

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

**Revision Approved by RCB Faculty November 14, 2017; Approved by Provost  
April 2, 2018**

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1 **I. PREAMBLE**

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

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

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

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

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

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

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

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

- 41 1. Clinical Faculty (Clinical Assistant Professor, Clinical Associate Professor,  
42 Clinical Professor)
- 43 2. Lecturer (Lecturer, Senior Lecturer, Principal Senior Lecturer)
- 44 3. Academic Professional (Academic Professional, Senior Academic  
45 Professional)
- 46 4. Instructor

47  
48 **Clinical Faculty.** In the Robinson College of Business, the primary responsibility of  
49 Clinical faculty is teaching, with significant secondary responsibility to engage in research  
50 activities consistent with the College’s criteria for AACSB faculty qualifications for faculty  
51 holding research doctoral degrees (PhDs). As part of their workload, Clinical Faculty  
52 members are also expected to engage in service activities.

53  
54 **Lecturer Faculty.** In the Robinson College of Business, the primary responsibility of  
55 Lecturer faculty is teaching. As part of their workload, Lecturers are also expected to  
56 engage in service activities. While they are not required to engage in research activities,  
57 they are expected to be familiar with current trends and methods in their discipline.

58  
59 **Academic Professional Faculty.** In the Robinson College of Business, a few faculty will  
60 be in the Academic Professional position category with a primary responsibility of highly  
61 specialized professional service, with limited or no teaching responsibility. As per Board  
62 of Regents requirements, an Academic Professional “may not be assigned to a position  
63 where the teaching and research responsibilities total 50% or more of the total  
64 assignment” (BOR Policy Manual, Section 8.3.8.3). Current GSU practice requires that  
65 new hires to Academic Professional positions hold a terminal degree (e.g., PhD), further  
66 reducing RCB’s likelihood of hiring to this position category. In the few instances where  
67 Academic Professionals are employed in RCB, they will be evaluated in accordance with  
68 their assigned workloads, given the very different responsibilities of the small number of  
69 Academic Professionals in RCB.

70  
71 **Instructor Faculty.** In the Robinson College of Business, the primary responsibility of  
72 Instructor faculty is teaching. As part of their workload, Instructors are also expected to  
73 engage in service activities. There is no promotion path for NTT faculty holding the  
74 position of Instructor at Georgia State University.

### 75 76 77 **III. PROMOTION: CRITERIA AND TIME REQUIREMENTS**

#### 78 79 **(A) Promotion Criteria**

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

89  
90 For candidates in the Clinical or Lecturer track, promotion to an intermediate rank (e.g.,  
91 to Clinical Associate Professor or Senior Lecturer) requires the candidate to demonstrate  
92 a level of competence and effectiveness in teaching that is evaluated as excellent.

93  
94 For candidates in the Clinical or Lecturer track, promotion to the highest rank (e.g., to  
95 Clinical Professor or Principal Senior Lecturer) requires the candidate to demonstrate a  
96 sustained level of competence and effectiveness that is evaluated as excellent with  
97 continued growth in the time period since the last promotion.

98  
99 If a candidate's workload includes teaching (but it is not the candidate's primary  
100 responsibility), then for promotion to an intermediate rank or to the highest rank (e.g.,  
101 Academic Professional to Senior Academic Professional), the candidate must  
102 demonstrate high quality teaching.

103  
104 **Research.** The conduct of research and its publication are necessary conditions for  
105 promotion for non-tenure track faculty in the clinical ranks. Research is defined as inquiry  
106 undertaken that establishes facts, develops principles, or illuminates or answers  
107 questions posed within an area of intellectual pursuit through the systematic collection of  
108 evidence that can be subjected to replication, verification, or critical evaluation by persons  
109 other than the original researcher. Research will be evaluated primarily by the quality of  
110 the faculty member's work that has been published or formally accepted for publication in  
111 refereed journals. Presentations at professional and other meetings can enrich a portfolio  
112 of publications in refereed journals and thus help to establish a faculty member's national  
113 reputation.

114  
115 For non-tenure track clinical faculty, the criteria for promotion  
116 from Clinical Assistant Professor to Clinical Associate Professor  
117 are excellence in teaching and demonstrated evidence of high  
118 quality research involving their professional expertise, which  
119 must include high quality and impactful contributions in the  
120 scholarship of teaching and learning (sometimes referred to as  
121 pedagogical scholarship or as pedagogical research) and/or  
122 research related to practice. These could include published cases,  
123 publications in pedagogical journals, publications in practitioner

124 journals, and books related to practice or pedagogy. In the  
125 Robinson College of Business, publications related to the  
126 scholarship of teaching and learning and/or related to practice in  
127 refereed journals are necessary for promotion. Accomplishments in  
128 disciplinary scholarly research in high quality refereed journals  
129 are also valued for promotion. Securing grants from extramural  
130 sources will complement but not substitute for accomplishments in  
131 the scholarship of teaching and learning, research related to  
132 practice, and/or disciplinary research. An essential criterion for  
133 promotion to Clinical Professor is national prominence in the  
134 scholarship of teaching and learning, research related to  
135 practice, and/or disciplinary scholarly research.

136

137 Scholarship of teaching and learning should demonstrate teaching creativity and  
138 innovation and research related to practice should demonstrate creativity and innovation  
139 in contributions to practice. Both scholarship of teaching and learning and research  
140 related to practice must be disseminated in public forums that provide the opportunity for  
141 critical evaluation and adoption. Publications in refereed journals are an important form  
142 of public dissemination for both pedagogical research and research related to practice.  
143 Additional forms of public dissemination include publications in refereed outlets that aim  
144 to share knowledge or innovation with industry constituencies, textbooks, cases, creative  
145 or technical artifacts, or other forms as relevant for the discipline.

146

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

150

151 Some indication of capability of independent scholarship is desirable. Candidates  
152 with multi-authored works should describe their contribution to the works.

153

154 A continuous history of research and publications is more important than a short  
155 period of intensive activity.

156

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

162

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

166

167 **Service.** Service activities of faculty that are considered for promotion and related  
168 purposes are of three kinds:

169  
170 **Activities internal to the university.** The activities of a faculty member in serving  
171 on committees and doing administrative work within the Academic Unit, College or  
172 University are essential inputs to achieving the goals of the College's various  
173 programs. With respect to these internal service activities, a faculty member who  
174 is to be recommended for promotion should have fulfilled service activities which  
175 might include but not be limited to service on committees.  
176

177 **Involvement in academic and professional organizations.** Service activity in  
178 academic organizations may include serving as an officer or local arrangements  
179 chair/member, chair of program committee, chair of a program session,  
180 discussant, or in other roles. With respect to journals sponsored by the  
181 organization, it includes serving as a referee or in any type of editorial capacity. In  
182 other words, service includes involvement in an academic organization other than  
183 presentation of a paper, which is classified as research and publications activity.  
184 It is expected that the involvement of faculty in professional (as opposed to  
185 academic) organizations will be a function of the faculty member's disciplinary  
186 area. For example, those Academic Units that have industry affiliations often have  
187 faculty who "work their way through the chairs" of local chapters, or  
188 state/regional/national/international professional organizations.  
189

190 **Service to the community.** As a general rule, those service activities in the  
191 community which could be considered for promotion are those which utilize in a  
192 significant way the professional expertise of the faculty member.  
193

194 If a candidate's primary responsibility is service, as is the case for Academic Professional  
195 faculty in the Robinson College of Business, for promotion to the highest rank (e.g.,  
196 Academic Professional to Senior Academic Professional), the candidate must provide a  
197 sustained excellent level of the specialized professional service that constitutes the  
198 candidate's assigned workload (to the department, college and/or university, and/or to the  
199 professional and practice community, as appropriate for that assigned workload), with  
200 continued growth in the time period of holding the position.  
201

202 If a candidate's workload includes service (but is not the candidate's primary  
203 responsibility), then for promotion to an intermediate rank or to the highest rank, the  
204 candidate must provide high quality service to the department, college and/or university,  
205 and/or to the professional and practice community.  
206

## 207 **(B) Time Requirements for Promotion**

208  
209 The Georgia State University Promotion Manual for Non-Tenure Track Faculty states that

210 unless the college or department NTT promotion manual states otherwise, in general, full  
211 time service of at least five years in rank at Georgia State University is appropriate to be  
212 considered for promotion to the next level. A maximum of three years' credit towards the  
213 Georgia State University service period may be allowed based on previous service by the  
214 candidate at another institution or within Georgia State University (e.g., visiting faculty).  
215 Such credit for prior service shall be approved in writing by the Provost.

216  
217 **Clinical Faculty.** Consistent with the Georgia State University Promotion Manual for  
218 Non-Tenure Track Faculty, non-tenure track faculty in the clinical ranks in the Robinson  
219 College of Business will be eligible for promotion to Clinical Associate Professor after five  
220 years in residence at the rank of Clinical Assistant Professor. The normal minimum time  
221 in rank of a Clinical Associate Professor for promotion to Clinical Professor is five years  
222 in residence.

223  
224 **Lecturer Faculty.** Lecturers who are in their fifth year of service at Georgia State  
225 University may be considered for promotion to Senior Lecturer effective in the seventh  
226 year of service. Reappointment of a Lecturer who has completed six (6) consecutive  
227 years of service to the institution will be permitted only if the Lecturer has demonstrated  
228 exceptional teaching ability and extraordinary value to the institution (BOR 8.3.8.1). The  
229 Georgia State University NTT Promotion Manual guideline of "at least five years in rank  
230 at Georgia State University is appropriate to be considered for promotion to the next level"  
231 will apply for promotion from Senior Lecturer to Principal Senior Lecturer in the Robinson  
232 College of Business.

233  
234 **Academic Professional Faculty.** The Georgia State University NTT Promotion Manual  
235 guideline of "at least five years in rank at Georgia State University is appropriate to be  
236 considered for promotion to the next level" will apply for promotion from Academic  
237 Professional to Senior Academic Professional in the Robinson College of Business.

#### 238 239 240 **IV. PROCEDURES FOR CONDUCTING PROMOTION REVIEWS**

241  
242 The procedures contained in this Section (IV) are for the conduct of reviews for promotion.

##### 243 **(A) Calendar of Events (Overview)**

244  
245 The exact dates for the notification of the outcomes of College and University review will  
246 be determined by the Office of the Provost and communicated to the University faculty in  
247 advance of each year's promotion cycle. The timeline for candidates to submit their  
248 dossiers, as well as the timeline for reviews by the Academic Unit Committee, Academic  
249 Unit Head, and College Committee will be communicated by the Dean's office to Unit  
250 Heads. Unit Heads will communicate this information to the faculty in their Units. A  
251 tentative timeline is listed below:  
252



|     |                                 |   |
|-----|---------------------------------|---|
| 253 |                                 |   |
| 254 | <u>Approximate Date</u>         | <u>Event</u>  |
| 255 |                                 |   |
| 256 | July 1                          | Notification of faculty members eligible to be considered for promotion (see Section IV.B)  |
| 257 |                                 |   |
| 258 |                                 |   |
| 259 | August 1                        | Declaration of consideration by candidate whether he/she wishes to be considered for promotion during the upcoming academic year (see Section IV.B).  |
| 260 |                                 |   |
| 261 |                                 |   |
| 262 |                                 | Candidates for Clinical Professor submit list and short bios of potential external reviewers to Academic Unit Heads to start process of soliciting external reviews (see Section IV.C).   |
| 263 |                                 |   |
| 264 |                                 |   |
| 265 |                                 |   |
| 266 |                                 |   |
| 267 | August 1-15                     | For candidates for promotion to Clinical Professor, Head of Academic Unit develops list of potential external reviewers and by August 15 provides list of and information on potential external reviewers for review and approval by the Dean (see Section IV.C).                           |
| 268 |                                 |   |
| 269 |                                 |   |
| 270 |                                 |   |
| 271 |                                 |   |
| 272 |                                 |   |
| 273 | August 15                       | For candidates for promotion to Clinical Professor, faculty member provides Head of Academic Unit materials to be sent by Dean to external reviewers. Head of Academic Unit reviews materials for compliance with this policy and submits to Dean's Office by August 22 (see Section IV.C). |
| 274 |                                 |   |
| 275 |                                 |   |
| 276 |                                 |   |
| 277 |                                 |   |
| 278 |                                 |   |
| 279 | August 25                       | For candidates for promotion to Clinical Professor, Head of Academic Unit ascertains willingness of reviewers approved by Dean to provide reviews, and notifies Dean's Office (see Section IV.C).   |
| 280 |                                 |   |
| 281 |                                 |   |
| 282 |                                 |   |
| 283 |                                 |   |
| 284 | September 6                     | For candidates for promotion to Clinical Professor, Dean's request letter and candidate's materials sent to external reviewers, with review letter due date in 3 <sup>rd</sup> week of October.   |
| 285 |                                 |   |
| 286 |                                 |   |
| 287 |                                 |   |
| 288 | 3 <sup>rd</sup> week of October | All candidates for NTT promotion complete preparation and organization of dossier and submit dossier to Head of Academic Unit (see Section IV.D).   |
| 289 |                                 |   |
| 290 |                                 |   |
| 291 |                                 | Head of Academic Unit reviews dossier for compliance with policy.   |
| 292 |                                 |   |
| 293 |                                 | For candidates for promotion to Clinical Professor, external review letters are received by Dean for inclusion in candidate's dossier (see Section IV.D).   |
| 294 |                                 |   |
| 295 |                                 |   |

296  
297 November 1 For candidates for promotion to Clinical Professor, Head of  
298 Academic Unit adds external reviewer letters and external  
299 reviewer information to dossier.  
300  
301 November 1 Head of Academic Unit appoints Unit NTT Promotion  
302 Committee Chair, notifies Unit Committee of dossiers'  
303 availability for review, and advises Unit Committee of  
304 November deadline date when signed committee  
305 memorandum is due to Head of Academic Unit (see Section  
306 IV.E).  
307  
308 November 21 Faculty committee of Academic Unit completes review of  
309 candidate's dossier and forwards its written  
310 recommendations signed by all committee members to Head  
311 of Academic Unit (see Section IV.E). The Head of the  
312 Academic Unit provides a copy of the Academic Unit  
313 committee's report to the candidate, who has three (3)  
314 business days to provide written comments, if desired, for  
315 inclusion in the materials to be reviewed at all higher levels.  
316  
317 2<sup>nd</sup> week of December Head of Academic Unit completes review of candidate's  
318 dossier, including recommendations of the faculty committee  
319 of the Academic Unit, and completes written  
320 recommendation to the Dean (see Section IV.E). The Head  
321 of the Academic Unit provides a copy of his/her written  
322 recommendation to the candidate, who has three (3)  
323 business days to provide written comments, if desired, for  
324 inclusion in the materials to be reviewed at all higher levels.  
325 The Head of the Academic Unit ascertains whether or not the  
326 candidate desires to withdraw from further consideration  
327 (see Section IV. E).  
328  
329 3<sup>rd</sup> week of December Head of Academic Unit forwards dossier with written  
330 recommendations to the Dean's Office (see Section IV. E).  
331  
332 2<sup>nd</sup> week of February College Non-Tenure Track Promotion Committee completes  
333 its review and sends its written recommendations to the  
334 Dean (see Section IV.F). The Dean's Office provides a copy  
335 of the College Non-Tenure Track Promotion Committee's  
336 report to the candidate, who has three (3) business days to  
337 provide written comments, if desired, for inclusion in the  
338 materials to be reviewed at all higher levels. The Head of

339 the Academic Unit ascertains whether or not the candidate  
340 desires to withdraw from further consideration (see Section  
341 IV. E).

342  
343 1<sup>st</sup> week of March Dean completes review and prepares written  
344 recommendations to the Provost (see Section IV. G).

345  
346 1<sup>st</sup> week of March Dean provides a copy of his/her recommendation to the  
347 candidate. Candidates not positively recommended by the  
348 Dean have ten (10) business days from the date of the  
349 Dean's letter in which to appeal, in writing, to the Provost  
350 (see Section V.A).

351  
352 2<sup>nd</sup> week of March College/Unit promotion recommendations are due to the  
353 Provost (see Sections IV.G and H).

354  
355 1<sup>st</sup> week of May Provost completes promotion review and consultation with  
356 the Deans; Provost responds to appeals from candidates;  
357 Provost notifies College and President of promotion  
358 recommendations (see Sections IV.H and V.A).

359  
360 1<sup>st</sup> week of May Dean notifies candidates of Provost's promotion  
361 recommendations within three (3) business days of receiving  
362 notice of those recommendations. Candidates have ten (10)  
363 business days from the date of the Provost's letter in which  
364 to appeal, in writing, to the President (see Sections IV.H and  
365 V.B).

366  
367 End of May President completes promotion review; President responds  
368 to appeals from candidates; President notifies the Deans of  
369 promotion decisions. Within three (3) business days of  
370 receiving the President's decisions, the Deans notify the  
371 candidates (see Section IV.I).

372  
373 **(B) Notification of Eligibility and Declaration of Candidacy**

374  
375 By approximately July 1 of each year, the Dean's Office will notify the Head of each  
376 Academic Unit of all non-tenure track faculty members appointed to that Academic Unit  
377 who are eligible to be considered for promotion on the basis of meeting the minimum time  
378 periods (as specified in Section III).

379  
380 The Head of the Academic Unit will inform, in writing, each faculty member who is eligible  
381 for promotion (in terms of time requirements) and request that the faculty member

382 indicate, in writing, whether the faculty member wishes to be considered for promotion  
383 during the upcoming academic year.

384  
385 Any technical questions (e.g., whether a faculty member has served a "normal" period of  
386 time with respect to being considered for promotion) should be brought up by the Head  
387 of the Academic Unit or the candidate with the Dean's Office at the **beginning** of the  
388 process to avoid misunderstandings later in the recommendation process with respect to  
389 how a specific situation may be viewed by the various parties involved in the process.

390  
391 **(C) External Reviews**

392  
393 For non-tenure track faculty who are seeking promotion to Clinical Professor, external  
394 reviews of the candidate's contributions to the scholarship of teaching and learning and/or  
395 research related to practice are required. External reviewers must be able to provide an  
396 independent assessment and therefore may not have any personal or professional  
397 investment in the career of the candidate. A minimum of three reviews must be obtained.  
398 Candidates are encouraged to suggest names for reviewers. Individuals selected as  
399 reviewers should be recognized experts qualified to evaluate the candidate's contribution  
400 to the scholarship of teaching and learning and/or research related to practice (e.g.,  
401 current or former editors/associate editors of high quality peer-reviewed pedagogical  
402 journals and/or peer-reviewed practice-related journals, Clinical Professors at peer or  
403 aspirational universities, teaching-oriented faculty at peer or aspirational universities). All  
404 reviewers must be external to Georgia State University and should possess national  
405 reputations in the scholarship of teaching and learning and/or research related to practice.  
406 The burden of establishing the credentials of reviewers lies with candidates seeking  
407 promotion and their Academic Unit Heads.

408  
409 **Determination of external reviewers.** By August 1, the candidate for non-tenure track  
410 promotion to the rank of Clinical Professor will submit to the Head of the Academic Unit  
411 a list of at least four potential external reviewers. By August 15, in consultation with senior  
412 faculty in the Academic Unit in the candidate's area of expertise, the Head of the  
413 Academic Unit will develop a list of at least five external reviewers, which will include at  
414 least two of the reviewers on the candidate's list, for review and approval by the Dean. By  
415 August 25, the Head of the Academic Unit will informally contact the potential reviewers  
416 to get an indication of their willingness to complete the review. The number of reviewers  
417 on the list should be adequate to insure that at least three substantive reviews will  
418 ultimately be received. In any case, it is the responsibility of the Dean to ensure that an  
419 adequate number of substantive reviews are received from qualified reviewers.

420  
421 **Solicitation of external reviews.** By August 15, the candidate for promotion to Clinical  
422 Professor will provide to the Head of the Academic Unit for review the resume and other  
423 materials to be sent to the external reviewers. All letters soliciting these reviews will be  
424 written by the Dean (see sample letter in Appendix A) and sent to the external reviewers

425 by September 6, requesting a response by the 3<sup>rd</sup> week of October. Each external  
426 reviewer will be sent the candidate's resume and the candidate's significant publications  
427 or scholarship (except lengthy books and monographs, for which a copy of the title page  
428 and table of contents will be provided). The candidate may include a research statement  
429 as part of the materials being sent to the external reviewers. The research statement  
430 should be descriptive of the candidate's research focus and any relationship among the  
431 papers, rather than evaluative of the candidate's work. If the number of publications is  
432 extensive, then a sample of the most significant publications selected by the candidate in  
433 consultation with the Head of the Academic Unit will be sent.

434  
435 The external reviewer will be asked to evaluate the scholarship, especially the  
436 pedagogical research and research related to practice, in terms of its significance, quality  
437 and overall contribution to the field. All responses shall be addressed to the Dean. The  
438 reviews of the external reviewers will become part of the candidate's dossier and will be  
439 available to all internal reviewers, including the faculty review committee within the  
440 candidate's Academic Unit. The reviews will not be made available to the candidate.

441  
442 **Information on external reviewers.** As part of the candidate's dossier, the information  
443 to be provided on external reviewers is a listing prepared by the Head of the Academic  
444 Unit (compiled consecutively on 1-2 sheets of paper) of all the external reviewers with the  
445 following information:

- 446  
447 1. Name
- 448  
449 2. Current affiliation
- 450  
451 3. One paragraph of biographical/resume data
- 452  
453 4. Relationship, if any, with the candidate (any relationship should be strictly  
454 professional—the reviewer should not have the appearance of a personal or  
455 professional investment in the candidate's career)

456  
457 This summary is to be incorporated, at the point indicated in Section III.D below, in the  
458 dossier to be submitted to the Dean's Office.

#### 459 460 **(D) Preparation of Candidate's Dossier**

461  
462 The dossier should be able to make the case by itself (i.e., without formal or informal oral  
463 discussion, or presentations) with respect to the candidate's qualifications. It should  
464 include the following materials:

#### 465 466 **Items from Head of Academic Unit:**

468 Head of Academic Unit's memorandum of recommendations and analysis to the  
469 Dean.

470  
471 Comments by the candidate (if any) in response to Head of Academic Unit's  
472 evaluation.

473  
474 Memorandum from the faculty committee of the Academic Unit to the Head of the  
475 Academic Unit (further discussed in Section IV.E below).

476  
477 Comments by the candidate (if any) in response to evaluation by the faculty  
478 committee of the Academic Unit.

479  
480 For candidates for promotion to Clinical Professor, one paragraph summary  
481 resumes of external reviewers. (see Section IV. C above)

482  
483 For candidates for promotion to Clinical Professor, letters from the external  
484 reviewers.

485

486

487 **Items from Candidate:**

488

489

490

491 **Resume** organized in the sequence shown in Appendix B.

492

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

498

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

504

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

508

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

511

512 **Publications: books and monographs.** Attach a statement to each

513 publication that is not single authored, as above. Include rationale for order  
514 of authorship.

515  
516 **Working papers:** Attach a statement to each publication that is not single  
517 authored, as above. Include rationale for order of authorship.

518  
519 **Grants/Extramural funding for research:** If not sole Principal Investigator,  
520 include a statement indicating the specific contribution made by the candidate  
521 in obtaining and executing the grant, the grant amount, funding source and  
522 duration.

523  
524 **Teaching effectiveness--**Provide (1) a listing of all courses taught with  
525 enrollment by semester since date of appointment or last rank promotion, and  
526 (2) materials documenting teaching effectiveness, which must include copies  
527 of Student Evaluation of Instructor Profiles for all courses taught as well as  
528 additional evidence of teaching effectiveness, such as (but not limited to) peer  
529 evaluations, selected examinations and quizzes, students' passing rates on  
530 licensure/certification examinations, a teaching portfolio, new course and/or  
531 program development, use of technology for teaching, program accreditation  
532 review results, teaching awards received, and student accomplishments.

533  
534 The College will prepare a report for each faculty being considered for  
535 promotion entitled "Overall Teaching Effectiveness of Instructor for All Classes  
536 Since Initial Semester of Employment, Reappointment, Awarding of Tenure or  
537 Last Promotion." The content (categories) of that report is approved by the  
538 RCB Faculty Affairs Committee and the RCB Executive Committee. Faculty  
539 members will include this report in their dossier, and may provide a narrative  
540 analysis of the results if they wish. The use of this report in no way precludes  
541 faculty members from selecting, summarizing, and discussing other  
542 information (e.g., Student Evaluation of Instructor form items) of their  
543 choosing.

544  
545 Organize other information into the categories delineated in the College  
546 document titled "Outline of Faculty Activities/Accomplishments Report"  
547 (FAAR) used for annual faculty performance evaluation purposes. Typically,  
548 FAAR reports completed for previous years will be the best source of  
549 information for completing this section of the dossier.

550  
551 **Service Effectiveness--**materials documenting effectiveness in service  
552 activities.

553  
554 The candidate should have all the materials ready by the time requested by the Head of  
555 the Academic Unit, which will normally be near the third week of October. When the Dean  
556 receives at least the minimum of three external review letters for candidates for promotion  
557 to Clinical Professor, these will be forwarded to the Head of the Academic Unit for

558 inclusion in the dossier to be reviewed by the committee of faculty of the Academic Unit.  
559 (Letters beyond three are added to the dossier when received and any difference in the  
560 materials reviewed at different levels is noted in the Academic Unit Head's/College  
561 Committee's/Dean's memorandum as applicable.)

562

563 **(E) Review Within Academic Unit**

564

565 The candidate's dossier, including outside reviewer letters (if applicable), and other  
566 materials directly relevant to the candidate's dossier are reviewed by a committee of  
567 faculty members of the Academic Unit who prepare written recommendations to the Head  
568 of the Academic Unit. Prior to the promotion review of a non-tenure track faculty  
569 candidate, the Head of the Academic Unit will convey to the review committee the  
570 assigned workload of the candidate since the last review. In turn, the Head of the  
571 Academic Unit reviews the candidate's dossier, outside reviewer letters if applicable,  
572 other materials directly relevant to the candidate's dossier, and the report of the faculty  
573 committee of the Academic Unit and any candidate response, and completes a review  
574 and prepares written recommendations addressed to the Dean and College Promotion  
575 and Tenure Committee.

576

577 **Composition of faculty committee of Academic Unit.** For recommendations for  
578 promotion of non-tenure track faculty from lecturer to senior lecturer, the review  
579 committee is comprised of all tenured Associate Professors and Professors, plus those  
580 non-tenure track faculty at the rank of Senior Lecturer, Principal Senior Lecturer, Clinical  
581 Associate Professor, or Clinical Professor with assigned workloads which, in the opinion  
582 of the Head of the Academic Unit, are similar to the candidate for promotion. For  
583 recommendations for promotion of non-tenure track faculty from Senior Lecturer to  
584 Principal Lecturer, the review committee is comprised of all tenured Associate Professors  
585 and Professors, plus those non-tenure track faculty at the rank of Principal Senior  
586 Lecturer, Clinical Associate Professor, or Clinical Professor.

587

588 For recommendations for promotion of non-tenure track faculty from Academic  
589 Professional to Senior Academic Professional, the review committee is comprised of all  
590 tenured Associate Professors and Professors, plus those non-tenure track faculty at the  
591 rank of Senior Academic Professional, Principal Senior Lecturer, Clinical Associate  
592 Professor, or Clinical Professor with assigned workloads which, in the opinion of the Head  
593 of the Academic Unit, are similar to the candidate for promotion.

594

595 For recommendations for promotion of non-tenure track faculty to Clinical Associate  
596 Professor, the review committee is comprised of all tenured Associate Professors and  
597 Professors plus those non-tenure track faculty at the rank of Clinical Associate Professor  
598 or Clinical Professor with assigned workloads which, in the opinion of the Head of the  
599 Academic Unit, are similar to the candidate for promotion. For recommendations for  
600 promotion of non-tenure track faculty to Clinical Professor, the review committee is  
601 comprised of all tenured Professors and all non-tenure track faculty at the rank of Clinical  
602 Professor.



603  
604 The Head of the Academic Unit will appoint the chair from the committee membership.  
605 At least one member of the committee must be a non-tenure track faculty of appropriate  
606 rank. If an Academic Unit does not have at least one non-tenure track faculty meeting the  
607 criteria for being on a faculty review committee, a non-tenure track faculty of appropriate  
608 rank appointed in another Academic Unit will be added to the committee. If an Academic  
609 Unit does not have at least three faculty meeting the criteria for being on a faculty review  
610 committee, faculty appointed in other Academic Units will be added to the committee to  
611 reach, at least, the minimum of three. These faculty will be chosen by the Head of the  
612 Academic Unit in consultation with the Dean.

613  
614 **Form of written recommendations from faculty committee of the Academic Unit.**  
615 For each of the decision categories, each faculty member constituting the committee in  
616 the Academic Unit is expected to sign a memorandum of recommendations to the Head  
617 of the Academic Unit. In the case of a split decision, the report, signed by all committee  
618 members, should include both majority and minority views. The memorandum must  
619 include an evaluation of each part of the candidate's assigned workload. In accordance  
620 with University policy, the Academic Unit Head will provide the faculty member with a  
621 copy of the written recommendation of the faculty review committee of the Academic Unit.  
622 The faculty member has the right to respond in writing to that evaluation, and a copy of  
623 the faculty member's response will be included in the material reviewed at all higher  
624 levels. If the candidate chooses to respond, the candidate's written response has to be  
625 submitted to the Dean (with a copy to the Unit Head) within three (3) business days of  
626 receiving the report.

627  
628 **Memorandum of recommendations from the Head of the Academic Unit.** The  
629 memorandum of recommendations from the Head of the Academic Unit to the Dean  
630 should, in addition to serving as the recommendation of the Head of the Academic Unit,  
631 provide context to the deliberations that have occurred in the Academic Unit. For  
632 example, this memorandum should fully address any split recommendations from the  
633 faculty committee of the Academic Unit, or issues that are not possible to document in a  
634 dossier. As soon as possible but prior to the deadline for submitting recommendations  
635 to the Dean and the College Non-Tenure Track Promotion Committee, the Head of the  
636 Academic Unit will notify in writing to each faculty member who previously declared in  
637 writing a wish to be considered for promotion as to whether or not the faculty member is  
638 being recommended by the Head of the Academic Unit to the Dean and the College Non-  
639 Tenure Track Promotion Committee. In accordance with University policy, the faculty  
640 member will be provided with a copy of the memorandum of recommendations from the  
641 Head of the Academic Unit. The faculty member has the right to respond in writing to that  
642 evaluation, and a copy of the faculty member's response will be included in the material  
643 reviewed at all higher levels. If the candidate chooses to respond, the candidate's written  
644 response has to be submitted to the Dean (with a copy to the Unit Head) within three (3)  
645 business days of receiving the report. A faculty member who wishes to withdraw from  
646 further consideration may do so. The faculty member may withdraw by informing the  
647 Head of the Academic Unit in writing prior to the deadline specified by the College (the

648 deadline for Academic Units to submit the Unit recommendations to the Dean's Office).

649  
650 **(F) Review by the College Non-Tenure Track Promotion Committee**

651  
652 **Composition of Committee.** In the first year of implementation of this policy (academic  
653 year 2014-2015), the existing RCB College Promotion and Tenure Committee will serve  
654 as the College Non-Tenure Track Promotion Committee. In subsequent years, by the  
655 spring semester faculty meeting, the members of the College Non-Tenure Track  
656 Promotion Committee will have been selected in accordance with Section VII E of the  
657 Bylaws of the Robinson College of Business. To evaluate NTT faculty, the College Non-  
658 Tenure Track Promotion Committee will consist of all five members of the College  
659 Promotion and Tenure Committee to evaluate tenure track faculty augmented by two  
660 additional NTT faculty members, preferably with the rank of Clinical Professor. The chair  
661 of the College Promotion and Tenure Committee to evaluate tenure track faculty will also  
662 chair the College Non-Tenure Track Promotion Committee. No person can serve at more  
663 than one level of review. Members of the College Non-Tenure Track Promotion  
664 Committee will typically recuse themselves from serving on the unit committee, but may  
665 serve on the unit committee (see Section IV (E) for details on membership of unit  
666 committee) if appointed by the Dean, in which case they will recuse themselves from  
667 participation in the College Non-Tenure Track Promotion Committee for candidates they  
668 reviewed at the unit level.

669  
670 The candidate's dossier will be transmitted to the Dean's Office. The chair of the  
671 committee will be notified for purposes of calling an initial meeting of the committee to  
672 establish its internal operating procedures. The chair reviews the dossiers for any  
673 required information that appears to be missing and requests it accordingly from the  
674 Academic Units.

675  
676 The committee will review the candidate's dossier, outside reviewer letters if applicable,  
677 other materials directly relevant to the candidate's dossier, and the reports of the faculty  
678 committee of the Academic Unit and the Academic Unit Head and any candidate  
679 responses. The committee will complete its review of each candidate's materials by time  
680 deadlines established in conference with the Dean's Office to meet the deadlines of the  
681 University Administration. The committee may go back to the Academic Unit Head for  
682 clarification of questions that arise during its review of a candidate's dossier.

683  
684 **Form of written recommendations to the Dean.** All members of the committee are  
685 expected to sign a memorandum of recommendation to the Dean. For non-tenure track  
686 candidates, the memorandum must include an evaluation of each part of the candidate's  
687 assigned workload. In the case of a split decision, the report, signed by all committee  
688 members, should include both majority and minority views. It is not necessary to repeat  
689 the contents of the written recommendations received from the review committee in the  
690 Academic Unit or the Head of the Academic Unit; however, it may be appropriate to  
691 incorporate these by reference.

693 The committee will submit its recommendations to the Dean. In accordance with  
694 University policy, the Dean will provide the faculty member with a copy of the written  
695 recommendation of the college committee. The faculty member has the right to respond  
696 in writing to that evaluation, and a copy of the faculty member's response will be included  
697 in the material reviewed at all higher levels. If the candidate chooses to respond, the  
698 candidate's written response has to be submitted to the Dean (with a copy to the Unit  
699 Head) within three (3) business days of receiving the report.

700

#### 701 **(G) Recommendations by the Dean to the Provost and the President**

702

703 The Dean reviews the candidate's dossier, external reviewer letters if applicable, other  
704 materials directly relevant to the candidate's dossier, and the reports of the faculty  
705 committee of the Academic Unit, Academic Unit Head and the College Promotion and  
706 Tenure Committee and any candidate responses and prepares written recommendations  
707 to the Provost. The memorandum of recommendation from the Dean should, in addition  
708 to serving as the recommendation of the Dean, provide context to the deliberations that  
709 have occurred within the College. For example, this memorandum should address split  
710 recommendations of the College review committee, issues that are not possible to  
711 document in a dossier, or other matters of relevance to the Provost and President in  
712 arriving at their recommendation.

713

714 At this time, the Dean informs in writing each candidate for promotion of the  
715 recommendation being made by the Dean and, in accordance with University policy, the  
716 faculty member is provided with a copy of the Dean's memorandum of recommendations.  
717 In all instances of a positive recommendation by the Dean, a file containing the  
718 candidate's curriculum vita and statement, the various letters of internal assessment, the  
719 candidate's responses (if any), and the letters of external review (if applicable) will go  
720 forward for review.

721

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

726

#### 727 **(H) Provost's Review**

728

729 The Provost will conduct an independent review of the materials forwarded by the Dean  
730 and any other materials directly relevant to the faculty member's candidacy, also applying  
731 the guidelines, norms, and expectations for the University and the College, and make  
732 his/her promotion decision. The Provost will make a recommendation on each case and  
733 forward it to the President, notifying the appropriate Dean. Within three business days  
734 after receiving notice of the Provost's recommendation, the Dean shall notify the  
735 candidate of the Provost's recommendation.

736

737 Before forwarding a negative recommendation to the President, the Provost will consult

738 with the Dean. In response to the query from the Provost, the Dean may gather additional  
739 information from the candidate, the Head of the Academic Unit, the Academic Unit or  
740 College Promotion and Tenure Committee, and other materials directly relevant to the  
741 faculty member's candidacy. The Dean will notify the candidate and the Academic Unit  
742 Head of his/her reply to the Provost.

743  
744 **(I) President's Review**  
745  
746 The President will conduct an independent review of the candidate's curriculum vitae and  
747 statement, external review letters if applicable, recommendations, and any other material  
748 directly relevant to the faculty member's candidacy, also applying the guidelines, norms,  
749 and expectations for the University and College, and make his/her promotion decision.  
750 Within three business days of receiving notice of the President's decision, the Dean shall  
751 notify the candidate of the decision.

752  
753  
754 **V. APPEALS**  
755

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

759  
760 **(A) Appeal of Negative Recommendation Made by the Dean**  
761

762 A candidate may appeal to the Provost a negative recommendation by the Dean. Upon  
763 receipt of the Dean's negative recommendation, the candidate shall have ten business  
764 days to appeal the negative recommendation to the Provost. The grounds for appeal shall  
765 only be those that involve errors of due process. These would include procedural errors  
766 such as failure to receive notification at each stage of review. Errors of due process would  
767 also include substantive errors such as arbitrariness, capriciousness, and discrimination,  
768 as well as bias and other forms of nonprofessional judgment on the part of any person or  
769 group involved in the promotion review. In reviewing the appeal, the Provost may gather  
770 additional information pertaining to the appeal from the candidate, the Dean, the  
771 Academic Unit Head, the Unit Committee, and other appropriate individuals inside or  
772 outside the University. By the date specified in the NTT promotion and reappointment  
773 manual calendar, the Provost shall provide the candidate and the Dean with a written  
774 decision, including a statement of the bases upon which the appeal is supported or  
775 rejected.

776  
777 **(B) Appeal of Negative Recommendation Made by the Provost**  
778

779 A candidate may appeal to the President a negative recommendation by the Provost or  
780 a decision by the Provost rejecting the candidate's appeal to the Provost. Upon receipt of  
781 the Provost's negative recommendation, the candidate shall have at least ten business  
782 days to appeal the negative recommendation to the President. The appeal to the

783 President shall conform to the principles and processes stated above for appeals to the  
784 Provost. By the date specified in the promotion manual calendar, the President shall  
785 provide the Provost, the appropriate Dean and the candidate a written decision including  
786 a statement of the bases upon which the candidate's appeal is supported or rejected.

787  
788

## 789 **VI. STRUCTURED REVIEWS OF NON-TENURE TRACK FACULTY**

790

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

797

798 All NTT faculty whose initial appointment at GSU is at an *entry level* will have a review no  
799 later than three years after the initial appointment (Structured Third Year Review), and a  
800 review no later than five years after the initial appointment (Structured Five Year Review).  
801 Thereafter, subsequent structured reviews will take place every five years, unless a  
802 faculty member is promoted sooner. If a NTT faculty member is promoted, subsequent  
803 structured reviews will occur every five years after the most recent promotion.

804

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

810

811 For all NTT faculty members, the Structured Third Year Review has to be completed by  
812 the end of the third year of service and for entry level appointments the first Structured  
813 Five Year Review has to be completed by the end of the fifth year of service. For Lecturers  
814 appointed at the entry level, the first Structured Five Year Review is also the review for  
815 promotion to Senior Lecturer. This timeline enables the University to meet Board of  
816 Regents deadlines for the reappointment and promotion of Lecturers (BOR Policy  
817 Manual, Sections 8.3.8.1 and 8.3.8.2).

818

819 The Georgia State University Promotion Manual for Non-Tenure Track Faculty states “A  
820 maximum of three years’ credit towards the Georgia State University service period may  
821 be allowed based on previous service by the candidate at another institution or within  
822 Georgia State University (e.g., visiting faculty). Such credit for prior service shall be  
823 approved in writing by the Provost” (Section IV, lines 290-293). Therefore, the year in  
824 which the first structured review will be conducted depends on the amount of service  
825 credit toward promotion granted at the time of initial appointment. A faculty member hired  
826 with three or two years of service credit will have their initial structured review (Structured  
827 Third Year Review) in the spring semester of their first full year of employment. Those

828 with one year of service credit will have their initial structured review in the spring  
829 semester of their second full year of employment. Those with no credit will have their  
830 initial structured review in the spring semester of their third full year of employment. (Note:  
831 A full year of employment excludes years in which paid or unpaid leaves of absence and  
832 partial years due to employment starting after fall semester.)  
833

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

841  
842 **(A) Annual Appointment Renewal Decision**  
843

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

848  
849 As with minimum time in rank policy of the Board of Regents, the schedule of renewal  
850 notice described next is recognized at Georgia State University as applying to non-tenure  
851 track faculty members who have been awarded the rank of clinical assistant professor,  
852 clinical associate professor, or clinical professor, as well as non-tenure track faculty  
853 members who were hired before clinical titles were established at Georgia State  
854 University in 2002 and who have been awarded the rank of assistant professor, associate  
855 professor, or professor. In accordance with Section 8.3.4.2 of The Policy Manual of The  
856 Board of Regents:  
857

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

864  
865 Notice of intention to not renew a non-tenured faculty member who has been  
866 awarded academic rank (instructor, assistant professor, associate professor,  
867 professor) shall be furnished, in writing, according to the following schedule:  
868

- 869 1. At least three (3) months before the date of termination of an initial  
870 one-year contract;  
871

- 872                   2.     At least six (6) months before the date of termination of a second  
873                   one-year contract; or,  
874  
875                   3.     At least nine (9) months before the date of termination of a contract  
876                   after two or more years of service in the institution.  
877

878                   This schedule of notification does not apply to persons holding temporary, limited-  
879                   term, or part-time positions, or persons with courtesy appointments such as  
880                   adjunct appointments. Furthermore, it does not apply to Academic Professional  
881                   Faculty or to Lecturer Faculty. Renewal notice for Lecturer Faculty is discussed  
882                   next.  
883

884                   In accordance with Section 8.3.4.3 of The Policy Manual of the Board of Regents:  
885

886                   Lecturers and senior lecturers who have served full-time for the entire previous  
887                   academic year have the presumption of reappointment for the subsequent  
888                   academic year unless notified in writing to the contrary as follows:  
889

- 890                   1. For lecturers with less than three (3) years of full-time service, institutions  
891                   are encouraged to provide non-reappointment notice as early as possible,  
892                   but no specific notice is required.  
893  
894                   2. For lecturers with three (3) or more years but less than six (6) years of full-  
895                   time service, institutions must provide non-reappointment notice at least  
896                   thirty (30) calendar days prior to the institution's first day of classes in the  
897                   semester.  
898  
899                   3. For senior lecturers or lecturers with six (6) years or more of full-time  
900                   service, institutions must provide non-reappointment notice at least one  
901                   hundred and eighty (180) calendar days prior to the institution's first day of  
902                   classes in the semester.  
903

904                   The current practice of the Robinson College of Business and of Georgia State University  
905                   is to afford lecturers and senior lecturers notice of intent not to renew in the same fashion  
906                   and on the same timeline as outlined above for Instructors, Clinical Assistant Professors,  
907                   Clinical Associate Professors and Clinical Professors.  
908

909                   The Dean's Office notifies and requests recommendations from Academic Unit Heads for  
910                   pending reappointment decisions. The Head of the Academic Unit will decide on the type  
911                   and nature of input to be solicited from the faculty of the Academic Unit in making the  
912                   recommendation to the Dean for renewal or non-renewal each year.  
913

914                   **(B) Needs and Resource Contingencies**  
915

916 All appointments are contingent upon the needs of the Robinson College of Business and  
917 the resources of the College and University; therefore, eligibility for renewal of  
918 appointment does not guarantee reappointment.

919

920 **(C) Procedures for Conducting Structured Reviews**

921

922 **Review committee and chair.** In the Robinson College of Business, the composition of  
923 the faculty committee in the Academic Unit conducting the structured review will follow  
924 the model of the faculty committee in the Academic Unit for conducting promotion reviews  
925 (specified in Section IV (E) above).

926

927 **Materials to be reviewed.** The structured review should address accomplishments in  
928 the areas of assigned workload. Prior to the structured review of a non-tenure track  
929 faculty candidate, the Head of the Academic Unit will convey to the review committee the  
930 assigned workload of the candidate since the last review. The review will be based on  
931 available information. The non-tenure track faculty member will be expected to submit  
932 for review at least the following elements of the dossier required for the regular promotion  
933 review (see Section IV. D):

934

935 1. Resume organized in the sequence shown in Appendix B

936

937 2. Materials documenting teaching effectiveness, including copies of Student  
938 Evaluation of Instructor Profiles, the report prepared by the College entitled  
939 "Overall Teaching Effectiveness of Instructor for All Classes Since Initial  
940 Semester of Employment, Awarding of Tenure, or Last Promotion," and other  
941 materials that go beyond the results of student evaluations, such as peer  
942 evaluations. The candidate should provide a narrative analysis of his/her  
943 teaching effectiveness.

944

945 3. Copies of all publications (if applicable) during the review period.

946

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

950

951 **Review committee report and subsequent review and comment.** The review  
952 committee report must include an evaluation of teaching, research, and/or service as  
953 relevant to the faculty member's workload. It should be signed by all committee members  
954 and, in the event of a split decision, should include both minority and majority opinions.  
955 The review committee report is forwarded to the Head of the Academic Unit who will  
956 provide the faculty member with a copy of the report; the candidate will have five (5)  
957 business days to forward written comments to the Academic Unit Head, if desired. The  
958 Head will prepare a memorandum to the Dean for review by the College Non-Tenure  
959 Track Promotion Committee, containing an evaluation of the faculty member's teaching,



960 research, and/or service as relevant to the faculty member's workload; comments on the  
961 committee report; and recommendations regarding reappointment of the faculty member.  
962 The Head of the Academic Unit will provide the candidate with a copy of the Unit Head's  
963 evaluation, and the candidate will have five (5) business days to forward written  
964 comments to the College, if desired. The College Non-Tenure Track Promotion  
965 Committee will evaluate the faculty member and make a recommendation to the Dean.  
966 The memorandum must include an evaluation of the faculty member's teaching, research,  
967 and/or service as relevant to the faculty member's workload. The Dean will provide the  
968 faculty member with a copy of the College Non-Tenure Track Promotion Committee's  
969 report, and the candidate will have five (5) business days to forward written comments to  
970 the Dean, if desired. In turn, the Dean will evaluate the faculty member's teaching,  
971 research and/or service as relevant to the faculty member's workload and will provide  
972 comments to the faculty member and the Academic Unit Head. The final report will be  
973 retained in the faculty member's file in the Dean's office and in the Academic Unit.

## 974 975 976 **VII. OTHER PROVISIONS**

### 977 978 **(A) Differences in Promotion Review Process for Candidate Serving as Head of** 979 **Academic Unit**

980  
981 The Dean will conduct most of the steps involving the promotion review process that  
982 require an action on the part of the Head of the Academic Unit (see Section IV) when the  
983 candidate for promotion is a non-tenure track faculty member who serves as Head of the  
984 Academic Unit. Otherwise, the candidate would be placed in the position of  
985 recommending himself/herself to the Dean and the College Promotion and Tenure  
986 Committee. Accordingly, the review procedure applicable to all faculty are modified as  
987 stated below when the candidate is serving as Head of an Academic Unit.

988  
989 **Notification and declaration of consideration for promotion.** The Dean will notify the  
990 faculty member of eligibility with respect to time requirements and will determine whether  
991 or not the faculty member wishes to be considered for promotion during the coming  
992 academic year.

### 993 994 **Review process by Academic Unit and recommendations from the Academic Unit.**

995 The candidate will submit, directly to the Dean, the list of external reviewers. In turn, the  
996 Dean will consult with faculty in the Academic Unit to finalize the list of external reviewers  
997 that will be solicited. Once a candidate has completed the dossier, it will be submitted  
998 directly to the Dean, who will ask the Unit review committee to complete its review and  
999 submit the memorandum of recommendations directly to the Dean and the College Non-  
1000 Tenure Track Promotion Committee.

### 1001 1002 **(B) Electronic Materials, Retention, and Communication**

1004  
1005 The recommendation letters from the Unit and the College as well as the external review  
1006 letters will be retained for four years.

1007  
1008 Candidates' dossiers may be submitted, stored, and distributed electronically. The  
1009 dossiers are to be handled in a secure manner approved by the Dean's Office. Electronic  
1010 communication will be subject to disclosure under the Open Records Act.

1011  
1012  
1013 Electronic communication is allowed throughout the tenure process. However, internal  
1014 letters must be physically signed; external letters must either be signed, or electronic  
1015 communication confirming their provenance retained. Scanned copies of any physical  
1016 documents may be retained or used in lieu of physical originals.

1017  
1018 **(C) Orientation Sessions**

1019  
1020 To facilitate communications and improved understanding among the parties involved in  
1021 the College's promotion and tenure processes, the Chair of the RCB Promotion and  
1022 Tenure Committee will hold an annual orientation session for faculty to review the  
1023 College's promotion and tenure policies and procedures and to answer any questions  
1024 concerning the process. This orientation session will be held during spring semester prior  
1025 to the start of the annual promotion and tenure cycle in early-May; the session will be  
1026 open to all interested faculty members in the College. The Chair of the RCB Promotion  
1027 and Tenure Committee will also hold orientation sessions, as deemed appropriate, for the  
1028 members of the RCB Promotion and Tenure Committee and the Heads of Academic  
1029 Units. Academic Unit Heads and senior non-tenure track and tenured faculty are  
1030 expected to mentor and advise all new NTT faculty members. In particular, Unit Heads  
1031 shall inform new NTT faculty members of all promotion requirements. To this end, they  
1032 shall provide the new NTT faculty members with copies of the appropriate College and  
1033 University promotion policies and explain the contents of these documents to them.

1034  
1035 **(D) Approval of this Document and Subsequent Revisions**

1036  
1037 This document originates with the Robinson College of Business (RCB) Faculty Affairs  
1038 Committee. After review and approval by the RCB Faculty Affairs Committee and RCB  
1039 Executive Committee, it is to be approved by the RCB faculty and the Provost.  
1040 Subsequent revisions must be approved by the RCB Faculty Affairs Committee, the RCB  
1041 Executive Committee and the Provost. However, the proposed revisions will be submitted  
1042 to the RCB faculty for approval only if the Faculty Affairs Committee is of the opinion that  
1043 the proposed revisions constitute major changes. Three years from the date this manual  
1044 goes into effect, the Senate Executive Committee shall review the effectiveness of the  
1045 NTT promotion policies and procedures outlined in this manual, and, if necessary, revise  
1046 the manual.

1047

1048 Revisions approved by the RCB Faculty Affairs Committee on behalf of the RCB Faculty,  
1049 November 4, 2014 and December 11, 2014, after review and approval by the RCB  
1050 Executive Committee.

1051  
1052 Further revisions requested by the University NTT Promotion Manual Review Committee  
1053 were approved by the RCB Faculty Affairs Committee on behalf of the RCB Faculty,  
1054 February 6, 2015, after review and approval by the RCB Executive Committee.

1055 **APPENDIX A**  
1056 **SAMPLE EXTERNAL REVIEW SOLICITATION LETTER**  
1057

1058 Dear Professor\_\_\_\_\_  
1059

1060 Professor NAME of our Department of DEPTNAME holds a non-tenure track position in  
1061 our college, and her assigned workload consists primarily of teaching. Professor NAME  
1062 is eligible for promotion, and the criteria for promotion to Clinical Professor (non-tenure  
1063 track) are excellence in teaching and a national reputation in the scholarship of teaching  
1064 and learning (pedagogical research) and/or research related to practice. As a part of our  
1065 review process, we seek evaluations of the candidate's contributions to pedagogical  
1066 research and research related to practice. Accomplishments in disciplinary scholarly  
1067 research are also valued, and we would welcome your evaluation of such contributions.  
1068 It is my understanding that the Chair of Professor NAME's department has contacted you,  
1069 and you have indicated your willingness to serve as a reviewer. We greatly appreciate  
1070 your willingness to serve in this capacity.  
1071

1072 Professor NAME's resume and copies of her most significant publications are enclosed  
1073 for your evaluation (except for any lengthy books and monographs for which a copy of  
1074 the title page and table of contents are enclosed). We are requesting your assessment  
1075 of Professor NAME's contribution to pedagogical research and research related to  
1076 practice. Specifically, we would appreciate your assessment of the significance of  
1077 Professor NAME's contributions to research, especially to pedagogical research and  
1078 research related to practice. Your letter should state the nature of your relationship, if  
1079 any, with Professor NAME.  
1080

1081 Your evaluation will become part of the candidate's dossier and will be available to faculty  
1082 in the department and the college as well as university administrators who are involved  
1083 in the promotion and tenure review process. Please be aware that the Georgia Open  
1084 Records Law may result in your review becoming public. The Board of Regents of the  
1085 University System of Georgia maintains that letters of evaluation are exempt from the  
1086 Georgia Open Records Law.  
1087

1088 We would like to receive your evaluation, sent to my attention, as soon as possible, but  
1089 no later than [date]. If you encounter problems meeting this deadline, please call me as  
1090 soon as possible at (404) 413-7009. Thank you for your contributions to this very  
1091 important decision.  
1092

1093 Sincerely yours,  
1094

1095  
1096 Richard D. Phillips  
1097 Dean

1098 **APPENDIX B**

1099  
1100 **OUTLINE OF RESUME TO BE USED FOR**  
1101 **PROMOTION RECOMMENDATIONS**

1102  
1103 The resume should be organized in the following sequence, with headings corresponding  
1104 to the following. Items listed under a heading should be in descending chronological  
1105 sequence (most recent date first). Publication citations should be complete, following  
1106 standard citation format including order of authorship, page numbers and other specifics.  
1107 Include notation of journal convention regarding order of authorship if other than  
1108 contribution, such as (Journal convention: Alphabetical authorship), (Journal convention:  
1109 Authorship by grant seniority), etc.

1110  
1111  
1112 **Name**

1113  
1114 **Education**

1115  
1116 List degree, major, institution and year received (for each degree).

1117  
1118 **Fellowship and Awards**

1119  
1120 **Work Experience**

1121  
1122 List relevant business-related work experience (including internships) and faculty and  
1123 other positions held.

1124  
1125 **Publications: Refereed Pedagogical**

1126  
1127 **Publications: Refereed Professional/Practitioner**

1128  
1129 **Publications: Refereed Scholarly**

1130  
1131 **Publications: Books and Monographs**

1132  
1133 Include chapters in books, case studies, instructor's manuals and other supplemental  
1134 materials for textbooks, and books edited.

1135  
1136 **Publications: Refereed Conference Proceedings**

1137  
1138 **Publications: Non-Refereed and Other**

1139  
1140 Include book reviews and papers published in non-refereed conference proceedings;  
1141 exclude media interviews, abstracts, letters to editors, papers presented at meetings not  
1142 otherwise published, working papers.

1143 **Work in Progress**

1144  
1145 Include papers in process but not yet published; clearly indicate each paper's stage and  
1146 target outlet (for example, resubmitted for second-round review at *Academy of*  
1147 *Management Learning and Education*, revise and resubmit requested at *MIS Quarterly*,  
1148 targeted for submission to *Journal of Financial Education*, etc.).

1149  
1150 **Externally-Funded Research Projects**

1151  
1152 List title of research project, beginning and ending dates of the project, the amount of  
1153 funding of the grant, and the specific participation of the faculty member in the grant  
1154 project (e.g., project director, principal investigator).

1155  
1156 **Papers Presented at Professional Meetings**

1157  
1158 List title, any co-author, name and date of meeting.

1159  
1160 **Supervision of Doctoral Dissertations**

1161  
1162 List author and title of dissertation; indicate whether involvement was as member of, or  
1163 chair of, dissertation committee in each case

1164  
1165 **Continuing Education Activities in the Past Five Years**

1166  
1167 List name of program, date of program, involvement in program, (e.g., topic taught as  
1168 faculty member or program director).

1169  
1170 **Service Activities Internal to the University**

1171  
1172 Include service on departmental, college or university committees by listing name of  
1173 committee, time period served, and whether service was as a member or chair. Also  
1174 include other assignments and responsibilities (e.g., MBA core course coordinator) at the  
1175 departmental, college or university level.

1176  
1177 **Service Activities in Academic and Professional Organizations**

1178  
1179 Include service in academic or professional organizations as an officer or local  
1180 arrangements chair/member, chair of program committee, chair of a program session,  
1181 discussant. Also include referee and other editorial appointments with respect to journals  
1182 sponsored by such organizations.

1183  
1184 **Service to the Community**

1185  
1186 Only include activities which utilize the professional expertise of the faculty member in  
1187 activities in the community which are directly related to being a faculty member.