

**ROBINSON COLLEGE OF BUSINESS
PROMOTION, TENURE, AND REAPPOINTMENT OF
TENURED AND TENURE-TRACK FACULTY: POLICIES AND PROCEDURES**

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I. PREAMBLE

(A) College Mission and Long-Range Plan

The development and application of promotion and tenure criteria within Georgia State University at the university, college, and unit levels are probably the most important determinants of whether the College and University achieve their mission and goals over time. The College's primary long-range goal is to achieve excellence in research, teaching, and service by increasing its research output in premier scholarly journals over time, while enhancing its reputation for effective teaching in degree and non-degree programs and for service.

As the University and College continue their drive to excellence, ongoing reassessment of the standards applied in promotion and tenure decisions at the university, college and unit levels are needed, and standards should be expected to continue to rise.

(B) Relationship to Other Governing Documents

The policies and procedures contained in this document are supplementary to the Georgia State University Statutes and Bylaws, the document titled "GSU Promotion and Tenure Manual for Tenured and Tenure-Track Professors" approved by the University Senate in April 2012, the bylaws and policies of the Board of Regents of the University System of Georgia, and provisions contained in the Georgia State University Faculty Handbook. To avoid duplication, many provisions pertaining to promotion and tenure contained in those documents have been omitted from these policies and procedures or are incorporated only by reference.

The Heads of Academic Units and senior faculty are expected to mentor and advise all new faculty members. In particular, Academic Unit Heads shall inform them of all promotion and tenure requirements. To this end, they shall provide the new faculty members with copies of the appropriate University and College (and Academic Unit, if any) promotion and tenure policies and explain the contents of these documents to them.

II. TENURE POLICIES

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

(A) Tenure Requirements

Tenure resides at the institutional level at Georgia State University. Only Assistant Professors, Associate Professors, and Professors are eligible for tenure.

The University is responsible for the employment of tenured faculty until retirement, dismissal for cause, or release because of financial exigency or program modification.

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

(B) Award of Tenure

Normally, a faculty member in the Robinson College of Business will apply for tenure at the end of the fifth year of service and be considered in the sixth year of service. In cases of exceptional achievement, a faculty member may apply for tenure in the fourth year of service and be considered for tenure during the fifth year of service. A maximum of two (2) years suspension of the probationary period may be granted due to a leave of absence based on birth or adoption of a child, or serious disability or prolonged illness of the employee or immediate family member. Such interruption must be approved by the President. Except for the approved suspension of the probationary period, the maximum time that may be served at the rank of Assistant Professor or above without the award of tenure shall be seven (7) years.

(C) Probationary Credit toward Tenure

A maximum of three years' credit toward the minimum probationary period may be allowed for service in tenure track positions at other institutions. Such credit for prior service shall be approved in writing by the President at the time of the initial appointment at the rank of Assistant Professor or higher. A candidate for promotion and tenure may relinquish some or all probationary credit received, with the approval of the Head of the Academic Unit and Dean. When a candidate with probationary credit is first eligible for consideration for promotion and tenure, he/she must notify the Head of the Academic Unit if he/she wishes to keep or relinquish some or all of the awarded credit. This notice will be provided to the Head of the Academic Unit at the beginning of that year's promotion and tenure cycle, at the time the candidate informs the Head of the Academic Unit whether he/she would like to be considered for promotion and tenure.

(D) Loss of Tenure or Probationary Credit toward Tenure

Tenure or probationary credit towards tenure is lost upon:

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

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

(E) Eligibility for Tenure at the Time of Initial Appointment

The President may approve an outstanding distinguished faculty member for the award of tenure upon the faculty member's initial appointment; such action is otherwise referred to as tenure upon appointment. Each such recommendation shall be granted only in cases in which the faculty member, at a minimum, is appointed as an Associate Professor or Professor, was already tenured at a prior institution, and brings a demonstrably national/international reputation to the institution. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the Chancellor.

III. TENURE AND PROMOTION GOALS AND STANDARDS

(A) Tenure

The main purposes of tenure are to recognize high quality performance of faculty members, to protect academic freedom, and to enable the University to attract and retain outstanding faculty. The decision to award tenure is based on the merit of the individual faculty member's demonstrated accomplishments in research, teaching, and service, the trajectory of continued accomplishments throughout the faculty member's career, and the mission of the Academic Unit, the College, and the University.

(B) Promotion

Promotion to the rank of Associate Professor is based on an assessment of a faculty member's research, teaching, and service activities.

Normally, an Assistant Professor will apply for promotion to the rank of Associate Professor in the fifth year of service and be considered for promotion during the sixth year of service. In cases of highly exceptional achievement, an Assistant Professor may apply for promotion in the fourth year of service and be considered for tenure during the fifth year of service. Strong justification must be provided to support

consideration for promotion whenever the candidate has served fewer than four years at the rank of Assistant Professor at Georgia State University.

At a minimum, a candidate for promotion to Associate Professor is expected to have developed a substantial body of work that has already contributed to the advancement of his/her discipline as determined by peers within and outside of the University, and to have a record of growth in research accomplishments that demonstrates a strong likelihood of a continued upward trajectory in terms of high quality and productive research. 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 not apply for promotion to the rank of Professor before the fourth year of service at the rank of Associate Professor and will not be considered for promotion before 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, teaching, and service activities. Both the quality and the level of achievements required for a recommendation to the rank of Professor must substantially surpass those required for a recommendation to Associate Professor. A candidate for promotion to Professor is expected to have established a national/international reputation in his/her field and to have a high probability of continued high quality and productive research. The faculty member also must demonstrate high quality teaching and provide significant service to the University and professional communities.

(C) Tenure and Promotion Criteria

The candidate's record will be evaluated according to University and College criteria, and professional standards for conduct in research, teaching, and service. In each area – (1) research; (2) teaching; and (3) service – the candidate will be evaluated as either having met or having not met the standards for promotion or tenure. It is necessary to meet the standards in each of the three areas for promotion or tenure. Expectations are similar to peer institutions, defined as those rated at the same Carnegie classification by the Carnegie Foundation for the Advancement of Teaching (where Georgia State University is currently rated "RU/VH" indicating very high research activity in doctorate granting institutions) or comparable criteria.

Research and publications. The conduct of research and its publication are necessary conditions for promotion or tenure for tenure track faculty. Research will be evaluated primarily by the quality of the faculty member's work that has been published

or formally accepted for publication. In addition to published/accepted papers, a faculty member's work in progress (completed working papers and papers in various stages of the review process but not yet accepted for publication) can also provide an indication of the future trajectory of scholarship. Securing grants from extramural sources sufficient to support substantial research can complement, but not serve as substitutes for, a portfolio of papers published/accepted in premier scholarly journals in the evaluation of research productivity.

It is not possible to quantify the number of publications or the type of publications necessary for promotion or tenure. However, the following guidelines should be considered by the various parties involved in conducting a review for promotion or tenure:

1. Demonstration of the capability to provide intellectual leadership in premier scholarly publications is necessary.
2. Research papers, published and/or accepted for publication in premier journals, are necessary to demonstrate quality of the scholarship.

Teaching. Teaching effectiveness is a necessary condition for promotion or tenure, and candidates should demonstrate high quality teaching. Teaching is defined as any activity undertaken by a faculty member within the formal academic programs of the College that contributes to the efforts of students to acquire intellectual skills, to extend knowledge and understanding, or to develop attitudes and habits that foster continuing growth. Examples of such activities include, but are not limited to, course and program development and improvements, instruction, counseling and advising of students, and service on doctoral dissertation committees.

Service. Candidates for tenure and promotion to Associate Professor should demonstrate appropriate evidence of service, while candidates for promotion to Professor should demonstrate significant service to the University and professional communities. Service activities of faculty that are considered for promotion and related purposes are of three kinds:

Activities internal to the University. The activities of a faculty member in serving on committees and doing administrative work within the Academic Unit, College or University are essential inputs to achieving the goals of the College's various programs. With respect to these internal service activities, a faculty member who is to be recommended for promotion should have served on committees, when invited to do so. The member should have assumed and executed satisfactorily all administrative responsibilities assigned.

Involvement in academic and professional organizations. Service activity in

academic organizations includes serving as an officer or local arrangements chair/member, chair of program committee, chair or discussant of a program session, or similar roles. With respect to journals sponsored by the organization, it includes serving as a referee or in any type of editorial capacity. In other words, service includes involvement in an academic organization other than presentation of a paper, which is classified as a research activity. It is expected that the involvement of faculty in professional (as opposed to academic) organizations will be a function of the faculty member's disciplinary area.

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

(D) Consideration for Tenure and for Promotion to Associate Professor

The University Promotion and Tenure Manual states that it is customary for tenure and promotion to the rank of Associate Professor to be considered concurrently, thus for tenure track candidates at the rank of Assistant Professor, tenure and promotion to Associate Professor will be considered concurrently in the College.

Furthermore, since the criteria are the same, the recommendation of the Dean to the Provost on candidates being considered for both promotion to Associate Professor and tenure will be positive for both promotion and tenure or negative for both promotion and tenure.

The criteria for tenure are the same for faculty hired at the rank of Associate Professor and faculty up for promotion to Associate Professor with tenure. Similarly, the criteria for tenure at the rank of Professor are the same as those for promotion to the rank of Professor with tenure.

IV. PROCEDURES FOR CONDUCTING PROMOTION AND TENURE REVIEWS

The procedures contained in this section (IV) are for the conduct of regular reviews for promotion and tenure.

To facilitate communications and improved understanding among the parties involved in the College's promotion and tenure processes, the Chair of the College Promotion and Tenure Committee will hold an annual orientation session for all faculty to review the College's promotion and tenure policies and procedures and to answer any questions concerning the process. This orientation session will be held during spring semester prior to the early May start of the annual promotion and tenure cycle. The Chair of the College Promotion and Tenure Committee will also hold orientation sessions, as

deemed appropriate, for the members of the College Promotion and Tenure Committee and the Heads of Academic Units.

(A) Calendar of Events (Overview)

The exact dates for the notification of the outcomes of College and University review are determined by the recommendation deadlines set and conveyed each year by the Provost's Office. The exact dates for the Academic Unit and College reviews and related deadlines are conveyed by the Dean's Office to the Academic Unit Heads at the beginning of each cycle.

(B) Notification of Eligibility, Notification of Retention/Relinquishment of Probationary Credit, and Declaration of Candidacy

The Dean's Office will notify the Head of each Academic Unit of all tenure track faculty members appointed to that Academic Unit who are eligible to be considered for promotion or tenure on the basis of meeting the minimum time periods (as specified in Sections II and III above).

The Head of the Academic Unit will inform, in writing, each faculty member who is eligible for promotion or tenure (in terms of time requirements) and request that the faculty member indicate in writing whether the faculty member wishes to be considered for promotion or tenure during the upcoming academic year. If a candidate has received probationary credit, when the candidate is first eligible for promotion and tenure he/she must notify the Academic Unit Head whether he/she wishes to keep or relinquish some or all of the awarded credit even if the candidate is not applying for promotion or tenure. A request to relinquish some or all probationary credit is subject to approval by the Head of the Academic Unit and the Dean.

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

(C) External Reviews

Written external reviews of a candidate's research and publications are required for all promotion and tenure decisions. A minimum of five external reviews must be obtained on each candidate for promotion and tenure. Appropriate rank and scholarship should be the deciding factors for selecting an external reviewer. External reviewers from academic institutions must hold at least the rank sought, but are typically Full

Professors (or the international equivalent) with distinguished scholarly records/positions. External reviewers should be qualified to evaluate the candidate's research and publications output in terms of its significance, quality, and overall contribution to the field. The external reviewers from academic institutions are to be affiliated with research universities in which the emphasis on research and scholarship is of the rigor similar to aspirational peer institutions for the candidate's discipline. In special circumstances (with written justification from the Academic Unit Head and with the approval of the Dean), external reviewers may be used who are not affiliated with academic institutions or with academic institutions that are not research universities. External reviewers must be able to provide an independent assessment and, therefore, may not have any personal or professional investment in the career of the candidate.

Determination of external reviewers. By June 1, the candidate will submit to the Head of the Academic Unit a list of at least five potential external reviewers. By June 15, in consultation with senior faculty in the Academic Unit in the candidate's area of expertise, the Head of the Academic Unit will develop a list of at least eight external reviewers, which will include at least three reviewers from the candidate's list, for review and approval by the Dean. By June 25, the Head of the Academic Unit will informally contact the potential reviewers to get an indication of their willingness to complete the review. The number of reviewers on the list should be adequate to insure that at least five reviews will ultimately be received. It is the responsibility of the Dean to ensure that an adequate number of substantive reviews are received from qualified reviewers. If after repeated efforts five reviewers are not found, the Dean may accept fewer letters (but not less than three) with a memorandum in the candidate's dossier summarizing the steps taken to obtain reviewers and the number of people contacted from both lists.

Solicitation of external reviews. All letters soliciting these reviews will be from the Dean (see sample letter in Appendix A) and sent to the external reviewers requesting a response by late August. Each external reviewer will be sent the candidate's resume and significant publications or scholarship (except lengthy books and monographs, for which a copy of the title page and table of contents will be provided). The candidate may include a research statement as part of the materials being sent to the external reviewers. The research statement should be descriptive of the candidate's research focus and any relationship among the papers, rather than evaluative of the candidate's work. If the number of publications is extensive, then a sample of the most significant publications selected by the candidate in consultation with the Head of the Academic Unit will be sent. The candidate will provide to the Head of the Academic Unit for review the resume and other materials to be sent to the external reviewers. Candidates will provide the Head of their Academic Units with materials that are to be sent to external reviewers, for delivery to the Dean's office.

The external reviewer will be asked to evaluate the scholarship in terms of its significance, quality, and overall contribution to the field. All responses shall be

addressed to the Dean. The reviews of the external reviewers will become part of the candidate's dossier and will be available to all internal reviewers, including the faculty review committee within the candidate's Academic Unit. The reviews will not be made available to the candidate unless adjudication under the Georgia Open Records Law results in the reviews becoming public.

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

1. Name
2. Current affiliation
3. One paragraph of biographical/resume data
4. Past relationship, if any, with the candidate (any past relationship should be strictly professional—the reviewer should not have the appearance of a personal or professional investment in the candidate's career)

This summary is to be incorporated into the dossier along with the external reviewer letters after the candidate has submitted the completed dossier copies to the Head of the Academic Unit for review.

(D) Preparation of Candidate's Dossier

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

Items from Head of Academic Unit:

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

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

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

Comments by the candidate (if any) in response to the evaluation by the

faculty committee of the Academic Unit.

One paragraph summary information on external reviewers (see Section IV. C above).

Letters from the external reviewers.

Items from Candidate:

Resume organized in the sequence shown in Appendix B.

Comprehensive statement from the candidate addressing the candidate's performance and record with respect to teaching effectiveness, research and publications (including quality of publications if applicable), and service as defined in Section III.

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

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

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

Working papers. Attach a statement to each publication that is not single-authored, as above. Include rationale for order of authorship. Indicate on cover page the stage of review process and journal.

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

Teaching effectiveness – Provide (1) a listing of all courses taught with enrollment by semester since date of appointment or last rank promotion, and (2) materials documenting teaching effectiveness, which must include copies of Student Evaluation of Instructor Profiles for all courses taught as well as additional evidence of teaching effectiveness, such as (but not limited

to) peer evaluations, selected examinations and quizzes, students' passing rates on licensure/certification examinations, a teaching portfolio, new course and/or program development, use of technology for teaching, program accreditation review results, teaching awards received, and student accomplishments.

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

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

Service Effectiveness – materials documenting effectiveness in service activities.

The candidate should have all the materials ready by the time requested by the Head of the Academic Unit, which will normally be near the beginning of fall semester. When the Dean receives external review letters, these will be forwarded to the Head of the Academic Unit for inclusion in the materials to be reviewed by the committee of faculty of the Academic Unit.

(E) Review within Academic Unit

The candidate's dossier, external reviewer letters, and other materials directly relevant to the candidate's dossier are reviewed by a committee of faculty members of the Academic Unit who prepare written recommendations to the Head of the Academic Unit. In turn, the Head of the Academic Unit reviews the candidate's dossier, external reviewer letters, other materials directly relevant to the candidate's dossier, the report of the faculty committee of the Academic Unit, and any candidate response and prepares written recommendations addressed to the Dean for review by the College Promotion and Tenure Committee.

Composition of faculty committee of Academic Unit. In the Robinson College of Business, all tenured Associate Professors and Professors constitute the faculty review

committee of an Academic Unit for tenure recommendations and for recommendations for promotion of tenure track faculty to Associate Professor. All tenured professors constitute the faculty committee for recommendations for promotion of tenure track faculty to Professor.

The Head of the Academic Unit will appoint the chair from the committee membership. If an Academic Unit does not have at least three faculty members meeting the criteria for being on a faculty review committee, faculty appointed in other Academic Units will be added to the committee to reach, at least, the minimum of three. These faculty will be chosen by the Head of the Academic Unit in consultation with the Dean.

Form of written recommendations from faculty review committee For each decision category (tenure and promotion to Associate Professor and promotion to Professor), each faculty member constituting the committee in the Academic Unit is expected to sign a memorandum of recommendations to the Head of the Academic Unit. In the case of a split decision, the report, signed by all committee members, should include both majority and minority views. The memorandum must include an evaluation of the candidate's research (including an assessment of the quality of the publications), teaching, and service activities. In accordance with University policy, the Academic Unit Head will provide the faculty member with a copy of the written recommendation of the faculty review committee of the Academic Unit. The faculty member has the right to respond in writing to that evaluation, and a copy of the faculty member's response will be included in the material reviewed at all higher levels. The response is an opportunity for the faculty member to provide clarifications and corrections to the reports.

Memorandum of recommendations from the Head of the Academic Unit. The memorandum of recommendations from the Head of the Academic Unit to the Dean should, in addition to serving as the recommendation of the Head of the Academic Unit, provide context to the deliberations that have occurred in the Academic Unit. As soon as possible but prior to the deadline for submitting recommendations to the Dean and the College Promotion and Tenure Committee, the Head of the Academic Unit will notify in writing each faculty member who previously declared in writing a request to be considered for either promotion or tenure as to whether or not the faculty member is being recommended by the Head of the Academic Unit to the Dean and the College Promotion and Tenure Committee. In accordance with University policy, the faculty member will be provided with a copy of the memorandum of recommendations from the Head of the Academic Unit. The faculty member has the right to respond in writing to that evaluation, and a copy of the faculty member's response will be included in the material reviewed at all higher levels. The response is an opportunity for the faculty member to provide clarifications and corrections to the reports. A faculty member who wishes to withdraw from further consideration may do so. The faculty member may withdraw by informing the Head of the Academic Unit in writing prior to the deadline for submitting recommendations to the Dean.

(F) Review by the College Promotion and Tenure Committee

By mid-October, each candidate's dossier will have been transmitted to the Dean's Office. The Chair of the committee will be notified for purposes of calling an initial meeting of the committee to establish its internal operating procedures. The Chair reviews the dossiers for any required information that appears to be missing and requests it accordingly from the Academic Units.

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

Composition of Committee. By the Spring Semester faculty meeting, the members of the College Promotion and Tenure Committee will have been selected in accordance with Section VII E of the Bylaws of the Robinson College of Business. No person can serve at more than one level of review. Members of the College Promotion and Tenure Committee will typically recuse themselves from serving on the Unit Committee but may serve on the Unit Committee if appointed by the Dean, in which case they will recuse themselves from participation in the College Promotion and Tenure Committee for candidates they reviewed at the Unit level.

Form of written recommendations to the Dean. All members of the committee are expected to sign a memorandum of recommendation to the Dean. The memorandum must include an evaluation of the candidate's research (including an assessment of the quality of the publications), teaching, and service activities. In the case of a split decision, the report, signed by all committee members, should include both majority and minority views. It is not necessary to repeat the contents of the written recommendations received from the review committee in the Academic Unit or the Head of the Academic Unit; however, it may be appropriate to incorporate these by reference.

The committee will submit its recommendations to the Dean. In accordance with University policy, the Dean will provide the faculty member with a copy of the written recommendation of the College Promotion and Tenure Committee. The faculty member has the right to respond in writing to that evaluation, and a copy of the faculty member's response will be included in the material reviewed at all higher levels. The response is an opportunity for the faculty member to provide clarifications and corrections to the reports.

(G) Recommendations by the Dean to the Provost

The Dean reviews the candidate's dossier, external reviewer letters, other materials directly relevant to the candidate's dossier, and the reports of the faculty committee of the Academic Unit, the Academic Unit Head and the College committee and any candidate responses and prepares written recommendations to the Provost.

At this time, the Dean informs in writing each candidate for promotion and/or tenure of the recommendation being made by the Dean and, in accordance with University policy, the faculty member is provided with a copy of the memorandum of recommendations from the Dean to the Provost. The faculty member has the right to respond in writing to that evaluation, and the faculty member's response will be included in the material reviewed at all higher levels . The Dean's recommendation will be forwarded to the Provost unless a candidate has withdrawn from the process. A file containing the candidate's curriculum vitae and statement, the various letters of internal assessment, the candidate's responses (if any), and the letters of external review will go forward for review.

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

(H) Provost's Review

The Provost will conduct an independent review of the materials forwarded by the Dean and any other materials directly relevant to the faculty member's candidacy, also applying the guidelines, norms, and expectations for the University and College, and make his/her promotion and tenure decision. The Provost will consult with an Advisory Panel to the Provost on Promotion and Tenure. The panel will provide the Provost with a written recommendation (including the reporting of minority views as expressed) on each tenure and promotion case. In cases where the recommendation of the panel is to reverse the College recommendation, the panel shall provide a justification for such a recommendation. All recommendations (concurrences or reversals) and justifications of the panel will be conveyed in a written document that accompanies the Provost's recommendation and will be shared with the candidate and respective Dean.

The members of the panel will hold the rank of Professor (with tenure) and serve three-year terms, representing the various colleges/schools, so that there is one member on the committee corresponding to each College Promotion and Tenure Committee. The Senate Executive Committee will organize initial terms so that in any given subsequent academic year roughly a third of the panel seats will open. Each member will be elected by her or his home college faculty. Members of the Committee who have had earlier involvement in a particular promotion or tenure case at the Academic Unit or College level shall recuse themselves from discussions about the case when it reaches the University committee.

Taking the recommendation of the panel under consideration along with the other materials pertinent to the decision, the Provost will make a recommendation on each case and forward it to the President, notifying the candidate and the appropriate Dean. Before forwarding a negative recommendation to the President, the Provost will consult with the Dean. In response to the query from the Provost, the Dean may gather additional information from the candidate, the Head of the Academic Unit, the Academic Unit or College Promotion and Tenure Committee, and other materials directly relevant to the faculty member's candidacy. The Dean will notify the candidate and Academic Unit Head of his/her reply to the Provost.

(I) President's Review

The President will conduct an independent review of the candidate's curriculum vitae and statement, external reviewer letters, recommendations, and any other material directly relevant to the faculty member's candidacy, also applying the guidelines, norms, and expectations for the University and College, and make his/her promotion and tenure decision. This decision will be conveyed by the President to the candidate and the appropriate Dean..

(J) Review Procedures for Tenure at the Time of Initial Appointment

If in recruiting an outstanding distinguished candidate for appointment to a faculty position as an Associate Professor or Professor (see Section II. (E) of this policy), the search committee and the Academic Unit Head wish to request the Provost's permission to offer that position with tenure upon appointment and the Dean concurs, an expedited review for tenure to be granted at the time of initial appointment is conducted as follows. Given the candidate's demonstrably national/international reputation, the candidate's application materials (including the candidate's curriculum vitae, at least three letters of recommendation, a sample of the papers that contribute to the candidate's reputation, and a sample of teaching evaluations from the past five years) will serve as the candidate's dossier. The unit promotion and tenure committee (see Section IV (E) for composition of this Unit review committee) reviews the candidate's materials and provides to the Academic Unit Head a memorandum of recommendations regarding tenure upon appointment signed by each faculty member constituting the unit committee. The Academic Unit Head's memorandum to the Dean recommending appointment to a faculty position as an Associate Professor or Professor should include specifically the Head's recommendation regarding tenure upon appointment and should be accompanied by the unit promotion and tenure committee's recommendation memorandum and the candidate's materials, as well as the search committee's recommendation memorandum and other materials as required in the faculty recruiting process. The College promotion and tenure committee reviews the candidate's materials and provides to the Dean a memorandum of recommendations regarding tenure upon appointment signed by each member of the committee. The Dean's memorandum to the Provost recommending appointment to a faculty position as an Associate Professor or Professor should include specifically the Dean's recommendation regarding tenure upon appointment. University

policies and procedures for faculty recruiting and for the granting of tenure upon appointment determine what materials are forwarded to the Provost with the request to offer the faculty position. Current University practice requires that the unit and college consideration for tenure upon appointment be completed prior to the College's request for the Provost's permission to offer the position to the candidate.

V. APPEALS

The following provisions pertaining to appeals of promotion or tenure recommendations originate with the GSU document titled "GSU Promotion and Tenure Manual For Tenured and Tenure-Track Professors" approved by the University Senate in April 2018.

(A) Appeals to the Provost

The Dean shall provide the candidate with a written statement citing reasons for a negative recommendation. The candidate has ten business days from the date of the Dean's letter in which to appeal the negative recommendation to the Provost. The appeal to the Provost must be in writing and should provide a specific statement of the bases for the appeal. The Provost may gather additional information pertaining to the appeal from the candidate, the Dean, the Head of the Academic Unit, the promotion and tenure committee of the Academic Unit or the College, and/or other appropriate individuals inside or outside the university. The Provost shall provide the candidate with a written decision, including a statement of the bases upon which the appeal is supported or rejected.

(B) Appeals to the President

The Provost will inform the President at the same time as the Dean of the Provost's promotion and tenure recommendations. The Dean shall notify each candidate of the Provost's recommendation within three business days after receiving the recommendation from the Provost. Within ten business days of receiving notice of the negative decision of the Provost, the candidate may appeal in writing to the President. The appeal to the President shall conform to the principles and processes stated above for appeals to the Provost. The President shall provide the candidate a written decision within ten business days of receiving the appeal including a statement of the bases upon which the candidate's appeal is supported or rejected.

VI. FEEDBACK ON PROMOTION AND TENURE DECISIONS

The Dean will meet annually with the College Promotion and Tenure Committee and provide feedback on the outcome of the year's tenure and/or promotion cases and discuss the committee's assessments and recommendations in light of the final tenure

and/or promotion outcomes.

VII. REAPPOINTMENT AND OTHER TENURE- AND PROMOTION-RELATED REVIEWS OF NON-TENURED TENURE-TRACK FACULTY

(A) Appointment Renewal Notification Date

In accordance with Section 803.09 I of The Policy Manual of The Board of Regents:

Notice of the intention to renew or not to renew a non-tenured faculty member who has been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor) shall be furnished, in writing, according to the following schedule:

1. At least three months before the date of termination of an initial one-year contract;
2. At least six months before the date of termination of a second one-year contract;
3. At least nine months before the date of termination of a contract after two or more years of service in the institution.

This schedule of notification does not apply to persons holding part-time positions in whatever rank stated.

(B) Needs and Resource Contingencies

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

(C) Pre-Tenure Cumulative Review for Tenure Track Faculty

The following provisions pertaining to pre-tenure cumulative review for tenure track faculty originate with the GSU document titled "GSU Promotion and Tenure Manual For Tenured and Tenure-Track Professors" approved by the University Senate in April 2012.

Purpose of review. The purpose is to provide a formal review of the progress made toward promotion and tenure in order for tenure-track faculty members to have a clear idea of how adequately they are progressing toward successfully achieving promotion and tenure. Such review should complement efforts to implement mentoring programs within each Academic Unit. This review is different from the annual review in that it

encourages a longer-term perspective on accomplishments.

Year in which review is conducted. The year in which the review will be conducted depends on the amount of probationary credit toward tenure granted at the time of initial appointment. A faculty member hired with three years of probationary credit may waive the pre-tenure review with written approval of the Academic Unit Head and Dean. Those with two years of credit will be evaluated in the spring semester of their first full year of employment. Those with one year of credit will be evaluated in the spring semester of their second full year of employment. Those with no credit will be evaluated in the spring semester of their third full year of employment. (Note: A full year of employment excludes years in which paid or unpaid leaves of absence with tenure clock stops occur and partial years due to employment starting after fall semester.)

Review committee and chair. In the Robinson College of Business, the committee of faculty in the Academic Unit conducting the pre-tenure cumulative review will be constituted of all tenured faculty. The Head of the Academic Unit will appoint the chair from the committee membership. If an Academic Unit does not have at least three faculty meeting the criteria for being on the review committee, faculty appointed in other Academic Units will be added to the committee to reach, at least, a minimum of three. These faculty will be chosen by the Head of the Academic Unit in consultation with the Dean.

Materials to be reviewed. The pre-tenure cumulative review should address accomplishments in research, teaching, and service. The review will be based on available information. The candidate will be expected to submit for review at least the following elements of the dossier required for the regular tenure review (see Section IV. D):

1. Resume organized in the sequence shown in Appendix B
2. Copies of all publications
3. Materials documenting teaching effectiveness, including copies of Student Evaluation of Instructor Profiles, the report prepared by the College entitled "Overall Teaching Effectiveness of Instructor for All Classes Since Initial Semester of Employment, Awarding of Tenure, or Last Promotion," and other materials that go beyond the results of student evaluations, such as peer evaluations. The candidate may provide a narrative analysis of his/her teaching effectiveness, if he/she wishes.

In addition, the candidate may submit copies of unpublished papers and a concise summary of accomplishments not to exceed two pages in length.

Review committee report and subsequent review and comment. The review

committee report must include an evaluation of the candidate's research, teaching, and service. It should be signed by all committee members and should include both minority and majority opinions. The review committee report is forwarded to the Head of the Academic Unit who will provide the faculty member with a copy of the report; the candidate will have five (5) working days to forward written comments to the Academic Unit Head, if desired. The Head will prepare a memorandum to the Dean for review by the College Promotion and Tenure Committee, containing an evaluation of the candidate's research, teaching, and service; comments on the committee report; and recommendations regarding reappointment of the faculty member. The Head of the Academic Unit will provide the candidate with a copy of the Unit Head's evaluation, and the candidate will have five (5) working days to forward written comments to the College, if desired. The College Promotion and Tenure Committee will evaluate the candidate and make a recommendation to the Dean. The memorandum must include an evaluation of the candidate's research, teaching, and service. The Dean will provide the candidate with a copy of the College Promotion and Tenure Committee's report, and the candidate will have five (5) days to forward written comments to the Dean, if desired. In turn, the Dean will evaluate the candidate's research, teaching, and service and will prepare a memorandum to the Provost that includes recommendations regarding reappointment of the faculty member. The Dean will provide the candidate with a copy of the Dean's evaluation, and the candidate will have five (5) days to respond in writing, if desired. The Dean will forward the review committee report and the memoranda of the Head of the Academic Unit, the College Promotion and Tenure Committee, and the Dean and any candidate comments to the Provost. After the Provost has added comments, a copy of the report reflecting the Provost's comments is sent to the candidate and the Academic Unit Head. The final report will be retained in the faculty member's file in the Dean's office and in the Academic Unit.

(D) Reviews for Reappointment of Non-Tenured Tenure Track Faculty in Years Other than Cumulative Review Year

The Head of the Academic Unit will decide on the type and nature of input to be solicited from the tenured faculty of the Academic Unit in making the recommendation to the Dean for the renewal or non-renewal of non-tenured tenure track faculty in each of the years of service preceding the year of the pre-tenure cumulative review and in each of the years after the cumulative review that precede the year of the formal tenure review. However, in accordance with University policy, the annual reviews of tenure track faculty in the years after the cumulative review that precede the formal tenure review should be shared by the Head of the Academic Unit with the Dean before being given to the faculty member.

VIII. POST-TENURE REVIEW

The following provisions pertaining to cumulative review for tenured faculty originate with the GSU document titled "GSU Promotion and Tenure Manual For Tenured and

Tenure-Track Professors" approved by the University Senate in April 2012.

(A) Purpose of Review

The purpose of the review is to assess faculty development goals and achievements and provide assistance to faculty in ensuring continuous intellectual and professional growth and to provide assistance to the Academic Unit in ensuring that all faculty members are contributing to the Academic Unit's goals and responsibilities.

(B) Year in Which Review is Conducted

The review will be conducted during the spring semester of the fifth year after the most recent promotion and continue at five year intervals unless interrupted by a leave of absence (paid or unpaid), further promotion, impending candidacy for promotion within a year, or a letter of retirement/resignation that is effective prior to the end of the five year interval.

(C) Tenured Faculty to whom Cumulative Review Applies

The cumulative review applies to all tenured faculty excepting those with administrative appointments as Heads of Academic Units (with faculty appointed to them) and Associate Deans. Both Heads of Academic Units and Associate Deans are subject to periodic reviews of faculty holding administrative appointments (RCB Policies and Procedures, P3, Triennial Faculty Evaluation of Heads of Academic Units). In order to accomplish the spirit of post-tenure review which is to provide for continual professional development of all tenured faculty, the periodic administrator reviews of Heads of Academic Units and Associate Deans must address their academic and professional activities as well as their managerial and leadership performance.

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

(D) Review Committee and Chair

In the Robinson College of Business, the committee of faculty in the Academic Unit conducting the post-tenure cumulative review will be constituted of all tenured faculty. The Head of the Academic Unit will appoint the chair from the committee membership. If an Academic Unit does not have at least three faculty meeting the criteria for being on the review committee, faculty appointed in other Academic Units will be added to the committee to reach, at least, a minimum of three. These faculty will be chosen by the Head of the Academic Unit in consultation with the Dean.

(E) Materials to be Reviewed

The cumulative review should address accomplishments in teaching, research and service. The faculty member will be expected to submit to the committee at least the following elements of the dossier required for the regular tenure review (see Section IV, D):

1. Resume organized in the sequence shown in Appendix B
2. Copies of all publications during the five-year evaluation period
3. Materials documenting teaching effectiveness, including copies of Student Evaluation of Instructor Profiles, the report prepared by the College entitled "Overall Teaching Effectiveness of Instructor for All Classes Since Initial Semester of Employment, Awarding of Tenure, or Last Promotion," and other materials that go beyond the results of student evaluations, such as peer evaluations. The candidate may provide a narrative analysis of his/her teaching effectiveness, if he/she wishes.

The only additional information that the faculty member is expected to submit is a statement (not to exceed two pages in length) of effectiveness in research, teaching, and service over the previous five years plus a one-page outline of projected goals for the next five years.

(F) Review Committee Report and Subsequent Review and Comment

The review committee report must include an evaluation of the candidate's research, teaching, and service. The review committee report is forwarded to the Head of the Academic Unit for review and comment. The Head of the Academic Unit will provide the faculty member with copies of the review committee's report and the Unit Head's evaluation, and the candidate will have five (5) working days to respond in writing, if desired. In turn, the College Promotion and Tenure Committee will review the review committee's report, comments of the Head of the Academic Unit and any comments from the faculty member and provide comments to the Dean. In their comments, the College Promotion and Tenure Committee will identify whether the faculty member is among the top scholars in their field at their career stage. (On average, the College does not expect more than 10 percent of RCB faculty to qualify for this distinction.) The Dean will review the report and comments and provide his/her comments. The Dean will provide the faculty member with copies of the College Promotion and Tenure Committee's evaluation and the Dean's evaluation, and the candidate will have five (5) working days to respond in writing, if desired. The Dean will forward the report and all comments (and a copy of the faculty member's resume) to the Provost. After the Provost has added comments, a copy of the report reflecting the Provost's comments is sent to the candidate and the Academic Unit Head.

After distribution of all reports and comments, the Head of the Academic Unit and the faculty member will work together to develop a plan that focuses on professional goals and/or workload, for subsequent approval by the Dean. For faculty members who have not met the standards for promotion to the rank of Professor or maintained the standard for the rank of Professor in his/her research, teaching, or service, a formal plan must be developed that includes clearly defined and specific goals or outcomes, an outline of activities to be undertaken, a timetable, and an agreed-upon monitoring strategy, for subsequent approval by the Dean.

The results of post-tenure reviews must be linked to rewards, professional development, work-load assignments, etc. Faculty members who are performing at a high level should receive recognition for their achievements. This may include merit pay increases, and study and research leave opportunities. For faculty members who have not met the standards for promotion to the rank of Professor or maintained the standard for the rank of Professor in his/her research, teaching, or service, appropriate actions will be taken.

The final report will be retained in the faculty member's file in the Dean's office and in the Academic Unit.

IX. OTHER FACULTY RELATED REVIEW PROCEDURES

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

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

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

Review process by Academic Unit and recommendations from the Academic Unit. The candidate will submit, directly to the Dean, a list of at least five potential external reviewers. In turn, the Dean will consult with senior tenured faculty in the Academic Unit to finalize the list of at least eight external reviewers that will be solicited, including at least three reviewers from the candidate's list. Once a candidate has completed the dossier, it will be submitted directly to the Dean, who will ask the Academic Unit review

committee to complete its review and submit the memorandum of recommendations directly to the Dean and the College Promotion and Tenure Committee. Other aspects of the review process will parallel the procedures described in Section IV above.

(B) Emeritus Faculty Appointments

Policy. Section 803.15 of The Policy Manual of Board of Regents states:

The institution may confer, at its discretion, the title of "emeritus" on any retired and tenured professor, associate professor or assistant professor, or Board-approved non-tenure track faculty of equivalent rank, who, at the time of retirement, had ten years or more of honorable and distinguished service in the University System. This title may be conferred by the Board on the recommendation of the President of the institution in which the employee served.

Review procedures. Candidates for emeritus faculty status may be nominated by other faculty in their own Academic Unit or may self-nominate to be considered for emeritus status. The Head of the Academic Unit will be notified of all faculty members eligible to be considered for emeritus appointment at the same time that notification is provided of faculty eligible to be considered for promotion or tenure. The dossier for consideration for emeritus status may be limited to a resume. The faculty committee, which will be constituted of all tenured faculty in the Academic Unit, must vote on the nomination. If an Academic Unit does not have at least three tenured faculty, faculty appointed in other Academic Units will be added to the committee to reach, at least, a minimum of three. These faculty will be chosen by the Head of the Academic Unit in consultation with the Dean. If the faculty committee recommends the candidate for emeritus status, the recommendation goes to the Head of the Academic Unit, then to the College Promotion and Tenure Committee, and then to the Dean for their recommendations, and then to the Provost.

In making recommendations for emeritus appointments, Academic Units should be specific with respect to the Emeritus title, e.g., Associate Professor Emeritus, Professor Emeritus, Academic Unit Head (Department Chair) Emeritus, etc.

X. MISCELLANEOUS PROVISIONS

(A) Approval of this Document and Subsequent Revisions

This document originates with the Faculty Affairs Committee. After review and approval by the Faculty Affairs Committee and Executive Committee, it is to be approved by the RCB faculty and the Provost. Subsequent revisions must be approved by the Faculty Affairs Committee, the Executive Committee, and the Provost. However, if the Faculty Affairs Committee is of the opinion that the proposed revisions constitute major changes, then the proposed revisions will be submitted to the RCB faculty for approval.

College manuals must be annually reviewed by the University Promotion and Tenure Manual Review Committee and approved by the Provost.

(B) Electronic Materials, Retention, and Communication

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

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

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

Date>

<External Reviewer>

<Address>

<City, State Zip>

Dear <External Reviewer>:

Dr. <Candidate>, an Assistant Professor in the < College> Department in the Robinson College of Business at Georgia State University (GSU), is a candidate for promotion and tenure to the rank of Associate Professor. A key part of this process is an assessment of the quality and impact of the candidate's scholarly/creative contributions from experts in the field of scholarship and research from outside of GSU. We understand that you do not have access to the teaching and service accomplishments of this candidate, so our request is to assess just the scholarly/creative accomplishments which are an important part of the decision process.

You have been suggested as a reference who is in a position to assess Dr.

<Candidate>'s research/scholarship/creative contributions and reputation, and I would greatly appreciate your help with this evaluation process. We are specifically interested in the following:

- The length and nature of your relationship with Dr. <Candidate>;
- Quality and significance of the candidate's research/scholarship/creative contributions;
- The candidate's professional reputation and standing in the field at the national and/or international level;
- How Dr. <Candidate> compares to others in the field at approximately the same stages in their careers; and
- Whether Dr. <Candidate> would be tenured and/or promoted to the rank of Associate Professor at your institution.

Along with this letter is a zip folder containing Dr. <Candidate>'s curriculum vitae, statement of accomplishments, and samples of publications/creative achievements. Please address you letter to me, but return it as a PDF file via email to, <Associate Dean Name>, the Associate Dean for Faculty and Research, at <Associate Dean email>.. Letters are appreciated at your earliest convenience, but no later than <date>. Finally, please be assured that your letter will be made available only to Georgia State University personnel participating in the review process. You should know, however, that external reviewer letters may be subject to release under the Georgia Open Records Act.

Thank you for your help in this important matter.

Sincerely,

<Dean's Name>

Dean

APPENDIX B

OUTLINE OF RESUME TO BE USED FOR PROMOTION AND TENURE RECOMMENDATIONS

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

Name

Education

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

Fellowship and Awards

Work Experience

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

Publications: Refereed Scholarly Journals

Publications: Refereed Professional/Practitioner Journals

Publications: Books and Monographs

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

Publications: Refereed Conference Proceedings

Include papers published in refereed scholarly conference proceedings and in refereed professional/practitioner conference proceedings

Publications: Non-Refereed and Other

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

Work in Progress

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

Externally-Funded Research Projects

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

Papers Presented at Professional Meetings

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

Supervision of Doctoral Dissertations

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

Continuing Education Activities in the Past Five Years

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

Service Activities Internal to the University

Include service on Academic Unit, College or University committees by listing name of committee, time period served, and whether service was as a member or chair. Also include other assignments and responsibilities (e.g., MBA core course coordinator) at the academic unit, college or university level.

Service Activities in Academic and Professional Organizations

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

Service to the Community

Include only those activities which utilize the professional expertise of the faculty

member in activities in the community which are directly related to being a faculty member.

Policy approved by RCB Faculty at November 14, 2012 RCB Faculty Meeting.
Revision (replacement) of Section V.(J) approved by RCB Faculty at October 2, 2014 RCB Faculty Meeting.