

**Georgia State University**

**Promotion and Tenure Manual  
for  
Tenured and Tenure-Track Professors**

**Approved by the University Senate  
April 19, 2018**

**Effective Immediately**

# 1 Introduction

2  
3 At Georgia State University, the quality of faculty accomplishments in scholarship, teaching  
4 and service determines the quality of the institution. To ensure the institution and its  
5 faculty sustain a high level of excellence, we engage in systematic evaluations of faculty. In  
6 evaluations for the purpose of promotion and tenure, it is imperative that clear standards be  
7 articulated and publicized. This document provides a statement of promotion and tenure  
8 standards and procedures for tenure-track faculty at Georgia State.

9  
10 Promotion and tenure decisions are extremely important to the life of the institution. They  
11 are the means by which the university retains its most valuable scholars, sustains  
12 excellence in its instructional program and promotes its mission to advance knowledge.  
13 Promotion and tenure evaluations are also among the most important events in a faculty  
14 member's professional life. It is essential that faculty members be treated fairly and granted  
15 due process in the deliberations that determine tenure and promotion.

16  
17 This document defines the procedures to be followed in the university-level promotion and  
18 tenure review. As specified by the Board of Regents, Georgia State academic units fall  
19 under one of two separate missions each of which necessitates separate promotion and  
20 tenure standards. The majority of colleges, departments and tenure-granting institutes at  
21 Georgia State have research-heavy missions. These units, collectively referred to in this  
22 manual as the Atlanta campus of Georgia State, are governed by Part One of this manual.  
23 Perimeter College at Georgia State, with its access mission and heavy emphasis on teaching,  
24 is governed by a separate set of promotion and tenure requirements that are contained in  
25 Part Two of this manual.

26  
27 This manual also provides guidelines that govern specific college and departmental  
28 procedures for promotion and tenure review. A college is defined as a major academic unit  
29 of the university and may include colleges, schools or institutes. A college, school or  
30 institute that is not further subdivided may be considered as a single department. Similarly,  
31 references to "the dean" refer to the candidate's college dean or administrator at the level  
32 of a dean. These procedures and guidelines assure fairness and due process throughout the  
33 review process. Included among them are the appeals procedures to be followed when there  
34 are disagreements over promotion and tenure recommendations.

35  
36 Department chairs and senior faculty are expected to mentor and advise new faculty  
37 members. In particular, chairs shall inform them of promotion and tenure requirements.  
38 They shall provide the new faculty members with copies of the appropriate  
39 departmental, college and university promotion and tenure policies and explain the

40 contents of these documents to them.

41

42 The University Promotion and Tenure Manual Review Committee is charged with  
43 periodically reviewing these standards and procedures and those of the colleges to ensure  
44 their adherence to the university policy. This committee will be composed of the current  
45 chairs of the college/school promotion and tenure committees, a faculty member  
46 representing the University Senate's Faculty Affairs Committee and a member appointed by  
47 the provost. The committee will meet annually. At that time, the committee will review the  
48 various college/school promotion and tenure manuals and their adherence to university  
49 policy, as well as college/school pre-tenure and post-tenure review policies. It will provide a  
50 report of its findings with a recommendation to approve (or not to approve) college  
51 promotion and tenure manuals and pre-tenure and post-tenure review policies to the  
52 provost. When appropriate, the committee may make recommendations to the University  
53 Senate for changes to university policies. Amended policies will be implemented in the next  
54 promotion and tenure cycle.

55

56 **Part One:**

57 **Promotion and Tenure Standards for the Atlanta Campus**

58  
59 Tenure and promotion decisions are to be based on discipline-specific departmental and  
60 college criteria determined by departmental and college faculty, but satisfaction of these  
61 criteria should reflect equivalent levels of accomplishment across the university. Although  
62 faculty members in different colleges are engaged in varied forms of research, creative  
63 effort and other scholarly activity, the quality and significance of achievement appropriate  
64 to the field in question should be comparable. This document provides a statement of the  
65 university-wide standards that govern the specific departmental and college criteria. These  
66 university standards define the expected quality and significance of faculty  
67 accomplishments, while the departmental and college criteria identify the concrete forms  
68 these achievements should take. Standards should be high even as they take into account  
69 such factors as teaching loads and the level of institutional support for scholarship.  
70 Standards should be expected to rise as Georgia State continues to strive for excellence.

71  
72 **I. Tenure Policies**

73  
74 The tenure criteria and procedures established by Georgia State conform to the  
75 requirements of the Board of Regents. The most current version of these policies can be  
76 found in the Policy Manual of the Board of Regents (<http://www.usg.edu/policymanual/>  
77 section 8.3.7).

78  
79 **A. Tenure Requirements**

80 Tenure resides at the institutional level at Georgia State. However, the Atlanta  
81 campus units and Perimeter College place different emphasis on research and  
82 teaching, and tenure acquired under Perimeter College standards is not transferable  
83 to the Atlanta campus.

84  
85 Only assistant professors, associate professors and professors are eligible for tenure.  
86 The university is responsible for the employment of tenured faculty until retirement,  
87 dismissal for cause or release because of financial exigency or program modification.

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89 Faculty with non-tenure track appointments shall not acquire tenure. The award is  
90 limited to the above academic ranks and shall not be construed to include honorific  
91 appointments, such as adjunct appointments.

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***B. Award of Tenure***

Normally, a faculty member will apply for tenure in the fifth year of service and be considered in the sixth year of service. In cases of exceptional achievement, a faculty member may apply for tenure in the fourth year of service and be considered for tenure during the fifth year of service. A maximum of two years suspension of the probationary period may be granted because of 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. Except for the approved suspension of the probationary period, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven years.

***C. Probationary Credit toward Tenure and Promotion***

A maximum of three years' 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 the notification of the department chair and dean. When a candidate with probationary credit is first eligible for consideration for promotion and tenure, the candidate 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 tenure.

***D. Loss of Tenure or Probationary Credit toward Tenure***

Tenure or probationary credit towards tenure is lost upon:

- 1. Resignation from an institution; or
- 2. Resignation from a tenure-track or tenured position in order to take a non-tenured position; or
- 3. Resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given.

If such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

## 132 II. Tenure and Promotion Goals and Standards

### 135 *A. Tenure*

136 The main purposes of tenure are to recognize high-quality performance of faculty  
137 members, to protect academic freedom and to enable the university to attract and  
138 retain outstanding faculty. The decision to award tenure is based on the merit of the  
139 individual faculty member's demonstrated accomplishments in research, scholarship  
140 and/or creative activities; teaching and service; the trajectory of continued  
141 accomplishments throughout the faculty member's career; and the mission of the  
142 department, the college and the university.

### 144 *B. Promotion*

145 Promotion to the rank of associate professor is based on an assessment of a faculty  
146 member's research, scholarship, and/or creative activities; teaching and service.

147  
148 Normally, an assistant professor will apply for promotion to the rank of associate  
149 professor in the fifth year of service and be considered for promotion during the sixth  
150 year of service. In cases of highly exceptional achievement, an assistant professor  
151 may apply for promotion in the fourth year of service and be considered for  
152 promotion during the fifth year of service. Strong justification must be provided to  
153 support consideration for promotion whenever the candidate has served fewer than  
154 four years at the rank of assistant professor at Georgia State. Where national  
155 standards deviate from these norms, the dean of a college may request a waiver from  
156 the provost on behalf of the college.

157  
158 At a minimum, an associate professor is expected to have developed a substantial  
159 body of work that has already contributed to the advancement of the faculty  
160 member's discipline as determined by peers within and outside the university, and  
161 have a record of growth in research, scholarship and/or creative activities that  
162 demonstrates a strong likelihood of a continued upward trajectory in terms of high-  
163 quality and productive research, scholarship and/or creative activities. Candidates  
164 for promotion to associate professor should be establishing a national reputation in  
165 their field. They also must demonstrate high-quality teaching and appropriate  
166 evidence of service.

167  
168 Normally, an associate professor will apply for promotion to the rank of professor in  
169 the fifth year of service at the rank of associate professor and will be considered for

170 promotion in the sixth year of service at the rank of associate professor. An associate  
171 professor may seek early promotion if a strong justification exists for doing so.  
172 Earliest consideration in this case occurs, however, during the fourth year of service.

173  
174 Promotion to the rank of professor is also based on research, scholarship and/or  
175 creative activities; teaching and service. The quality and the level of achievements  
176 required for a recommendation to the rank of professor must substantially surpass  
177 those required for a recommendation to associate professor. Professors are  
178 expected to have established a national/international reputation in their field and  
179 have a high probability of continued high-quality and productive research,  
180 scholarship and/or creative activities. They must demonstrate high-quality teaching  
181 and provide significant service to the university and professional communities.

182

### 183 ***C. Promotion and Tenure Criteria***

184 The candidate's record will be evaluated according to university, college and  
185 department criteria and professional standards for conduct in research, scholarship  
186 and/or creative activities, teaching and service. In each area--research, scholarship  
187 and/or creative activities; teaching; and service--the candidate will be evaluated as  
188 either having met or having not met the standards for promotion or tenure. It is  
189 necessary to meet the standards in each of the three areas for promotion or tenure.  
190 Norms and expectations appropriate to the discipline are specified in the college and  
191 department manuals and must be consistent with university standards.

192

### 193 ***D. Tenure after of before Promotion to Associate Professor***

194 It is customary for tenure and promotion to the rank of associate professor to be  
195 considered concurrently. The criteria for tenure are the same for faculty hired at the  
196 rank of associate professor and faculty up for promotion to associate professor with  
197 tenure. Similarly, the criteria for tenure at the rank of professor are the same as  
198 those for promotion to the rank of professor with tenure. The granting of promotion  
199 to associate professor without tenure or tenure at the assistant professor level  
200 without promotion should occur only in discipline-specific or exceptional individual  
201 circumstances.

202

### 203 ***E. Tenure on Appointment***

204 The president may approve an outstanding distinguished faculty member for the  
205 award of tenure upon the faculty member's initial appointment; such action is  
206 otherwise referred to as tenure upon appointment. When necessary, such tenure  
207 may be awarded outside of the timelines identified in this manual.

208

209 Each such recommendation shall be granted only in cases in which the faculty  
210 member, at a minimum, is appointed as an associate or professor, was already  
211 tenured at a prior institution and has brought a demonstrably national reputation to  
212 the institution. If the person is being appointed to an administrative position and has  
213 not previously held tenure, the award of tenure must be approved by the chancellor.

214

### 215 **III. Procedures**

216

217 All promotion and tenure decisions at Georgia State are to be based on department, college  
218 and university procedures, as applicable. A college is defined as a major academic unit of  
219 the university and may include colleges, schools or institutes. A college that is not further  
220 subdivided may be considered as a single department. Similarly, references to “the dean”  
221 refer to the candidate’s college dean or administrator at the level of a dean.

222

223 Each college engaged in promotion and tenure decisions must have written guidelines on  
224 promotion and tenure that clearly set forth its criteria and standards for promotion and  
225 tenure as well as the procedures to be followed in the promotion and tenure process. A  
226 department may choose to adopt and follow its college/school procedures for this purpose.  
227 Department promotion and tenure guidelines must be reviewed and approved regularly by  
228 a college committee, as designated by the college’s promotion and tenure manual. This  
229 committee is also responsible for reviewing the college manual. Each college will include in  
230 its promotion and tenure manual a calendar for the various steps involved in the promotion  
231 and tenure process. College manuals must be annually reviewed by the University  
232 Promotion and Tenure Manual Review Committee and approved by the provost.

233

#### 234 ***A. Calendar***

235 The exact dates for the notification of the outcomes of university review will be  
236 determined by the Office of the Provost and communicated to the faculty in advance  
237 of each year’s promotion and tenure cycle. The dates for candidates to submit their  
238 dossier and list of recommended external reviewers, and the dates for reviews by the  
239 department, chair and college committee will be clearly stated in the college  
240 manuals.

241

#### 242 ***B. Annual College Meeting***

243 Each college will conduct a meeting each year for the promotion and tenure

244 candidates in the college. This meeting should be held prior to the time when  
245 candidates must declare their intention to seek promotion and/or tenure.

246  
247 The purpose of the meeting is to explain promotion and tenure policies and to  
248 answer candidates' questions about any and all phases of the promotion and tenure  
249 process. The meeting shall be open to all interested faculty members in the college.  
250

### 251 ***C. Candidate's Dossier***

252  
253 All candidates for promotion and/or tenure will prepare a dossier that contains a  
254 record of their professional career achievements in research, scholarship and/or  
255 creative activities, teaching and service, and appropriate documentation as defined  
256 by the department and college promotion and tenure guidelines. In addition,  
257 candidates shall provide a statement that summarizes their accomplishments and  
258 effectiveness in research, scholarship and/or creative activities; teaching and  
259 service. In the case of candidates for promotion to the rank of professor, the dossier  
260 should emphasize the record of professional achievements since the candidate's  
261 promotion to the rank of associate professor. Documentation of these areas to be  
262 included in the candidate's dossier is outlined below.  
263

#### 264 **1. Assessment of Research, Scholarly and/or Creative Activities**

265 A clear description of the types of indicators used to assess research, scholarship  
266 and/or creative activities will be included in each college promotion and tenure  
267 manual and each department's guidelines for promotion and tenure. Candidates  
268 shall indicate which of their publications appear in peer-reviewed journals and shall  
269 assess the quality and standing in the profession of the journals. In addition,  
270 candidates with multi-authored works should describe their contribution to the  
271 works. Acknowledging that methods of disseminating research are changing,  
272 when using alternative methods of sharing scholarly output, candidates are  
273 encouraged to provide assessments of the quality and standing of those  
274 alternative methods.  
275

#### 276 **2. Assessment of Teaching**

277 Candidates for promotion and tenure must submit in the dossier the results of  
278 student evaluations of instruction within a timeframe to be determined by their  
279 college. Additional evidence of teaching effectiveness must be presented in the  
280 dossier. Evidence of teaching effectiveness may include, but is not limited to: peer  
281 evaluations, selected examinations and quizzes, students' passing rates on  
282 licensure/certification examinations, a teaching portfolio, new course and/or  
283 program development, use of technology for teaching, program accreditation

284 review results, teaching awards received and student accomplishments.

285

### 286 **3. Assessment of Service**

287 College manuals and departmental guidelines will provide a clear description of  
288 the types of service indicators to be used in departmental and college reviews.

289 Departmental, college and university service, as well as professional and  
290 community accomplishments, constitute appropriate activity in this area of  
291 assessment.

292

#### 293 ***D. External Reviewer Letters***

294 It is expected that five letters from external reviewers will be obtained for each  
295 candidate. Additional letters are acceptable as defined by the college. The number of  
296 external review letters procured shall not be regarded as an indicator of the quality  
297 of the candidate's dossier. External reviewers shall be drawn from lists of those  
298 recommended by the candidate and by the chair in consultation with senior faculty in  
299 the department. If after repeated efforts five reviewers are not found a dean may  
300 accept fewer letters (but not fewer than three) with a memorandum in the  
301 candidate's dossier summarizing the steps taken to obtain reviewers and the number  
302 of people contacted from both lists. External reviewers from academic institutions  
303 must hold the rank of associate professor or professor (or the international  
304 equivalent) for candidates seeking tenure and/or promotion to the rank of associate  
305 professor and the rank of professor (or the international equivalent) for candidates  
306 seeking tenure and/or promotion to the rank of professor. Appropriate rank and  
307 scholarship should be the deciding factors for selecting an external reviewer.

308

309 The external reviewers from academic institutions are to be affiliated with research  
310 universities in which the emphasis on research and scholarship is of a rigor similar to  
311 aspirational peer institutions for the candidate's discipline. In special circumstances  
312 (with written justification from the department chair and with the approval of the  
313 dean), external reviewers may be used who are not affiliated with academic  
314 institutions or who are affiliated with academic institutions that are not research  
315 universities. A brief resume of the external reviewer or a description of this person's  
316 accomplishments, standing in the field and past relationship with the candidate shall  
317 accompany the reviewer's letter of evaluation. This description is to be prepared by  
318 the department chair or other comparable academic official. External reviewers must  
319 be able to provide an independent assessment and therefore may not have any  
320 personal or professional investment in the career of the candidate.

321

322 Each college will determine the number of names for external reviewers that shall be  
323 presented to the dean. The college will also designate the minimum number of  
324 reviewers that shall come from the candidate's list and from the list of the  
325 department chair.

326

327 The dean is responsible for the selection of and communication with the external  
328 reviewers. The external reviewers will be provided with the candidate's vita and  
329 evidence of scholarly achievements (for example, multiple or selected publications,  
330 research endeavors, artistic works, etc.) and asked to speak to the quality and level of  
331 the candidate's scholarly achievements and the significance and overall contributions  
332 of these achievements to the discipline/field. External reviewers must be instructed  
333 to return their review letters to the dean.

334

335 Letters from the external reviewers will be treated as confidential and included in  
336 the material to be considered by the relevant committees, as well as by any  
337 individual or group subsequently involved in the review beyond the initial level.

338

#### 339 **IV. Evaluation of Dossier and Letters from External Reviewers**

340

##### 341 ***A. Departmental Review***

342 If the college or unit has departments, the candidate's dossier and outside letters will  
343 be reviewed by a departmental committee composed of at least three tenured faculty  
344 at the rank of associate and professor for candidates seeking tenure and/or  
345 promotion to associate professor and at least three tenured faculty at the rank of  
346 professor for candidates seeking the rank of professor. In consultation with the  
347 department chair, the dean will augment faculty committees with members at the  
348 appropriate rank from other departments when the home department does not have  
349 a sufficient number of faculty at the appropriate rank to constitute a committee of at  
350 least three members.

351

352 The departmental committee will prepare a recommendation to the department  
353 chair reviewing the candidate's dossier, the letters from external reviewers and other  
354 materials directly relevant to the candidate's dossier. This recommendation along  
355 with the candidate's dossier and external review letters will be forwarded to the  
356 department chair by the date specified in the college promotion and tenure manual.

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358

359 **B. Department Chair Review**

360 The department chair will review and evaluate the candidate's dossier, the outside  
361 reviewer letters, other materials directly relevant to the candidate's dossier and the  
362 recommendation of the departmental committee. The department chair forwards  
363 his/her recommendation to the college committee by the date specified in the college  
364 promotion and tenure manual.  
365

366 **C. College Committee Review**

367 Each college or unit will have a minimum of one committee on promotion and  
368 tenure. Such committees will be composed of tenured faculty with the rank of  
369 associate professor or professor for candidates seeking tenure and/or promotion to  
370 the rank of associate professor and tenured faculty with the rank of professor for  
371 candidates seeking tenure and/or promotion to the rank of professor. No person can  
372 serve at more than one level of review. The committee(s) will evaluate the  
373 candidate's dossier, outside reviewer letters, other materials directly relevant to the  
374 candidate's dossier and the recommendations of the department chair and  
375 departmental committee. The committee(s) will make recommendations to the dean  
376 concerning the promotion and/or tenure of each candidate by the date specified in  
377 the college promotion and tenure manual.  
378

379 **D. Dean's Review**

380 The dean will evaluate the candidate's dossier, outside reviewer letters, other  
381 materials directly relevant to candidate's dossier, and the recommendations of the  
382 departmental committee, department chair and college committee. Unless the  
383 candidate has withdrawn from consideration, the dean will forward his/her  
384 recommendation to the provost along with the candidate's curriculum vitae, and  
385 statement, the various letters of internal assessment, and letters from external  
386 reviewers. The dean will notify the candidate by the date specified in the calendar.  
387

388 Candidates who are not recommended by the dean may appeal the dean's decision to  
389 the provost as noted in Section V.  
390

391 **E. Provost's Review**

392 The provost will conduct an independent review of the materials forwarded by the  
393 dean and any other materials directly relevant to the faculty member's candidacy,  
394 also applying the guidelines, norms and expectations for the university, college and  
395 department, and make his/her promotion and tenure decision. The provost will  
396 consult with an Advisory Panel to Promotion and Tenure. The panel will provide the

397 provost with a written recommendation (including the reporting of minority views  
398 as expressed) on each tenure and promotion case. In cases where the  
399 recommendation of the panel is to reverse the college recommendation, the panel  
400 shall provide a justification for such a recommendation. Recommendations  
401 (concurrences or reversals) and justifications of the panel will be conveyed in a  
402 written document that accompanies the provost's recommendation and will be  
403 shared with the candidate and respective dean.

404

405 The members of the panel will hold the rank of professor with tenure and serve  
406 three-year staggered terms, representing the various colleges/schools, so that there is  
407 one member on the committee corresponding to each college promotion and tenure  
408 committee. Each member will be elected by her/his home college faculty. Members  
409 of the committee who have had earlier involvement in a particular promotion or  
410 tenure case at unit, area committee, or College level, shall recuse themselves from  
411 discussions about the case when it reaches the University Committee Advisory  
412 panel members will recuse themselves from discussions of promotion and tenure  
413 cases from their own academic department.

414

415 Taking the recommendation of the panel under consideration along with the other  
416 materials pertinent to the decision, the provost will make a recommendation on each  
417 case and forward it to the president, notifying the candidate with a copy to the  
418 appropriate dean.

419

420 Before forwarding a negative recommendation to the president, the provost will  
421 consult with the dean. In response to the query from the provost, the dean may  
422 gather additional information from the candidate, the departmental chair, the  
423 departmental or college promotion and tenure committee, and other materials  
424 directly relevant to the faculty member's candidacy. The dean will notify the  
425 candidate and department chair of her/his reply to the provost.

426

#### 427 ***F. President's Review***

428 The president will conduct an independent review of the candidate's curriculum  
429 vitae and statement, outside reviewer letters, recommendations and any other  
430 material relevant to the faculty member's candidacy, also applying the guidelines,  
431 norms and expectations for the university, college and department, and make a  
432 promotion and tenure decision, notifying the candidate with a copy to the  
433 appropriate dean.

434

435 **V. Written Notification and Appeals**

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437 **A. *Written Notification to Candidates***

438 At each of the stages of review, a candidate must receive a written notice of the  
439 outcome of the deliberations and a copy of any evaluation(s) that are made of the  
440 candidate's credentials, including any possible minority reports. Reports from  
441 departmental and college committees, as well as minority reports, may remove the  
442 signature page or section which identifies committee members by name. A candidate  
443 has the right to respond in writing to evaluations made by the departmental  
444 committee, department chair and/or college committee, and copies of the candidate's  
445 response(s) will be included in the material reviewed at all higher levels. The  
446 response is an opportunity for the faculty member to provide clarifications and  
447 corrections to the reports.

448

449 **B. *Appeals to the Provost***

450 Appeals of negative recommendations by deans may be made, in writing, to the  
451 provost by written document or e-mail within 10 business days after receiving the  
452 negative recommendation from a dean. In reviewing the appeal, the provost may  
453 gather additional information pertaining to the appeal from the candidate, the  
454 college dean, the department chair, the departmental or college promotion and  
455 tenure committee, and other appropriate individuals inside or outside the university.  
456 The provost shall provide the candidate and the dean with a written decision,  
457 including a statement of the bases upon which the appeal is supported or rejected.

458

459 **C. *Appeals to the President***

460 A candidate may appeal to the president in writing, the provost's negative  
461 recommendation or decision regarding his/her appeal within 10 business days after  
462 receiving the negative recommendation. The appeal to the president shall conform  
463 to the principles and processes stated above for appeals to the provost. The  
464 president shall provide the candidate a written decision, including a statement of the  
465 bases upon which the candidate's appeal is supported or rejected.

466

467 **VI. Feedback on Promotion and Tenure Decisions**

468

469 The dean will meet annually with the college promotion and tenure committee and provide  
470 feedback on the outcome of the year's tenure and/or promotion cases and discuss the  
471 committee's assessments and recommendations in light of the final tenure and/or  
472 promotion outcomes.

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## **VII. Other Tenure-Related and Promotion-Related Reviews**

### ***A. Pre-Tenure Review***

#### **1. Purpose**

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

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

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

#### **2. Procedures**

This review will be conducted by a committee of either at least three faculty of the appropriate rank elected from the tenured faculty or all departmental faculty of appropriate rank and tenure. Normally these faculty members will be from the department; however, in small units faculty of appropriate rank from outside the department may be elected. This pre-tenure review should address accomplishments in research, scholarship, and/or creative activities; teaching; and service. It will be based on available information as articulated in the departmental or college guidelines: for example, annual reports, student and peer evaluations of teaching, curriculum vita, publications, etc. A candidate should not be expected to

511 prepare additional materials solely for the purpose of the cumulative review but  
512 may prepare a short statement.

513  
514 The pre-tenure evaluation conducted by the department should be reviewed and  
515 commented on by the department chair, the dean and the provost. Faculty must  
516 receive a written report of the results of this review and comments by department  
517 chair, the dean and the provost.

518  
519 The University Promotion and Tenure Manual Review Committee shall review the  
520 university's pre-tenure review policies, as well as any subsequent revisions, and  
521 submit these to the provost for final approval.

522

## 523 ***B. Post-Tenure Review***

524

### 525 **1. Purpose**

526 All colleges will also conduct a post-tenure review of tenured faculty. The  
527 primary purpose of the post-tenure review process is to assist faculty members  
528 with identifying opportunities that will enable them to reach their full potential  
529 for contribution to the university. Post-tenure review is one of several types of  
530 faculty performance reviews (for example, annual, promotion and tenure  
531 reviews) and is intended to provide a longer-term perspective than is usually  
532 provided by an annual review. The review should be retrospective and  
533 prospective, encouraging a careful look at possibilities for different emphases at  
534 different points of a faculty member's career.

535

### 536 **2. Procedure**

537 With the exception of tenured administrators whose majority of duties is  
538 administrative, all tenured faculty will be reviewed. Each faculty member must be  
539 assessed five years after the most recent promotion or personnel action, and  
540 reviews will continue at five-year intervals unless interrupted by a further review  
541 for promotion or leave of absence. In cases where a leave of absence occurs due to  
542 the birth or adoption of a child, or serious disability or prolonged illness of the  
543 faculty member or immediate family member, the post-tenure review will be  
544 delayed accordingly.

545

546 The post-tenure review should focus on the faculty member's accomplishments in  
547 research, scholarship and/or creative activities; teaching and service, relating  
548 these to the stated expectations for performance developed by the institution. The

549 faculty member being reviewed should prepare a dossier based on available  
550 information such as annual reports, student/peer evaluations of teaching,  
551 curriculum vita, publications, etc. In addition, the faculty member should provide  
552 a statement that summarizes accomplishments and effectiveness in research,  
553 scholarship, and/or creative activity; teaching; and service over the previous five  
554 years and outlines goals for the next five years.

555  
556 Each college shall determine the details of the post-tenure review process, subject  
557 to the following considerations. The review shall involve the department chair, at  
558 least one elected committee of tenured faculty of similar or higher rank, the dean  
559 and the provost. The initial review shall be conducted by the department chair or  
560 by the faculty review committee. The initial reviewer will prepare a report based  
561 on the faculty member's dossier and statement that assesses the faculty member's  
562 accomplishments in research, scholarship and/or creative activities; teaching and  
563 service over the previous five years. The initial report will be reviewed and  
564 commented on by the department chair or the faculty review committee  
565 (whichever was not involved in the initial review) as well as by the dean and the  
566 provost. The faculty member must receive copies of the initial review as well as of  
567 all subsequent comments.

568  
569 The results of post-tenure reviews must be linked to rewards and professional  
570 development. Faculty members who are performing at a high level should receive  
571 recognition for their achievements. This may include merit pay increases, and  
572 study and research leave opportunities.

573  
574 When a faculty member has not met the standards for promotion to the rank of  
575 professor or maintained the standard for the rank of professor in research  
576 scholarly and/or creative activities; teaching; or service, the faculty member's  
577 chair and/or dean and the faculty member will work together to develop a formal  
578 plan for faculty development that includes clearly defined and specific goals or  
579 outcomes, an outline of activities to be undertaken, a timetable and an agreed-  
580 upon monitoring strategy.

581  
582 Faculty members with tenure and who also have some combination of  
583 administrative and teaching responsibilities will not be subject to post-tenure  
584 review as long as a majority of their duties are administrative in nature. At such  
585 time when a faculty/administrator returns full-time to the faculty, she/he will be  
586 placed into the post-tenure review cycle and will be evaluated under those

587 guidelines as a faculty member in the fifth year following the return to the faculty  
588 and at subsequent five-year intervals.

589  
590 The University Promotion and Tenure Manual Review Committee shall review the  
591 university's post-tenure review policies, as well as any subsequent revisions, and  
592 submit these to the provost for final approval.

593

### 594 ***C. Emeritus Status***

595 The dean may recommend for approval by the provost the title of "emeritus" for a  
596 retired tenured or non-tenured faculty member with the rank of assistant professor,  
597 associate professor, professor or Regents' professor who, at the time of retirement,  
598 had 10 years or more of honorable and distinguished service in the University  
599 System of Georgia. In making recommendations for emeritus appointments,  
600 departments should be specific with respect to the emeritus title (for example,  
601 associate professor emeritus, professor emeritus, etc.). Candidates for emeritus  
602 faculty status may be nominated by other faculty in their own department or may  
603 self-nominate to be considered for emeritus status. The departmental faculty must  
604 vote on the nomination and, if the departmental faculty recommends the candidate  
605 for emeritus status, the recommendation goes to the department chair for a  
606 recommendation, then to the dean for a recommendation and then to the provost.

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**Part Two:**  
**Promotion and Tenure Standards for Perimeter College**

Promotion and tenure decisions are to be based on discipline-specific departmental and college criteria as determined by departmental and college faculty, but satisfaction of these criteria should reflect equivalent levels of accomplishment across Perimeter College. Although faculty members in different divisions within Perimeter College are engaged in teaching and/or varied forms of research, creative and other scholarly activity, the quality and significance of achievement appropriate to the field in question should be comparable. This document provides a statement of the general Perimeter College-wide standards that govern the specific departmental criteria. These college standards define the expected quality and significance of faculty accomplishments. Standards should be high even as they take into account such factors as teaching loads and differing disciplinary requirements. The standards should be expected to rise as Georgia State continues to strive for excellence.

**I. Tenure Policies**

The tenure criteria and procedures established by Georgia State conform to the requirements of the Board of Regents. The most current version of these policies can be found in the Policy Manual of the Board of Regents (<http://www.usg.edu/policymanual/> section 8.3.7).

***A. Tenure Requirements***

Tenure resides at the institutional level at Georgia State. However, the Atlanta campus and Perimeter College place different emphasis on research and teaching, and tenure acquired under Perimeter College standards is not transferable to the Atlanta campus.

Tenure-track positions at Perimeter College include those at the rank of instructor, assistant professor, associate professor and professor. However, only assistant professors, associate professors and professors are eligible for an award of tenure. The university is responsible for the employment of tenured faculty until retirement, dismissal for cause or release because of financial exigency or program modification.

Faculty with non-tenure track appointments shall not acquire tenure. The award is limited to the above academic ranks and shall not be construed to include honorific appointments, such as adjunct appointments.

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***B. Award of Tenure***

Normally, a faculty member will apply and be considered for tenure at the beginning of the sixth year of service. In cases of exceptional achievement, a faculty member may apply and be considered for tenure at the beginning of the fifth year of service. A maximum of two years suspension of the probationary period may be granted because 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. Except for the approved suspension of the probationary period, the maximum time that may be served at the rank of assistant professor or above without the award of tenure shall be seven years. The maximum time that may be served in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure shall be 10 years.

***C. Probationary Credit toward Tenure***

A maximum of three years of credit toward the minimum probationary period may be allowed for service in tenure-track positions at other institutions or for service at Perimeter College at the rank of instructor. Credit for prior service at other institutions shall be approved in writing by the president at the time of the initial appointment. A candidate for tenure may relinquish some or all probationary credit received for service at other institutions by notifying the department chair and dean. When a candidate with probationary credit is first eligible for consideration for tenure, the candidate must notify the department chair if she/he 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 she/he would like to be considered for tenure.

***D. Loss of Tenure or Probationary Credit toward Tenure***

Tenure or probationary credit towards tenure is lost upon:

1. Resignation from an institution; or
2. Resignation from a tenure-track or tenured position in order to take a non-tenured position; or
3. Resignation from a position for which probationary credit toward tenure is given in order to take a position for which no probationary credit is given.

If such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

686 **II. Tenure and Promotion Goals and Standards Tenure**

687

688 **A. Tenure**

689 The main purposes of tenure are to recognize high-quality performance of faculty  
690 members, to protect academic freedom and to enable the university to attract and  
691 retain outstanding faculty. For Perimeter College, the decision to award tenure is  
692 based on the merit of the individual faculty member’s demonstrated  
693 accomplishments in teaching, professional development and service, the trajectory  
694 of continued accomplishments throughout the faculty member’s career and the  
695 mission of the department, the college and the university.

696

697 **B. Promotion**

698

699 **1. Promotion from Instructor to Assistant Professor**

700 Faculty hired into tenure-track positions at Perimeter College will be awarded the  
701 initial rank of either instructor or assistant professor. The criteria for determination  
702 of the initial rank will be specifically listed in the hiring manual for the college.  
703 However, faculty hired without a terminal degree cannot be offered the initial rank  
704 of assistant professor.

705

706 Faculty who are hired at the rank of instructor may apply for promotion to assistant  
707 professor. A faculty member who completes a terminal degree, is eligible to apply  
708 for promotion in the promotion and tenure cycle immediately following receipt of  
709 the terminal degree. Promotion to the rank of assistant professor is based on a  
710 faculty member’s demonstrating a record of superior teaching, professional  
711 development and service to the institution. A faculty member hired at the rank of  
712 instructor who does not complete a terminal degree may apply for promotion only  
713 with strong justification demonstrating the faculty member’s record of superior  
714 teaching, professional development (this may include additional graduate study  
715 beyond the master’s degree) and service to the institution. The specific  
716 requirements for promotion will be listed in the Promotion and Tenure Manual for  
717 Perimeter College.

718

719 Faculty must hold at least the rank of assistant professor to be eligible for tenure.  
720 Faculty who are not awarded tenure cannot remain employed at Perimeter College  
721 in a tenure-track position. Faculty who are hired at the rank of instructor must  
722 work to be awarded the rank of assistant professor and must continue to perform in  
723 order to earn tenure. The maximum time that may be served in combination of

724 full-time instructional appointments (instructor or professorial ranks) without the  
725 award of tenure shall be ten years.

726

## 727 **2. Promotion from Assistant to Associate Professor**

728 Promotion to the rank of associate professor at Perimeter College is based on the  
729 merit of the individual faculty member's accomplishments in teaching, professional  
730 development and service.

731

732 Normally, an assistant professor will apply and be considered for promotion to the  
733 rank of associate professor at the beginning of the sixth year of service, five of  
734 which must be in rank at Perimeter College. In cases of highly exceptional  
735 achievement, an assistant professor may apply and be considered for promotion at  
736 the beginning of the fifth year of service, four of which must be in rank at  
737 Perimeter College. Strong justification must be provided to support consideration  
738 for promotion whenever the candidate has served fewer than four years at the rank  
739 of assistant professor at Georgia State. Nevertheless, where national standards  
740 deviate from these norms, the dean of Perimeter College may request a waiver  
741 from the provost on behalf of the college.

742

743 Except for the approved suspension of the probationary period, the maximum time  
744 that may be served at the rank of assistant professor or above without the award of  
745 tenure shall be seven (7) years.

746

747 At a minimum, an associate professor is expected to demonstrate high-quality  
748 teaching, professional development and appropriate evidence of service.

749

## 750 **3. Promotion to Professor**

751 Normally, an associate professor will apply or be considered for promotion to the  
752 rank of professor at the beginning of the eighth year of service, at least five of which  
753 must have been served at the rank of associate professor at Perimeter College. An  
754 associate professor may seek early promotion if a strong justification exists for  
755 doing so. Earliest consideration in this case occurs, however, during the seventh  
756 year of service, at least five of which must have been served at Perimeter College.

757

758 Promotion to the rank of professor is based on demonstrated accomplishments in  
759 teaching, professional development and service. The quality and the level of  
760 achievements required for a recommendation to the rank of professor must  
761 substantially surpass those required for a recommendation to associate professor.

762 A professor is expected to demonstrate high-quality teaching and provide  
763 significant service to the university and professional communities.  
764

### 765 ***C. Promotion and Tenure Criteria***

766 The candidate's record will be evaluated according to university, Perimeter College  
767 and departmental criteria, and professional standards for conduct in teaching,  
768 professional development and service. In each area--teaching, professional  
769 development and service--the candidate will be evaluated as either having met or  
770 having not met the standards for promotion or tenure. It is necessary to meet the  
771 standards in each of the three areas for promotion or tenure. Norms and  
772 expectations appropriate to the discipline are specified in the college and  
773 departmental manuals and must be consistent with university standards for  
774 Perimeter College.  
775

### 776 ***D. Tenure on Appointment***

777 The president may approve an outstanding distinguished faculty member for the  
778 award of tenure upon the faculty member's initial appointment. Such action is  
779 otherwise referred to as tenure upon appointment. When necessary, such tenure  
780 may be awarded outside the timelines identified in the manual.  
781

782 Each such recommendation shall be granted only in cases in which the faculty  
783 member, at a minimum, is appointed as an associate professor or professor, was  
784 already tenured at a prior institution and brings a demonstrably national reputation  
785 to the institution. If the person is being appointed to an administrative position and  
786 has not previously held tenure, the award of tenure must be approved by the  
787 president.  
788

## 789 **III. Procedures**

790  
791 Promotion and tenure decisions at Perimeter College are to be based on department,  
792 Perimeter College and university procedures, as applicable. Perimeter College must have  
793 written guidelines on promotion and tenure that clearly set forth its criteria and standards  
794 for promotion and tenure as well as the procedures to be followed in the promotion-and-  
795 tenure process. A department may choose to adopt and follow these procedures for this  
796 purpose. Departmental promotion and tenure guidelines must be reviewed and approved  
797 regularly by a Perimeter College committee, as designated by the college's promotion and  
798 tenure manual. This committee is also responsible for reviewing the college manual. This  
799 manual must be annually reviewed by the University Promotion and Tenure Manual Review

800 Committee and approved by the provost.

801

### 802 ***A. Calendar***

803 The exact dates for the notification of the outcomes of university review will be  
804 determined by the Office of the Provost and communicated to the faculty in advance  
805 of each year's promotion and tenure cycle. The dates for candidates to submit their  
806 dossier, as well as the dates for reviews by the department, chair and college  
807 committee will be clearly stated in the college manual.

808

### 809 ***B. Annual College Meeting***

810 Perimeter College will conduct a meeting each year for the promotion and tenure  
811 candidates in the college. This meeting should be held prior to the time when  
812 candidates must declare their intention to seek promotion and/or tenure.

813

814 The purpose of the meeting is to explain promotion and tenure policies and to  
815 answer candidates' questions about any and all phases of the promotion and tenure  
816 process. The meeting shall be open to all interested faculty members in the college.

817

### 818 ***C. Candidate's Dossier***

819 All candidates for promotion and/or tenure will prepare a dossier that contains a  
820 record of their professional career achievements (teaching, professional  
821 development and service) and appropriate documentation. In addition, candidates  
822 shall provide a statement that summarizes their accomplishments and effectiveness  
823 in teaching, professional development and service. In the case of candidates for  
824 promotion to the rank of associate professor, the dossier should emphasize the  
825 record of professional achievements since the candidate's promotion to the rank of  
826 assistant professor. In the case of candidates for promotion to the rank of professor,  
827 the dossier should emphasize the record of professional achievements since the  
828 candidate's promotion to the rank of associate professor. Documentation of the  
829 areas to be included in the candidate's dossier is outlined below.

830

#### 831 **1. Assessment of Teaching**

832 Candidates for promotion and tenure must submit in the dossier the results of  
833 student evaluations of instruction within a timeframe to be determined by  
834 Perimeter College. Additional evidence of teaching effectiveness must be presented  
835 in the dossier. Evidence of teaching effectiveness may include, but is not limited to:  
836 peer evaluations, selected examinations and quizzes, students' passing rates on  
837 licensure/certification examinations, a teaching portfolio, new course and/or

838 program development, use of technology for teaching, program accreditation  
839 review results, teaching awards received and student accomplishments.

840

## 841 **2. Assessment of Professional Development**

842 Candidates for promotion and tenure must demonstrate evidence of professional  
843 development in their fields of expertise. This may include, but is not limited to,  
844 evidence of membership in professional organizations, conference attendance,  
845 presentations and offices held in professional organizations.

846

## 847 **3. Assessment of Service**

848 The Perimeter College manual and departmental guidelines will provide a clear  
849 description of the types of service indicators to be used in departmental and  
850 college reviews. Department, college and university service, as well as  
851 professional and community accomplishments, constitute appropriate activity in  
852 this area of assessment.

853

### 854 ***D. Recommendation Letters***

855 1. At least three letters of support, including at least one from a tenured faculty  
856 member in the discipline at Perimeter College and at least one from a tenured  
857 faculty member in another discipline within Perimeter College, are required.  
858 Faculty members may also include one letter from a peer outside Perimeter  
859 College. Faculty members should inform their colleagues of the criteria that  
860 should be addressed in the letters. Letters should be sent directly to the Dean  
861 of Perimeter College.

862

863 2. Colleagues writing letters of support should address how the faculty member  
864 demonstrates some or all of the following:

- 865 • the capacity and likelihood for continued intellectual, scholarly and  
866 professional vitality
- 867 • the ability and willingness to perform assigned duties
- 868 • a sense of responsibility and dedication to make the continuing exemplary  
869 performance of duties a reasonable expectation
- 870 • maintenance of proper professional ethics
- 871 • excellence in teaching
- 872 • excellence in professional activities/development
- 873 • excellence in service

874

## 875 **IV. Evaluation of Dossier**

876

### 877 ***A. Departmental Review***

878 The candidate's dossier and recommendations will be reviewed by a departmental  
879 committee composed of at least three tenured faculty at the rank of associate  
880 professor and professor for candidates seeking tenure and/or promotion to associate  
881 professor and at least three tenured faculty at the rank of professor for candidates  
882 seeking the rank of professor. In consultation with the department chair, the dean  
883 will augment faculty committees with members at the appropriate rank from other  
884 departments when the home department does not have a sufficient number of  
885 faculty at the appropriate rank to constitute a committee of at least three members.

886

887 The departmental committee will prepare a recommendation to the department  
888 chair reviewing the candidate's dossier, recommendations letters and other  
889 materials directly relevant to the candidate's dossier. This recommendation along  
890 with the candidate's dossier will be forwarded to the department chair by the date  
891 specified in the college promotion and tenure manual.

892

### 893 ***B. Department Chair Review***

894 The department chair will review and evaluate the candidate's dossier, the  
895 recommendation letters, other materials directly relevant to the candidate's dossier  
896 and the recommendation of the departmental committee. The department chair  
897 forwards her/his recommendation to the college committee by the date specified in  
898 the college promotion and tenure manual.

899

### 900 ***C. College Committee Review***

901 Perimeter College will have at least one committee on promotion and tenure. Such  
902 committees will be composed of tenured faculty with the rank of associate professor  
903 or professor for candidates seeking tenure and/or promotion to the rank of associate  
904 professor and tenured faculty with the rank of professor for candidates seeking  
905 tenure and/or promotion to the rank of professor. No person can serve at more than  
906 one level of review. The committee(s) will evaluate the candidate's dossier, letters of  
907 recommendation, other materials directly relevant to the candidate's dossier and the  
908 recommendations of the department chair and departmental committee. The  
909 committee(s) will make recommendations to the dean concerning the promotion  
910 and/or tenure of each candidate by the date specified in the college promotion- and-  
911 tenure manual.

912

913

#### ***D. Dean's Review***

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The dean will evaluate the candidate's dossier, recommendation letters, other materials directly relevant to candidate's dossier and the recommendations of the departmental committee, department chair and college committee. Unless the candidate has withdrawn from consideration, the dean will forward recommendations to the provost along with the file containing the candidate's curriculum vitae and statement, and the various letters of internal assessment. The dean will notify the candidate by the date specified in the calendar.

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Candidates who are not recommended by the dean may appeal the dean's decision to the provost as noted in Section V.

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#### ***E. Provost's Review***

925

The provost will conduct an independent review of the materials forwarded by the dean and any other materials directly relevant to the faculty member's candidacy, also applying the guidelines, norms and expectations for the university, college and department, and make her/his promotion and tenure decision. The provost will notify the candidate of this decision with a copy to the dean.

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Before forwarding a negative recommendation to the president, the provost will consult with the dean. In response to the query from the provost, the dean may gather additional information from the candidate, the departmental chair, the departmental or college promotion and tenure committee, and from any materials directly relevant to the faculty member's candidacy. The dean will notify the candidate and department chair of her/his reply to the provost.

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#### ***F. President's Review***

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The president will conduct an independent review of the candidate's curriculum vitae and statement, recommendation letters and any other material directly relevant to the faculty member's candidacy, also applying the guidelines, norms and expectations for the university, college and department, and make a promotion-and-tenure decision, notifying the candidate with a copy to the dean.

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### **V. Written Notification and Appeals**

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#### ***A. Written Notification to Candidates***

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At each of the stages of review, a candidate must receive a written notice of the

949 outcome of the deliberations and a copy of any evaluation(s) that are made of the  
950 candidate's credentials, including any minority reports. Reports from departmental  
951 and college committees, as well as minority reports, may remove the signature page  
952 or section which identifies committee members by name. A candidate has the right  
953 to respond in writing to decisions made by the departmental committee, department  
954 chair and/or college committee. Copies of the candidate's response(s) will be  
955 included in the material reviewed at all higher levels. The response is an opportunity  
956 for the faculty member to provide clarifications and corrections to the reports.

957

### 958 ***B. Appeals to the Provost***

959 Appeals of negative recommendations by the dean of Perimeter College may be made,  
960 in writing, to the provost within 10 business days after receiving the negative  
961 recommendation from the dean. In reviewing the appeal, the provost may gather  
962 additional information pertaining to the appeal from the candidate, the college dean,  
963 the department chair, the departmental or college promotion and tenure committee,  
964 and other appropriate individuals inside or outside the university. The provost shall  
965 provide the candidate and the dean with a written decision, including a statement of  
966 the basis upon which the appeal is supported or rejected.

967

### 968 ***C. Appeals to the President***

969 A candidate may appeal to the president in writing the provost's negative  
970 recommendation or decision regarding the his/her appeal within 10 business days  
971 after receiving the negative recommendation. The appeal to the president shall  
972 conform to the principles and processes stated above for appeals to the provost. The  
973 president shall provide the candidate a written decision, including a statement of the  
974 basis upon which the candidate's appeal is supported or rejected.

975

## 976 **VI. Feedback on Promotion and Tenure Decisions**

977

978 The dean will meet annually with the Perimeter College promotion and tenure committee  
979 and provide feedback on the outcome of the year's tenure and/or promotion cases and  
980 discuss the committee's assessments and recommendations in light of the final tenure  
981 and/or promotion outcomes.

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## VII. Other Tenure-Related and Promotion-Related Reviews

### A. Pre-Tenure Review

#### 1. Purpose

Normally, each department will conduct a pre-tenure review of each tenure-track faculty member. A formal review of the progress made toward promotion and tenure will be made during the third year so that tenure-track faculty members have a clear idea of how adequately they are progressing toward successfully achieving promotion and tenure. When a faculty member is hired with one or two years of probationary credit towards tenure there shall also be a mid-course pre-tenure review. A faculty member hired with three years of probationary credit may waive pre-tenure review with written approval of the department chair and dean. An approved suspension of the probationary period for tenure will delay the pre-tenure review accordingly. During the year of suspension, the faculty member will be reviewed according to normal annual review procedures.

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

#### 2. Procedure

This review will be conducted by a committee of either at least three faculty of the appropriate rank elected from the tenured faculty or all departmental faculty of appropriate rank and tenure. Normally, these faculty members will be from the department. However, in small units, faculty of appropriate rank from outside the department may be elected. This pre-tenure review should address accomplishments in teaching; professional development and service. It will be based on available information as articulated in the departmental or college guidelines: e.g., annual reports, student and peer evaluations of teaching, curriculum vita, publications, etc.

A candidate should not be expected to prepare additional materials solely for the purpose of the cumulative review but may prepare a short statement. The pre-tenure evaluation conducted by the department should be reviewed and

1024 commented on by the department chair, the dean and the provost. Faculty must  
1025 receive a written report of the results of this review and comments by department  
1026 chair, the dean and the provost.

1027  
1028 The University Promotion and Tenure Manual Review Committee shall review the  
1029 university's pre-tenure review policies, as well as any subsequent revisions, and  
1030 submit these to the provost for final approval.

1031

1032 ***B. Post-Tenure Review***

1033

1034 **1. Purpose**

1035 Perimeter College will also conduct a post-tenure review of tenured faculty. The  
1036 primary purpose of the post-tenure review process is to assist faculty members  
1037 with identifying opportunities that will enable them to reach their full potential for  
1038 contribution to the university. Post-tenure review is one of several types of faculty  
1039 performance reviews (for example, annual, promotion and tenure reviews) and is  
1040 intended to provide a longer-term perspective than is usually provided by an  
1041 annual review. The review should be retrospective and prospective, encouraging a  
1042 careful look at possibilities for different emphases at different points of a faculty  
1043 member's career.

1044

1045 **2. Procedure**

1046 With the exception of tenured administrators whose majority of duties is  
1047 administrative, all tenured faculty will be reviewed. Each faculty member must be  
1048 assessed five years after the most recent promotion or personnel action, and  
1049 reviews will continue at five-year intervals unless interrupted by a further review  
1050 for promotion or leave of absence. In cases where a leave of absence occurs due to  
1051 the birth or adoption of a child, or serious disability or prolonged illness of the  
1052 faculty member or immediate family member, the post-tenure review will be  
1053 delayed accordingly.

1054

1055 The post-tenure review should focus on the faculty member's accomplishments in  
1056 teaching, professional development, and service, relating these to the stated  
1057 expectations for performance developed by the institution. The faculty member  
1058 being reviewed should prepare a dossier based on available information such as  
1059 annual reports, student/peer evaluations of teaching, curriculum vita,  
1060 publications, etc. In addition, faculty members should provide a statement that  
1061 summarizes their accomplishments and effectiveness in teaching, professional

1062 development, and service over the previous five years and outlines goals for the  
1063 next five years.

1064  
1065 Perimeter College shall determine the details of the post-tenure review process,  
1066 subject to the following considerations. The review shall involve the department  
1067 chair, at least one elected committee of tenured faculty of similar or higher rank,  
1068 the dean and the provost. The initial review shall be conducted either by the  
1069 department chair or by the faculty review committee. The initial reviewer will  
1070 prepare a report based on the faculty member's dossier and statement that  
1071 assesses the faculty member's accomplishments in teaching, professional  
1072 development and service over the previous five years. The initial report will be  
1073 reviewed and commented on by the department chair or the faculty review  
1074 committee (whichever was not involved in the initial review) as well as by the  
1075 dean and the provost. The faculty member must receive copies of the initial  
1076 review as well as of all subsequent comments.

1077  
1078 The results of post-tenure reviews must be linked to rewards and professional  
1079 development. Faculty members who are performing at a high level should receive  
1080 recognition for their achievements. This may include merit pay increases and  
1081 professional development leave opportunities.

1082  
1083 When a faculty member has not received a favorable finding during the post-tenure  
1084 review process, the faculty member's chair and/or dean and the faculty member  
1085 will work together to develop a formal plan for faculty development that includes  
1086 clearly defined and specific goals or outcomes, an outline of activities to be  
1087 undertaken, a timetable and an agreed-upon monitoring strategy.

1088  
1089 Faculty members with tenure and who also have some combination of  
1090 administrative and teaching responsibilities will not be subject to post-tenure  
1091 review as long as a majority of their duties are administrative in nature. At such  
1092 time when a faculty/administrator returns full-time to the faculty, she/he will be  
1093 placed into the post-tenure review cycle and will be evaluated under those  
1094 guidelines as a faculty member in the fifth year following the return to the faculty  
1095 and at subsequent five-year intervals.

1096  
1097 The University Promotion and Tenure Manual Review Committee shall review the  
1098 university's post-tenure review policies, as well as any subsequent revisions, and  
1099 submit these to the provost for final approval.

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***C. Emeritus Status***

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The dean may recommend for approval by the provost the title of "emeritus" for any

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retired tenured or non-tenured faculty member with the rank of assistant professor,

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associate professor or professor who, at the time of retirement, had 10 years or

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more of honorable and distinguished service in the University System of Georgia. In

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making recommendations for emeritus appointments, departments should be

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specific with respect to the emeritus title (for example, associate professor emeritus,

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professor emeritus, etc.). Candidates for emeritus faculty status may be nominated

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by other faculty in their own department or may self-nominate to be considered for

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emeritus status. The departmental faculty must vote on the nomination and, if the

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departmental faculty recommends the candidate for emeritus status, the

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recommendation goes to the department chair for a recommendation, then to the

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dean for a recommendation and then to the provost.