

**GEORGIA STATE UNIVERSITY
ROBINSON COLLEGE OF BUSINESS
PROMOTION OF NON-TENURE TRACK FACULTY:
POLICIES AND PROCEDURES
Approved by RCB Faculty October 2, 2014
Revisions approved by RCB Faculty Affairs Committee
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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
6 Georgia State University at the university, college, and unit levels are probably the most
7 important determinants of whether the College and University achieve their mission and
8 goals over time. At the Robinson College of Business, non-tenure track (NTT) faculty
9 play a significant role in achieving its mission. This document provides a statement of
10 promotion standards and procedures for NTT faculty in the Robinson College of
11 Business. As the University and College continue their drive to excellence, ongoing
12 reassessment of the standards applied in NTT promotion decisions at the university,
13 college and unit levels is 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
20 Regents of the University System of Georgia, and provisions contained in the Georgia
21 State 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
25 award 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
32 four NTT Faculty categories described herein. At this time, the College does not
33 anticipate hiring faculty to hold any other NTT Faculty categories. For each category,
34 the ranks utilized in the Robinson College of Business are listed in parentheses.
35 Faculty members are eligible for merit-based career progression (promotion) within the
36 category to which they were hired, but not for transfer across position categories.¹ A
37 faculty member who is interested in employment in a different position category may

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

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

- 40
- 41 1. Clinical Faculty (Clinical Assistant Professor, Clinical Associate Professor,
42 Clinical Professor)
- 43 2. Lecturer (Lecturer, Senior Lecturer, Principal Senior Lecturer)
- 44 3. Academic Professional (Academic Professional, Senior Academic
45 Professional)
- 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
50 research activities consistent with the College’s criteria for AACSB faculty qualifications
51 for faculty holding research doctoral degrees (PhDs). As part of their workload, Clinical
52 Faculty 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
60 will be in the Academic Professional position category with a primary responsibility of
61 highly specialized professional service, with limited or no teaching responsibility. As per
62 Board of Regents requirements, an Academic Professional “may not be assigned to a
63 position 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
68 with their assigned workloads, given the very different responsibilities of the small
69 number of 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)
82 includes teaching, teaching effectiveness is a necessary condition for promotion.
83 Teaching is defined as any activity undertaken by a faculty member within the formal
84 academic programs of the College that contributes to the efforts of students to acquire
85 intellectual skills, to extend knowledge and understanding, or to develop attitudes and
86 habits that foster continuing growth. Examples of such activities include, but are not
87 limited to, course and program development and improvements, instruction, and
88 counseling and 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
92 demonstrate a level of competence and effectiveness in teaching that is evaluated as
93 excellent.

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

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

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

115
116 For non-tenure track clinical faculty, the criteria for promotion from Clinical Assistant
117 Professor to Clinical Associate Professor are excellence in teaching and demonstrated
118 evidence of high quality research involving their professional expertise, which must
119 include contributions in the scholarship of teaching and learning (sometimes referred to
120 as pedagogical scholarship or as pedagogical research) and/or research related to
121 practice. In the Robinson College of Business, publications related to the scholarship of
122 teaching and learning and/or related to practice in refereed journals are necessary for
123 promotion to Clinical Associate Professor. An essential criterion for promotion to Clinical

124 Professor is national prominence in the scholarship of teaching and learning and/or
125 research related to practice. Accomplishments in disciplinary scholarly research in
126 refereed journals and securing grants from extramural sources will complement but not
127 substitute for accomplishments in the scholarship of teaching and learning and/or
128 research related to practice.

129
130 Scholarship of teaching and learning should demonstrate teaching creativity and
131 innovation and research related to practice should demonstrate creativity and innovation
132 in contributions to practice. Both scholarship of teaching and learning and research
133 related to practice must be disseminated in public forums that provide the opportunity
134 for critical evaluation and adoption. Publications in refereed journals are an important
135 form of public dissemination for both pedagogical research and research related to
136 practice. Additional forms of public dissemination include publications in refereed
137 outlets that aim to share knowledge or innovation with industry constituencies,
138 textbooks, cases, creative or technical artifacts, or other forms as relevant for the
139 discipline.

140
141 It is not possible to quantify the number of publications or the type of publications
142 necessary for promotion. However the following guidelines will apply to the various
143 parties involved in conducting a review for promotion:

144
145 Some indication of capability of independent scholarship is desirable. Candidates
146 with multi-authored works should describe their contribution to the works.

147
148 A continuous history of research and publications is more important than a short
149 period of intensive activity.

150
151 The candidate must have some of his/her research related to the scholarship of
152 teaching and learning and/or related to practice published (or accepted for
153 publication) in refereed journals of the highest quality. Candidates shall identify
154 which of their publications are peer-reviewed and shall provide evidence of the
155 quality and standing in the profession of the publication venues.

156
157 External reviews of a candidate's scholarship will be required of all non-tenure track
158 clinical faculty members seeking promotion to Clinical Professor. See Section IV (C),
159 "External Reviews."

160
161 **Service.** Service activities of faculty that are considered for promotion and related
162 purposes are of three kinds:

163
164 **Activities internal to the university.** The activities of a faculty member in
165 serving on committees and doing administrative work within the Academic Unit,
166 College or University are essential inputs to achieving the goals of the College's

167 various programs. With respect to these internal service activities, a faculty
168 member who is to be recommended for promotion should have fulfilled service
169 activities which might include but not be limited to service on committees.
170

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

184 **Service to the community.** As a general rule, those service activities in the
185 community which could be considered for promotion are those which utilize in a
186 significant way the professional expertise of the faculty member.
187

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

196 If a candidate's workload includes service (but is not the candidate's primary
197 responsibility), then for promotion to an intermediate rank or to the highest rank, the
198 candidate must provide high quality service to the department, college and/or university,
199 and/or to the professional and practice community.
200

201 **(B) Time Requirements for Promotion**

202

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

210 by the Provost.

211
212 **Clinical Faculty.** Consistent with the Georgia State University Promotion Manual for
213 Non-Tenure Track Faculty, non-tenure track faculty in the clinical ranks in the Robinson
214 College of Business will be eligible for promotion to Clinical Associate Professor after
215 five years in residence at the rank of Clinical Assistant Professor. The normal minimum
216 time in rank of a Clinical Associate Professor for promotion to Clinical Professor is five
217 years in residence.

218
219 **Lecturer Faculty.** Lecturers who are in their fifth year of service at Georgia State
220 University may be considered for promotion to Senior Lecturer effective in the seventh
221 year of service. Reappointment of a Lecturer who has completed six (6) consecutive
222 years of service to the institution will be permitted only if the Lecturer has demonstrated
223 exceptional teaching ability and extraordinary value to the institution (BOR 8.3.8.1). The
224 Georgia State University NTT Promotion Manual guideline of “at least five years in rank
225 at Georgia State University is appropriate to be considered for promotion to the next
226 level” will apply for promotion from Senior Lecturer to Principal Senior Lecturer in the
227 Robinson College of Business.

228
229 **Academic Professional Faculty.** The Georgia State University NTT Promotion
230 Manual guideline of “at least five years in rank at Georgia State University is appropriate
231 to be considered for promotion to the next level” will apply for promotion from Academic
232 Professional to Senior Academic Professional in the Robinson College of Business.

233
234

235 **IV. PROCEDURES FOR CONDUCTING PROMOTION REVIEWS**

236
237 The procedures contained in this Section (IV) are for the conduct of reviews for
238 promotion.

239 240 **(A) Calendar of Events (Overview)**

241
242 The exact dates for the notification of the outcomes of College and University review will
243 be determined by the Office of the Provost and communicated to the University faculty
244 in advance of each year’s promotion cycle. The timeline for candidates to submit their
245 dossiers, as well as the timeline for reviews by the Academic Unit Committee, Academic
246 Unit Head, and College Committee will be communicated by the Dean’s office to Unit
247 Heads. Unit Heads will communicate this information to the faculty in their Units. A
248 tentative timeline is listed below:

249

250 <u>Approximate Date</u>	251 <u>Event</u>
252 July 1	Notification of faculty members eligible to be considered for

253		promotion (see Section IV.B)
254		
255	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).
256		
257		
258		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).
259		
260		
261		
262		
263	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).
264		
265		
266		
267		
268		
269	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).
270		
271		
272		
273		
274		
275	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).
276		
277		
278		
279		
280	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 rd week of October.
281		
282		
283		
284		
285	3 rd week of October	All candidates for NTT promotion complete preparation and organization of dossier and submit two copies of dossier to Head of Academic Unit (see Section IV.D).
286		
287		
288		Head of Academic Unit reviews dossier for compliance with policy.
289		
290		For candidates for promotion to Clinical Professor, external review letters are received by Dean for inclusion in candidate's dossier (see Section IV.D).
291		
292		
293		
294	November 1	For candidates for promotion to Clinical Professor, Head of Academic Unit adds external reviewer letters and external
295		

296 reviewer information to dossier copies.

297

298 November 1 Head of Academic Unit appoints Unit NTT Promotion

299 Committee Chair, notifies Unit Committee of dossiers'

300 availability for review, and advises Unit Committee of

301 November deadline date when signed committee

302 memorandum is due to Head of Academic Unit (see

303 Section IV.E).

304

305 November 21 Faculty committee of Academic Unit completes review of

306 candidate's dossier and forwards its written

307 recommendations signed by all committee members to

308 Head of Academic Unit (see Section IV.E). The Head of the

309 Academic Unit provides a copy of the Academic Unit

310 committee's report to the candidate, who has three (3)

311 business days to provide written comments, if desired, for

312 inclusion in the materials to be reviewed at all higher levels.

313

314 2nd week of December Head of Academic Unit completes review of candidate's

315 dossier, including recommendations of the faculty

316 committee of the Academic Unit, and completes written

317 recommendation to the Dean (see Section IV.E). The Head

318 of the Academic Unit provides a copy of his/her written

319 recommendation to the candidate, who has three (3)

320 business days to provide written comments, if desired, for

321 inclusion in the materials to be reviewed at all higher levels.

322 The Head of the Academic Unit ascertains whether or not

323 the candidate desires to withdraw from further

324 consideration (see Section IV. E).

325

326 3rd week of December Head of Academic Unit forwards dossier with written

327 recommendations to the Dean's Office (see Section IV. E).

328

329 2nd week of February College Non-Tenure Track Promotion Committee

330 completes its review and sends its written

331 recommendations to the Dean (see Section IV.F). The

332 Dean's Office provides a copy of the College Non-Tenure

333 Track Promotion Committee's report to the candidate, who

334 has three (3) business days to provide written comments, if

335 desired, for inclusion in the materials to be reviewed at all

336 higher levels. The Head of the Academic Unit ascertains

337 whether or not the candidate desires to withdraw from

338 further consideration (see Section IV. E).

339
340 1st week of March Dean completes review and prepares written
341 recommendations to the Provost (see Section IV. G).
342
343 1st week of March Dean provides a copy of his/her recommendation to the
344 candidate. Candidates not positively recommended by the
345 Dean have ten (10) business days from the date of the
346 Dean's letter in which to appeal, in writing, to the Provost
347 (see Section V.A).
348
349 2nd week of March College/Unit promotion recommendations are due to the
350 Provost (see Sections IV.G and H).
351
352 1st week of May Provost completes promotion review and consultation with
353 the Deans; Provost responds to appeals from candidates;
354 Provost notifies College and President of promotion
355 recommendations (see Sections IV.H and V.A).
356
357 1st week of May Dean notifies candidates of Provost's promotion
358 recommendations within three (3) business days of
359 receiving notice of those recommendations. Candidates
360 have ten (10) business days from the date of the Provost's
361 letter in which to appeal, in writing, to the President (see
362 Sections IV.H and V.B).
363
364 End of May President completes promotion review; President responds
365 to appeals from candidates; President notifies the Deans of
366 promotion decisions. Within three (3) business days of
367 receiving the President's decisions, the Deans notify the
368 candidates (see Section IV.I).

369
370 **(B) Notification of Eligibility and Declaration of Candidacy**
371

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

377 The Head of the Academic Unit will inform, in writing, each faculty member who is
378 eligible for promotion (in terms of time requirements) and request that the faculty
379 member indicate, in writing, whether the faculty member wishes to be considered for
380 promotion during the upcoming academic year.
381

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

388

389 **(C) External Reviews**

390

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

406

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

419

420 **Solicitation of external reviews.** By August 15, the candidate for promotion to Clinical
421 Professor will provide to the Head of the Academic Unit for review the resume and
422 copies of other materials to be sent to the external reviewers. All letters soliciting these
423 reviews will be written by the Dean (see sample letter in Appendix A) and mailed to the
424 external reviewers by September 6, requesting a response by the 3rd week of October.

425 Each external reviewer will be sent the candidate's resume and copies of the
426 candidate's significant publications or scholarship (except lengthy books and
427 monographs, for which a copy of the title page and table of contents will be provided).
428 The candidate may include a research statement as part of the materials being sent to
429 the external reviewers. The research statement should be descriptive of the candidate's
430 research focus and any relationship among the papers, rather than evaluative of the
431 candidate's work. If the number of publications is extensive, then a sample of the most
432 significant publications selected by the candidate in consultation with the Head of the
433 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,
437 quality and overall contribution to the field. All responses shall be addressed to the
438 Dean. The reviews of the external reviewers will become part of the candidate's dossier
439 and will be available to all internal reviewers, including the faculty review committee
440 within the candidate's Academic Unit. The reviews will not be made available to the
441 candidate.

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

- 447
448 1. Name
449
450 2. Current affiliation
451
452 3. One paragraph of biographical/resume data
453
454 4. Relationship, if any, with the candidate (any relationship should be strictly
455 professional—the reviewer should not have the appearance of a personal or
456 professional investment in the candidate's career)
457

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

460
461 **(D) Preparation and Organization of Candidate's Dossier**
462

463 The dossier should be able to make the case by itself (i.e., without formal or informal
464 oral discussion, or presentations) with respect to the candidate's qualifications. Two
465 copies of the dossier are required to facilitate timely review by the various parties
466 included in the review process. All materials should be placed in a large three-ring
467 binder notebook, in the following order:

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Items Inserted in Dossier by 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 evaluation by the faculty committee of the Academic Unit.

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

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

Items Inserted in Dossier by Candidate:

Index tabs with the following labels (**bold words**), followed by the materials:

Table of Contents (note: the items listed above will be received and prepared by the Head of the Academic Unit subsequent to the candidate preparing and submitting credentials to the Academic Unit for review; thus, the table of contents will only include the items listed below as submitted by the candidate).

Resume organized in the sequence shown in Appendix B.

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

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

513 authorship.

514

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

518

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

522

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

526

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

529

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

534

535 **Teaching effectiveness--**Provide (1) a listing of all courses taught with
536 enrollment by semester since date of appointment or last rank promotion,
537 and (2) materials documenting teaching effectiveness, which must include
538 copies of Student Evaluation of Instructor Profiles for all courses taught as
539 well as additional evidence of teaching effectiveness, such as (but not limited
540 to) peer evaluations, selected examinations and quizzes, students' passing
541 rates on licensure/certification examinations, a teaching portfolio, new
542 course and/or program development, use of technology for teaching,
543 program accreditation review results, teaching awards received, and student
544 accomplishments.

545

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

556

557 Organize other information into the categories delineated in the College

558 document titled "Outline of Faculty Activities/Accomplishments Report"
559 (FAAR) used for annual faculty performance evaluation purposes.
560 Typically, FAAR reports completed for previous years will be the best source
561 of information for completing this section of the dossier.
562

563 **Service Effectiveness**--materials documenting effectiveness in service
564 activities.
565

566 The candidate should have all the materials ready by the time requested by the Head of
567 the Academic Unit, which will normally be near the third week of October. When the
568 Dean receives at least the minimum of three external review letters for candidates for
569 promotion to Clinical Professor, these will be forwarded to the Head of the Academic
570 Unit for inclusion in the ring binder notebook to be reviewed by the committee of faculty
571 of the Academic Unit. (Letters beyond three are added to the dossier when received
572 and any difference in the materials reviewed at different levels is noted in the Academic
573 Unit Head's/College Committee's/Dean's memorandum as applicable.)
574

575 **(E) Review Within Academic Unit** 576

577 The candidate's dossier, including outside reviewer letters (if applicable), and other
578 materials directly relevant to the candidate's dossier are reviewed by a committee of
579 faculty members of the Academic Unit who prepare written recommendations to the
580 Head of the Academic Unit. Prior to the promotion review of a non-tenure track faculty
581 candidate, the Head of the Academic Unit will convey to the review committee the
582 assigned workload of the candidate since the last review. In turn, the Head of the
583 Academic Unit reviews the candidate's dossier, outside reviewer letters if applicable,
584 other materials directly relevant to the candidate's dossier, and the report of the faculty
585 committee of the Academic Unit and any candidate response, and completes a review
586 and prepares written recommendations addressed to the Dean and College Promotion
587 and Tenure Committee.
588

589 **Composition of faculty committee of Academic Unit.** For recommendations for
590 promotion of non-tenure track faculty from lecturer to senior lecturer, the review
591 committee is comprised of all tenured Associate Professors and Professors, plus those
592 non-tenure track faculty at the rank of Senior Lecturer, Principal Senior Lecturer, Clinical
593 Associate Professor, or Clinical Professor with assigned workloads which, in the opinion
594 of the Head of the Academic Unit, are similar to the candidate for promotion. For
595 recommendations for promotion of non-tenure track faculty from Senior Lecturer to
596 Principal Lecturer, the review committee is comprised of all tenured Associate
597 Professors and Professors, plus those non-tenure track faculty at the rank of Principal
598 Senior Lecturer, Clinical Associate Professor, or Clinical Professor.
599

600 For recommendations for promotion of non-tenure track faculty from Academic
601 Professional to Senior Academic Professional, the review committee is comprised of all
602 tenured Associate Professors and Professors, plus those non-tenure track faculty at the

603 rank of Senior Academic Professional, Principal Senior Lecturer, Clinical Associate
604 Professor, or Clinical Professor with assigned workloads which, in the opinion of the
605 Head of the Academic Unit, are similar to the candidate for promotion.
606

607 For recommendations for promotion of non-tenure track faculty to Clinical Associate
608 Professor, the review committee is comprised of all tenured Associate Professors and
609 Professors plus those non-tenure track faculty at the rank of Clinical Associate
610 Professor or Clinical Professor with assigned workloads which, in the opinion of the
611 Head of the Academic Unit, are similar to the candidate for promotion. For
612 recommendations for promotion of non-tenure track faculty to Clinical Professor, the
613 review committee is comprised of all tenured Professors and all non-tenure track faculty
614 at the rank of Clinical Professor.
615

616 The Head of the Academic Unit will appoint the chair from the committee membership.
617 At least one member of the committee must be a non-tenure track faculty of appropriate
618 rank. If an Academic Unit does not have at least one non-tenure track faculty meeting
619 the criteria for being on a faculty review committee, a non-tenure track faculty of
620 appropriate rank appointed in another Academic Unit will be added to the committee. If
621 an Academic Unit does not have at least three faculty meeting the criteria for being on a
622 faculty review committee, faculty appointed in other Academic Units will be added to the
623 committee to reach, at least, the minimum of three. These faculty will be chosen by the
624 Head of the Academic Unit in consultation with the Dean.
625

626 **Form of written recommendations from faculty committee of the Academic Unit.**

627 For each of the decision categories, each faculty member constituting the committee in
628 the Academic Unit is expected to sign a memorandum of recommendations to the Head
629 of the Academic Unit. In the case of a split decision, the report, signed by all committee
630 members, should include both majority and minority views. The memorandum must
631 include an evaluation of each part of the candidate's assigned workload. In accordance
632 with University policy, the Academic Unit Head will provide the faculty member with a
633 copy of the written recommendation of the faculty review committee of the Academic
634 Unit. The faculty member has the right to respond in writing to that evaluation, and a
635 copy of the faculty member's response will be included in the material reviewed at all
636 higher levels. If the candidate chooses to respond, the candidate's written response
637 has to be submitted to the Dean (with a copy to the Unit Head) within three (3) business
638 days of receiving the report.
639

640 **Memorandum of recommendations from the Head of the Academic Unit.**

641 The memorandum of recommendations from the Head of the Academic Unit to the Dean
642 should, in addition to serving as the recommendation of the Head of the Academic Unit,
643 provide context to the deliberations that have occurred in the Academic Unit. For
644 example, this memorandum should fully address any split recommendations from the
645 faculty committee of the Academic Unit, or issues that are not possible to document in a
646 dossier. As soon as possible but prior to the deadline for submitting recommendations
647 to the Dean and the College Non-Tenure Track Promotion Committee, the Head of the

648 Academic Unit will notify in writing to each faculty member who previously declared in
649 writing a wish to be considered for promotion as to whether or not the faculty member is
650 being recommended by the Head of the Academic Unit to the Dean and the College
651 Non-Tenure Track Promotion Committee. In accordance with University policy, the
652 faculty member will be provided with a copy of the memorandum of recommendations
653 from the Head of the Academic Unit. The faculty member has the right to respond in
654 writing to that evaluation, and a copy of the faculty member's response will be included
655 in the material reviewed at all higher levels. If the candidate chooses to respond, the
656 candidate's written response has to be submitted to the Dean (with a copy to the Unit
657 Head) within three (3) business days of receiving the report. A faculty member who
658 wishes to withdraw from further consideration may do so. The faculty member may
659 withdraw by informing the Head of the Academic Unit in writing prior to the deadline
660 specified by the College (the deadline for Academic Units to submit the Unit
661 recommendations to the Dean's Office).

662

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

664

665 **Composition of Committee.** In the first year of implementation of this policy
666 (academic year 2014-2015), the existing RCB College Promotion and Tenure
667 Committee will serve as the College Non-Tenure Track Promotion Committee. In
668 subsequent years, by the spring semester faculty meeting, the members of the College
669 Non-Tenure Track Promotion Committee will have been selected in accordance with
670 Section VII E of the Bylaws of the Robinson College of Business. To evaluate NTT
671 faculty, the College Non-Tenure Track Promotion Committee will consist of all five
672 members of the College Promotion and Tenure Committee to evaluate tenure track
673 faculty augmented by two additional NTT faculty members, preferably with the rank of
674 Clinical Professor. The chair of the College Promotion and Tenure Committee to
675 evaluate tenure track faculty will also chair the College Non-Tenure Track Promotion
676 Committee. No person can serve at more than one level of review. Members of the
677 College Non-Tenure Track Promotion Committee will typically recuse themselves from
678 serving on the unit committee, but may serve on the unit committee (see Section IV (E)
679 for details on membership of unit committee) if appointed by the Dean, in which case
680 they will recuse themselves from participation in the College Non-Tenure Track
681 Promotion Committee for candidates they reviewed at the unit level.

682

683 Two complete sets of each candidate's dossier will be transmitted to the Dean's Office.
684 The chair of the committee will be notified for purposes of calling an initial meeting of
685 the committee to establish its internal operating procedures. The chair reviews the
686 dossiers for any required information that appears to be missing and requests it
687 accordingly from the Academic Units.

688

689 The committee will review the candidate's dossier, outside reviewer letters if applicable,
690 other materials directly relevant to the candidate's dossier, and the reports of the faculty
691 committee of the Academic Unit and the Academic Unit Head and any candidate
692 responses. The committee will complete its review of each candidate's materials by

693 time deadlines established in conference with the Dean's Office to meet the deadlines of
694 the University Administration. The committee may go back to the Academic Unit Head
695 for clarification of questions that arise during its review of a candidate's dossier.
696

697 **Form of written recommendations to the Dean.** All members of the committee are
698 expected to sign a memorandum of recommendation to the Dean. For non-tenure track
699 candidates, the memorandum must include an evaluation of each part of the
700 candidate's assigned workload. In the case of a split decision, the report, signed by all
701 committee members, should include both majority and minority views. It is not
702 necessary to repeat the contents of the written recommendations received from the
703 review committee in the Academic Unit or the Head of the Academic Unit; however, it
704 may be appropriate to incorporate these by reference.
705

706 The committee will submit its recommendations to the Dean. In accordance with
707 University policy, the Dean will provide the faculty member with a copy of the written
708 recommendation of the college committee. The faculty member has the right to
709 respond in writing to that evaluation, and a copy of the faculty member's response will
710 be included in the material reviewed at all higher levels. If the candidate chooses to
711 respond, the candidate's written response has to be submitted to the Dean (with a copy
712 to the Unit Head) within three (3) business days of receiving the report.
713

714 **(G) Recommendations by the Dean to the Provost and the President** 715

716 The Dean reviews the candidate's dossier, external reviewer letters if applicable, other
717 materials directly relevant to the candidate's dossier, and the reports of the faculty
718 committee of the Academic Unit, Academic Unit Head and the College Promotion and
719 Tenure Committee and any candidate responses and prepares written
720 recommendations to the Provost. The memorandum of recommendation from the Dean
721 should, in addition to serving as the recommendation of the Dean, provide context to the
722 deliberations that have occurred within the College. For example, this memorandum
723 should address split recommendations of the College review committee, issues that are
724 not possible to document in a dossier, or other matters of relevance to the Provost and
725 President in arriving at their recommendation.
726

727 At this time, the Dean informs in writing each candidate for promotion of the
728 recommendation being made by the Dean and, in accordance with University policy, the
729 faculty member is provided with a copy of the Dean's memorandum of
730 recommendations. In all instances of a positive recommendation by the Dean, a file
731 containing the candidate's curriculum vita and statement, the various letters of internal
732 assessment, the candidate's responses (if any), and the letters of external review (if
733 applicable) will go forward for review.
734

735 Candidates not positively recommended by the Dean must be notified in writing within
736 three business days after the Dean's decision. Candidates who are not positively
737 recommended by the Dean have ten business days from the date of the Dean's letter in

738 which to appeal, in writing, to the Provost (see Section V).
739

740 **(H) Provost's Review**
741

742 The Provost will conduct an independent review of the materials forwarded by the Dean
743 and any other materials directly relevant to the faculty member's candidacy, also
744 applying the guidelines, norms, and expectations for the University and the College, and
745 make his/her promotion decision. The Provost will make a recommendation on each
746 case and forward it to the President, notifying the appropriate Dean. Within three
747 business days after receiving notice of the Provost's recommendation, the Dean shall
748 notify the candidate of the Provost's recommendation.
749

750 Before forwarding a negative recommendation to the President, the Provost will consult
751 with the Dean. In response to the query from the Provost, the Dean may gather
752 additional information from the candidate, the Head of the Academic Unit, the Academic
753 Unit or College Promotion and Tenure Committee, and other materials directly relevant
754 to the faculty member's candidacy. The Dean will notify the candidate and the
755 Academic Unit Head of his/her reply to the Provost.
756

757 **(I) President's Review**
758

759 The President will conduct an independent review of the candidate's curriculum vitae
760 and statement, external review letters if applicable, recommendations, and any other
761 material directly relevant to the faculty member's candidacy, also applying the
762 guidelines, norms, and expectations for the University and College, and make his/her
763 promotion decision. Within three business days of receiving notice of the President's
764 decision, the Dean shall notify the candidate of the decision.
765

766 **V. APPEALS**
767

768
769 The following provisions pertaining to appeals of promotion or tenure recommendations
770 originate with the GSU document titled "Georgia State University Promotion Manual For
771 Non-Tenure Track Faculty" approved by the University Senate on October 10, 2013.
772

773 **(A) Appeal of Negative Recommendation Made by the Dean**
774

775 A candidate may appeal to the Provost a negative recommendation by the Dean. Upon
776 receipt of the Dean's negative recommendation, the candidate shall have ten business
777 days to appeal the negative recommendation to the Provost. The grounds for appeal
778 shall only be those that involve errors of due process. These would include procedural
779 errors such as failure to receive notification at each stage of review. Errors of due
780 process would also include substantive errors such as arbitrariness, capriciousness,
781 and discrimination, as well as bias and other forms of nonprofessional judgment on the
782 part of any person or group involved in the promotion review. In reviewing the appeal,

783 the Provost may gather additional information pertaining to the appeal from the
784 candidate, the Dean, the Academic Unit Head, the Unit Committee, and other
785 appropriate individuals inside or outside the University. By the date specified in the NTT
786 promotion and reappointment manual calendar, the Provost shall provide the candidate
787 and the Dean with a written decision, including a statement of the bases upon which the
788 appeal is supported or rejected.

789

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

791

792 A candidate may appeal to the President a negative recommendation by the Provost or
793 a decision by the Provost rejecting the candidate's appeal to the Provost. Upon receipt
794 of the Provost's negative recommendation, the candidate shall have at least ten
795 business days to appeal the negative recommendation to the President. The appeal to
796 the President shall conform to the principles and processes stated above for appeals to
797 the Provost. By the date specified in the promotion manual calendar, the President shall
798 provide the Provost, the appropriate Dean and the candidate a written decision
799 including a statement of the bases upon which the candidate's appeal is supported or
800 rejected.

801

802

803 **VI. STRUCTURED REVIEWS OF NON-TENURE TRACK FACULTY**

804

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

811

812 All NTT faculty whose initial appointment at GSU is at an *entry level* will have a review
813 no later than three years after the initial appointment (Structured Third Year Review),
814 and a review no later than five years after the initial appointment (Structured Five Year
815 Review). Thereafter, subsequent structured reviews will take place every five years,
816 unless a faculty member is promoted sooner. If a NTT faculty member is promoted,
817 subsequent structured reviews will occur every five years after the most recent
818 promotion.

819

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

825

826 For all NTT faculty members, the Structured Third Year Review has to be completed by
827 the end of the third year of service and for entry level appointments the first Structured

828 Five Year Review has to be completed by the end of the fifth year of service. For
829 Lecturers appointed at the entry level, the first Structured Five Year Review is also the
830 review for promotion to Senior Lecturer. This timeline enables the University to meet
831 Board of Regents deadlines for the reappointment and promotion of Lecturers (BOR
832 Policy Manual, Sections 8.3.8.1 and 8.3.8.2).

833
834 The Georgia State University Promotion Manual for Non-Tenure Track Faculty states “A
835 maximum of three years’ credit towards the Georgia State University service period may
836 be allowed based on previous service by the candidate at another institution or within
837 Georgia State University (e.g., visiting faculty). Such credit for prior service shall be
838 approved in writing by the Provost” (Section IV, lines 290-293). Therefore, the year in
839 which the first structured review will be conducted depends on the amount of service
840 credit toward promotion granted at the time of initial appointment. A faculty member
841 hired with three or two years of service credit will have their initial structured review
842 (Structured Third Year Review) in the spring semester of their first full year of
843 employment. Those with one year of service credit will have their initial structured
844 review in the spring semester of their second full year of employment. Those with no
845 credit will have their initial structured review in the spring semester of their third full year
846 of employment. (Note: A full year of employment excludes years in which paid or
847 unpaid leaves of absence and partial years due to employment starting after fall
848 semester.)

849
850 The year in which an NTT faculty member comes up for promotion does not have to
851 coincide with the year in which the NTT faculty member is subject to a Structured
852 Review, with the exception of the Five Year Review for Lecturers. Structured Reviews
853 are conducted as per the timeline specified above. An NTT faculty member who meets
854 the time requirements outlined in Section III (B) above can be a candidate for promotion
855 in any year he/she chooses, subject to policies outlined in the college promotion
856 manual, and after consultation with the candidate’s Academic Unit Head and Dean.

857
858 **(A) Annual Appointment Renewal Decision**

859
860 An appointment to a NTT faculty position is for a one-year period. All NTT faculty
861 appointments should be made in compliance with the Georgia State University Faculty
862 Handbook and Board of Regents policies. All NTT faculty should be reviewed on an
863 annual basis.

864
865 As with minimum time in rank policy of the Board of Regents, the schedule of renewal
866 notice described next is recognized at Georgia State University as applying to non-
867 tenure track faculty members who have been awarded the rank of clinical assistant
868 professor, clinical associate professor, or clinical professor, as well as non-tenure track
869 faculty members who were hired before clinical titles were established at Georgia State
870 University in 2002 and who have been awarded the rank of assistant professor,
871 associate professor, or professor. In accordance with Section 8.3.4.2 of The Policy

872 Manual of The Board of Regents:

873

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

880

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

884

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

887

888 2. At least six (6) months before the date of termination of a second
889 one-year contract; or,

890

891 3. At least nine (9) months before the date of termination of a contract
892 after two or more years of service in the institution.

893

894 This schedule of notification does not apply to persons holding temporary,
895 limited-term, or part-time positions, or persons with courtesy appointments such
896 as adjunct appointments. Furthermore, it does not apply to Academic
897 Professional Faculty or to Lecturer Faculty. Renewal notice for Lecturer Faculty
898 is discussed next.

899

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

901

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

905

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

909

910 2. For lecturers with three (3) or more years but less than six (6) years of full-
911 time service, institutions must provide non-reappointment notice at least
912 thirty (30) calendar days prior to the institution's first day of classes in the
913 semester.

914

915 3. For senior lecturers or lecturers with six (6) years or more of full-time

916 service, institutions must provide non-reappointment notice at least one
917 hundred and eighty (180) calendar days prior to the institution's first day of
918 classes in the semester.
919

920 The current practice of the Robinson College of Business and of Georgia State
921 University is to afford lecturers and senior lecturers notice of intent not to renew in the
922 same fashion and on the same timeline as outlined above for Instructors, Clinical
923 Assistant Professors, Clinical Associate Professors and Clinical Professors.
924

925 The Dean's Office notifies and requests recommendations from Academic Unit Heads
926 for pending reappointment decisions. The Head of the Academic Unit will decide on the
927 type and nature of input to be solicited from the faculty of the Academic Unit in making
928 the recommendation to the Dean for renewal or non-renewal each year.
929

930 **(B) Needs and Resource Contingencies**

931

932 All appointments are contingent upon the needs of the Robinson College of Business
933 and the resources of the College and University; therefore, eligibility for renewal of
934 appointment does not guarantee reappointment.
935

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

937

938 **Review committee and chair.** In the Robinson College of Business, the composition
939 of the faculty committee in the Academic Unit conducting the structured review will
940 follow the model of the faculty committee in the Academic Unit for conducting promotion
941 reviews (specified in Section IV (E) above).
942

943 **Materials to be reviewed.** The structured review should address accomplishments in
944 the areas of assigned workload. Prior to the structured review of a non-tenure track
945 faculty candidate, the Head of the Academic Unit will convey to the review committee
946 the assigned workload of the candidate since the last review. The review will be based
947 on available information. The non-tenure track faculty member will be expected to
948 submit for review at least the following elements of the dossier required for the regular
949 promotion review (see Section IV. D):
950

- 951 1. Resume organized in the sequence shown in Appendix B
952
- 953 2. Materials documenting teaching effectiveness, including copies of Student
954 Evaluation of Instructor Profiles, the report prepared by the College entitled
955 "Overall Teaching Effectiveness of Instructor for All Classes Since Initial
956 Semester of Employment, Awarding of Tenure, or Last Promotion," and other
957 materials that go beyond the results of student evaluations, such as peer
958 evaluations. The candidate should provide a narrative analysis of his/her
959 teaching effectiveness.

960
961 3. Copies of all publications (if applicable) during the review period.
962

963 In addition, the non-tenure track faculty member may submit a concise summary of
964 accomplishments (not to exceed two pages in length) during the review period and a
965 one-page outline of projected goals for the next review period.
966

967 **Review committee report and subsequent review and comment.** The review
968 committee report must include an evaluation of teaching, research, and/or service as
969 relevant to the faculty member's workload. It should be signed by all committee
970 members and, in the event of a split decision, should include both minority and majority
971 opinions. The review committee report is forwarded to the Head of the Academic Unit
972 who will provide the faculty member with a copy of the report; the candidate will have
973 five (5) business days to forward written comments to the Academic Unit Head, if
974 desired. The Head will prepare a memorandum to the Dean for review by the College
975 Non-Tenure Track Promotion Committee, containing an evaluation of the faculty
976 member's teaching, research, and/or service as relevant to the faculty member's
977 workload; comments on the committee report; and recommendations regarding
978 reappointment of the faculty member. The Head of the Academic Unit will provide the
979 candidate with a copy of the Unit Head's evaluation, and the candidate will have five (5)
980 business days to forward written comments to the College, if desired. The College Non-
981 Tenure Track Promotion Committee will evaluate the faculty member and make a
982 recommendation to the Dean. The memorandum must include an evaluation of the
983 faculty member's teaching, research, and/or service as relevant to the faculty member's
984 workload. The Dean will provide the faculty member with a copy of the College Non-
985 Tenure Track Promotion Committee's report, and the candidate will have five (5)
986 business days to forward written comments to the Dean, if desired. In turn, the Dean
987 will evaluate the faculty member's teaching, research and/or service as relevant to the
988 faculty member's workload and will provide comments to the faculty member and the
989 Academic Unit Head. The final report will be retained in the faculty member's file in the
990 Dean's office and in the Academic Unit.

991
992
993 **VII. OTHER PROVISIONS**
994

995 **(A) Differences in Promotion Review Process for Candidate Serving as Head of**
996 **Academic Unit**
997

998 The Dean will conduct most of the steps involving the promotion review process that
999 require an action on the part of the Head of the Academic Unit (see Section IV) when
1000 the candidate for promotion is a non-tenure track faculty member who serves as Head
1001 of the Academic Unit. Otherwise, the candidate would be placed in the position of
1002 recommending himself/herself to the Dean and the College Promotion and Tenure
1003 Committee. Accordingly, the review procedure applicable to all faculty are modified as

1004 stated below when the candidate is serving as Head of an Academic Unit.

1005
1006 **Notification and declaration of consideration for promotion.** The Dean will notify
1007 the faculty member of eligibility with respect to time requirements and will determine
1008 whether or not the faculty member wishes to be considered for promotion during the
1009 coming academic year.

1010
1011 **Review process by Academic Unit and recommendations from the Academic Unit.**
1012 The candidate will submit, directly to the Dean, the list of external reviewers. In turn, the
1013 Dean will consult with faculty in the Academic Unit to finalize the list of external
1014 reviewers that will be solicited. Once a candidate has completed the dossier, it will be
1015 submitted directly to the Dean, who will ask the Unit review committee to complete its
1016 review and submit the memorandum of recommendations directly to the Dean and the
1017 College Non-Tenure Track Promotion Committee.

1018
1019 **(B) Retention of Materials Stemming from Promotion Reviews**
1020
1021 For promotion recommendations which are positively reviewed at the Unit, College and
1022 Provost levels and approved by the President, the copies of the candidate's dossier will
1023 be returned to the candidate upon notification of approval by the President.

1024
1025 For promotion candidates who are not recommended at the College or University level,
1026 both copies of the candidate's dossier will be returned to the candidate after the final
1027 University-level review.

1028
1029 The dossiers returned to the candidate will exclude the recommendation letters from the
1030 Unit and the College as well as the external review letters, which will be retained in the
1031 Dean's Office for four years.

1032
1033 **(C) Orientation Sessions**
1034
1035 To facilitate communications and improved understanding among the parties involved in
1036 the College's promotion and tenure processes, the Chair of the RCB Promotion and
1037 Tenure Committee will hold an annual orientation session for faculty to review the
1038 College's promotion and tenure policies and procedures and to answer any questions
1039 concerning the process. This orientation session will be held during spring semester
1040 prior to the start of the annual promotion and tenure cycle in early-May; the session will
1041 be open to all interested faculty members in the College. The Chair of the RCB
1042 Promotion and Tenure Committee will also hold orientation sessions, as deemed
1043 appropriate, for the members of the RCB Promotion and Tenure Committee and the
1044 Heads of Academic Units. Academic Unit Heads and senior non-tenure track and
1045 tenured faculty are expected to mentor and advise all new NTT faculty members. In
1046 particular, Unit Heads shall inform new NTT faculty members of all promotion
1047 requirements. To this end, they shall provide the new NTT faculty members with copies
1048 of the appropriate College and University promotion policies and explain the contents of

1049 these documents to them.

1050

1051 **(D) Approval of this Document and Subsequent Revisions**

1052

1053 This document originates with the Robinson College of Business (RCB) Faculty Affairs
1054 Committee. After review and approval by the RCB Faculty Affairs Committee and RCB
1055 Executive Committee, it is to be approved by the RCB faculty and the Provost.
1056 Subsequent revisions must be approved by the RCB Faculty Affairs Committee, the
1057 RCB Executive Committee and the Provost. However, the proposed revisions will be
1058 submitted to the RCB faculty for approval only if the Faculty Affairs Committee is of the
1059 opinion that the proposed revisions constitute major changes. Three years from the date
1060 this manual goes into effect, the Senate Executive Committee shall review the
1061 effectiveness of the NTT promotion policies and procedures outlined in this manual,
1062 and, if necessary, revise the manual.

1063

1064 Revisions approved by the RCB Faculty Affairs Committee on behalf of the RCB
1065 Faculty, November 4, 2014 and December 11, 2014, after review and approval by the
1066 RCB Executive Committee.

1067

1068 Further revisions requested by the University NTT Promotion Manual Review
1069 Committee were approved by the RCB Faculty Affairs Committee on behalf of the RCB
1070 Faculty, February 6, 2015, after review and approval by the RCB Executive Committee.

1071 **APPENDIX A**
1072 **SAMPLE EXTERNAL REVIEW SOLICITATION LETTER**

1073
1074 Dear Professor_____
1075

1076 Professor NAME of our Department of DEPTNAME holds a non-tenure track position in
1077 our college, and her assigned workload consists primarily of teaching. Professor NAME
1078 is eligible for promotion, and the criteria for promotion to Clinical Professor (non-tenure
1079 track) are excellence in teaching and a national reputation in the scholarship of teaching
1080 and learning (pedagogical research) and/or research related to practice. As a part of
1081 our review process, we seek evaluations of the candidate's contributions to pedagogical
1082 research and research related to practice. Accomplishments in disciplinary scholarly
1083 research and securing grants from extramural sources can complement
1084 accomplishments in pedagogical research and research related to practice. It is my
1085 understanding that the Chair of Professor NAME's department has contacted you, and
1086 you have indicated your willingness to serve as a reviewer. We greatly appreciate your
1087 willingness to serve in this capacity.
1088

1089 Professor NAME's resume and copies of her most significant publications are enclosed
1090 for your evaluation (except for any lengthy books and monographs for which a copy of
1091 the title page and table of contents are enclosed). We are requesting your assessment
1092 of Professor NAME's contribution to pedagogical research and research related to
1093 practice. Specifically, we would appreciate your assessment of the significance of
1094 Professor NAME's contributions to research, especially to pedagogical research and
1095 research related to practice. Your letter should state the nature of your relationship, if
1096 any, with Professor NAME.
1097

1098 Your evaluation will become part of the candidate's dossier and will be available to
1099 faculty in the department and the college as well as university administrators who are
1100 involved in the promotion and tenure review process. Please be aware that the Georgia
1101 Open Records Law may result in your review becoming public. The Board of Regents of
1102 the University System of Georgia maintains that letters of evaluation are exempt from
1103 the Georgia Open Records Law.
1104

1105 We would like to receive your evaluation, sent to my attention, as soon as possible, but
1106 no later than [date]. If you encounter problems meeting this deadline, please call me as
1107 soon as possible at (404) 413-7009. Thank you for your contributions to this very
1108 important decision.
1109

1110 Sincerely yours,
1111

1112
1113 Richard D. Phillips
1114 Dean

1115 **APPENDIX B**

1116
1117 **OUTLINE OF RESUME TO BE USED FOR**
1118 **PROMOTION RECOMMENDATIONS**

1119
1120 The resume should be organized in the following sequence, with headings
1121 corresponding to the following. Items listed under a heading should be in descending
1122 chronological sequence (most recent date first). Publication citations should be
1123 complete, following standard citation format including order of authorship, page
1124 numbers and other specifics. Include notation of journal convention regarding order of
1125 authorship if other than contribution, such as (Journal convention: Alphabetical
1126 authorship), (Journal convention: Authorship by grant seniority), etc.

1127
1128
1129 **Name**

1130
1131 **Education**

1132
1133 List degree, major, institution and year received (for each degree).

1134
1135 **Fellowship and Awards**

1136
1137 **Work Experience**

1138
1139 List relevant business-related work experience (including internships) and faculty and
1140 other positions held.

1141
1142 **Publications: Refereed Pedagogical**

1143
1144 **Publications: Refereed Professional/Practitioner**

1145
1146 **Publications: Refereed Scholarly**

1147
1148 **Publications: Books and Monographs**

1149
1150 Include chapters in books, case studies, instructor's manuals and other supplemental
1151 materials for textbooks, and books edited.

1152
1153 **Publications: Refereed Conference Proceedings**

1154
1155 **Publications: Non-Refereed and Other**

1156
1157 Include book reviews and papers published in non-refereed conference proceedings;
1158 exclude media interviews, abstracts, letters to editors, papers presented at meetings not
1159 otherwise published, working papers.

1160 **Work in Progress**

1161
1162 Include papers in process but not yet published; clearly indicate each paper's stage and
1163 target outlet (for example, resubmitted for second-round review at *Academy of*
1164 *Management Learning and Education*, revise and resubmit requested at *MIS Quarterly*,
1165 targeted for submission to *Journal of Financial Education*, etc.).
1166

1167 **Externally-Funded Research Projects**

1168
1169 List title of research project, beginning and ending dates of the project, the amount of
1170 funding of the grant, and the specific participation of the faculty member in the grant
1171 project (e.g., project director, principal investigator).
1172

1173 **Papers Presented at Professional Meetings**

1174
1175 List title, any co-author, name and date of meeting.
1176

1177 **Supervision of Doctoral Dissertations**

1178
1179 List author and title of dissertation; indicate whether involvement was as member of, or
1180 chair of, dissertation committee in each case
1181

1182 **Continuing Education Activities in the Past Five Years**

1183
1184 List name of program, date of program, involvement in program, (e.g., topic taught as
1185 faculty member or program director).
1186

1187 **Service Activities Internal to the University**

1188
1189 Include service on departmental, college or university committees by listing name of
1190 committee, time period served, and whether service was as a member or chair. Also
1191 include other assignments and responsibilities (e.g., MBA core course coordinator) at
1192 the departmental, college or university level.
1193

1194 **Service Activities in Academic and Professional Organizations**

1195
1196 Include service in academic or professional organizations as an officer or local
1197 arrangements chair/member, chair of program committee, chair of a program session,
1198 discussant. Also include referee and other editorial appointments with respect to
1199 journals sponsored by such organizations.
1200

1201 **Service to the Community**

1202
1203 Only include activities which utilize the professional expertise of the faculty member in
1204 activities in the community which are directly related to being a faculty member.