

**GEORGIA STATE UNIVERSITY
ROBINSON COLLEGE OF BUSINESS
PROMOTION OF NON-TENURE TRACK FACULTY:
POLICIES AND PROCEDURES**

**RCB Faculty approved 9/29/18;
Updates FAC approved 3/29/21; EC approved 4/6/21;
Approved by the Office of the Provost May 3, 2021**

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1 **I. PREAMBLE**

2
3 **(A) Non-Tenure Track Faculty, College Mission, and Long-Range Plan**

4
5 The development and application of promotion and reappointment criteria within Georgia
6 State University at the university, college, and unit levels are probably the most important
7 determinants of whether the College and University achieve their mission and goals over
8 time. At the Robinson College of Business, non-tenure track (NTT) faculty play a
9 significant role in achieving its mission. This document provides a statement of promotion
10 standards and procedures for NTT faculty in the Robinson College of Business. As the
11 University and College continue their drive to excellence, ongoing reassessment of the
12 standards applied in NTT promotion decisions at the university, college and unit levels is
13 needed, and standards should be expected to continue to rise.

14
15 **(B) Relationship to Other Governing Documents**

16
17 The policies and procedures contained in this document are supplementary to the
18 Georgia State University Statutes, the document titled "Georgia State University
19 Promotion Manual for Non-Tenure Track Faculty," the bylaws and policies of the Regents
20 of the University System of Georgia, and provisions contained in the Georgia State
21 University Faculty Handbook. To avoid duplication, many provisions pertaining to
22 promotion and reappointment contained in these documents have been omitted from
23 these policies and procedures or are incorporated only by reference. Individuals
24 employed in non-tenure track positions shall not be eligible for consideration for the award
25 of tenure (BOR Policy Manual Section 8.3.8).

26
27
28 **II. LIST OF NTT FACULTY POSITIONS AND RANKS AT THE ROBINSON**
29 **COLLEGE OF BUSINESS**

30
31 The Robinson College of Business currently has faculty that hold appointments in the four
32 NTT Faculty categories described herein. At this time, the College does not anticipate
33 hiring faculty to hold any other NTT Faculty categories. For each category, the ranks
34 utilized in the Robinson College of Business are listed in parentheses. Faculty members
35 are eligible for merit-based career progression (promotion) within the category to which
36 they were hired, but not for transfer across position categories.¹ A faculty member who
37 is interested in employment in a different position category may apply through the faculty

¹ Non-tenure track faculty members who were hired before clinical titles were established at Georgia State University in 2002 and who have been awarded the rank of assistant professor, associate professor, or professor continue to hold those titles unless they apply for and are awarded promotion: non-tenure track assistant professors and associate professors upon promotion become clinical associate professors and clinical professors, respectively.

38 recruiting process if such a position is advertised, and will receive the same consideration
39 as any other applicant.

- 40
- 41 1. Clinical Faculty (Clinical Assistant Professor, Clinical Associate Professor,
42 Clinical Professor)
- 43 2. Lecturer (Lecturer, Senior Lecturer, Principal Senior Lecturer)
- 44 3. Academic Professional (Academic Professional, Senior Academic
45 Professional, Principal Academic Professional)
- 46 4. Instructor
- 47 5. Professor of Practice
- 48 6. Expert (Executive) in Residence
- 49

50 **Clinical Faculty.** In the Robinson College of Business, the primary responsibility of
51 Clinical faculty is teaching, with significant secondary responsibility to engage in research
52 activities consistent with the College's criteria for AACSB faculty qualifications for faculty
53 holding research doctoral degrees (PhDs). As part of their workload, Clinical Faculty
54 members are also expected to engage in service activities.

55

56 **Lecturer Faculty.** In the Robinson College of Business, the primary responsibility of
57 Lecturer faculty is teaching. As part of their workload, Lecturers are also expected to
58 engage in service activities. While they are not required to engage in research activities,
59 they are expected to be familiar with current trends and methods in their discipline.

60

61 **Academic Professional Faculty.** In the Robinson College of Business, a few faculty will
62 be in the Academic Professional position category with a primary responsibility of highly
63 specialized professional service, with limited or no teaching responsibility. As per Board
64 of Regents requirements, an Academic Professional "may not be assigned to a position
65 where the teaching and research responsibilities total 50% or more of the total
66 assignment" (BOR Policy Manual, Section 8.3.8.3). Current GSU practice requires that
67 new hires to Academic Professional positions hold a terminal degree (e.g., PhD), further
68 reducing RCB's likelihood of hiring to this position category. In the few instances where
69 Academic Professionals are employed in RCB, they will be evaluated in accordance with
70 their assigned workloads, given the very different responsibilities of the small number of
71 Academic Professionals in RCB.

72

73 **Instructor Faculty.** In the Robinson College of Business, the primary responsibility of
74 Instructor faculty is teaching. As part of their workload, Instructors are also expected to
75 engage in service activities. There is no promotion path for NTT faculty holding the
76 position of Instructor at Georgia State University.

77

78 Professor of Practice. The non-tenure track title 'Professor of Practice' may be assigned
79 to a limited number of uniquely qualified academic, business, or government leaders upon
80 approval of the Provost. Individuals hired with this title into a teaching role will ideally

81 provide students with a deeper understanding of the practical application in a particular
82 field of study. Additionally, they will help promote the integration of academic scholarship
83 with the practical experience of professionals in a given field. They may also serve as
84 liaisons between industry or government and the University in identifying teaching and
85 research opportunities that support the public interest and societal needs, as well as,
86 Georgia State programs and initiatives.

87
88 Expert (Executive) in Residence. In the normal course of business, a department or
89 college may wish to hire a subject matter expert for the purposes of student/community
90 engagement or for classroom exposure to ideas or experiences that would otherwise not
91 have been available through traditional academic instruction. Contingent upon approval
92 of the Provost, an employee can be hired for such purposes, using the title Expert (or
93 'Executive' in the case of the Robinson College) in Residence. Appointments must adhere
94 to the provisions consistent with USG Policy 8.3.8 for Non-Tenure Track Personnel and
95 are not eligible for tenure.

96 97 98 **III. PROMOTION: CRITERIA AND TIME REQUIREMENTS**

99 100 **(A) Promotion Criteria**

101
102 **Teaching.** Where the assigned workload of a faculty member (non-tenure track) includes
103 teaching, teaching effectiveness is a necessary condition for promotion. Teaching is
104 defined as any activity undertaken by a faculty member within the formal academic
105 programs of the College that contributes to the efforts of students to acquire intellectual
106 skills, to extend knowledge and understanding, or to develop attitudes and habits that
107 foster continuing growth. Examples of such activities include, but are not limited to,
108 course and program development and improvements, instruction, and counseling and
109 advising of students.

110
111 For candidates in the Clinical or Lecturer track, promotion to an intermediate rank (e.g.,
112 to Clinical Associate Professor or Senior Lecturer) requires the candidate to demonstrate
113 a level of competence and effectiveness in teaching that is evaluated as excellent.

114
115 For candidates in the Clinical or Lecturer track, promotion to the highest rank (e.g., to
116 Clinical Professor or Principal Senior Lecturer) requires the candidate to demonstrate a
117 sustained level of competence and effectiveness that is evaluated as excellent with
118 continued growth in the time period since the last promotion.

119
120 If a candidate's workload includes teaching (but it is not the candidate's primary
121 responsibility), then for promotion to an intermediate rank or to the highest rank (e.g.,
122 Academic Professional to Senior Academic Professional, or Senior Academic
123 Professional to Principal Academic Professional), the candidate must demonstrate high

124 quality teaching with continued growth in the time period since the last promotion.
125

126 **Research.** The conduct of research and its publication are necessary conditions for
127 promotion for non-tenure track faculty in the clinical ranks. Research is defined as inquiry
128 undertaken that establishes facts, develops principles, or illuminates or answers
129 questions posed within an area of intellectual pursuit through the systematic collection of
130 evidence that can be subjected to replication, verification, or critical evaluation by persons
131 other than the original researcher. Research will be evaluated primarily by the quality of
132 the faculty member's work that has been published or formally accepted for publication in
133 refereed journals. Presentations at professional and other meetings can enrich a portfolio
134 of publications in refereed journals and thus help to establish a faculty member's national
135 reputation.
136

137 For non-tenure track clinical faculty, the criteria for promotion from Clinical Assistant
138 Professor to Clinical Associate Professor are excellence in teaching and demonstrated
139 evidence of high quality research involving their professional expertise, which must
140 include high quality and impactful contributions in the scholarship of teaching and learning
141 (sometimes referred to as pedagogical scholarship or as pedagogical research) and/or
142 research related to practice. These could include published cases, publications in
143 pedagogical journals, publications in practitioner journals, and books related to practice
144 or pedagogy. In the Robinson College of Business, publications related to the scholarship
145 of teaching and learning and/or related to practice in refereed journals are necessary for
146 promotion. Accomplishments in disciplinary scholarly research in high quality refereed
147 journals are also valued for promotion. Securing grants from extramural sources will
148 complement but not substitute for accomplishments in the scholarship of teaching and
149 learning, research related to practice, and/or disciplinary research. An essential
150 criterion for promotion to Clinical Professor is national prominence in the scholarship of
151 teaching and learning, research related to practice, and/or disciplinary scholarly research.
152

153
154 Scholarship of teaching and learning should demonstrate teaching creativity and
155 innovation and research related to practice should demonstrate creativity and innovation
156 in contributions to practice. Both scholarship of teaching and learning and research
157 related to practice must be disseminated in public forums that provide the opportunity for
158 critical evaluation and adoption. Publications in refereed journals are an important form
159 of public dissemination for both pedagogical research and research related to practice.
160 Additional forms of public dissemination include publications in refereed outlets that aim
161 to share knowledge or innovation with industry constituencies, textbooks, cases, creative
162 or technical artifacts, or other forms as relevant for the discipline.
163

164 It is not possible to quantify the number of publications or the type of publications
165 necessary for promotion. However the following guidelines will apply to the various
166 parties involved in conducting a review for promotion:

167
168 Some indication of capability of independent scholarship is desirable. Candidates
169 with multi-authored works should describe their contribution to the works.
170

171 A continuous history of research and publications is more important than a short
172 period of intensive activity.
173

174 The candidate must have some of his/her research related to the scholarship of
175 teaching and learning and/or related to practice published (or accepted for
176 publication) in refereed journals of the highest quality. Candidates shall identify
177 which of their publications are peer-reviewed and shall provide evidence of the
178 quality and standing in the profession of the publication venues.
179

180 External reviews of a candidate's scholarship will be required of all non-tenure track
181 clinical faculty members seeking promotion to Clinical Professor. See Section IV (C),
182 "External Reviews."
183

184 **Service.** Service activities of faculty that are considered for promotion and related
185 purposes are of three kinds:
186

187 **Activities internal to the university.** The activities of a faculty member in serving
188 on committees and doing administrative work within the Academic Unit, College or
189 University are essential inputs to achieving the goals of the College's various
190 programs. With respect to these internal service activities, a faculty member who
191 is to be recommended for promotion should have fulfilled service activities which
192 might include but not be limited to service on committees.
193

194 **Involvement in academic and professional organizations.** Service activity in
195 academic organizations may include serving as an officer or local arrangements
196 chair/member, chair of program committee, chair of a program session,
197 discussant, or in other roles. With respect to journals sponsored by the
198 organization, it includes serving as a referee or in any type of editorial capacity. In
199 other words, service includes involvement in an academic organization other than
200 presentation of a paper, which is classified as research and publications activity.
201 It is expected that the involvement of faculty in professional (as opposed to
202 academic) organizations will be a function of the faculty member's disciplinary
203 area. For example, those Academic Units that have industry affiliations often have
204 faculty who "work their way through the chairs" of local chapters, or
205 state/regional/national/international professional organizations.
206

207 **Service to the community.** As a general rule, those service activities in the
208 community which could be considered for promotion are those which utilize in a
209 significant way the professional expertise of the faculty member.

210
211 If a candidate's primary responsibility is service, as is the case for Academic Professional
212 faculty in the Robinson College of Business, for promotion to the highest ranks (e.g.,
213 Academic Professional to Senior Academic Professional or Senior Academic
214 Professional to Principal Academic Professional), the candidate must provide a sustained
215 excellent level of the specialized professional service that constitutes the candidate's
216 assigned workload (to the department, college and/or university, and/or to the
217 professional and practice community, as appropriate for that assigned workload), with
218 continued growth in the time period of holding the position and since the last promotion.

219
220 If a candidate's workload includes service (but is not the candidate's primary
221 responsibility), then for promotion to an intermediate rank or to the highest rank, the
222 candidate must provide high quality service to the department, college and/or university,
223 and/or to the professional and practice community.

224
225 **(B) Time Requirements for Promotion**

226
227 The Georgia State University Promotion Manual for Non-Tenure Track Faculty states that
228 unless the college or department NTT promotion manual states otherwise, in general, full
229 time service of at least five years in rank at Georgia State University is appropriate to be
230 considered for promotion to the next level. A maximum of three years' credit towards the
231 Georgia State University service period may be allowed based on previous service by the
232 candidate at another institution or within Georgia State University (e.g., visiting faculty).
233 Such credit for prior service shall be approved in writing by the Provost.

234
235 **Clinical Faculty.** Consistent with the Georgia State University Promotion Manual for
236 Non-Tenure Track Faculty, non-tenure track faculty in the clinical ranks in the Robinson
237 College of Business will be eligible for promotion to Clinical Associate Professor after five
238 years in residence at the rank of Clinical Assistant Professor. The normal minimum time
239 in rank of a Clinical Associate Professor for promotion to Clinical Professor is five years
240 in residence.

241
242 **Lecturer Faculty.** Lecturers who are in their fifth year of service at Georgia State
243 University may be considered for promotion to Senior Lecturer effective in the seventh
244 year of service. Reappointment of a Lecturer who has completed six (6) consecutive
245 years of service to the institution will be permitted only if the Lecturer has demonstrated
246 exceptional teaching ability and extraordinary value to the institution (BOR 8.3.8.1). The
247 Georgia State University NTT Promotion Manual guideline of "at least five years in rank
248 at Georgia State University is appropriate to be considered for promotion to the next level"
249 will apply for promotion from Senior Lecturer to Principal Senior Lecturer in the Robinson
250 College of Business.

251
252 **Academic Professional Faculty.** The Georgia State University NTT Promotion Manual

253 guideline of “at least five years in rank at Georgia State University is appropriate to be
254 considered for promotion to the next level” will apply for promotion from one rank to the
255 next for Academic Professionals in the Robinson College of Business.
256

257 258 **IV. PROCEDURES FOR CONDUCTING PROMOTION REVIEWS**

259
260 The procedures contained in this Section (IV) are for the conduct of reviews for promotion.
261

262 **(A) Calendar of Events (Overview)**

263
264 The exact dates for the notification of the outcomes of College and University review will
265 be determined by the Office of the Provost and communicated to the University faculty in
266 advance of each year’s promotion cycle. The timeline for candidates to submit their
267 dossiers, as well as the timeline for reviews by the Academic Unit Committee, Academic
268 Unit Head, and College Committee will be communicated by the Dean’s office to Unit
269 Heads. Unit Heads will communicate this information to the faculty in their Units.
270

271 **(B) Notification of Eligibility and Declaration of Candidacy**

272
273 The Dean's Office will notify the Head of each Academic Unit of all non-tenure track
274 faculty members appointed to that Academic Unit who are eligible to be considered for
275 promotion on the basis of meeting the minimum time periods (as specified in Section III).
276

277 The Head of the Academic Unit will inform, in writing, each faculty member who is eligible
278 for promotion (in terms of time requirements) and request that the faculty member
279 indicate, in writing, whether the faculty member wishes to be considered for promotion
280 during the upcoming academic year.
281

282 Any technical questions (e.g., whether a faculty member has served a "normal" period of
283 time with respect to being considered for promotion) should be brought up by the Head
284 of the Academic Unit or the candidate with the Dean's Office at the **beginning** of the
285 process to avoid misunderstandings later in the recommendation process with respect to
286 how a specific situation may be viewed by the various parties involved in the process.
287

288 **(C) External Reviews**

289
290 For non-tenure track faculty who are seeking promotion to Clinical Professor, external
291 reviews of the candidate’s contributions to the scholarship of teaching and learning and/or
292 research related to practice are required. External reviewers must be able to provide an
293 independent assessment and therefore may not have any personal or professional
294 investment in the career of the candidate. A minimum of three reviews must be obtained.
295 Candidates are encouraged to suggest names for reviewers. Individuals selected as

296 reviewers should be recognized experts qualified to evaluate the candidate's contribution
297 to the scholarship of teaching and learning and/or research related to practice (e.g.,
298 current or former editors/associate editors of high quality peer-reviewed pedagogical
299 journals and/or peer-reviewed practice-related journals, Clinical Professors at peer or
300 aspirational universities, teaching-oriented faculty at peer or aspirational universities). All
301 reviewers must be external to Georgia State University and should possess national
302 reputations in the scholarship of teaching and learning and/or research related to practice.
303 The burden of establishing the credentials of reviewers lies with candidates seeking
304 promotion and their Academic Unit Heads.

305
306 **Determination of external reviewers.** The candidate for non-tenure track promotion to
307 the rank of Clinical Professor will submit to the Head of the Academic Unit a list of at least
308 four potential external reviewers. In consultation with senior faculty in the Academic Unit
309 in the candidate's area of expertise, the Head of the Academic Unit will develop a list of
310 at least five external reviewers, which will include at least two of the reviewers on the
311 candidate's list, for review and approval by the Dean. The Head of the Academic Unit will
312 informally contact the potential reviewers to get an indication of their willingness to
313 complete the review. The number of reviewers on the list should be adequate to insure
314 that at least three substantive reviews will ultimately be received. In any case, it is the
315 responsibility of the Dean to ensure that an adequate number of substantive reviews are
316 received from qualified reviewers.

317
318 **Solicitation of external reviews.** The candidate for promotion to Clinical Professor will
319 provide to the Head of the Academic Unit for review the resume and other materials to be
320 sent to the external reviewers. All letters soliciting these reviews will be written by the
321 Dean (see sample letter in Appendix A) and sent to the external reviewers. Each external
322 reviewer will be sent the candidate's resume and the candidate's significant publications
323 or scholarship (except lengthy books and monographs, for which a copy of the title page
324 and table of contents will be provided). The candidate may include a research statement
325 as part of the materials being sent to the external reviewers. The research statement
326 should be descriptive of the candidate's research focus and any relationship among the
327 papers, rather than evaluative of the candidate's work. If the number of publications is
328 extensive, then a sample of the most significant publications selected by the candidate in
329 consultation with the Head of the Academic Unit will be sent.

330
331 The external reviewer will be asked to evaluate the scholarship, especially the
332 pedagogical research and research related to practice, in terms of its significance, quality
333 and overall contribution to the field. All responses shall be addressed to the Dean. The
334 reviews of the external reviewers will become part of the candidate's dossier and will be
335 available to all internal reviewers, including the faculty review committee within the
336 candidate's Academic Unit. The reviews will not be made available to the candidate.

337
338 **Information on external reviewers.** As part of the candidate's dossier, the information

339 to be provided on external reviewers is a listing prepared by the Head of the Academic
340 Unit (compiled consecutively on 1-2 sheets of paper) of all the external reviewers with the
341 following information:

- 342
- 343 1. Name
 - 344
 - 345 2. Current affiliation
 - 346
 - 347 3. One paragraph of biographical/resume data
 - 348
 - 349 4. Relationship, if any, with the candidate (any relationship should be strictly
350 professional—the reviewer should not have the appearance of a personal or
351 professional investment in the candidate’s career)
 - 352

353 This summary is to be incorporated, at the point indicated in Section III.D below, in the
354 dossier to be submitted to the Dean's Office.

355 **(D) Preparation of Candidate's Dossier**

356 The dossier should be able to make the case by itself (i.e., without formal or informal oral
357 discussion, or presentations) with respect to the candidate's qualifications. It should
358 include the following materials:

359 **Items from Head of Academic Unit:**

360 Head of Academic Unit's memorandum of recommendations and analysis to the
361 Dean.

362 Comments by the candidate (if any) in response to Head of Academic Unit's
363 evaluation.

364 Memorandum from the faculty committee of the Academic Unit to the Head of the
365 Academic Unit (further discussed in Section IV.E below).

366 Comments by the candidate (if any) in response to evaluation by the faculty
367 committee of the Academic Unit.

368 For candidates for promotion to Clinical Professor, one paragraph summary
369 resumes of external reviewers. (see Section IV. C above)

370 For candidates for promotion to Clinical Professor, letters from the external
371 reviewers.

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Items from Candidate:

Resume organized in the sequence shown in Appendix B.

Comprehensive statement from the candidate addressing the candidate's performance and record with respect to the following, to the extent they are relevant to the candidate's workload: teaching effectiveness, research and publications (including quality of publications if applicable), and service as defined in Section II.

Publications: refereed pedagogical. Attach a statement to each publication that is not single authored indicating the specific contribution made by the candidate to the publication, e.g., junior or senior author, conceptualized the publication, responsible for methodology, research design, statistical analysis, writing, etc. Include rationale for order of authorship.

Publications: refereed professional/practitioner. Attach a statement to each publication that is not single authored, as above. Include rationale for order of authorship.

Publications: refereed scholarly. Attach a statement to each publication that is not single-authored, as above. Include rationale for order of authorship.

Publications: books and monographs. Attach a statement to each publication that is not single authored, as above. Include rationale for order of authorship.

Working papers: Attach a statement to each publication that is not single authored, as above. Include rationale for order of authorship.

Grants/Extramural funding for research: If not sole Principal Investigator, include a statement indicating the specific contribution made by the candidate in obtaining and executing the grant, the grant amount, funding source and duration.

Teaching effectiveness--Provide (1) a listing of all courses taught with enrollment by semester since date of appointment or last rank promotion, and (2) materials documenting teaching effectiveness, which must include copies of Student Evaluation of Instructor Profiles for all courses taught as well as additional evidence of teaching effectiveness, such as (but not limited to) peer evaluations, selected examinations and quizzes, students' passing rates on licensure/certification examinations, a teaching portfolio, new course and/or

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

429
430 The College will prepare a report for each faculty being considered for
431 promotion entitled "Overall Teaching Effectiveness of Instructor for All Classes
432 Since Initial Semester of Employment, Reappointment, Awarding of Tenure or
433 Last Promotion." The content (categories) of that report is approved by the
434 RCB Faculty Affairs Committee and the RCB Executive Committee. Faculty
435 members will include this report in their dossier, and may provide a narrative
436 analysis of the results if they wish. The use of this report in no way precludes
437 faculty members from selecting, summarizing, and discussing other
438 information (e.g., Student Evaluation of Instructor form items) of their
439 choosing.

440
441 Organize other information into the categories delineated in the College
442 document titled "Outline of Faculty Activities/Accomplishments Report"
443 (FAAR) used for annual faculty performance evaluation purposes. Typically,
444 FAAR reports completed for previous years will be the best source of
445 information for completing this section of the dossier.

446
447 **Service Effectiveness**--materials documenting effectiveness in service
448 activities.

449
450 The candidate should have all the materials ready by the time requested by the Head of
451 the Academic Unit, which will be dependent on the calendar referenced in in section "A"
452 above. When the Dean receives at least the minimum of three external review letters for
453 candidates for promotion to Clinical Professor, these will be forwarded to the Head of the
454 Academic Unit for inclusion in the dossier to be reviewed by the committee of faculty of
455 the Academic Unit. (Letters beyond three are added to the dossier when received and
456 any difference in the materials reviewed at different levels is noted in the Academic Unit
457 Head's/College Committee's/Dean's memorandum as applicable.)

458 459 **(E) Review Within Academic Unit**

460
461 The candidate's dossier, including outside reviewer letters (if applicable), and other
462 materials directly relevant to the candidate's dossier are reviewed by a committee of
463 faculty members of the Academic Unit who prepare written recommendations to the Head
464 of the Academic Unit. Prior to the promotion review of a non-tenure track faculty
465 candidate, the Head of the Academic Unit will convey to the review committee the
466 assigned workload of the candidate since the last review. In turn, the Head of the
467 Academic Unit reviews the candidate's dossier, outside reviewer letters if applicable,
468 other materials directly relevant to the candidate's dossier, and the report of the faculty
469 committee of the Academic Unit and any candidate response, and completes a review
470 and prepares written recommendations addressed to the Dean and College Promotion
471 and Tenure Committee.

472
473 **Composition of faculty committee of Academic Unit.** For recommendations for
474 promotion of non-tenure track faculty from lecturer to senior lecturer, the review
475 committee is comprised of all tenured Associate Professors and Professors, plus those
476 non-tenure track faculty at the rank of Senior Lecturer, Principal Senior Lecturer, Clinical
477 Associate Professor, or Clinical Professor with assigned workloads which, in the opinion
478 of the Head of the Academic Unit, are similar to the candidate for promotion. For
479 recommendations for promotion of non-tenure track faculty from Senior Lecturer to
480 Principal Lecturer, the review committee is comprised of all tenured Associate Professors
481 and Professors, plus those non-tenure track faculty at the rank of Principal Senior
482 Lecturer, Clinical Associate Professor, or Clinical Professor.

483
484 For recommendations for promotion of non-tenure track faculty from Academic
485 Professional to Senior Academic Professional, the review committee is comprised of all
486 tenured Associate Professors and Professors, plus those non-tenure track faculty at the
487 rank of Senior Academic Professional, Principal Senior Lecturer, Clinical Associate
488 Professor, or Clinical Professor with assigned workloads which, in the opinion of the Head
489 of the Academic Unit, are similar to the candidate for promotion.

490
491 For recommendations for promotion of non-tenure track faculty to Clinical Associate
492 Professor, the review committee is comprised of all tenured Associate Professors and
493 Professors plus those non-tenure track faculty at the rank of Clinical Associate Professor
494 or Clinical Professor with assigned workloads which, in the opinion of the Head of the
495 Academic Unit, are similar to the candidate for promotion. For recommendations for
496 promotion of non-tenure track faculty to Clinical Professor, the review committee is
497 comprised of all tenured Professors and all non-tenure track faculty at the rank of Clinical
498 Professor.

499
500 The Head of the Academic Unit will appoint the chair from the committee membership.
501 At least one member of the committee must be a non-tenure track faculty of appropriate
502 rank. If an Academic Unit does not have at least one non-tenure track faculty meeting the
503 criteria for being on a faculty review committee, a non-tenure track faculty of appropriate
504 rank appointed in another Academic Unit will be added to the committee. If an Academic
505 Unit does not have at least three faculty meeting the criteria for being on a faculty review
506 committee, faculty appointed in other Academic Units will be added to the committee to
507 reach, at least, the minimum of three. These faculty will be chosen by the Head of the
508 Academic Unit in consultation with the Dean.

509
510 **Form of written recommendations from faculty committee of the Academic Unit.**
511 For each of the decision categories, each faculty member constituting the committee in
512 the Academic Unit is expected to sign a memorandum of recommendations to the Head
513 of the Academic Unit. In the case of a split decision, the report, signed by all committee
514 members, should include both majority and minority views. The memorandum must
515 include an evaluation of each part of the candidate's assigned workload. In accordance
516 with University policy, the Academic Unit Head will provide the faculty member with a

517 copy of the written recommendation of the faculty review committee of the Academic Unit.
518 The faculty member has the right to respond in writing to that evaluation, and a copy of
519 the faculty member's response will be included in the material reviewed at all higher
520 levels. The response is an opportunity for the faculty member to provide clarifications and
521 corrections to the reports. If the candidate chooses to respond, the candidate's written
522 response has to be submitted to the Dean (with a copy to the Unit Head) within three (3)
523 business days of receiving the report.

524
525 **Memorandum of recommendations from the Head of the Academic Unit.** The
526 memorandum of recommendations from the Head of the Academic Unit to the Dean
527 should, in addition to serving as the recommendation of the Head of the Academic Unit,
528 provide context to the deliberations that have occurred in the Academic Unit. For
529 example, this memorandum should fully address any split recommendations from the
530 faculty committee of the Academic Unit, or issues that are not possible to document in a
531 dossier. As soon as possible but prior to the deadline for submitting recommendations
532 to the Dean and the College Non-Tenure Track Promotion Committee, the Head of the
533 Academic Unit will notify in writing to each faculty member who previously declared in
534 writing a wish to be considered for promotion as to whether or not the faculty member is
535 being recommended by the Head of the Academic Unit to the Dean and the College Non-
536 Tenure Track Promotion Committee. In accordance with University policy, the faculty
537 member will be provided with a copy of the memorandum of recommendations from the
538 Head of the Academic Unit. The faculty member has the right to respond in writing to that
539 evaluation, and a copy of the faculty member's response will be included in the material
540 reviewed at all higher levels. The response is an opportunity for the faculty member to
541 provide clarifications and corrections to the reports. If the candidate chooses to respond,
542 the candidate's written response has to be submitted to the Dean (with a copy to the Unit
543 Head) within three (3) business days of receiving the report. A faculty member who
544 wishes to withdraw from further consideration may do so. The faculty member may
545 withdraw by informing the Head of the Academic Unit in writing prior to the deadline
546 specified by the College (the deadline for Academic Units to submit the Unit
547 recommendations to the Dean's Office).

548
549 **(F) Review by the College Non-Tenure Track Promotion Committee**

550
551 **Composition of Committee.** In the first year of implementation of this policy (academic
552 year 2014-2015), the existing RCB College Promotion and Tenure Committee will serve
553 as the College Non-Tenure Track Promotion Committee. In subsequent years, by the
554 spring semester faculty meeting, the members of the College Non-Tenure Track
555 Promotion Committee will have been selected in accordance with Section VII E of the
556 Bylaws of the Robinson College of Business. To evaluate NTT faculty, the College Non-
557 Tenure Track Promotion Committee will consist of all five members of the College
558 Promotion and Tenure Committee to evaluate tenure track faculty augmented by two
559 additional NTT faculty members, preferably with the rank of Clinical Professor. The chair
560 of the College Promotion and Tenure Committee to evaluate tenure track faculty will also
561 chair the College Non-Tenure Track Promotion Committee. No person can serve at more

562 than one level of review. Members of the College Non-Tenure Track Promotion
563 Committee will typically recuse themselves from serving on the unit committee, but may
564 serve on the unit committee (see Section IV (E) for details on membership of unit
565 committee) if appointed by the Dean, in which case they will recuse themselves from
566 participation in the College Non-Tenure Track Promotion Committee for candidates they
567 reviewed at the unit level.

568
569 The candidate's dossier will be transmitted to the Dean's Office. The chair of the
570 committee will be notified for purposes of calling an initial meeting of the committee to
571 establish its internal operating procedures. The chair reviews the dossiers for any
572 required information that appears to be missing and requests it accordingly from the
573 Academic Units.

574
575 The committee will review the candidate's dossier, outside reviewer letters if applicable,
576 other materials directly relevant to the candidate's dossier, and the reports of the faculty
577 committee of the Academic Unit and the Academic Unit Head and any candidate
578 responses. The committee will complete its review of each candidate's materials by time
579 deadlines established in conference with the Dean's Office to meet the deadlines of the
580 University Administration. The committee may go back to the Academic Unit Head for
581 clarification of questions that arise during its review of a candidate's dossier.

582
583 **Form of written recommendations to the Dean.** All members of the committee are
584 expected to sign a memorandum of recommendation to the Dean. For non-tenure track
585 candidates, the memorandum must include an evaluation of each part of the candidate's
586 assigned workload. In the case of a split decision, the report, signed by all committee
587 members, should include both majority and minority views. It is not necessary to repeat
588 the contents of the written recommendations received from the review committee in the
589 Academic Unit or the Head of the Academic Unit; however, it may be appropriate to
590 incorporate these by reference.

591
592 The committee will submit its recommendations to the Dean. In accordance with
593 University policy, the Dean will provide the faculty member with a copy of the written
594 recommendation of the college committee. The faculty member has the right to respond
595 in writing to that evaluation, and a copy of the faculty member's response will be included
596 in the material reviewed at all higher levels. The response is an opportunity for the faculty
597 member to provide clarifications and corrections to the reports. If the candidate chooses to
598 respond, the candidate's written response has to be submitted to the Dean (with a copy
599 to the Unit Head) within three (3) business days of receiving the report.

600
601 **(G) Recommendations by the Dean to the Provost and the President**

602
603 The Dean reviews the candidate's dossier, external reviewer letters if applicable, other
604 materials directly relevant to the candidate's dossier, and the reports of the faculty
605 committee of the Academic Unit, Academic Unit Head and the College Promotion and
606 Tenure Committee and any candidate responses and prepares written recommendations

607 to the Provost. The memorandum of recommendation from the Dean should, in addition
608 to serving as the recommendation of the Dean, provide context to the deliberations that
609 have occurred within the College. For example, this memorandum should address split
610 recommendations of the College review committee, issues that are not possible to
611 document in a dossier, or other matters of relevance to the Provost and President in
612 arriving at their recommendation.

613
614 At this time, the Dean informs in writing each candidate for promotion of the
615 recommendation being made by the Dean and, in accordance with University policy, the
616 faculty member is provided with a copy of the Dean's memorandum of recommendations.
617 In all instances of a positive recommendation by the Dean, a file containing the
618 candidate's curriculum vita and statement, the various letters of internal assessment, the
619 candidate's responses (if any), and the letters of external review (if applicable) will go
620 forward for review.

621
622 Candidates not positively recommended by the Dean must be notified in writing within
623 three business days after the Dean's decision. Candidates who are not positively
624 recommended by the Dean have ten business days from the date of the Dean's letter in
625 which to appeal, in writing, to the Provost (see Section V).

626 627 **(H) Provost's Review**

628
629 The Provost will conduct an independent review of the materials forwarded by the Dean
630 and any other materials directly relevant to the faculty member's candidacy, also applying
631 the guidelines, norms, and expectations for the University and the College, and make
632 his/her promotion decision. The Provost will make a recommendation on each case and
633 forward it to the President, notifying the candidate and the appropriate Dean.

634
635 Before forwarding a negative recommendation to the President, the Provost will consult
636 with the Dean. In response to the query from the Provost, the Dean may gather additional
637 information from the candidate, the Head of the Academic Unit, the Academic Unit or
638 College Promotion and Tenure Committee, and other materials directly relevant to the
639 faculty member's candidacy. The Dean will notify the candidate and the Academic Unit
640 Head of his/her reply to the Provost.

641 642 **(I) President's Review**

643
644 The President will conduct an independent review of the candidate's curriculum vitae and
645 statement, external review letters if applicable, recommendations, and any other material
646 directly relevant to the faculty member's candidacy, also applying the guidelines, norms,
647 and expectations for the University and College, and make his/her promotion decision.
648 The President will notify the candidate and the appropriate Dean.

649 650 651 **V. APPEALS**

652
653 The following provisions pertaining to appeals of promotion or tenure recommendations
654 originate with the GSU document titled "Georgia State University Promotion Manual For
655 Non-Tenure Track Faculty" approved by the University Senate on October 10, 2013.

656
657 **(A) Appeal of Negative Recommendation Made by the Dean**

658
659 A candidate may appeal to the Provost a negative recommendation by the Dean. Upon
660 receipt of the Dean's negative recommendation, the candidate shall have ten business
661 days to appeal the negative recommendation to the Provost. In reviewing the appeal, the
662 Provost may gather additional information pertaining to the appeal from the candidate,
663 the Dean, the Academic Unit Head, the Unit Committee, and other appropriate individuals
664 inside or outside the University. By the date specified in the NTT promotion and
665 reappointment calendar, the Provost shall provide the candidate and the Dean with a
666 written decision, including a statement of the bases upon which the appeal is supported
667 or rejected.

668
669 **(B) Appeal of Negative Recommendation Made by the Provost**

670
671 A candidate may appeal to the President a negative recommendation by the Provost or
672 a decision by the Provost rejecting the candidate's appeal to the Provost. Upon receipt of
673 the Provost's negative recommendation, the candidate shall have at least ten business
674 days to appeal the negative recommendation to the President. The appeal to the
675 President shall conform to the principles and processes stated above for appeals to the
676 Provost. By the date specified in the promotion manual calendar, the President shall
677 provide the Provost, the appropriate Dean and the candidate a written decision including
678 a statement of the bases upon which the candidate's appeal is supported or rejected.

679
680
681 **VI. STRUCTURED REVIEWS OF NON-TENURE TRACK FACULTY**

682
683 Structured Reviews are intended to provide a longer-term perspective than is usually
684 provided by an annual review. Structured Reviews contribute to the determination of
685 whether the faculty members are performing at the level necessary for reappointment, to
686 the determination of whether faculty members who are seeking promotion are
687 progressing towards promotion, and to the identification of opportunities that will enable
688 faculty members to reach their full potential in terms of contribution to the University.

689
690 All NTT faculty whose initial appointment at GSU is at an *entry level* will have a review no
691 later than three years after the initial appointment (Structured Third Year Review), and a
692 review no later than five years after the initial appointment (Structured Five Year Review).
693 Thereafter, subsequent structured reviews will take place every five years, unless a
694 faculty member is promoted sooner. If a NTT faculty member is promoted, subsequent
695 structured reviews will occur every five years after the most recent promotion.

697 All NTT faculty whose initial appointment at GSU is *above the entry level* shall have a
698 review no later than three years after the initial appointment (Structured Third Year
699 Review). After this review, subsequent structured reviews will take place every five years
700 (Structured Five Year Review). If a NTT faculty member is promoted, subsequent
701 structured reviews will occur every five years after the most recent promotion.
702

703 For all NTT faculty members, the Structured Third Year Review has to be completed by
704 the end of the third year of service and for entry level appointments the first Structured
705 Five Year Review has to be completed by the end of the fifth year of service. For Lecturers
706 appointed at the entry level, the first Structured Five Year Review is also the review for
707 promotion to Senior Lecturer. This timeline enables the University to meet Board of
708 Regents deadlines for the reappointment and promotion of Lecturers (BOR Policy
709 Manual, Sections 8.3.8.1 and 8.3.8.2).
710

711 The Georgia State University Promotion Manual for Non-Tenure Track Faculty states “A
712 maximum of three years’ credit towards the Georgia State University service period may
713 be allowed based on previous service by the candidate at another institution or within
714 Georgia State University (e.g., visiting faculty). Such credit for prior service shall be
715 approved in writing by the Provost” (Section IV, lines 290-293). Therefore, the year in
716 which the first structured review will be conducted depends on the amount of service
717 credit toward promotion granted at the time of initial appointment. A faculty member hired
718 with three or two years of service credit will have their initial structured review (Structured
719 Third Year Review) in the spring semester of their first full year of employment. Those
720 with one year of service credit will have their initial structured review in the spring
721 semester of their second full year of employment. Those with no credit will have their
722 initial structured review in the spring semester of their third full year of employment. (Note:
723 A full year of employment excludes years in which paid or unpaid leaves of absence and
724 partial years due to employment starting after fall semester.)
725

726 The year in which an NTT faculty member comes up for promotion does not have to
727 coincide with the year in which the NTT faculty member is subject to a Structured Review,
728 with the exception of the Five Year Review for Lecturers. Structured Reviews are
729 conducted as per the timeline specified above. An NTT faculty member who meets the
730 time requirements outlined in Section III (B) above can be a candidate for promotion in
731 any year he/she chooses, subject to policies outlined in the college promotion manual,
732 and after consultation with the candidate’s Academic Unit Head and Dean.
733

734 **(A) Annual Appointment Renewal Decision** 735

736 An appointment to a NTT faculty position is for a one-year period. All NTT faculty
737 appointments should be made in compliance with the Georgia State University Faculty
738 Handbook and Board of Regents policies. All NTT faculty should be reviewed on an
739 annual basis.
740

741 As with minimum time in rank policy of the Board of Regents, the schedule of renewal
742 notice described next is recognized at Georgia State University as applying to non-tenure
743 track faculty members who have been awarded the rank of clinical assistant professor,
744 clinical associate professor, or clinical professor, as well as non-tenure track faculty
745 members who were hired before clinical titles were established at Georgia State
746 University in 2002 and who have been awarded the rank of assistant professor, associate
747 professor, or professor. In accordance with Section 8.3.4.2 of The Policy Manual of The
748 Board of Regents:

749
750 All non-tenured faculty who have been awarded academic rank (instructor,
751 assistant professor, associate professor, professor), are employed under written
752 contract, and who served full-time for the entire previous year, have the
753 presumption of renewal of the next academic year unless notified in writing, by the
754 president of an institution or his/her authorized representative, of the intent not to
755 renew.

756
757 Notice of intention to not renew a non-tenured faculty member who has been
758 awarded academic rank (instructor, assistant professor, associate professor,
759 professor) shall be furnished, in writing, according to the following schedule:

- 760 1. At least three (3) months before the date of termination of an initial
761 one-year contract;
- 762 2. At least six (6) months before the date of termination of a second
763 one-year contract; or,
- 764 3. At least nine (9) months before the date of termination of a contract
765 after two or more years of service in the institution.
766

767
768 This schedule of notification does not apply to persons holding temporary, limited-
769 term, or part-time positions, or persons with courtesy appointments such as
770 adjunct appointments. Furthermore, it does not apply to Academic Professional
771 Faculty or to Lecturer Faculty. Renewal notice for Lecturer Faculty is discussed
772 next.
773

774
775 In accordance with Section 8.3.4.3 of The Policy Manual of the Board of Regents:

776
777 Lecturers and senior lecturers who have served full-time for the entire previous
778 academic year have the presumption of reappointment for the subsequent
779 academic year unless notified in writing to the contrary as follows:
780

- 781 1. For lecturers with less than three (3) years of full-time service, institutions
782 are encouraged to provide non-reappointment notice as early as possible,
783 but no specific notice is required.
784

- 785
786
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795
2. For lecturers with three (3) or more years but less than six (6) years of full-time service, institutions must provide non-reappointment notice at least thirty (30) calendar days prior to the institution's first day of classes in the semester.
 3. For senior lecturers or lecturers with six (6) years or more of full-time service, institutions must provide non-reappointment notice at least one hundred and eighty (180) calendar days prior to the institution's first day of classes in the semester.

796 The current practice of the Robinson College of Business and of Georgia State University
797 is to afford lecturers and senior lecturers notice of intent not to renew in the same fashion
798 and on the same timeline as outlined above for Instructors, Clinical Assistant Professors,
799 Clinical Associate Professors and Clinical Professors.

800
801 The Dean's Office notifies and requests recommendations from Academic Unit Heads for
802 pending reappointment decisions. The Head of the Academic Unit will decide on the type
803 and nature of input to be solicited from the faculty of the Academic Unit in making the
804 recommendation to the Dean for renewal or non-renewal each year.

805
806 **(B) Needs and Resource Contingencies**

807
808 All appointments are contingent upon the needs of the Robinson College of Business and
809 the resources of the College and University; therefore, eligibility for renewal of
810 appointment does not guarantee reappointment.

811
812 **(C) Procedures for Conducting Structured Reviews**

813
814 **Review committee and chair.** In the Robinson College of Business, the composition of
815 the faculty committee in the Academic Unit conducting the structured review will follow
816 the model of the faculty committee in the Academic Unit for conducting promotion reviews
817 (specified in Section IV (E) above).

818
819 **Materials to be reviewed.** The structured review should address accomplishments in
820 the areas of assigned workload. Prior to the structured review of a non-tenure track
821 faculty candidate, the Head of the Academic Unit will convey to the review committee the
822 assigned workload of the candidate since the last review. The review will be based on
823 available information. The non-tenure track faculty member will be expected to submit
824 for review at least the following elements of the dossier required for the regular promotion
825 review (see Section IV. D):

- 826
827
828
1. Resume organized in the sequence shown in Appendix B

829 2. Materials documenting teaching effectiveness, including copies of Student
830 Evaluation of Instructor Profiles, the report prepared by the College entitled
831 “Overall Teaching Effectiveness of Instructor for All Classes Since Initial
832 Semester of Employment, Awarding of Tenure, or Last Promotion,” and other
833 materials that go beyond the results of student evaluations, such as peer
834 evaluations. The candidate should provide a narrative analysis of his/her
835 teaching effectiveness.

836
837 3. Copies of all publications (if applicable) during the review period.
838

839 In addition, the non-tenure track faculty member may submit a concise summary of
840 accomplishments (not to exceed two pages in length) during the review period and a one-
841 page outline of projected goals for the next review period.
842

843 **Review committee report and subsequent review and comment.** The review
844 committee report must include an evaluation of teaching, research, and/or service as
845 relevant to the faculty member’s workload. It should be signed by all committee members
846 and, in the event of a split decision, should include both minority and majority opinions.
847 The review committee report is forwarded to the Head of the Academic Unit who will
848 provide the faculty member with a copy of the report; the candidate will have five (5)
849 business days to forward written comments to the Academic Unit Head, if desired. The
850 Head will prepare a memorandum to the Dean for review by the College Non-Tenure
851 Track Promotion Committee, containing an evaluation of the faculty member’s teaching,
852 research, and/or service as relevant to the faculty member’s workload; comments on the
853 committee report; and recommendations regarding reappointment of the faculty member.
854 The Head of the Academic Unit will provide the candidate with a copy of the Unit Head’s
855 evaluation, and the candidate will have five (5) business days to forward written
856 comments to the College, if desired. The College Non-Tenure Track Promotion
857 Committee will evaluate the faculty member and make a recommendation to the Dean.
858 The memorandum must include an evaluation of the faculty member’s teaching, research,
859 and/or service as relevant to the faculty member’s workload. The Dean will provide the
860 faculty member with a copy of the College Non-Tenure Track Promotion Committee’s
861 report, and the candidate will have five (5) business days to forward written comments to
862 the Dean, if desired. In turn, the Dean will evaluate the faculty member’s teaching,
863 research and/or service as relevant to the faculty member’s workload and will provide
864 comments to the faculty member and the Academic Unit Head. The final report will be
865 retained in the faculty member's file in the Dean's office and in the Academic Unit.
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VII. OTHER PROVISIONS

(A) Differences in Promotion Review Process for Candidate Serving as Head of Academic Unit

The Dean will conduct most of the steps involving the promotion review process that require an action on the part of the Head of the Academic Unit (see Section IV) when the candidate for promotion is a non-tenure track faculty member who serves as Head of the Academic Unit. Otherwise, the candidate would be placed in the position of recommending himself/herself to the Dean and the College Promotion and Tenure Committee. Accordingly, the review procedure applicable to all faculty are modified as stated below when the candidate is serving as Head of an Academic Unit.

Notification and declaration of consideration for promotion. The Dean will notify the faculty member of eligibility with respect to time requirements and will determine whether or not the faculty member wishes to be considered for promotion during the coming academic year.

Review process by Academic Unit and recommendations from the Academic Unit.

The candidate will submit, directly to the Dean, the list of external reviewers. In turn, the Dean will consult with faculty in the Academic Unit to finalize the list of external reviewers that will be solicited. Once a candidate has completed the dossier, it will be submitted directly to the Dean, who will ask the Unit review committee to complete its review and submit the memorandum of recommendations directly to the Dean and the College Non-Tenure Track Promotion Committee.

(B) Electronic Materials, Retention, and Communication

The recommendation letters from the Unit and the College as well as the external review letters will be retained for four years.

Candidates' dossiers may be submitted, stored, and distributed electronically. The dossiers are to be handled in a secure manner approved by the Dean's Office. Electronic communication will be subject to disclosure under the Open Records Act.

Electronic communication is allowed throughout the tenure process. However, internal letters must be physically signed; external letters must either be signed, or electronic communication confirming their provenance retained. Scanned copies of any physical documents may be retained or used in lieu of physical originals.

(C) Orientation Sessions

912 To facilitate communications and improved understanding among the parties involved in
913 the College's promotion and tenure processes, the Chair of the RCB Promotion and
914 Tenure Committee will hold an annual orientation session for faculty to review the
915 College's promotion and tenure policies and procedures and to answer any questions
916 concerning the process. This orientation session will be held during spring semester prior
917 to the start of the annual promotion and tenure cycle in early-May; the session will be
918 open to all interested faculty members in the College. The Chair of the RCB Promotion
919 and Tenure Committee will also hold orientation sessions, as deemed appropriate, for the
920 members of the RCB Promotion and Tenure Committee and the Heads of Academic
921 Units. Academic Unit Heads and senior non-tenure track and tenured faculty are
922 expected to mentor and advise all new NTT faculty members. In particular, Unit Heads
923 shall inform new NTT faculty members of all promotion requirements. To this end, they
924 shall provide the new NTT faculty members with copies of the appropriate College and
925 University promotion policies and explain the contents of these documents to them.

926

927 **(D) Approval of this Document and Subsequent Revisions**

928

929 This document originates with the Robinson College of Business (RCB) Faculty Affairs
930 Committee. After review and approval by the RCB Faculty Affairs Committee and RCB
931 Executive Committee, it is to be approved by the RCB faculty and the Provost.
932 Subsequent revisions must be approved by the RCB Faculty Affairs Committee, the RCB
933 Executive Committee and the Provost. However, the proposed revisions will be submitted
934 to the RCB faculty for approval only if the Faculty Affairs Committee is of the opinion that
935 the proposed revisions constitute major changes. Three years from the date this manual
936 goes into effect, the Senate Executive Committee shall review the effectiveness of the
937 NTT promotion policies and procedures outlined in this manual, and, if necessary, revise
938 the manual.

939

940 Revisions approved by the RCB Faculty Affairs Committee on behalf of the RCB Faculty,
941 November 4, 2014 and December 11, 2014, after review and approval by the RCB
942 Executive Committee.

943

944 Further revisions requested by the University NTT Promotion Manual Review Committee
945 were approved by the RCB Faculty Affairs Committee on behalf of the RCB Faculty,
946 February 6, 2015, after review and approval by the RCB Executive Committee.

947 **APPENDIX A**
948 **SAMPLE EXTERNAL REVIEW SOLICITATION LETTER**

949
950 Dear Professor _____:

951
952 Professor NAME of our Department of DEPTNAME holds a non-tenure track position in
953 our college, and her assigned workload consists primarily of teaching. Professor NAME
954 is eligible for promotion, and the criteria for promotion to Clinical Professor (non-tenure
955 track) are excellence in teaching and a national reputation in the scholarship of teaching
956 and learning (pedagogical research) and/or research related to practice. As a part of our
957 review process, we seek evaluations of the candidate's contributions to pedagogical
958 research and research related to practice. Accomplishments in disciplinary scholarly
959 research are also valued, and we would welcome your evaluation of such contributions.
960 It is my understanding that the Chair of Professor NAME's department has contacted you,
961 and you have indicated your willingness to serve as a reviewer. We greatly appreciate
962 your willingness to serve in this capacity.

963
964 Professor NAME's resume and copies of her most significant publications are enclosed
965 for your evaluation (except for any lengthy books and monographs for which a copy of
966 the title page and table of contents are enclosed). We are requesting your assessment
967 of Professor NAME's contribution to pedagogical research and research related to
968 practice. Specifically, we would appreciate your assessment of the significance of
969 Professor NAME's contributions to research, especially to pedagogical research and
970 research related to practice. Your letter should state the nature of your relationship, if
971 any, with Professor NAME.

972
973 In assessing the quantity of the above mentioned work by [insert candidate's name],
974 please be mindful that the COVID-19 pandemic has presented a unique set of
975 challenges for some candidates. These challenges may include but are not limited to
976 the cancellation of conference presentations or performances/exhibitions, changes in
977 the timelines for publication or performances/exhibitions leading to gaps in the
978 candidate's scholarly record, and modifications by granting agencies in terms of new or
979 existing funding.

980
981 Please also include a short biosketch for members of our review committees that may not
982 be familiar with your work. Your evaluation will become part of the candidate's dossier
983 and will be available to faculty in the department and the college as well as university
984 administrators who are involved in the promotion and tenure review process. Please be
985 aware that the Georgia Open Records Law may result in your review becoming public.
986 The Board of Regents of the University System of Georgia maintains that letters of
987 evaluation are exempt from the Georgia Open Records Law.

988
989 We would like to receive your evaluation, sent to my attention, as soon as possible, but
990 no later than [date]. If you encounter problems meeting this deadline, please call me as
991 soon as possible at (404) 413-7009. Please direct your letter to me at the address

992 indicated in this letter. You can email your letter to me at [dean@gsu.edu].
993 Thank you for your contributions to this very important decision.

994
995 Sincerely yours,

996
997
998 Richard D. Phillips
999 Dean

1000

1001 **APPENDIX B**

1002
1003 **OUTLINE OF RESUME TO BE USED FOR**
1004 **PROMOTION RECOMMENDATIONS**
1005

1006 The resume should be organized in the following sequence, with headings corresponding
1007 to the following. Items listed under a heading should be in descending chronological
1008 sequence (most recent date first). Publication citations should be complete, following
1009 standard citation format including order of authorship, page numbers and other specifics.
1010 Include notation of journal convention regarding order of authorship if other than
1011 contribution, such as (Journal convention: Alphabetical authorship), (Journal convention:
1012 Authorship by grant seniority), etc.
1013

1014
1015 **Name**
1016

1017 **Education**
1018

1019 List degree, major, institution and year received (for each degree).
1020

1021 **Fellowship and Awards**
1022

1023 **Work Experience**
1024

1025 List relevant business-related work experience (including internships) and faculty and
1026 other positions held.
1027

1028 **Publications: Refereed Pedagogical**
1029

1030 **Publications: Refereed Professional/Practitioner**
1031

1032 **Publications: Refereed Scholarly**
1033

1034 **Publications: Books and Monographs**
1035

1036 Include chapters in books, case studies, instructor's manuals and other supplemental
1037 materials for textbooks, and books edited.
1038

1039 **Publications: Refereed Conference Proceedings**
1040

1041 **Publications: Non-Refereed and Other**
1042

1043 Include book reviews and papers published in non-refereed conference proceedings;
1044 exclude media interviews, abstracts, letters to editors, papers presented at meetings not
1045 otherwise published, working papers.

1046 **Work in Progress**

1047
1048 Include papers in process but not yet published; clearly indicate each paper's stage and
1049 target outlet (for example, resubmitted for second-round review at *Academy of*
1050 *Management Learning and Education*, revise and resubmit requested at *MIS Quarterly*,
1051 targeted for submission to *Journal of Financial Education*, etc.).

1052
1053 **Externally-Funded Research Projects**

1054
1055 List title of research project, beginning and ending dates of the project, the amount of
1056 funding of the grant, and the specific participation of the faculty member in the grant
1057 project (e.g., project director, principal investigator).

1058
1059 **Papers Presented at Professional Meetings**

1060
1061 List title, any co-author, name and date of meeting.

1062
1063 **Supervision of Doctoral Dissertations**

1064
1065 List author and title of dissertation; indicate whether involvement was as member of, or
1066 chair of, dissertation committee in each case

1067
1068 **Continuing Education Activities in the Past Five Years**

1069
1070 List name of program, date of program, involvement in program, (e.g., topic taught as
1071 faculty member or program director).

1072
1073 **Service Activities Internal to the University**

1074
1075 Include service on departmental, college or university committees by listing name of
1076 committee, time period served, and whether service was as a member or chair. Also
1077 include other assignments and responsibilities (e.g., MBA core course coordinator) at the
1078 departmental, college or university level.

1079
1080 **Service Activities in Academic and Professional Organizations**

1081
1082 Include service in academic or professional organizations as an officer or local
1083 arrangements chair/member, chair of program committee, chair of a program session,
1084 discussant. Also include referee and other editorial appointments with respect to journals
1085 sponsored by such organizations.

1086
1087 **Service to the Community**

1088
1089 Only include activities which utilize the professional expertise of the faculty member in
1090 activities in the community which are directly related to being a faculty member.