the review and to make further recommendations to the faculty
751 member.

752 **VIII. POST-TENURE REVIEW**

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

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

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

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

767 1. Leave of absence:

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

771 2. Further promotion:

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

774 3. Impending candidacy for promotion within a year:

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

780 4. Full-time administrative appointment:

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

786 5. Impending retirement:

787 Faculty members who plan to retire and formally notify the Office of the Dean prior to January of
788 their scheduled review year are exempt from review.

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

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

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

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

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

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

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

845 **IX. EMERITUS STATUS**

846 The Dean may recommend for approval by the Provost the title of "Emeritus" for any retired tenured or
847 non-tenured faculty member with the rank of Assistant Professor, Associate Professor, Professor, or
848 Regents' Professor who, at the time of retirement, had ten years or more of honorable and distinguished
849 service in the University System of Georgia. In making recommendations for emeritus appointments,
850 departments should be specific with respect to the emeritus title (e.g., Associate Professor Emeritus,
851 Professor Emeritus, etc.). Candidates for emeritus faculty status may be nominated by other faculty in
852 their own department or may self-nominate to be considered for emeritus status. The department faculty
853 must vote on the nomination and, if the department faculty recommends the candidate for emeritus status,
854 the recommendation goes to the department chair for a recommendation, then to the Dean for a
855 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.

APPENDIX II

FORMAT FOR CHAIR'S EXTERNAL REVIEWER LIST

| | |
|--------------------------|--|
| Candidate's Name: | |
| Candidate's Dept: | |

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

| Semester / year | Course Number | Title | Number of Students |
|----------------------------|--------------------------|------------------------|-------------------------------|
| <i>Fall/16</i> | <i>AH 1700</i> | <i>Survey of Art I</i> | <i>98</i> |
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APPENDIX IV
College of the Arts
Georgia State University
PROMOTION AND TENURE PROCESS CALENDAR

Note: The University establishes the deadlines for the University-level review, and it should be expected they may change from year to year. Any date that falls on the weekend or a holiday automatically becomes the next workday.

March 1 Deadline for chairs to ask in writing all non-tenured 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 15.

March 15 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. 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 22 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. 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.

June 10 Candidates' research/creative activity materials (see section V.I. above) are submitted to the chair for forwarding to external reviewers.

June 15 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 15 Letters/responses from external reviewers due to the Office of the Dean.

- September 9** 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 tenure process.
- Candidates submit complete dossiers (one copy) to the appropriate 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.
- October 1** Departmental committees present their letters of assessment and recommendation to the department chairs.
- October 2** 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.
- October 7** 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 tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.
- October 10** 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.
- October 10** 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 15** Candidate's response, if any, to report of the chair is due to the Office of the Dean.
- Candidates who wish to withdraw from the promotion and tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.
- November 18** The College Promotion & Tenure Committee presents its report to the Office of the Dean.

November 20 The Office of the Dean provides copies of the College Promotion & Tenure Committee's report, including any minority reports, to the candidate. The faculty members from the College Promotion & 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.

November 25 Candidate's response, if any, to the College Promotion & Tenure Committee report is due to the Office of the Dean.

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

December 12 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.

December 19 Candidates who wish to withdraw from the promotion and tenure process at this stage are required to inform the department chair and the Office of the Dean by this date.

The exact dates for the notification of the outcomes of University promotion and 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.