

**Georgia State University**

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

Approved by the University Senate  
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Effective Immediately

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# 1 Introduction

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

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

18  
19 This document defines the procedures to be followed in the university-level  
20 promotion and tenure review. As specified by the Board of Regents and SACSCOC,  
21 Georgia State University operates under a single mission that comprehensively  
22 defines our scope of activities and is expressed in our Mission Statement. The  
23 university's Board-approved scope includes the blended functions of a research  
24 university and a state college. The research university function is carried out by the  
25 majority of colleges, departments, and tenure-granting institutes at Georgia State,  
26 which are collectively referred to in this manual as the Atlanta campus of Georgia  
27 State. The Atlanta campus is governed by Part One of this manual. Perimeter College  
28 of Georgia State carries out the state college function, with its emphasis on access and  
29 teaching. Perimeter is governed by a separate set of promotion and tenure  
30 requirements that are contained in Part Two of this manual.

31  
32 This manual also provides guidelines that govern specific college and departmental  
33 procedures for promotion and tenure review. A college is defined as a major  
34 academic unit of the university and may include colleges, schools or institutes. A  
35 college, school or institute that is not further subdivided may be considered as a  
36 single department. Similarly, references to "the dean" refer to the candidate's college  
37 dean or administrator at the level of a dean. The department chair or the appropriate  
38 supervisor refers to the unit/department head to whom the faculty report. These  
39 procedures and guidelines assure fairness and due process throughout the review

40 process. Included among them are the appeals procedures to be followed when there  
41 are disagreements over promotion and tenure recommendations.

42  
43 Department chairs and senior faculty are expected to mentor and advise new faculty  
44 members. In particular, chairs shall inform them of promotion and tenure  
45 requirements. They shall provide the new faculty members with copies of the  
46 appropriate departmental, college and university promotion and tenure policies and  
47 explain the contents of these documents to them.

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

63  
64 The University Promotion and Tenure Manual Review Committee shall review the  
65 university's post-tenure review policies, as well as any subsequent revisions, and  
66 submit these to the provost for final approval.

67

68 **Part One: Promotion and Tenure Standards for the Atlanta**  
69 **Campus**  
70

71 Tenure and promotion decisions are to be based on discipline-specific departmental  
72 and college criteria determined by departmental and college faculty, but satisfaction  
73 of these criteria should reflect equivalent levels of accomplishment across the  
74 university. Although faculty members in different colleges are engaged in varied forms  
75 of research, creative effort and other scholarly activity, the quality and significance of  
76 achievement appropriate to the field in question should be comparable. Additionally,  
77 the university strongly supports, values, and endorses interdisciplinary work.  
78

79 This document provides a statement of the university-wide standards that govern the  
80 specific departmental and college criteria. These university standards define the  
81 expected quality and significance of faculty accomplishments, while the departmental  
82 and college criteria identify the concrete forms these achievements should take.  
83 Standards should be high even as they take into account such factors as teaching loads  
84 and the level of institutional support for scholarship. Standards may rise as Georgia  
85 State continues to strive for excellence.  
86

87 **I. Tenure Policies**  
88

89 The tenure criteria and procedures established by Georgia State conform to the  
90 requirements of the Board of Regents. The most current version of these policies can  
91 be found in the Policy Manual of the Board of Regents  
92 (<https://www.usg.edu/policymanual/section8/C245/#p8.3.7> *tenure and criteria fo*  
93 *r tenure*).  
94

95 **A. Tenure Requirements**  
96

97 Tenure resides at the institutional level at Georgia State. However, the Atlanta  
98 campus units and Perimeter College place different emphasis on research and  
99 teaching, and tenure acquired under Perimeter College standards is not transferable  
100 to the Atlanta campus.  
101

102 Only assistant professors, associate professors and professors are eligible for tenure.  
103 The university is responsible for the employment of tenured faculty until retirement,  
104 resignation, or separation as remedial action related to post-tenure review, dismissal  
105 for cause or release because of financial exigency or program modification.



106

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

110

### 111 ***B. Award of Tenure***

112

113 Normally, a faculty member will apply for tenure in the fifth year of service and be  
114 considered in the sixth year of service. In cases of exceptional achievement, a faculty  
115 member may apply for tenure in the fourth year of service and be considered for  
116 tenure during the fifth year of service. A maximum of two years' suspension of the  
117 probationary period may be granted because of a leave of absence based on birth or  
118 adoption of a child, or serious disability or prolonged illness of the employee or  
119 immediate family member. Such interruption must be approved by the president.  
120 Except for the approved suspension of the probationary period, the maximum time  
121 that may be served at the rank of assistant professor or higher without the award of  
122 tenure shall be seven years.

123

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

125

126 A maximum of three years' credit toward the minimum probationary period may be  
127 allowed for service in tenure-track positions at other institutions. Such credit for prior  
128 service shall be approved in writing by the president at the time of the initial  
129 appointment at the rank of assistant professor or higher. A candidate for promotion  
130 and/or tenure may relinquish some or all probationary credit received, with  
131 notification to the department chair and dean. When a candidate with probationary  
132 credit is first eligible for consideration for promotion and tenure, the candidate must  
133 notify the department chair if they will keep or relinquish some or all of the awarded  
134 credit. This notice will be provided to the department chair at the beginning of that  
135 year's promotion and tenure cycle at the time the candidate informs the department  
136 chair whether they would like to be considered for tenure.

137

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

139

140 Tenure or probationary credit towards tenure is lost upon:

141

142 1. Resignation from an institution; or

- 143           2. Resignation from a tenure-track or tenured position in order to take a non-  
144           tenured position; or  
145           3. Resignation from a position for which probationary credit toward tenure is  
146           given in order to take a position for which no probationary credit is given.

147

148           If such an individual is again employed by Georgia State University in a tenure-track  
149           position, probationary credit for the prior service may be awarded in the same  
150           manner as for service at another institution.

151

## 152 **II. Tenure and Promotion Goals and Standards**

153

### 154 **A. Tenure**

155

156           The main purposes of tenure are to recognize high-quality performance of faculty  
157           members, to protect academic freedom and to enable the university to attract and  
158           retain outstanding faculty. The decision to award tenure is based on the merit of the  
159           individual faculty member's demonstrated accomplishments in research, scholarship  
160           and/or creative activities; teaching and service (including student success activities  
161           that may be interwoven into each); the trajectory of continued accomplishments  
162           throughout the faculty member's career; and the mission of the department, the  
163           college and the university.

164

### 165 **B. Promotion**

166

167           Promotion to the rank of associate professor is based on an assessment of a faculty  
168           member's research, scholarship, and/or creative activities; teaching and service  
169           (including student success activities that may be interwoven into each).

170

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

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216

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 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 be eligible to apply for promotion to the rank of professor in the spring of the fourth year of service at the rank of associate professor and will be considered for promotion in the spring of the fifth 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 (including any student success activities). The quality and the level of achievements required for a recommendation to the rank of professor must exceed expectations of those of an 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 (including related student success activities that may be interwoven into each). The successful candidate will have demonstrated they have fulfilled expectations appropriate to the rank under consideration, the standards of the candidate’s discipline, and the mission and resources of the Department.

217 **D. Tenure after Promotion to Associate Professor**

218  
219 It is customary for tenure and promotion to the rank of associate professor to be  
220 considered concurrently. The criteria for tenure are the same for faculty hired at the  
221 rank of associate professor and faculty up for promotion to associate professor with  
222 tenure. Similarly, the criteria for tenure at the rank of professor are the same as those  
223 for promotion to the rank of professor with tenure.

224

225 **E. Tenure on Appointment**

226  
227 The president may approve an outstanding distinguished faculty member for the  
228 award of tenure upon the faculty member's initial appointment; such action is  
229 referred to as tenure upon appointment. When necessary, such tenure may be  
230 awarded outside of the timelines identified in this manual.

231

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

237

238 **III. Procedures**

239  
240 All promotion and tenure decisions at Georgia State are to be based on department,  
241 college and university procedures, as applicable. A college is defined as a major  
242 academic unit of the university and may include colleges, schools or institutes. A  
243 college that is not further subdivided may be considered as a single department.  
244 Similarly, references to "the dean" refer to the candidate's college dean or  
245 administrator at the level of a dean.

246

247 Each college engaged in promotion and tenure decisions must have written  
248 guidelines on promotion and tenure that clearly set forth its criteria and standards  
249 for promotion and tenure as well as the procedures to be followed in the promotion  
250 and tenure process. A department may choose to adopt and follow its college/school  
251 procedures for this purpose. Department promotion and tenure guidelines must be  
252 reviewed and approved regularly by a college committee, as designated by the  
253 college's promotion and tenure manual. This committee is also responsible for

254 reviewing the college manual. Each college will include in its promotion and tenure  
255 manual a calendar for the various steps involved in the promotion and tenure  
256 process. College manuals must be annually reviewed by the University Promotion and  
257 Tenure Manual Review Committee and approved by the provost.  
258

259 **A. Calendar**

260  
261 The exact dates for the notification of the outcomes of university review will be  
262 determined by the Office of the Provost and communicated to the faculty in advance of  
263 each year's promotion and tenure cycle. The dates for candidates to submit their  
264 dossier and list of recommended external reviewers, and the dates for reviews by the  
265 department, chair and college committee will be clearly stated in the college manuals.  
266

267 **B. Annual College Meeting**

268  
269 Each college will conduct a meeting each year for the promotion and tenure  
270 candidates in the college. This meeting should be held prior to the date that  
271 candidates must declare their intention to seek promotion and/or tenure.  
272

273 The purpose of the meeting is to explain promotion and tenure policies and to answer  
274 candidates' questions about any and all phases of the promotion and tenure process.  
275 The meeting shall be open to all interested faculty members in the college.  
276

277 **C. Candidate's Dossier**

278  
279 All candidates for promotion and/or tenure will prepare a dossier that contains a  
280 record of their professional career achievements in research, scholarship and/or  
281 creative activities, teaching and service, and appropriate documentation as defined by  
282 the department and college promotion and tenure guidelines. In addition, candidates  
283 shall provide a statement that summarizes their accomplishments and effectiveness  
284 in research, scholarship and/or creative activities; teaching; and service. In the case  
285 of candidates for promotion to the rank of professor, the dossier should emphasize  
286 the record of professional achievements since the candidate's promotion to the rank  
287 of associate professor. Documentation of these areas to be included in the candidate's  
288 dossier is outlined below.  
289

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

297

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

299 A clear description of the types of indicators used to assess research, scholarship  
300 and/or creative activities including any related student success activities will be  
301 included in each college promotion and tenure manual and each department's  
302 guidelines for promotion and tenure. Candidates shall indicate which of their  
303 publications appear in peer-reviewed journals and shall assess the quality and  
304 standing in the profession of the journals. In addition, candidates with multi-authored  
305 works should describe their contribution to the works. Acknowledging that methods  
306 of disseminating research are changing, when using alternative methods of sharing  
307 scholarly output, candidates are encouraged to provide assessments of the quality  
308 and standing of those alternative methods.

309

### 310 **2. Assessment of Teaching**

311 Candidates for promotion and tenure must submit in the dossier the results of  
312 student evaluations of instruction within a timeframe to be determined by their  
313 college. Additional evidence of teaching effectiveness including student success  
314 activities must be presented in the dossier. Evidence of teaching effectiveness and  
315 student learning outcomes may include, but is not limited to: peer evaluations,  
316 selected examinations and quizzes, students' passing rates on licensure/certification  
317 examinations, a teaching portfolio, new course and/or program development, use of  
318 technology for teaching, program accreditation review results, teaching awards  
319 received and student accomplishments.

320

### 321 **3. Assessment of Service**

322 College manuals and departmental guidelines will provide a clear description of the  
323 types of service indicators to be used in departmental and college reviews. These  
324 guidelines should include service allocation expectations. Departmental, college and  
325 university service, including any related student success activities, and faculty  
326 mentorship in scholarship, professional development, and teaching as well as  
327 professional or community accomplishments and leadership, constitute appropriate

328 activity in this area of assessment.

329

#### 330 **4. Student Success**

331 Evaluation of the Student Success component will involve an assessment of the  
332 faculty member's involvement in activities inside and outside the classroom that  
333 deepen student learning and engagement for all learners. These aspects may include  
334 effective advising and mentoring; undergraduate and graduate research; other forms  
335 of experiential learning; engagement in other high impact practices; the development  
336 of student success tools and curricular materials; strategies to improve student  
337 career success; involvement in faculty development activities; and other activities  
338 identified by the college/department to deepen student learning.

339

#### 340 ***D. External Reviewer Letters***

341

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

356

357 The external reviewers from academic institutions are to be affiliated with research  
358 universities in which the emphasis on research and scholarship is of a rigor similar to  
359 aspirational peer institutions for the candidate's discipline. In special circumstances  
360 (with written justification from the department chair and with the approval of the  
361 dean), external reviewers may be used who are not affiliated with academic  
362 institutions or who are affiliated with academic institutions that are not research  
363 universities. A brief resume of the external reviewer or a description of this person's  
364 accomplishments, standing in the field and past relationship with the candidate shall  
365 accompany the reviewer's letter of evaluation. This description is to be prepared by

366 the department chair or other comparable academic official. External reviewers must  
367 be able to provide an independent assessment and therefore may not have any  
368 personal or professional investment in the career of the candidate.

369

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

374

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

379

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

387

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

391

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

393

394 The candidate's dossier and external reviewer letters will be reviewed by individuals  
395 and committees at various levels as indicated below.

396

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

400

##### 401 **A. Departmental Review**



402  
403 If the college or unit has departments, the candidate's dossier and outside letters will  
404 be reviewed by a departmental committee composed of at least three tenured faculty  
405 at the rank of associate and professor for candidates seeking tenure and/or  
406 promotion to associate professor and at least three tenured faculty at the rank of  
407 professor for candidates seeking the rank of professor. In consultation with the  
408 department chair, the dean will augment faculty committees with members at the  
409 appropriate rank from other departments when the home department does not have  
410 a sufficient number of faculty at the appropriate rank to constitute a committee of at  
411 least three members.

412  
413 The departmental committee will prepare a recommendation to the department chair  
414 reviewing the candidate's dossier, the letters from external reviewers and other  
415 materials directly relevant to the candidate's dossier. This recommendation along  
416 with the candidate's dossier and external review letters will be forwarded to the  
417 department chair by the date specified in the college promotion and tenure calendar.

418

419 ***B. Department Chair Review***

420  
421 The department chair will review and evaluate the candidate's dossier, the outside  
422 reviewer letters, other materials directly relevant to the candidate's dossier and the  
423 recommendation of the departmental committee. The department chair forwards the  
424 chair's recommendation to the college committee by the date specified in the college  
425 promotion and tenure calendar.

426

427 ***C. College Committee Review***

428  
429 Each college or unit will have a minimum of one committee on promotion and tenure.  
430 Such committees will be composed of tenured faculty with the rank of associate  
431 professor or professor for candidates seeking tenure and/or promotion to the rank of  
432 associate professor and tenured faculty with the rank of professor for candidates  
433 seeking tenure and/or promotion to the rank of professor. No person can serve at  
434 more than one level of review. The committee(s) will evaluate the candidate's dossier,  
435 outside reviewer letters, other materials directly relevant to the candidate's dossier  
436 and the recommendations of the department chair and departmental committee. The  
437 committee(s) will make recommendations to the dean concerning the promotion

438 and/or tenure of each candidate by the date specified in the college promotion and  
439 tenure calendar.

440

441 ***D. Dean's Review***

442

443 The dean will evaluate the candidate's dossier, outside reviewer letters, other  
444 materials directly relevant to the candidate's dossier, and the recommendations of  
445 the departmental committee, department chair and college committee. Unless the  
446 candidate has withdrawn from consideration, the dean will forward their  
447 recommendation to the provost along with the candidate's curriculum vitae,  
448 statement, the various letters of internal assessment, and letters from external  
449 reviewers. The dean will notify the candidate by the date specified in the calendar.

450

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

453

454 ***E. Provost's Review***

455

456 The provost will review the materials forwarded by the dean and any other materials  
457 directly relevant to the faculty member's candidacy, also applying the guidelines,  
458 norms and expectations for the university, college and department, and make a  
459 promotion and tenure recommendation. The provost will consult with an Advisory  
460 Panel to Promotion and Tenure. The panel will provide the provost with a written  
461 recommendation (including the reporting of minority views as expressed) on each  
462 tenure and promotion case. In cases where the recommendation of the panel is to  
463 reverse the college recommendation, the panel shall provide a justification for such a  
464 recommendation. Recommendations (concurrences or reversals) and justifications of  
465 the panel will be conveyed in a written document that accompanies the provost's  
466 recommendation and will be shared with the candidate and respective dean.

467

468 The members of the panel will hold the rank of professor with tenure and serve three-  
469 year staggered terms, representing the various colleges/schools, so that there is one  
470 member on the committee corresponding to each college promotion and tenure  
471 committee. Each member will be elected by their home college faculty. Members of  
472 the committee who have had earlier involvement in a particular promotion or tenure  
473 case at unit, area committee, or college level, shall recuse themselves from  
474 discussions about the case when it reaches the University Committee. Advisory panel

475 members will recuse themselves from discussions of promotion and tenure cases  
476 from their own academic department.

477

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

482

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

489

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

491

492 The president will review the materials forwarded by the provost and any other  
493 material relevant to the faculty member's candidacy, also applying the guidelines,  
494 norms and expectations for the university, college and department, and make a  
495 promotion and tenure decision, notifying the candidate with a copy to the  
496 appropriate dean.

497

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

499

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

501

502 At each stage of review, a candidate must receive a written notice of the outcome of  
503 the deliberations and a copy of any evaluation/s that are made of the candidate's  
504 credentials. In the case of a split decision, the report, listing all committee members,  
505 should include both majority and minority views.

506

507 A candidate has the right to respond in writing to evaluations made by the  
508 departmental committee, department chair and/or college committee, and copies of  
509 the candidate's response/s will be included in the material reviewed at all subsequent  
510 levels. The response is an opportunity for the faculty member to provide clarifications  
511 and corrections to the reports.

512

513 **B. Appeals to the Provost**

514

515 Appeals of negative recommendations by deans may be made, in writing, to the  
516 provost within 10 business days after receiving the negative recommendation from a  
517 dean. If a candidate does not appeal a negative decision by the dean, the case will not  
518 be considered at subsequent levels of review. In reviewing the appeal, the provost  
519 may gather additional information pertaining to the appeal from the candidate, the  
520 college dean, the department chair, the departmental and/or college promotion and  
521 tenure committee, and other appropriate individuals inside or outside the university.  
522 The provost shall provide the candidate and the dean with a written decision,  
523 including a statement of the bases upon which the appeal is supported or rejected.

524

525 **C. Appeals to the President**

526

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

533

534 **VI. Dean's Feedback to the College P&T Committee**

535

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

540

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

542

543 **A. Pre-Tenure Review**

544

545 **1. Purpose**

546 The department will conduct a pre-tenure review of tenure-track faculty members.  
547 The purpose of the pre-tenure/third-year review is to provide a rigorous analysis and

548 detailed feedback of the faculty member's body of work in the areas of teaching,  
549 research/scholarship/creative activities, and service (including any student success  
550 activities that may be interwoven into each) towards tenure. A formal review of the  
551 progress made toward promotion and tenure will be made so that tenure-track  
552 faculty members have a clear idea of how they are progressing toward successfully  
553 achieving promotion and tenure. When a faculty member is hired with one or two  
554 years of probationary credit towards tenure and promotion there shall be a mid-  
555 course pre-tenure review. The pre-tenure review of a faculty member hired with  
556 three years of probationary credit may be waived with written approval of the  
557 department chair and dean.

558

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

563

564 The pre-tenure review should provide an opportunity for colleagues to review  
565 accomplishments and provide assistance to the tenure-track faculty member seeking  
566 tenure and promotion. Such review should complement any mentoring programs  
567 within each department. While this review is distinguished from the annual review, in  
568 that it encourages a longer-term perspective on accomplishments, previous annual  
569 evaluations must be part of the review and the assessment of the pre-tenure review  
570 will take the place of that year's annual review. The overall evaluation must indicate  
571 whether the faculty member is making satisfactory progress toward tenure and  
572 promotion (BOR Policy Manual 8.3.5.1).

573

574

## **2. Procedures**

575 This review will be conducted by a committee of either at least three faculty of the  
576 appropriate rank elected from the tenured faculty or all departmental faculty of  
577 appropriate rank and tenure. Normally these faculty members will be from the  
578 department; however, in small units faculty of appropriate rank from outside the  
579 department may be elected. This pre-tenure review should address accomplishments  
580 in research, scholarship, and/or creative activities; teaching; and service (including  
581 student success activities that may be interwoven into each). The result of faculty  
582 annual reviews will be utilized as a part of subsequent pre-tenure and post-tenure  
583 reviews as well as retention, promotion, and tenure decisions. It will be based on  
584 available information as articulated in the departmental or college guidelines: for  
585 example, annual reports, student and peer evaluations of teaching, student success

586 activities, curriculum vitae, publications, etc. A candidate should not be expected to  
587 prepare additional materials solely for the purpose of the cumulative review but may  
588 prepare a short statement.

589

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

594

595 The department chair will discuss with the faculty member in a scheduled conference  
596 the content of that faculty member's pre-tenure review. A written report of the  
597 faculty member's progression towards achieving future milestones of tenure will be  
598 provided to the faculty member after the conference. Faculty must receive a written  
599 report of the results of this review and comments by department chair, the dean and  
600 the provost. The faculty member will sign a statement to the effect that they have  
601 been apprised of the content of the pre-tenure evaluation. The faculty member will be  
602 given 10 business days to respond in writing to the pre-tenure written evaluation,  
603 with this response to be attached to the evaluation.

604

605 The department chair will acknowledge in writing receipt of the response, noting  
606 changes, if any, in the written pre-tenure review made because of either the  
607 conference or the faculty member's written response. The specific time period for this  
608 response is 10 business days from the faculty member's rebuttal/response. This  
609 acknowledgement will become a part of the official records and is not subject to  
610 discretionary review.

611

612 If the performance in any of the categories is judged to be not successful/not  
613 satisfactory the faculty member must be provided with a Performance Remediation  
614 Plan (PRP). The department chair will develop the PRP in consultation with the  
615 faculty member and any committee that participated in the pre-tenure review. The  
616 PRP must include input from the faculty member, the chair, and the committee. The  
617 PRP must also be approved by the Dean and submitted to the Office of Faculty Affairs.  
618 The faculty member will have one year to accomplish the goals/outcomes of the  
619 PRP. This will become part of the official personnel records.

620

621 **B. Annual Review**

622  
623 Faculty are evaluated annually by their department chair or appropriate supervisor  
624 as defined by the college/school against the minimum criteria listed in the BOR Policy  
625 8.3.5.1 and BOR Policy 8.3.7.3.

626  
627 The annual evaluation will encompass teaching; research/scholarship/creative  
628 activity or academic achievement; professional service to the institution or  
629 community (including student success activities that may be interwoven into each);  
630 and continuous professional growth appropriate to Georgia State's sector and  
631 mission, college or school and department.

632  
633 Colleges/schools must ensure that workload percentages for faculty roles and  
634 responsibilities are factored into the performance evaluation model in a consistent  
635 manner. The overall evaluation must indicate whether the faculty member is making  
636 satisfactory progress toward the next level of review appropriate to their rank,  
637 tenure status, and career stage as noted in the below mentioned Likert scale.

638  
639 **1. Procedure**

640 All faculty members are subject to an annual review. Annual reviews are outlined in  
641 college/school guidelines.

642  
643 The faculty member is responsible for providing documentation and materials for the  
644 annual evaluation. The department chair or appropriate supervisor will discuss with  
645 the faculty member in a scheduled conference the content of that faculty member's  
646 annual written evaluation and their progression towards achieving future milestones.

647  
648 The faculty member will sign a statement to the effect that they have been apprised of  
649 the content of the annual written evaluation.

650  
651 The faculty member will be given 10 business days to respond in writing to the  
652 annual written evaluation, with this response to be attached to the evaluation.

653  
654 The department chair or appropriate supervisor will acknowledge in writing the  
655 receipt of the response, noting changes, if any, in the annual written evaluation made  
656 as a result of either the conference or the faculty member's written response. The  
657 specific time period for this response is 10 business days from the faculty member's

658 rebuttal/response. This acknowledgement will also become a part of the official  
659 personnel records. Annual reviews are not subject to discretionary review. (BOR  
660 Policy 6.26)

661

662 All annual faculty evaluations must utilize the following Likert scale:

663

664 1 – Does Not Meet Expectations

665 2 – Needs Improvement

666 3 – Meets Expectations

667 4 – Exceeds Expectations

668 5 – Exemplary

669

670 If the performance in any of the categories is judged to be a 1 – Does Not Meet  
671 Expectations or a 2 – Needs Improvement, the faculty member must be provided with  
672 a Performance Remediation Plan (PRP) to remediate their performance during the  
673 next year. The department chair or appropriate supervisor will develop the PRP in  
674 consultation with the faculty member. This will become part of the official personnel  
675 records.

676

677 Noteworthy achievement as referenced in BOR Policy 8.3.7.3 is reflective of a 4 or 5  
678 on the above Likert Scale. Deficient and unsatisfactory as referenced throughout this  
679 document is reflective of a 1 or a 2 on the Likert Scale.

680

681 Each college/school can decide to use the above Likert Scale for other reviews,  
682 including pre-tenure, tenure, promotion, and post-tenure.

683

### 684 ***C. Performance Remediation Plan***

685

686 The Performance Remediation Plan (PRP) is used to document faculty deficiencies  
687 based on the outcomes from the annual review or pre-tenure review. The purpose of  
688 the PRP is designed to enable the faculty member to correct unsatisfactory  
689 performance in some aspect of their role or responsibilities. The plan must be  
690 approved by the Dean and submitted to the Office of Faculty Affairs. Two meetings  
691 during the fall and two meetings during the spring must be held to review progress,  
692 document additional needs/resources, and discuss planned accomplishments for the  
693 upcoming quarter. After each meeting, the department chair will summarize the  
694 meeting and indicate if the faculty member is on track to complete the PRP.



695 Consequences for failure to meet the expectations of the PRP must be stated at the  
696 conclusion of each meeting. Each college/school should standardize their processes,  
697 procedures and forms across all academic units and provide professional  
698 development for appropriate personnel.

699

700

**1. Elements of the Performance Remediation Plan (PRP)**

701

702

703

704

705

706

707

708

709

710

For faculty who do not meet annual performance or pre-tenure review expectations, a performance remediation plan (PRP) is put in place. The department chair will develop the PRP in consultation with the faculty member and any committee that participated in the pre-tenure review. The PRP must include input from the faculty member, the chair, and the committee. The PRP must also be approved by the Dean and submitted to the Office of Faculty Affairs. The faculty member will have one year to accomplish the goals/outcomes of the PRP. This will become part of the official personnel records. The purpose of this plan is to scaffold faculty growth and development and strengthen tenure and promotion possibilities. The components of the PRP plans must include the following:

711

712

713

714

715

716

717

718

1. Clearly defined goals or outcomes
2. An outline of activities to be undertaken
3. A timetable
4. Available resources and supports
5. Expectations for improvement
6. Monitoring strategy

719

**2. Corrective Post-Tenure Review**

720

721

722

723

724

A faculty member evaluated as deficient in any one of the elements of teaching, research/scholarship/creative activities, and/or service (including student success activities that may be interwoven into each) for two consecutive annual evaluations will participate in a corrective post-tenure review.

725

726

727

728

729

Note that the deficiency does not have to be in the same area; but could be a different area from one year to the next. This review will be initiated prior to the normally scheduled five-year review. The faculty member will follow the guidelines and procedures for post-tenure review (See Part 1, Section VII. D.)

730

731

If the outcome of the corrective post-tenure review is successful, the next post-tenure review will be five years from the corrective post-tenure review date. If the outcome of

732 a corrective post-tenure review does not meet expectations or needs improvement,  
733 the same process for an unsuccessful post-tenure review will be followed.

734

735 **D. Post-Tenure Review**

736

737 **1. Purpose**

738 The post-tenure review process shall support the further career development of  
739 tenured faculty members as well as ensure accountability and continued strong  
740 performance from faculty members after they have achieved tenure.

741

742 The primary purpose of the post-tenure review process is to assist faculty members  
743 with identifying opportunities that will enable them to reach their full potential for  
744 contribution to the academic discipline, institution, and the institution's mission. Post-  
745 tenure review is intended to provide a longer-term and broader perspective than is  
746 usually provided by an annual review. The review should be both retrospective and  
747 prospective, encouraging a careful look at possibilities for different emphases at  
748 different points of a faculty member's career.

749

750 The results of a positive post-tenure review should be linked to recognition or reward.  
751 Faculty members who are performing at noteworthy levels should receive recognition  
752 for their achievements. Each college/school will prescribe how the review results will  
753 be related to possible rewards such as formal recognition, merit  
754 pay, promotion, educational leave, etc.

755

756 **2. Procedure**

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

765

766 The post-tenure review should focus on the faculty member's accomplishments in  
767 research, scholarship and/or creative activities; teaching; and service, (including  
768 related student success activities that may be interwoven into each) pertaining to the

769 stated expectations for performance developed by the colleges and departments.  
770 Annual reviews encompassing the previous five years must be incorporated in the  
771 post-tenure review processes. Contributions should be dated from previous tenure  
772 and promotion milestones and encompass the previous five-year period. The faculty  
773 member being reviewed should prepare a dossier based on available information  
774 such as annual reports, student/peer evaluations of teaching, curriculum vitae,  
775 publications, etc. In addition, the faculty member should provide a statement that  
776 summarizes accomplishments and effectiveness in research, scholarship, and/or  
777 creative activity; teaching; and service over the previous five years and outlines goals  
778 for the next five years.

779  
780 For candidates with joint appointments, post-tenure evaluation materials should  
781 additionally include letter/s from the chair/s of the candidate's secondary  
782 department/s commenting on their research, scholarship, creative activities, and/or  
783 service as appropriate to the joint appointment memorandum.

784  
785 Each college shall determine the details of the post-tenure review process, subject to  
786 the following considerations. The review shall involve the department chair, at least  
787 one elected committee of tenured faculty of similar or higher rank, the dean and the  
788 provost. The initial review shall be conducted by the department chair or by the  
789 faculty review committee. The initial reviewer will prepare a report based on the  
790 faculty member's dossier and statement that assesses the faculty member's  
791 accomplishments in research, scholarship and/or creative activities; teaching and  
792 service over the previous five years. The initial report will be reviewed and  
793 commented on by the department chair or the faculty review committee (whichever  
794 party was not involved in the initial review) as well as by the dean and the provost.  
795 The faculty member must receive copies of the initial review as well as of all  
796 subsequent comments.

797  
798 Tenured administrators who hold faculty rank will receive an annual review by their  
799 appropriate supervisor and will undergo a comprehensive evaluation, including a  
800 360° feedback assessment every three years ([University Senate Bylaws, Article VII.](#)  
801 [Committees: Section 12. Committee on Faculty Affairs](#)).

802

### 803 **3. Voluntary Review**

804 A tenured faculty member may voluntarily elect to go up for a post-tenure review  
805 before the five-year time limit. This enables a faculty member to take full advantage of

806 the feedback and insight provided by their colleagues at a strategic moment in their  
807 career, rather than having to wait for the usual 5-year cycle. Early post-tenure reviews  
808 should include a review of the faculty member's accomplishments since they were last  
809 evaluated for tenure or a previous post-tenure review, whichever was most recent. If  
810 the faculty member has a successful review, the next post-tenure review will be five  
811 years from the voluntary post-tenure review date. If the faculty member is  
812 unsuccessful, the 5-year post-tenure review date remains in place.

813

#### 814 ***E. Performance Improvement Plan and Remedial Actions***

815

816 In the event of a post-tenure review that does not meet expectations or needs  
817 improvement, the faculty member's department chair or appropriate supervisor(s)  
818 and faculty member will work together to develop a formal Performance  
819 Improvement Plan (PIP) in consultation with the post-tenure review committee  
820 based around the deficiencies found by the committee.

821

822 Consistent with the developmental intent of the post-tenure review, the PIP must be  
823 designed to assist the faculty member in achieving progress towards remedying the  
824 deficiencies identified in the post-tenure review. The PIP's goals or outcomes must be  
825 reasonable, achievable within the timeframe, and reflect the essential duties of the  
826 faculty member. The PIP must be approved by the Dean and submitted to the Office of  
827 Faculty Affairs. Formal meetings for assessing progress on the PIP should be  
828 scheduled no less than twice per semester during the fall and spring.

829

830 The assessment of the PIP will take the place of that year's annual review. Failure to  
831 successfully remediate the identified deficiencies, or demonstrate substantive  
832 progress towards remediation, within one year subjects the faculty member to  
833 disciplinary actions up to and including, but not limited to, reallocation of effort,  
834 salary reduction, and tenure revocation and dismissal. The college/school will follow  
835 appropriate due process mechanisms for a faculty member to appeal the final  
836 assessment of their PIP and the resulting remedial actions as outlined below.

837

838 The department chair or appropriate supervisor must meet with each faculty  
839 member to discuss the results of post-tenure review. Each faculty member must  
840 receive a letter documenting the summary of the findings of the post-tenure review.  
841 In the event of an unsuccessful post-tenure review the letter must also include next  
842 steps, due process rights, and the potential ramifications if the faculty member does

843 not remediate or demonstrate substantive progress towards remediation in the areas  
844 identified as unsatisfactory. The faculty member can provide a written rebuttal that  
845 will be attached to the final document however no action is required by the  
846 department chair or appropriate supervisor.

847

848 The plan must be approved by the Dean and submitted to the Office of Faculty Affairs.

849

850 The components of the PIP must include the following:

851

- 852 1. Clearly defined goals or outcomes
- 853 2. An outline of activities to be undertaken
- 854 3. A timetable
- 855 4. Available resources and supports
- 856 5. Expectations for improvement
- 857 6. Monitoring strategy

858

859 Two meetings during the fall and during the spring must be held to review progress,  
860 document additional needs/resources, and discuss planned accomplishments for the  
861 upcoming time period. After each meeting, the department chair or appropriate  
862 supervisor should summarize the meeting and indicate whether the faculty member is  
863 on track to complete the PIP. At the conclusion of the academic year the faculty  
864 member's progress will be determined by the department chair and dean after taking  
865 into account feedback from an elected committee of faculty colleagues. Each  
866 college/school should standardize their processes, procedures and forms across all  
867 academic units and provide professional development for appropriate personnel.

868

869 If the faculty member successfully completes the performance improvement plan, then  
870 the faculty member's next post-tenure review will take place on the regular five-year  
871 schedule.

872

873 If the faculty member fails to make sufficient progress in performance, the  
874 appropriate remedial action corresponding to the seriousness and nature of the  
875 faculty member's deficiencies will be taken. In consultation with the department  
876 chair, the Dean will recommend the appropriate remedial action to the President or  
877 their designee. The severity of remedial actions should be proportionate with the  
878 outcome of the performance improvement plan and appropriate for the faculty  
879 appointment type. Remedial actions may include but are not limited to professional  
880 development in the area(s) of deficiency, mentoring, temporary workload

881 adjustments (to be reviewed at annual review), revocation of graduate faculty status,  
882 reclassification, suspension of pay, salary reduction, revocation of tenure, and  
883 separation from employment. A faculty member shall receive written notice of the  
884 possibility of such remedial actions when the performance improvement plan begins.

885

886 The President will make the final determination on regarding appropriate remedial  
887 action. An aggrieved faculty member may seek discretionary review of the  
888 institution's final decision pursuant to the Board Policy on Applications for  
889 Discretionary Review.

890

### 891 **Due Process Following an Unsuccessful Performance Improvement Plan**

892

893 If, after conducting a final review of appropriate materials and allowing the faculty  
894 member an opportunity to be heard at the conclusion of the performance  
895 improvement plan, the department chair and dean determine that the faculty  
896 member has failed to make sufficient progress in performance as outlined in the  
897 performance improvement plan (or has refused to engage reasonably in the process),  
898 the department chair and dean will propose appropriate remedial action  
899 corresponding to the seriousness and nature of the faculty member's deficiencies.  
900 Upon request by the faculty member, the post-tenure review committee will review  
901 the materials that attest to performance improvement plan progress and the  
902 proposed remedial action and make their recommendation.

903

904 The faculty member has 10 business days from receiving the recommendation of the  
905 dean/dept. chair to request the post-tenure review committee review. Upon request  
906 to review the recommended action by the faculty member, further due process will  
907 include the following:

908

- 909 1. The post-tenure review committee will review the recommendation of the  
910 department chair and dean. The post-tenure review committee may exercise its  
911 judgment as to whether an in-person hearing is necessary. The recommendation  
912 of the post-tenure review committee may be based solely on a review of the  
913 record. The post-tenure review committee will issue its recommendation to the  
914 Provost and the faculty member within 20 business days of the request for  
915 review by the faculty member.

916 2. Within 5 business days of receiving the recommendation(s) from the post-  
917 tenure review committee, the Provost shall send an official letter to the faculty  
918 member notifying him or her of the decision.

919 3. The faculty member may appeal to the President within 5 business days of  
920 receiving the decision from the Provost. The President's final decision shall be  
921 made within 10 business days and should notify the faculty member of his or her  
922 decision and the process for discretionary review application as provided for in  
923 Board of Regents' Policy.

924 4. If the remedial action taken is dismissal by the President, the faculty member  
925 may complete their faculty assignment for the current semester at the discretion  
926 of the institution; however, the semester during which a final decision is issued  
927 will be the last semester of employment in their current role.

928 5. An aggrieved faculty member may seek discretionary review of the  
929 institution's final decision pursuant to Board policy on Applications for  
930 Discretionary Review (6.26).  
931

## 932 ***F. Emeriti Status***

933  
934 The dean may recommend for approval by the provost emeriti status for a retired  
935 tenured or non-tenured faculty member who, at the time of retirement, had 10 years  
936 or more of honorable and distinguished service in the University System of Georgia.  
937 In making recommendations for the emeriti status, departments should be specific  
938 with respect to the emeriti status title (for example, associate professor  
939 emeritus/emerita, professor emeritus/emerita, etc.). Candidates for the emeriti  
940 status may be nominated by faculty in their department or may self-nominate to be  
941 considered for emeriti status. Nominations for emeriti status must be voted on by  
942 departmental faculty and their recommendation must be supported by the  
943 department chair, dean, provost and the president.  
944

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

946

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

959

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

968

### 969 **I. Tenure Policies**

970

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

975

#### 976 **A. Tenure Requirements**

977

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

982



983 Tenure-track positions at Perimeter College include those at the rank of instructor,  
984 assistant professor, associate professor and professor. However, only assistant  
985 professors, associate professors and professors are eligible for an award of tenure.  
986 The university is responsible for the employment of tenured faculty until retirement,  
987 resignation, or separation as remedial action related to post-tenure review, dismissal  
988 for cause or release because of financial exigency or program modification.

989

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

993

994 ***B. Award of Tenure***

995

996 Normally, a faculty member will apply and be considered for tenure at the beginning  
997 of the sixth year of service at the rank of assistant professor. In cases of exceptional  
998 achievement, a faculty member may apply and be considered for tenure at the  
999 beginning of the fifth year of service. A maximum of two years' suspension of the  
1000 probationary period may be granted because of absence based on birth or adoption of  
1001 a child, or serious disability or prolonged illness of the employee or immediate family  
1002 member. Such interruption must be approved by the president. Except for the  
1003 approved suspension of the probationary period, the maximum time that may be  
1004 served at the rank of assistant professor or above without the award of tenure shall be  
1005 seven years. The maximum time that may be served in combination of full-time  
1006 instructional appointments (instructor or professorial ranks) without the award of  
1007 tenure shall be 10 years.

1008

1009 ***C. Probationary Credit toward Tenure***

1010

1011 A maximum of three years of credit toward the minimum probationary period may be  
1012 allowed for service in tenure-track positions at other institutions or for service at  
1013 Perimeter College at the rank of instructor. Credit for prior service at other institutions  
1014 shall be approved in writing by the president at the time of the initial appointment. A  
1015 candidate for tenure and/or promotion may relinquish some or all probationary credit  
1016 received for service at other institutions by notifying the department chair and dean.  
1017 When a candidate with probationary credit is first eligible for consideration for  
1018 tenure, the candidate must notify the department chair if they will keep or relinquish  
1019 some or all of the awarded credit. This notice will be provided to the department  
1020 chair at the beginning of that year's promotion-and-tenure cycle, at the time the

1021 candidate informs the department chair whether they would like to be considered for  
1022 tenure.

1023

1024 ***D. Loss of Tenure or Probationary Credit toward Tenure***

1025

1026 Tenure or probationary credit towards tenure is lost upon:

1027

- 1028 1. Resignation from an institution; or
- 1029 2. Resignation from a tenure-track or tenured position in order to take a non-  
1030 tenured position; or
- 1031 3. Resignation from a position for which probationary credit toward tenure is  
1032 given in order to take a position for which no probationary credit is given.

1033

1034 If such an individual is again employed as a candidate for tenure, probationary credit  
1035 for the prior service may be awarded in the same manner as for service at another  
1036 institution.

1037

1038 **II. Tenure and Promotion Goals and Standards Tenure**

1039

1040 ***A. Tenure***

1041

1042 The main purposes of tenure are to recognize high-quality performance of faculty  
1043 members, to protect academic freedom and to enable the university to attract and  
1044 retain outstanding faculty. For Perimeter College, the decision to award tenure is  
1045 based on the merit of the individual faculty member's demonstrated  
1046 accomplishments in teaching, scholarly/creative activities, and service (including  
1047 student success activities that may be interwoven into each), the trajectory of  
1048 continued accomplishments throughout the faculty member's career and the mission  
1049 of the department, the college and the university.

1050

1051 ***B. Promotion***

1052

1053 **1. Promotion from Instructor to Assistant Professor**

1054 Faculty hired into tenure-track positions at Perimeter College will be awarded the  
1055 initial rank of either instructor or assistant professor. The criteria for determination  
1056 of the initial rank will be specifically listed in the hiring manual for the college.

1057 However, faculty hired without a terminal degree cannot be offered the initial rank of  
1058 assistant professor.

1059

1060 Faculty who are hired at the rank of instructor may apply for promotion to assistant  
1061 professor. A faculty member who completes a terminal degree, is eligible to apply for  
1062 promotion in the promotion and tenure cycle immediately following receipt of the  
1063 terminal degree. Promotion to the rank of assistant professor is based on a faculty  
1064 member's demonstrating a record of superior teaching, scholarly/creative activities  
1065 and service to the institution (including student success activities that may be  
1066 interwoven into each). A faculty member hired at the rank of instructor who does not  
1067 complete a terminal degree may apply for promotion only with strong justification  
1068 demonstrating the faculty member's record of superior teaching, scholarly/creative  
1069 activities (this may include additional graduate study beyond the master's degree)  
1070 and service to the institution. The specific requirements for promotion will be listed  
1071 in the Promotion and Tenure Manual for Perimeter College.

1072

1073 Faculty must hold at least the rank of assistant professor to be eligible for tenure.  
1074 Faculty who are not awarded tenure cannot remain employed at Perimeter College in  
1075 a tenure-track position. Faculty who are hired at the rank of instructor must work to  
1076 be awarded the rank of assistant professor and must continue to perform in order to  
1077 earn tenure. The maximum time that may be served in combination of full-time  
1078 instructional appointments (instructor or professorial ranks) without the award of  
1079 tenure shall be ten years.

1080

## 1081 **2. Promotion from Assistant to Associate Professor**

1082 Promotion to the rank of associate professor at Perimeter College is based on the  
1083 merit of the individual faculty member's accomplishments in teaching,  
1084 scholarly/creative activities, and service (including student success activities that  
1085 may be interwoven into each).

1086

1087 Normally, an assistant professor will apply and be considered for promotion to the  
1088 rank of associate professor at the beginning of the sixth year of service, five of which  
1089 must be in rank at Perimeter College. In cases of highly exceptional achievement, an  
1090 assistant professor may apply and be considered for promotion at the beginning of  
1091 the fifth year of service, four of which must be in rank at Perimeter College. Strong  
1092 justification must be provided to support consideration for promotion whenever the  
1093 candidate has served fewer than four years at the rank of assistant professor at

1094 Georgia State. Nevertheless, where national standards deviate from these norms, the  
1095 dean of Perimeter College may request a waiver from the provost on behalf of the  
1096 college.

1097  
1098 Except for the approved suspension of the probationary period, the maximum time  
1099 that may be served at the rank of assistant professor or above without the award of  
1100 tenure shall be seven (7) years.

1101  
1102 At a minimum, an associate professor is expected to demonstrate high-quality  
1103 teaching, scholarly/creative activities, and appropriate evidence of service.

1104

### 1105 **3. Promotion to Professor**

1106 Normally, an associate professor will apply or be considered for promotion to the rank  
1107 of professor at the beginning of the eighth year of service, at least five of which must  
1108 have been served at the rank of associate professor at Perimeter College. An associate  
1109 professor may seek early promotion if a strong justification exists for doing so.

1110 Earliest consideration in this case occurs, however, during the seventh year of service,  
1111 at least five of which must have been served at Perimeter College.

1112  
1113 Promotion to the rank of professor is based on demonstrated accomplishments in  
1114 teaching, scholarly/creative activities, and service (including student success  
1115 activities that may be interwoven into each). The quality and the level of  
1116 achievements required for a recommendation to the rank of professor must exceed  
1117 the expectations of those of an associate professor. A professor is expected to  
1118 demonstrate high-quality teaching and provide significant service to the university  
1119 and professional communities.

1120

### 1121 **C. Promotion and Tenure Criteria**

1122

1123 The candidate's record will be evaluated according to university, Perimeter College  
1124 and departmental criteria, and professional standards for conduct in teaching,  
1125 scholarly/creative activities and service. In each area -- teaching, scholarly/creative  
1126 activities, and service -- the successful candidate will have demonstrated they have  
1127 fulfilled expectations appropriate to the rank under consideration, the standards of  
1128 the candidate's discipline, and the mission and resources of the Department.

1129

1130 **D. Tenure on Appointment**

1131  
1132 The president may approve an outstanding distinguished faculty member for the  
1133 award of tenure upon the faculty member's initial appointment. Such action is  
1134 otherwise referred to as tenure upon appointment. When necessary, such tenure may  
1135 be awarded outside the timelines identified in the manual.

1136  
1137 Each such recommendation shall be granted only in cases in which the faculty  
1138 member, at a minimum, is appointed as an associate professor or professor, was  
1139 already tenured at a prior institution and brings a demonstrably national reputation  
1140 to the institution. If the person is being appointed to an administrative position and  
1141 has not previously held tenure, the award of tenure must be approved by the  
1142 Chancellor.

1143  
1144 **III. Procedures**

1145  
1146 Promotion and tenure decisions at Perimeter College are to be based on department,  
1147 Perimeter College and university procedures, as applicable. Perimeter College must  
1148 have written guidelines on promotion and tenure that clearly set forth its criteria and  
1149 standards for promotion and tenure as well as the procedures to be followed in the  
1150 promotion-and-tenure process. A department may choose to adopt and follow these  
1151 procedures for this purpose. Departmental promotion and tenure guidelines must be  
1152 reviewed and approved regularly by a Perimeter College committee, as designated by  
1153 the college's promotion and tenure manual. This committee is also responsible for  
1154 reviewing the college manual. This manual must be annually reviewed by the  
1155 University Promotion and Tenure Manual Review Committee and approved by the  
1156 provost.

1157  
1158 **A. Calendar**

1159  
1160 The exact dates for the notification of the outcomes of university review will be  
1161 determined by the Office of the Provost and communicated to the faculty in advance of  
1162 each year's promotion and tenure cycle. The dates for candidates to submit their  
1163 dossier, as well as the dates for reviews by the department, chair and college  
1164 committee will be clearly stated in the college calendar.

1165  
1166 **B. Annual College Meeting**

1167  
1168 Perimeter College will conduct a meeting each year for the promotion and tenure  
1169 candidates in the college. This meeting should be held prior to the date when  
1170 candidates must declare their intention to seek promotion and/or tenure.

1171  
1172 The purpose of the meeting is to explain promotion and tenure policies and to answer  
1173 candidates' questions about any and all phases of the promotion and tenure process.  
1174 The meeting shall be open to all interested faculty members in the college.

1175

### 1176 **C. Candidate's Dossier**

1177

1178 All candidates for promotion and/or tenure will prepare a dossier that contains a  
1179 record of their professional career achievements (teaching, scholarly/creative  
1180 activities and service) and appropriate documentation. In addition, candidates shall  
1181 provide a statement that summarizes their accomplishments and effectiveness in  
1182 teaching, scholarly/creative activities, and service. In the case of candidates for  
1183 promotion to the rank of associate professor, the dossier should emphasize the  
1184 record of professional achievements since the candidate's promotion to the rank of  
1185 assistant professor. In the case of candidates for promotion to the rank of professor,  
1186 the dossier should emphasize the record of professional achievements since the  
1187 candidate's promotion to the rank of associate professor. Documentation of the areas  
1188 to be included in the candidate's dossier is outlined below.

1189

#### 1190 **1. Assessment of Teaching**

1191 Candidates for promotion and tenure must submit in the dossier the results of  
1192 student evaluations of instruction within a timeframe to be determined by Perimeter  
1193 College. Additional evidence of teaching effectiveness including any related student  
1194 success activities must be presented in the dossier. Evidence of teaching effectiveness  
1195 and student learning outcomes may include, but is not limited to: peer evaluations,  
1196 selected examinations and quizzes, students' passing rates on licensure/certification  
1197 examinations, a teaching portfolio, new course and/or program development, use of  
1198 technology for teaching, program accreditation review results, teaching awards  
1199 received and student accomplishments.

1200

#### 1201 **2. Assessment of Scholarly and Creative Activities**

1202 Candidates for promotion and tenure must demonstrate evidence of  
1203 scholarly/creative activities in their fields of expertise including any related student

1204 success activities. This may include, but is not limited to, evidence of membership in  
1205 professional organizations, conference attendance, presentations and offices held in  
1206 professional organizations.

1207

### 1208 **3. Assessment of Service**

1209 The Perimeter College manual and departmental guidelines will provide a clear  
1210 description of the types of service indicators to be used in departmental and college  
1211 reviews. These guidelines should include service allocation expectations.

1212 Departmental, college and university service, including any related student success  
1213 activities and, faculty mentorship in scholarship, scholarly/creative activities, and  
1214 teaching as well as professional or community accomplishments and leadership,  
1215 constitute appropriate activity in this area of assessment.

1216

### 1217 **4. Student Success**

1218 Evaluation of the Student Success component will involve an assessment of the  
1219 faculty member's involvement in activities inside and outside the classroom  
1220 that deepen student learning and engagement for all learners. These aspects may  
1221 include effective advising and mentoring; undergraduate and graduate research;  
1222 other forms of experiential learning; engagement in other high impact practices; the  
1223 development of student success tools and curricular materials; strategies to improve  
1224 student career success; involvement in faculty development activities; and other  
1225 activities identified by the college/department to deepen student learning.

1226

### 1227 **D. Recommendation Letters**

1228

1229 1. At least three letters of support, including at least one from a tenured faculty  
1230 member in the discipline at Perimeter College and at least one from a tenured  
1231 faculty member in another discipline within Perimeter College, are required.  
1232 Faculty members may also include one letter from a peer outside Perimeter  
1233 College. Faculty members should inform their colleagues of the criteria that  
1234 should be addressed in the letters. Letters should be sent directly to the Dean  
1235 of Perimeter College.

1236

1237 2. Colleagues writing letters of support should address how the faculty member  
1238 demonstrates some or all of the following:

- 1239 • the capacity and likelihood for continued intellectual, scholarly and  
1240 professional vitality

- 1241 • the ability and willingness to perform assigned duties
- 1242 • a sense of responsibility and dedication to make the continuing exemplary
- 1243 performance of duties a reasonable expectation
- 1244 • maintenance of proper professional ethics
- 1245 • excellence in teaching
- 1246 • excellence in professional activities/development
- 1247 • excellence in service
- 1248 • any related student success activities that may be interwoven in teaching,
- 1249 professional activities/development, and service

1250

## 1251 **IV. Evaluation of Dossier**

1252

### 1253 ***A. Departmental Review***

1254

1255 The candidate's dossier and recommendations will be reviewed by a departmental  
1256 committee composed of at least three tenured faculty at the rank of associate  
1257 professor and professor for candidates seeking tenure and/or promotion to associate  
1258 professor and at least three tenured faculty at the rank of professor for candidates  
1259 seeking the rank of professor. In consultation with the department chair, the dean  
1260 will augment faculty committees with members at the appropriate rank from other  
1261 departments when the home department does not have a sufficient number of faculty  
1262 at the appropriate rank to constitute a committee of at least three members.

1263

1264 The departmental committee will prepare a recommendation to the department chair  
1265 reviewing the candidate's dossier, recommendations letters and any other materials  
1266 directly relevant to the candidate's dossier. This recommendation along with the  
1267 candidate's dossier will be forwarded to the department chair by the date specified in  
1268 the college promotion and tenure calendar.

1269

### 1270 ***B. Department Chair Review***

1271

1272 The department chair will review and evaluate the candidate's dossier, the  
1273 recommendation letters, other materials directly relevant to the candidate's dossier  
1274 and the recommendation of the departmental committee. The department chair  
1275 forwards their recommendation to the college committee by the date specified in the  
1276 college promotion and tenure calendar.

1277



1278 For Perimeter College Nursing faculty, the department chair refers to the Perimeter  
1279 College Nursing Program Chair. The Nursing Program Chair forwards a  
1280 recommendation to the Assistant Dean of Nursing by the date specified in the college  
1281 promotion and tenure calendar.

1282

1283 ***C. Assistant Dean of Nursing Review (for Perimeter College Nursing***  
1284 ***Faculty only)***

1285

1286 The Assistant Dean of Nursing will review and evaluate the candidate's dossier the  
1287 recommendation letters, other materials directly relevant to the candidate's dossier,  
1288 and the recommendation of the departmental committee and the Nursing Program  
1289 Chair. The Assistant Dean of Nursing forwards a recommendation to the college  
1290 committee by the date specified in the college promotion and tenure calendar.

1291

1292 ***D. College Committee Review***

1293

1294 Perimeter College will have at least one committee on promotion and tenure. Such  
1295 committees will be composed of tenured faculty with the rank of associate professor  
1296 or professor for candidates seeking tenure and/or promotion to the rank of associate  
1297 professor and tenured faculty with the rank of professor for candidates seeking  
1298 tenure and/or promotion to the rank of professor. No person can serve at more than  
1299 one level of review. The committee/s will evaluate the candidate's dossier, letters of  
1300 recommendation, other materials directly relevant to the candidate's dossier and the  
1301 recommendations of the department chair and departmental committee (and the  
1302 Assistant Dean of Nursing for Perimeter College Nursing faculty). The committee/s  
1303 will make recommendations to the dean concerning the promotion and/or tenure of  
1304 each candidate by the date specified in the college promotion-and-tenure calendar.

1305

1306 ***E. Dean's Review***

1307

1308 The dean will evaluate the candidate's dossier, recommendation letters, other  
1309 materials directly relevant to candidate's dossier and the recommendations of the  
1310 departmental committee, department chair, (Assistant Dean of Nursing for Perimeter  
1311 College faculty) and college committee. Unless the candidate has withdrawn from  
1312 consideration, the dean will forward recommendations to the provost along with the  
1313 file containing the candidate's curriculum vitae and statement, and the various letters  
1314 of internal assessment. The dean will notify the candidate by the date specified in the

1315 calendar. Candidates who are not recommended by the dean may appeal the dean's  
1316 decision to the provost as noted in Section V.

1317

1318 ***F. Provost's Review***

1319

1320 The provost will review the materials forwarded by the dean and any other materials  
1321 directly relevant to the faculty member's candidacy, also applying the guidelines,  
1322 norms and expectations for the university, college and department, and make their  
1323 promotion and tenure recommendation. The provost will notify the candidate of this  
1324 recommendation with a copy to the dean.

1325

1326 Before forwarding a negative recommendation to the president, the provost will  
1327 consult with the dean. In response to the query from the provost, the dean may gather  
1328 additional information from the candidate, the departmental chair, the departmental  
1329 and/or college promotion and tenure committee, and from any materials directly  
1330 relevant to the faculty member's candidacy. The dean will notify the candidate and  
1331 department chair of the dean's response to the provost.

1332

1333 ***G. President's Review***

1334

1335 The president will review the candidate's curriculum vitae and statement,  
1336 recommendation letters and any other material directly relevant to the faculty  
1337 member's candidacy, also applying the guidelines, norms and expectations for the  
1338 university, college and department, and make a promotion-and-tenure decision,  
1339 notifying the candidate with a copy to the dean.

1340

1341 **V. Written Notification and Appeals**

1342

1343 ***A. Written Notification to Candidates***

1344

1345 At each of the stages of review, a candidate must receive a written notice of the  
1346 outcome of the deliberations and a copy of any evaluation(s) that are made of the  
1347 candidate's credentials. In the case of a split decision, the report, listing all committee  
1348 members, should include both majority and minority views.

1349

1350 A candidate has the right to respond in writing to decisions made by the  
1351 departmental committee, department chair and/or college committee. Copies of the  
1352 candidate's response(s) will be included in the material reviewed at all higher levels.  
1353 The response is an opportunity for the faculty member to provide clarifications and  
1354 corrections to the reports.

1355

### 1356 ***B. Appeals to the Provost***

1357

1358 Appeals of negative recommendations by the dean of Perimeter College may be made,  
1359 in writing, to the provost within 10 business days after receiving the negative  
1360 recommendation from the dean. If a candidate does not appeal a negative decision by  
1361 the dean, the case will not be considered at subsequent levels of review. In reviewing  
1362 the appeal, the provost may gather additional information pertaining to the appeal  
1363 from the candidate, the college dean, the department chair, the departmental and/or  
1364 college promotion and tenure committee, and other appropriate individuals inside or  
1365 outside the university. The provost shall provide the candidate and the dean with a  
1366 written decision, including a statement of the bases upon which the appeal is  
1367 supported or rejected.

1368

### 1369 ***C. Appeals to the President***

1370

1371 A candidate may appeal to the president in writing the provost's negative  
1372 recommendation or decision regarding the candidate's appeal within 10 business  
1373 days after receiving the negative recommendation. The appeal to the president shall  
1374 conform to the principles and processes stated above for appeals to the provost. The  
1375 president shall provide the candidate a written decision, including a statement of the  
1376 bases upon which the candidate's appeal is supported or rejected.

1377

## 1378 **VI. Dean's Feedback to the College Committee**

1379

1380 The dean will meet annually with the Perimeter College promotion and tenure  
1381 committee and provide feedback on the outcome of the year's tenure and/or  
1382 promotion cases and discuss the committee's assessments and recommendations in  
1383 light of the final tenure and/or promotion outcomes.

1384

## 1385 **VII. Other Tenure-Related and Promotion-Related Reviews**

1386

1387 **A. Pre-Tenure Review**

1388

1389 **1. Purpose**

1390 Normally, each department will conduct a pre-tenure review of each tenure-track  
1391 faculty member. The purpose of the pre-tenure/third-year review is to provide a  
1392 rigorous analysis and detailed feedback of the faculty member's body of work in the  
1393 areas of teaching, research/scholarship, and service (including any student success  
1394 activities that may be interwoven into each) towards tenure. A formal review of the  
1395 progress made toward promotion and tenure will be made during the third year so  
1396 that tenure-track faculty members have a clear idea of how adequately they are  
1397 progressing toward successfully achieving promotion and tenure. When a faculty  
1398 member is hired with one or two years of probationary credit towards tenure there  
1399 shall also be a mid-course pre-tenure review. A faculty member hired with three  
1400 years of probationary credit may waive pre-tenure review with written approval of  
1401 the department chair and dean. An approved suspension of the probationary period  
1402 for tenure will delay the pre-tenure review accordingly. During the year of  
1403 suspension, the faculty member will be reviewed according to normal annual review  
1404 procedures.

1405

1406 The pre-tenure review should provide an opportunity for colleagues to review  
1407 accomplishments and provide assistance to the tenure-track faculty member seeking  
1408 tenure and promotion. Such review should complement efforts to implement  
1409 mentoring programs within each department. While this review is distinguished from  
1410 the annual review, in that it encourages a longer-term perspective on  
1411 accomplishments, previous annual evaluations must be part of the review and the  
1412 assessment of the pre-tenure review will take the place of that year's annual review.  
1413 The overall evaluation must indicate whether the faculty member is making  
1414 satisfactory progress toward tenure and promotion (BOR 8.3.5.1).

1415

1416 **2. Procedure**

1417 This review will be conducted by a committee of either at least three faculty of the  
1418 appropriate rank elected from the tenured faculty or all departmental faculty of  
1419 appropriate rank and tenure. Normally, these faculty members will be from the  
1420 department. However, in small units, faculty of appropriate rank from outside the  
1421 department may be elected. This pre-tenure review should address accomplishments  
1422 in teaching; scholarly/creative activities; and service (including student success  
1423 activities that may be interwoven into each). The result of faculty annual reviews will  
1424 be utilized as a part of subsequent pre-tenure and post-tenure reviews as well as

1425 retention, promotion, and tenure decisions. It will be based on available information  
1426 as articulated in the departmental or college guidelines: e.g., annual reports, student  
1427 and peer evaluations of teaching, student success activities, curriculum vitae,  
1428 publications, etc.

1429  
1430 A candidate should not be expected to prepare additional materials solely for the  
1431 purpose of the cumulative review but may prepare a short statement. The pre-tenure  
1432 evaluation conducted by the department should be reviewed and commented on by  
1433 the department chair, the dean and the provost. Faculty must receive a written report  
1434 of the results of this review and comments by the department chair, the dean and the  
1435 provost.

1436  
1437 The University Promotion and Tenure Manual Review Committee shall review the  
1438 university's pre-tenure review policies, as well as any subsequent revisions, and  
1439 submit these to the provost for final approval.

1440

## 1441 ***B. Annual Review***

1442  
1443 Faculty are evaluated annually by their department chair or appropriate supervisor  
1444 as defined by the college/school against the minimum criteria listed in the BOR Policy  
1445 8.3.5.1 and BOR Policy 8.3.7.3.

1446  
1447 The annual evaluation will encompass teaching; research/scholarship/creative  
1448 activity or academic achievement; professional service to the institution or  
1449 community (including student success activities that may be interwoven into each);  
1450 and continuous professional growth appropriate to Georgia State's sector and  
1451 mission, college or school and department.

1452  
1453 Colleges/schools must ensure that workload percentages for faculty roles and  
1454 responsibilities are factored into the performance evaluation model in a consistent  
1455 manner. The overall evaluation must indicate whether the faculty member is making  
1456 satisfactory progress toward the next level of review appropriate to their rank,  
1457 tenure status, and career stage as noted in the below mentioned Likert scale.

1458

### 1459 **1. Procedure**

1460 All faculty members are subject to an annual review. Annual reviews are outlined in  
1461 college/school guidelines.

1462

1463 The faculty member is responsible for providing documentation and materials for the  
1464 annual evaluation. The department chair or appropriate supervisor will discuss with  
1465 the faculty member in a scheduled conference the content of that faculty member's  
1466 annual written evaluation and their progression towards achieving future milestones.

1467

1468 The faculty member will sign a statement to the effect that they have been apprised of  
1469 the content of the annual written evaluation.

1470

1471 The faculty member will be given 10 business days to respond in writing to the  
1472 annual written evaluation, with this response to be attached to the evaluation.

1473

1474 The department chair or appropriate supervisor will acknowledge in writing the  
1475 receipt of the response, noting changes, if any, in the annual written evaluation made  
1476 as a result of either the conference or the faculty member's written response. The  
1477 specific time period for this response is 10 business days from the faculty member's  
1478 rebuttal/response. This acknowledgement will also become a part of the official  
1479 personnel records. Annual reviews are not subject to discretionary review. (BOR  
1480 Policy 6.26)

1481

1482 All annual faculty evaluations must utilize the following Likert scale:

1483

1484 1 – Does Not Meet Expectations

1485 2 – Needs Improvement

1486 3 – Meets Expectations

1487 4 – Exceeds Expectations

1488 5 – Exemplary

1489

1490 If the performance in any of the categories is judged to be a 1 – Does Not Meet  
1491 Expectations or a 2 – Needs Improvement, the faculty member must be provided with  
1492 a Performance Remediation Plan (PRP) to remediate their performance during the  
1493 next year. The department chair or appropriate supervisor will develop the PRP in  
1494 consultation with the faculty member. This will become part of the official personnel  
1495 records.

1496

1497 Noteworthy achievement as referenced in BOR Policy 8.3.7.3 is reflective of a 4 or 5  
1498 on the above Likert Scale. Deficient and unsatisfactory as referenced throughout this  
1499 document is reflective of a 1 or a 2 on the Likert Scale.

1500

1501 Each college/school can decide to use the above Likert Scale for other reviews,  
1502 including pre-tenure, tenure, promotion, and post-tenure.

1503

### 1504 **C. Performance Remediation Plan**

1505

1506 The Performance Remediation Plan (PRP) is used to document faculty deficiencies  
1507 based on the outcomes from the annual review or pre-tenure review. The purpose of  
1508 the PRP is designed to enable the faculty member to correct unsatisfactory  
1509 performance in some aspect of their role or responsibilities. The plan must be  
1510 approved by the Dean and submitted to the Office of Faculty Affairs. Two meetings  
1511 during the fall and two meetings during the spring must be held to review progress,  
1512 document additional needs/resources, and discuss planned accomplishments for the  
1513 upcoming quarter. After each meeting, the department chair will summarize the  
1514 meeting and indicate if the faculty member is on track to complete the PRP.

1515 Consequences for failure to meet the expectations of the PRP must be stated at the  
1516 conclusion of each meeting. Each college/school should standardize their processes,  
1517 procedures and forms across all academic units and provide professional  
1518 development for appropriate personnel.

1519

#### 1520 **1. Elements of the Performance Remediation Plan (PRP)**

1521 For faculty who do not meet annual performance or pre-tenure review expectations,  
1522 a performance remediation plan (PRP) is put in place. The department chair will  
1523 develop the PRP in consultation with the faculty member and any committee that  
1524 participated in the pre-tenure review. The PRP must include input from the faculty  
1525 member, the chair, and the committee. The PRP must also be approved by the Dean  
1526 and submitted to the Office of Faculty Affairs. The faculty member will have one year  
1527 to accomplish the goals/outcomes of the PRP. This will become part of the official  
1528 personnel records. The purpose of this plan is to scaffold faculty growth and  
1529 development and strengthen tenure and promotion possibilities. The components of  
1530 the PRP plans must include the following:

1531

- 1532 1. Clearly defined goals or outcomes
- 1533 2. An outline of activities to be undertaken
- 1534 3. A timetable

- 1535 4. Available resources and supports  
1536 5. Expectations for improvement  
1537 6. Monitoring strategy

1538

1539 **2. Corrective Post-Tenure Review**

1540 A faculty member evaluated as deficient in any one of the elements of teaching,  
1541 research/scholarship/creative activities, and/or service (including student success  
1542 activities that may be interwoven into each) for two consecutive annual evaluations  
1543 will participate in a corrective post-tenure review.

1544

1545 Note that the deficiency does not have to be in the same area; but could be a different  
1546 area from one year to the next. This review will be initiated prior to the normally  
1547 scheduled five-year review. The faculty member will follow the guidelines and  
1548 procedures for post-tenure review (See Part Two, Section VII. D.).

1549

1550 If the outcome of the corrective post-tenure review is successful, the next post-tenure  
1551 review will be five years from the corrective post-tenure review date. If the outcome  
1552 of a corrective post-tenure review does not meet expectations or needs improvement,  
1553 the same process for an unsuccessful post-tenure review will be followed.

1554

1555 **D. Post-Tenure Review**

1556

1557 **1. Purpose**

1558 Perimeter College will also conduct a post-tenure review of tenured faculty. The post-  
1559 tenure review process shall support the further career development of tenured  
1560 faculty members as well as ensure accountability and continued strong performance  
1561 from faculty members after they have achieved tenure.

1562

1563 The primary purpose of the post-tenure review process is to assist faculty members  
1564 with identifying opportunities that will enable them to reach their full potential for  
1565 contribution to the academic discipline, institution, and the institution's mission.  
1566 Post-tenure review is one of several types of faculty performance reviews (for  
1567 example, annual, promotion and tenure reviews) and is intended to provide a longer-  
1568 term perspective than is usually provided by an annual review. The review should be  
1569 retrospective and prospective, encouraging a careful look at possibilities for different  
1570 emphases at different points of a faculty member's career.



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The results of a positive post-tenure review should be linked to recognition or reward. Faculty members who are performing at noteworthy levels should receive recognition for their achievements. Each college/school will prescribe how the review results will be related to possible rewards such as formal recognition, merit pay, promotion, educational leave, etc.

**2. Procedure**

With the exception of tenured administrators whose majority of duties are 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 promotion or successful voluntary post-tenure review, 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 teaching, scholarly/creative activities, and service; including related student success activities that may be interwoven into each) pertaining to these to the stated expectations for performance developed by the colleges and departments. Annual reviews encompassing the previous five years must be incorporated in the post-tenure review processes. Contributions should be dated from previous tenure and promotion milestones and encompass the previous five-year period. 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, scholarly/creative activities, 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, scholarly/creative activities and service over

1609 the previous five years. The initial report will be reviewed and commented on by the  
1610 department chair or the faculty review committee (whichever party was not involved  
1611 in the initial review) as well as by the dean and the provost. The faculty member must  
1612 receive copies of the initial review as well as of all subsequent comments.

1613

1614 Tenured administrators who hold faculty rank will receive an annual review by their  
1615 appropriate supervisor and will undergo a comprehensive evaluation, including a  
1616 360° feedback assessment every three years ([University Senate Bylaws, Article VII.  
1617 Committees: Section 12. Committee on Faculty Affairs](#)).

1618

### 1619 **3. Voluntary Review**

1620 A tenured faculty member may voluntarily elect to go up for a post-tenure review  
1621 before the five-year time limit. This enables a faculty member to take full advantage  
1622 of the feedback and insight provided by their colleagues at a strategic moment in  
1623 their career, rather than having to wait for the usual 5-year cycle. Early post-tenure  
1624 reviews should include a review of the faculty member's accomplishments since they  
1625 were last evaluated for tenure or a previous post-tenure review, whichever was most  
1626 recent. If the faculty member has a successful review, the next post-tenure review will  
1627 be five years from the voluntary post-tenure review date. If the faculty member is  
1628 unsuccessful, the 5-year post-tenure review date remains in place.

1629

### 1630 ***E. Performance Improvement Plan and Remedial Actions***

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1632 In the event of a post-tenure review that does not meet expectations or needs  
1633 improvement, the faculty member's department chair or appropriate supervisor(s)  
1634 and faculty member will work together to develop a formal Performance  
1635 Improvement Plan (PIP) in consultation with the post-tenure review committee  
1636 based around the deficiencies found by the committee.

1637

1638 Consistent with the developmental intent of the post-tenure review, the PIP must be  
1639 designed to assist the faculty member in achieving progress towards remedying the  
1640 deficiencies identified in the post-tenure review. The PIP's goals or outcomes must be  
1641 reasonable, achievable within the timeframe, and reflect the essential duties of the  
1642 faculty member. The PIP must be approved by the Dean and submitted to the Office of  
1643 Faculty Affairs. Formal meetings for assessing progress on the PIP should be  
1644 scheduled no less than twice per semester during the fall and spring.

1645

1646 The assessment of the PIP will take the place of that year's annual review. Failure to  
1647 successfully remediate the identified deficiencies, or demonstrate substantive  
1648 progress towards remediation, within one year subjects the faculty member to  
1649 disciplinary actions up to and including, but not limited to, reallocation of effort,  
1650 salary reduction, and tenure revocation and dismissal. The college/school will follow  
1651 appropriate due process mechanisms for a faculty member to appeal the final  
1652 assessment of their PIP and the resulting remedial actions as outlined below.

1653  
1654 The department chair or appropriate supervisor must meet with each faculty  
1655 member to discuss the results of post-tenure review. Each faculty member must  
1656 receive a letter documenting the summary of the findings of the post-tenure review.  
1657 In the event of an unsuccessful post-tenure review the letter must also include next  
1658 steps, due process rights, and the potential ramifications if the faculty member does  
1659 not remediate or demonstrate substantive progress towards remediation in the areas  
1660 identified as unsatisfactory. The faculty member can provide a written rebuttal that  
1661 will be attached to the final document however no action is required by the  
1662 department chair or appropriate supervisor.

1663  
1664 The plan must be approved by the Dean and submitted to the Office of Faculty Affairs.  
1665

1666 The components of the PIP must include the following:

- 1667
- 1668 • Clearly defined goals or outcomes
  - 1669 • An outline of activities to be undertaken
  - 1670 • A timetable
  - 1671 • Available resources and supports
  - 1672 • Expectations for improvement
  - 1673 • Monitoring strategy

1674  
1675 Two meetings during the fall and during the spring must be held to review progress,  
1676 document additional needs/resources, and discuss planned accomplishments for the  
1677 upcoming time period. After each meeting, the department chair or appropriate  
1678 supervisor should summarize the meeting and indicate whether the faculty member  
1679 is on track to complete the PIP. At the conclusion of the academic year the faculty  
1680 member's progress will be determined by the department chair and dean after taking  
1681 into account feedback from an elected committee of faculty colleagues. Each

1682 college/school should standardize their processes, procedures and forms across all  
1683 academic units and provide professional development for appropriate personnel.

1684

1685 If the faculty member successfully completes the performance improvement plan,  
1686 then the faculty member's next post-tenure review will take place on the regular five-  
1687 year schedule.

1688

1689 If the faculty member fails to make sufficient progress in performance, the  
1690 appropriate remedial action corresponding to the seriousness and nature of the  
1691 faculty member's deficiencies will be taken. In consultation with the department  
1692 chair, the Dean will recommend the appropriate remedial action to the President or  
1693 their designee. The severity of remedial actions should be proportionate with the  
1694 outcome of the performance improvement plan and appropriate for the faculty  
1695 appointment type. Remedial actions may include but are not limited to professional  
1696 development in the area(s) of deficiency, mentoring, temporary workload  
1697 adjustments (to be reviewed at annual review), revocation of graduate faculty status,  
1698 reclassification, suspension of pay, salary reduction, revocation of tenure, and  
1699 separation from employment. A faculty member shall receive written notice of the  
1700 possibility of such remedial actions when the performance improvement plan begins.

1701

1702 The President will make the final determination on regarding appropriate remedial  
1703 action. An aggrieved faculty member may seek discretionary review of the  
1704 institution's final decision pursuant to the Board Policy on Applications for  
1705 Discretionary Review.

1706

### 1707 **Due Process Following an Unsuccessful Performance Improvement Plan**

1708

1709 If, after conducting a final review of appropriate materials and allowing the faculty  
1710 member an opportunity to be heard at the conclusion of the performance  
1711 improvement plan, the department chair and dean determine that the faculty  
1712 member has failed to make sufficient progress in performance as outlined in the  
1713 performance improvement plan (or has refused to engage reasonably in the process),  
1714 the department chair and dean will propose appropriate remedial action  
1715 corresponding to the seriousness and nature of the faculty member's deficiencies.  
1716 Upon request by the faculty member, the post-tenure review committee will review  
1717 the materials that attest to performance improvement plan progress and the  
1718 proposed remedial action and make their recommendation.

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The faculty member has 10 business days from receiving the recommendation of the dean/dept. chair to request the post-tenure review committee review. Upon request to review the recommended action by the faculty member, further due process will include the following:

1. The post-tenure review committee will review the recommendation of the department chair and dean. The post-tenure review committee may exercise its judgment as to whether an in-person hearing is necessary. The recommendation of the post-tenure review committee may be based solely on a review of the record. The post-tenure review committee will issue its recommendation to the Provost and the faculty member within 20 business days of the request for review by the faculty member.
2. Within 5 business days of receiving the recommendation(s) from the post-tenure review committee, the Provost shall send an official letter to the faculty member notifying him or her of the decision.
3. The faculty member may appeal to the President within 5 business days of receiving the decision from the Provost. The President’s final decision shall be made within 10 business days and should notify the faculty member of his or her decision and the process for discretionary review application as provided for in Board of Regents’ Policy.
4. If the remedial action taken is dismissal by the President, the faculty member may complete their faculty assignment for the current semester at the discretion of the institution; however, the semester during which a final decision is issued will be the last semester of employment in their current role.
5. An aggrieved faculty member may seek discretionary review of the institution’s final decision pursuant to Board policy on Applications for Discretionary Review (6.26).

**F. Emeriti Status**

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The dean may recommend for approval by the provost emeriti status for any retired tenured or non-tenured faculty member 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 emeriti status, departments should be specific with respect to the emeriti status title (for example, associate professor emeritus, professor emeritus, etc.). Candidates for the emeriti status may be nominated by faculty in their department or may self-nominate to be considered for emeriti status.

1758 Nominations for emeriti status must be voted on by departmental faculty and their  
1759 recommendation must be supported by the department chair, dean, provost and the  
1760 president.