Minutes
Faculty Affairs Committee Meeting
March 26, 2020
WebEx

Members Present
Atkinson, Jaynette          Kanan, Trisha          Pandit, Kavita
Butler, Annettee           Kemp, Candace          Quinyata
Calson, Gina               Lake, Ryan             Richmond, Susan
Cantrell, Owen             Lakes, Richard         Sharratt, Nicola
Carruth, Laura             Lim, Elizabeth          Subotic, Jelena
Casanova, Lisa             Madden, Leslie         Tankersley, Phillip
Cheshire, David            Maxwell, Robert         Tonia, Vincente
Fox, Charles               McClymond              Trask, Jeffry
Frost, Shelby              McCoy, Jennifer         Vires, Tina
Galchinsky, Michael        Morrey, Erin            Vollmer, Niklas
Gay, Gerald                Nahmiias, Eddy          West, Elizabeth
Hendricks, Todd            Nucci, Anita            Zayac, Marc

WebEx meeting

1) Welcome and Introductions
2) Review and Vote to Approve February 26, 2020 Minutes
   • Minutes Approved
3) Guest Speakers: Linda Nelson & Robert Elmore
   • Discussed FLMA, especially as it regards to what it means to be employed by the USG and not GSU.
4) Guest Speaker: Tina Vires
   • Access and Accommodations: Reviewed and Discussed the new procedures for student accommodations, and how these are delivered to faculty.
5) Subcommittee/Working Groups Reports
   • `Admin/Evaluation Committee
     • Committee charged with developing evaluation tool for Associate Deans.
   • General Policies Committee
     • Revised NTT Manual
       ❖ Key Updates:
         (a) Inclusion of the (new) rank of principal academic professional;
(b) Inclusion of a “promotion clock” stoppage for lecturers who (unlike other NTT faculty) face an “up or out” situation before promotion to senior lecturer;
(c) Inclusion of language to allow for the award of emeriti status for NTT faculty;
(d) Insertion of a Table of Contents; and
(e) Revisions to simplify and clarify language, align it with recent changes in the P&T manual, and make it gender non-binary.

❖ Voted. Motion passed.

• Students uploading course materials
  ❖ Proposal generated and sent to Legal for review.

• Wage Compression & Equity Working Group
  • No Update

6) For the Good of the Order
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I. Introduction

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

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

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

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

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

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

Tenure and promotion decisions are to be based on discipline-specific departmental and college criteria determined by departmental and college faculty, but satisfaction of these criteria should reflect equivalent levels of accomplishment across the university. Although faculty members in different colleges are engaged in varied forms of research, creative effort and other scholarly activity, the quality and significance of achievement appropriate to the field in question should be comparable. Additionally, the university strongly supports values, and endorses interdisciplinary work.

This document provides a statement of the university-wide standards that govern the specific departmental and college criteria. These university standards define the expected quality and significance of faculty accomplishments, while the departmental and college criteria identify the concrete forms these achievements should take. Standards should be high even as they take into account such factors as teaching loads and the level of institutional support for scholarship. 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 units and Perimeter College place different emphasis on research and teaching, and tenure acquired under Perimeter College standards is not transferable to the Atlanta campus.

Only assistant professors, associate professors and professors are eligible for 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.

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 higher 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 to 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 **by Georgia State University in a tenure-track position as a candidate for tenure**, probationary credit for the prior service may be
II. Tenure and Promotion Goals and Standards

A. Tenure

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

B. Promotion

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

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

At a minimum, an associate professor is expected to have developed a substantial body of work that has already contributed to the advancement of knowledge in the faculty member’s discipline-field as determined by peers within and outside the university, and have a record of growth in research, scholarship and/or creative activities that demonstrates a strong likelihood of a continued upward trajectory in terms of high-quality and productive research, scholarship and/or creative activities. Candidates for promotion to associate professor should be establishing a national reputation in their field. They also must demonstrate high-quality teaching and appropriate evidence of service.
Normally, an associate professor will apply for promotion to the rank of professor in the fifth year of service at the rank of associate professor and will be considered for promotion in the sixth year of service at the rank of associate professor. An associate professor may seek early promotion if a strong justification exists for doing so. Earliest consideration in this case occurs, however, during the fourth year of service.

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

C. Promotion and Tenure Criteria

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

D. Tenure after of before Promotion to Associate Professor

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

E. Tenure on Appointment

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

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

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

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

A. Calendar

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

B. Annual College Meeting

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

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

C. Candidate's Dossier

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

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

a) 1. Assessment of Research, Scholarly and/or Creative Activities

A clear description of the types of indicators used to assess research, scholarship and/or creative activities will be included in each college promotion and tenure manual and each department’s guidelines for promotion and tenure. Candidates shall indicate which of their publications appear in peer-reviewed journals and shall assess the quality and standing in the profession of the journals. In addition, candidates with multi-authored works should describe their contribution to the works. Acknowledging that methods of disseminating research are changing, when using alternative methods of sharing scholarly output, candidates are encouraged to provide assessments of the quality and standing of those alternative methods.
b) 2. Assessment of Teaching
Candidates for promotion and tenure must submit in the dossier the results of student evaluations of instruction within a timeframe to be determined by their college. Additional evidence of teaching effectiveness must be presented in the dossier. Evidence of teaching effectiveness may include, but is not limited to: peer evaluations, selected examinations and quizzes, students’ passing rates on licensure/certification examinations, a teaching portfolio, new course and/or program development, use of technology for teaching, program accreditation review results, teaching awards received and student accomplishments.

c) 3. Assessment of Service
College manuals and departmental guidelines will provide a clear description of the types of service indicators to be used in departmental and college reviews. Departmental, college and university service, as well as professional and community accomplishments, constitute appropriate activity in this area of assessment.

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

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

In the case of candidates with joint appointments, the chair/s of the candidate’s secondary department/s, in consultation with the appropriate senior faculty in their respective unit/s, should provide names of external reviewers in the secondary discipline/s to the chair of the candidate’s primary department.

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

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

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

IV. Evaluation of Dossier and Letters from External Reviewers
The candidate’s dossier and external reviewer letters will be reviewed by individuals and committees at various levels as indicated below.

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

A. **Departmental Review**

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

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

B. **Department Chair Review**

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

C. **College Committee Review**

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

D. Dean’s Review

The dean will evaluate the candidate’s dossier, outside reviewer letters, other materials directly relevant to the 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 his/her recommendation to the provost along with the candidate’s curriculum vitae, and statement, the various letters of internal assessment, and letters from external reviewers. The dean will notify the candidate by the date specified in the calendar.

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

E. Provost’s Review

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 his/her promotion and tenure decision recommendation. The provost will consult with an Advisory Panel to Promotion and Tenure. The panel will provide the provost with a written recommendation (including the reporting of minority views as expressed) on each tenure and promotion case. In cases where the recommendation of the panel is to reverse the college recommendation, the panel shall provide a justification for such a recommendation. Recommendations (concurrences or reversals) and justifications of the panel will be conveyed in a written document that accompanies the provost’s recommendation and will be shared with the candidate and respective dean.
The members of the panel will hold the rank of professor with tenure and serve three-year staggered terms, representing the various colleges/schools, so that there is one member on the committee corresponding to each college promotion and tenure committee. Each member will be elected by her/his home college faculty. Members of the committee who have had earlier involvement in a particular promotion or tenure case at unit, area committee, or College level, shall recuse themselves from discussions about the case when it reaches the University Committee. Advisory panel members will recuse themselves from discussions of promotion and tenure cases from their own academic department.

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

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, and the departmental or college promotion and tenure committee, and any other 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.

F. President’s Review

The president will conduct an independent review of the candidate’s curriculum vitae and statement, outside reviewer letters, recommendations and any other material 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 appropriate dean.

V. Written Notification and Appeals

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

B. **Appeals to the Provost**

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

C. **Appeals to the President**

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

VI. **Dean’s Feedback to the College P&T Committee on Promotion and Tenure Decisions**

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

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. The pre-tenure review of a faculty member hired with three years of probationary credit may be waived with written approval of the department chair and dean.

An approved suspension of the probationary period for promotion and tenure (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 any 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 vitae, 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.

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

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

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

B. Post-Tenure Review

d) 1. Purpose

All colleges will also conduct a post-tenure review of tenured faculty. The primary purpose of the post-tenure review process is to assist faculty members with identifying opportunities that will enable them to reach their full potential for contribution to the university. Post-tenure review is one of several types of faculty performance reviews (for example, annual, promotion and tenure reviews) and is intended to provide a longer-term perspective than is usually provided by an annual review. The review should be retrospective and prospective, encouraging a careful look at possibilities for different emphases at different points of a faculty member’s career.
e) 2. Procedure

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

The post-tenure review should focus on the faculty member’s accomplishments in research, scholarship and/or creative activities; teaching and service, relating these to the stated expectations for performance developed by the institution. The faculty member being reviewed should prepare a dossier based on available information such as annual reports, student/peer evaluations of teaching, curriculum vitae, publications, etc. In addition, the faculty member should provide a statement that summarizes accomplishments and effectiveness in research, scholarship, and/or creative activity; teaching; and service over the previous five years and outlines goals for the next five years.

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

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

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

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

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

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

C. Emeritus Status

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

Requirements of the Georgia Board of Nurses requires that the associate degree nursing program at Perimeter College and the baccalaureate/masters/doctoral nursing degree programs at the Atlanta campus be one administrative unit. While Perimeter College nursing faculty remain part of the Perimeter College faculty, the hiring and promotion and tenure-related evaluation is completed through the Atlanta campus College of Nursing. Perimeter College nursing faculty are evaluated according to Perimeter College standards and criteria. The promotion and tenure procedures of Perimeter College will be followed except as noted in Section IV below.

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.

**B. Award of Tenure**

Normally, a faculty member will apply and be considered for tenure at the beginning of the sixth year of service **at the rank of assistant professor**. 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.

II. Tenure and Promotion Goals and Standards Tenure

A. Tenure

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

B. Promotion

1. Promotion from Instructor to Assistant Professor

Faculty hired into tenure-track positions at Perimeter College will be awarded the initial rank of either instructor or assistant professor. The criteria for determination of the initial rank will be specifically listed in the hiring manual for the college. However, faculty hired without a terminal degree cannot be offered the initial rank of assistant professor.
Faculty who are hired at the rank of instructor may apply for promotion to assistant professor. A faculty member who completes a terminal degree, is eligible to apply for promotion in the promotion and tenure cycle immediately following receipt of the terminal degree. Promotion to the rank of assistant professor is based on a faculty member’s demonstrating a record of superior teaching, professional development and service to the institution. A faculty member hired at the rank of instructor who does not complete a terminal degree may apply for promotion only with strong justification demonstrating the faculty member’s record of superior teaching, professional development (this may include additional graduate study beyond the master’s degree) and service to the institution. The specific requirements for promotion will be listed in the Promotion and Tenure Manual for Perimeter College.

Faculty must hold at least the rank of assistant professor to be eligible for tenure. Faculty who are not awarded tenure cannot remain employed at Perimeter College in a tenure-track position. Faculty who are hired at the rank of instructor must work to be awarded the rank of assistant professor and must continue to perform in order to earn tenure. 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 ten years.

2. Promotion from Assistant to Associate Professor
Promotion to the rank of associate professor at Perimeter College is based on the merit of the individual faculty member’s accomplishments in teaching, professional development and service.

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

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

3. Promotion to Professor

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

Promotion to the rank of professor is based on demonstrated accomplishments in teaching, professional development and service. The quality and the level of achievements required for a recommendation to the rank of professor must substantially surpass those required for a recommendation to associate professor. A professor is expected to demonstrate high-quality teaching and provide significant service to the university and professional communities.

C. Promotion and Tenure Criteria

The candidate’s record will be evaluated according to university, Perimeter College and departmental criteria, and professional standards for conduct in teaching, professional development and service. In each area -- teaching, professional development and service--the candidate will be evaluated as either having met or having not met the standards for promotion or tenure. It is necessary to meet the standards in each of the three areas for promotion or tenure. Norms and expectations appropriate to the discipline are specified in the college and departmental manuals and must be consistent with university standards for Perimeter College.
D. Tenure on Appointment

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

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

III. Procedures

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

A. Calendar

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

B. Annual College Meeting

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

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

C. Candidate’s Dossier

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

a) 1. Assessment of Teaching

Candidates for promotion and tenure must submit in the dossier the results of student evaluations of instruction within a timeframe to be determined by Perimeter College. Additional evidence of teaching effectiveness must be presented in the dossier. Evidence of teaching effectiveness may include, but is not limited to: peer evaluations, selected examinations and quizzes, students’ passing rates on licensure/certification examinations, a teaching portfolio, new course and/or program development, use of technology for teaching, program accreditation review results, teaching awards received and student accomplishments.

b) 2. Assessment of Professional Development

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

c) 3. Assessment of Service
The Perimeter College manual and departmental guidelines will provide a clear description of the types of service indicators to be used in departmental and college reviews. Department, college and university service, as well as professional and community accomplishments, constitute appropriate activity in this area of assessment.

D. Recommendation Letters

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

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

   • the capacity and likelihood for continued intellectual, scholarly and professional vitality
   • the ability and willingness to perform assigned duties
   • a sense of responsibility and dedication to make the continuing exemplary performance of duties a reasonable expectation
   • maintenance of proper professional ethics
   • excellence in teaching
   • excellence in professional activities/development
   • excellence in service

IV. Evaluation of Dossier

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

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

B. Department Chair Review
The department chair will review and evaluate the candidate’s dossier, the recommendation letters, other materials directly relevant to the candidate’s dossier and the recommendation of the departmental committee. The department chair forwards her/his recommendation to the college committee by the date specified in the college promotion and tenure manual calendar.

For Perimeter College Nursing faculty, the department chair refers to the Perimeter College Nursing Program Chair. The Nursing Program Chair forwards a recommendation to the Assistant Dean of Nursing by the date specified in the college promotion and tenure calendar.

C. Assistant Dean of Nursing Review (for Perimeter College Nursing Faculty only)
The Assistant Dean of Nursing will review and evaluate the candidate’s dossier, the recommendation letters, other materials directly relevant to the candidate’s dossier, and the recommendation of the departmental committee and the Nursing Program Chair. The Assistant Dean of Nursing forwards a recommendation to the college committee by the date specified in the college promotion and tenure calendar.
D. College Committee Review
Perimeter College will have at least one committee on promotion and tenure. Such committees will be composed of tenured faculty with the rank of associate professor or professor for candidates seeking tenure and/or promotion to the rank of associate professor and tenured faculty with the rank of professor for candidates seeking tenure and/or promotion to the rank of professor. No person can serve at more than one level of review. The committee(s) will evaluate the candidate’s dossier, letters of recommendation, other materials directly relevant to the candidate’s dossier and the recommendations of the department chair and departmental committee (and the Assistant Dean of Nursing for Perimeter College Nursing faculty). The committee(s) will make recommendations to the dean concerning the promotion and/or tenure of each candidate by the date specified in the college promotion-and-tenure manual calendar.

E. Dean’s Review
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, (Assistant Dean of Nursing for Perimeter College faculty) 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. Candidates who are not recommended by the dean may appeal the dean’s decision to the provost as noted in Section V.

F. Provost’s Review
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 recommendation. The provost will notify the candidate of this decision recommendation with a copy to the dean.

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 and/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 the dean’s reply to the provost.

G. President’s Review

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.

V. Written Notification and Appeals

A. Written Notification to Candidates

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

B. Appeals to the Provost

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

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

V. VI. Dean’s Feedback on Promotion and Tenure Decision to the College Committee

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

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

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

B. Post-Tenure Review

1. Purpose

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

2. Procedure

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

The post-tenure review should focus on the faculty member’s accomplishments in teaching, professional development, and service, relating these to the stated expectations for performance developed by the institution. The faculty member being reviewed should prepare a dossier based on available information such as annual reports, student/peer evaluations of teaching, curriculum vitae, publications, etc. In addition, faculty members should provide a statement that summarizes their accomplishments and effectiveness in teaching, professional development, and service over the previous five years and outlines goals for the next five years.

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

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

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

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

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

C. Emeritus Status

The dean may recommend for approval by the provost the title of "emeritus" for any retired tenured or non-tenured faculty member with the rank of assistant professor, associate professor or professor who, at the time of retirement, had 10 years or more of honorable and distinguished service in the University System of Georgia. In making recommendations for emeritus appointments, departments should be specific with
respect to the *emeritus* status title (for example, associate professor emeritus, professor emeritus, etc.). Candidates for *emeritus* status may be nominated by other faculty in their own department or may self-nominate to be considered for emeritus status. The departmental faculty must vote on the nomination and, if the departmental faculty recommends the candidate for emeritus status, the recommendation goes to the department chair for a recommendation, then to the dean for a recommendation and then to the provost. Nominations for emeritus status must be voted on by faculty and their recommendation must be supported by the department chair, dean, provost and the president.
Proposal for creation of an additional rank: Principal Academic Professional
Faculty Affairs Committee, General Policies Sub-Committee

Background
In keeping with USG policy [Board of Regents Policy Manual, Section 8.3.8.4], GSU currently recognizes three ranks for Academic Professionals: Academic Professional Associate, Academic Professional, and Senior Academic Professional. However, no units at GSU hire at the rank of Academic Professional Associate. College and Unit promotion guidelines list their lowest rank as Academic Professional. Consequently, faculty hired in this track only have one promotion opportunity. In 2016, Georgia Institute of Technology addressed this problem by establishing the rank of Principal Academic Professional.

Rationale
The additional rung in the career ladder for Academic Professionals will serve as an incentive in recruitment and retention by offering two promotion opportunities. It will recognize and reward Senior Academic Professionals who continue to demonstrate excellence in their primary duties to the university. Analogous to the Principal Senior Lecturer rank, this new rank will allow candidates in the AP track to participate more fully in governance at all levels. The new rank will demonstrate to current Academic professionals and Senior Academic Professionals that they are an essential and highly valued part of GSU’s faculty body.

Qualifications
Promotion to Principal Academic Professional requires a terminal degree (or equivalent experience) and at least five (5) years at the rank of Senior Academic Professional. The candidate must demonstrate a trajectory of continued growth since the last promotion and a sustained level of excellence as determined by the standards laid out in the college manual.
Student Code of Conduct Statement regarding sharing or posting course materials including audio recordings of lectures

The selling, sharing, publishing, presenting, or distributing of instructor-prepared course lecture notes, videos, audio recordings, or any other instructor-produced materials from any course for any commercial purpose is strictly prohibited unless explicit written permission is granted in advance by the course instructor. This includes posting any materials on websites such as Course Hero, OneClass, Stuvia, StuDocu and other similar sites. Unauthorized sale or commercial distribution of such material is a violation of the instructor’s intellectual property and the privacy rights of students attending the class, and is prohibited.

*Approved by GSU Legal and Kerry Heyward on 1.16.20

Suggestions for consideration:

- Start with statement re intended/authorized use (intended for personal course-related use by student registered in course, only) and say all other use of an instructor’s materials is prohibited except with advance written permission of instructor. Give examples: Posting, sharing or other distribution of instructor-created content including but not limited to handouts, presentations, assignments, exams, student class notes or student recordings of class) is prohibited except with the instructor’s advance written permission.
- Include statement that policy does not prohibit recording or other use per university-approved ADA accommodations.
- Decide whether to include recording class as prohibited activity. State law regarding legality of recording with consent of 1 party would not prohibit having more restrictive policy about recording classes.
- Do not limit application of prohibition to commercial use.
- Intro statement of what is prohibited does not say video/audio recording of lecture is prohibited although it should (only talks about sharing instructor’s recordings”.
- Replace “publishing” with posting.
- General prohibition on posting should be sufficient but if you do give examples, consider describing the types of sites people post to rather than identifying by name so your list does not become quickly obsolete.
- Modify statement to say that, in addition to being a policy violation, unauthorized use of instructor materials may violate the IP rights of
instructors, Academic Honestly Policy and/or FERPA rights of students.
• Modify policy title to something like “Unauthorized Use of Course Content and Materials.”
Amorous Relationship Policy

Date: February 7, 2020

I. Policy

Georgia State University prohibits amorous relationships between faculty, staff, and students within the Georgia State community if one individual could reasonably be expected to exercise academic, employment, or evaluative authority or influence over the other. (Graduate assistants or other student employees are considered both staff and students for the purposes of this Policy.)

Additionally, Georgia State University prohibits faculty and staff from having any evaluative authority (e.g., supervising, serving on hiring or dissertation committee) over a current or prospective faculty/staff member or student with whom she or he has had a past amorous relationship, if there is a risk of a conflict of interest.

II. Reporting

The individual in authority, as described above, shall report to his/her supervisor any amorous relationship with a current or prospective faculty/staff member, if there is a possible conflict of interest. Further, any faculty/staff member shall report to his or her supervisor if he or she has an amorous relationship with a current Georgia State University student. That supervisor will then confer with other campus units (e.g., Human Resources, Office of Legal Affairs), as needed, to assist in determining whether there may be a conflict of interest and the proper resolution. If appropriate, the supervisor and other campus units may prepare a written management plan in order to mitigate any conflict of interest (e.g., a mitigation plan could include a change in committee assignments or reporting lines).

Any individual who violates paragraphs I or II of this policy is subject to disciplinary action commensurate with the offense, up to and including termination.

III. Third Party Reporting

Any third party who believes that a faculty/staff member is in an amorous relationship with an individual under his/her authority should report the alleged relationship to the individual’s supervisor or to Human Resources. That supervisor or Human Resources representative will then confer with other campus units, as needed, to assist in determining whether there may be a conflict of interest and the proper resolution.

Responsible Office: Provost