



## 40 **I. Introduction**

41 At Georgia State University, non-tenure track (NTT) faculty play a significant role in achieving  
42 the mission of the University. It is important that NTT faculty have a clearly defined career path  
43 for promotion. This document provides a statement of promotion standards and procedures for  
44 NTT faculty at Georgia State University.

45 Promotion decisions for NTT faculty are extremely important to the professional life of the  
46 faculty member and the institution. They are the means by which the University retains and  
47 rewards its NTT faculty. Accordingly, it is essential that all NTT faculty members be treated  
48 fairly and granted due process in the deliberations that determine promotion.

49 Promotion decisions for NTT faculty are to be based on discipline-specific criteria as determined  
50 by department and college faculty, but satisfaction of these criteria should reflect equivalent  
51 levels of accomplishment across the University. Although NTT faculty members in different  
52 colleges are engaged in varied forms of teaching, service and scholarly activity, with differential  
53 emphasis on each of these activities, the quality and significance of achievement appropriate to  
54 the discipline in question should be comparable. This document provides a statement of the  
55 general, University-wide standards that govern the specific department and college criteria.  
56 These University standards define the expected quality and significance of NTT faculty  
57 accomplishments, while the department and college criteria identify the concrete forms these  
58 achievements should take. Standards should be high even as they take into account individual  
59 factors in each college and department and the responsibilities of each NTT faculty member.  
60 Department chairs and senior non-tenure track and tenured faculty are expected to mentor and  
61 advise all new NTT faculty members. In particular, chairs shall inform new NTT faculty  
62 members of all promotion requirements. To this end, they shall provide the new NTT faculty  
63 members with copies of the appropriate department, college, and University promotion policies  
64 and explain the contents of these documents to them.

65 For purposes of this document, a “college” is a major academic unit of the University and may  
66 be a college or school or library, or a university level center that does not belong to any college  
67 or department. A college or school or library or center that is not further subdivided may be  
68 considered as a single department. Similarly, references to “dean” refer to the candidate’s college  
69 dean, or the head of an unaffiliated university level center. This document provides general  
70 guidelines that govern specific department and college procedures for promotion of NTT faculty.  
71 It also defines the procedures to be followed in the University-level review and the appeals  
72 procedures.

73 The promotion policies and procedures established by Georgia State University for NTT faculty  
74 conform to the requirements of the Board of Regents. Specifically, these policies and procedures

75 conform to Section 8.3 of the BOR Policy Manual  
76 (<http://www.usg.edu/policymanual/section8/policy/C245>).

77 Individuals employed in non-tenure track positions shall not be eligible for consideration for the  
78 award of tenure (BOR Policy Manual Section 8.3.8).

79 After the approval of this manual by the University Senate, it is expected that each college will  
80 prepare a separate promotion manual for NTT faculty. Each department has the option to prepare  
81 a manual for the promotion of NTT faculty consistent with the university and college manuals. In  
82 the absence of such a department manual, the college NTT promotion manual will apply. All  
83 college NTT promotion manuals shall be reviewed and approved by a university level committee  
84 appointed by the Senate Executive Committee and must also be approved by the provost. The  
85 provost will provide guidelines on the dates by which the college manuals need to be approved  
86 and the effective dates of such manuals, so that all manuals are in force effective January 1,  
87 2015. Colleges may petition the provost to implement this manual earlier.

88 Three years from the date this manual goes into effect, the Senate Executive Committee shall  
89 review the effectiveness of the NTT promotion policies and procedures outlined in this manual,  
90 and, if necessary, revise the manual.

91 Each dean shall inform current NTT faculty of this university NTT promotion manual and the  
92 college NTT promotion manual. If a department has a separate NTT promotion manual, the  
93 department chair shall inform current NTT faculty of the department NTT promotion manual.

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## 95 **II. List of NTT Faculty Positions and Ranks**

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97 The following five NTT Faculty positions are eligible for promotion. For each position, the ranks  
98 have been listed in parentheses starting with the lowest rank and ending with the highest possible  
99 rank.

- 100 1. Clinical Faculty (Clinical Instructor, Clinical Assistant Professor, Clinical Associate  
101 Professor, Clinical Professor)
- 102 2. Lecturer (Lecturer, Senior Lecturer, Principal Senior Lecturer)
- 103 3. Academic Professional (Academic Professional Associate, Academic Professional,  
104 Senior Academic Professional)
- 105 4. Research Faculty (Research Assistant Professor, Research Associate Professor,  
106 Research Professor)
- 107 5. Librarian
  - 108 a. College of Law Library (Librarian I, Librarian II, Librarian III, Librarian  
109 IV)

- b. University Library (Librarian Instructor, Librarian Assistant Professor,  
Librarian Associate Professor, Librarian Professor)

In addition to the NTT faculty titles listed above, the position of *Instructor* is also permissible. However, at Georgia State University there is no promotion path for NTT faculty holding the position of Instructor. Generally, Instructors perform teaching duties only.

Each college's promotion manual for NTT faculty needs to lay out promotion criteria only for those NTT positions that are held by the college's current faculty or expected future hires. For example, if a college currently has no Academic Professionals and does not expect to hire anybody in that position, then the college NTT promotion manual need not address the promotion criteria for that position.

### **III. Descriptions of NTT Faculty Positions**

The following is a description of each of the five NTT faculty positions listed in Section II. Within each position, the duties and responsibilities are listed in the order of importance for that position. The duties and responsibilities for each position are divided into three areas: (1) *Teaching*; (2) *Research, Scholarly and Creative Activities* (hereinafter referred to as "Research"); and (3) *Service*.

#### **Clinical Faculty:**

##### Teaching:

The primary responsibility of Clinical Faculty is teaching, related to one or more of the following:

- teaching courses related to professional practice;
- providing practical instruction and application of practical knowledge;
- supervising and teaching in a clinical or practice setting;
- teaching and/or supervising applied clinical courses;
- providing academic instruction in skills relevant to the practice of a specific discipline
- training and supervising students to help them acquire clinical skills for the profession;
- coordinating and supervising clinical practica, student field experiences and internship;
- teaching and advising students in professional academic programs;
- providing services or out-of-class educational opportunities for students.

##### Research:

As part of their workload, Clinical Faculty may be expected to engage in research activities. If the workload requires research, it is expected that Clinical Faculty will engage in research involving their professional expertise, which would include pedagogical research, scholarship of teaching and learning, research related to practice, and/or disciplinary scholarly research.

148 Service:

149 As part of their workload, Clinical Faculty may be expected to engage in service activities. These  
150 activities may include advising and serving the academic needs of the students, serving on  
151 committees, or participating in other forms of academic service. Service may be at the  
152 department, college and/or University level. Service also may involve activities related to the  
153 professional and practice community.

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155 **Lecturer:**

156 Teaching:

157 The primary responsibility of Lecturers is teaching.

158 Service:

159 As part of their workload, Lecturers may be expected to engage in service activities. These  
160 activities may include advising and serving the academic needs of students, serving on  
161 committees, or participating in other forms of academic service. Service may be at the  
162 department, college and/or university level. Service also may involve activities related to the  
163 professional and practice community.

164 Research:

165 Lecturers are not required to engage in research activities. Nonetheless, Lecturers are expected to  
166 be familiar with current trends and methods in their discipline.

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168 **Academic Professional:**

169 As per Board of Regents requirements, a title from the academic professional track “may not be  
170 assigned to a position where the teaching and research responsibilities total 50% or more of the  
171 total assignment” (BOR Policy Manual, Section 8.3.8.3).

172 The designation Academic Professional would apply to a variety of academic assignments that  
173 call for academic background similar to that of a faculty member with professorial rank, but  
174 which are distinctly different from professorial positions (BOR Policy Manual Section 8.3.8.3).

175 The Academic Professional position requires an appropriate terminal degree, or in rare and  
176 extraordinary circumstances, qualification on the basis of demonstrably successful related  
177 experience, which exception is expressly approved by the institution president (BOR Policy  
178 Manual Section 8.3.8.3).

179 Service:

180 The primary responsibility of an Academic Professional is service which includes activities such  
181 as:

- 182 1. Managing instructional laboratories;
- 183 2. Assuming academic program management roles not suited for expectations applied to  
184 tenure-track faculty members, operating instructional technology support programs;
- 185 3. Being responsible for general academic advising;
- 186 4. Assuming professional student counseling center responsibilities, providing specialized  
187 skill acquisition training as support for academic programs; and,
- 188 5. Working with tenure-track faculty members in course and curriculum development and in  
189 the laboratory.

190 Teaching:

191 As part of their workload, Academic Professionals may be expected to engage in teaching  
192 activities.

193 Research:

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195 As part of their workload, Academic Professionals may be expected to engage in research  
196 activities.

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198 **Research Faculty<sup>1</sup>:**

199 Research:

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201 The primary responsibility of Research Faculty is to conduct research.

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203 The purpose of Research Faculty appointments, based on available external funding, is to  
204 increase the research, scholarly, and creative efforts of the University. Research Faculty will  
205 work either in close collaboration with other faculty and/or will carry out independent  
206 research that builds upon an explicit area of focus for the University. Research Faculty  
207 salaries are primarily from research grants or other sources of external funds (non-general  
208 state funds). Research Faculty hold a terminal degree in their discipline, have demonstrated  
209 evidence of independent research careers (non-independent investigators should be  
210 appointed at the post-doctoral level), and concentrate primarily on research. Appointments of

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<sup>1</sup> Further details regarding the research faculty position are in the GSU document entitled, “**Policy on Research Assistant Professors, Research Associate Professors, and Research Professors.**” To obtain a copy of the document please contact the Office of the Vice President for Research and Economic Development.

211 members of the Research Faculty are renewable on an annual basis upon satisfactory review  
212 and available external funding.

213  
214 Teaching:

215 As part of their workload, Research Faculty may be expected to engage in teaching.

216 Service:

217 As part of their workload, Research Faculty may be expected to engage in service activities.

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219 **Librarian:**

220 **College of Law Library:**

221 The positions of Librarian I, II, III and IV are primarily appointed in the College of Law library.

222 Teaching:

223 The primary responsibility of College of Law Library NTT faculty is teaching, defined broadly  
224 to encompass professional librarianship as well as teaching as traditionally defined, where  
225 applicable. Professional librarianship includes professional library service for students, faculty  
226 and staff in support of the College of Law's educational and research mission, as well as library  
227 service for members of the public, including members of the Georgia Bar and the Court of  
228 Appeals and the Supreme Court of Georgia.

229 Professional librarianship includes a variety of activities listed in the American Association of  
230 Law Libraries Competencies of Law Librarianship.<sup>2</sup> These competencies may include core  
231 competencies, applicable to all librarians, and specialized competencies related to individual  
232 librarian job duties.

233 Service:

234 Librarians at the College of Law Library are expected to perform internal and external service.  
235 Internal service may include, but is not limited to:

- 236
- 237 • serving on Law Library, College of Law, or University committees;
  - 238 • participating in the life of the law school;
  - 239 • serving as an advisor or mentor;
  - and presentations for, or tours of, College of Law or University affiliates.

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<sup>2</sup> American Association of Law Libraries, Competencies of Law Librarianship, available at <http://www.aallnet.org/main-menu/Leadership-Governance/policies/PublicPolicies/competencies.html>.

240 External service may include, but is not limited to:

- 241 • guest lecturing;
- 242 • serving on committees, task forces, or boards of library associations or related groups;
- 243 • mentoring other librarians, both informally or formally;
- 244 • and supervising interns.

245 Research:

246 Law librarians are not required to engage in research or scholarship activities, although such  
247 efforts are welcome and encouraged. Nonetheless, law librarians are expected to be familiar with  
248 current trends and methods in the discipline. Research or scholarship may include, but is not  
249 limited to:

- 250 • publication of articles, book reviews, bibliographies, etc., in print or electronic format;
- 251 • creating Computer-Assisted Legal Instruction lessons;
- 252 • serving on an editorial board;
- 253 • serving on an advisory committee/board;
- 254 • seeking additional training or education, including continuing education courses or  
255 trainings as well as seeking an additional, relevant degree.

256 **University Library:**

257 Non tenure track faculty at the University Library may hold the following ranks: Librarian  
258 Instructor, Librarian Assistant Professor, Librarian Associate Professor, and Librarian Professor.

259 Teaching:

260 The primary responsibility of University Library NTT faculty is teaching, defined broadly to  
261 encompass professional librarianship. Professional librarianship is defined as professional library  
262 service in support of the educational, research, archival, and public service functions of the  
263 university. Professional librarianship includes, but is not limited to, the following activities:

- 264 • Ensuring high quality service, consultation, and comprehensive reference services to  
265 students, faculty and other clients;
- 266 • Providing enhanced access to information and contributing to global, networked  
267 information resources;
- 268 • Acquiring, managing, and preserving information resources in a broad range of formats;
- 269 • Creating an environment conducive to learning and research;
- 270 • Teaching information retrieval and evaluation using current and emerging technologies;
- 271 • Conducting continuing education courses.

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274 Research:

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276 University Library faculty members are expected to participate in scholarly and research  
277 activities that enhance their professional development and contribute to their disciplines,  
278 including conducting applied research.

279 Service:

280 University Library faculty members are expected to serve, as appropriate, on departmental,  
281 college, and university committees. In addition, they may make discipline-related contributions  
282 to professional organizations and/or to the community.

## IV. Promotion Goals, Standards and Criteria

The main purpose of promotion of NTT faculty members is to recognize their performance and to enable the University to attract and retain NTT faculty.

Unless the college or department NTT promotion manual says otherwise, in general, full time service of at least five years in rank at Georgia State University is appropriate to be considered for promotion to the next level. A maximum of three years' credit towards the Georgia State University service period may be allowed based on previous service by the candidate at another institution or within Georgia State University (e.g., visiting faculty). Such credit for prior service shall be approved in writing by the provost. If the candidate is approved for promotion, the date the faculty member begins in the new rank is determined by Board of Regents policies (see especially BOR Policy Manual, Sections 8.3.8.1 and 8.3.8.2 on the employment of faculty in the Lecturer track).

The five NTT faculty positions listed in Section II of this manual have varying emphases on teaching, research, and service as it pertains to expectations and workload. Accordingly, the promotion criteria for each position should reflect the characteristics of each position and the workload distribution of the individual candidates for promotion. The level of accomplishments required in each area of responsibility (teaching, research and service) should reflect the emphasis of each position and the workload distribution of the candidate in each of these three areas. In general, the quality and level of achievements required for promotion to a higher rank in the position must substantially surpass those required for promotion to the previous rank.

If a position has multiple intermediate ranks (for example, in the Clinical position, a faculty member may be promoted from Clinical Instructor to Clinical Assistant Professor and then to Clinical Associate Professor), the criteria for promotion to each intermediate rank should be specified in the college NTT promotion manual.

### Assessment of Teaching:

Each college NTT promotion manual and departmental guidelines, if any, for promotion will provide a clear description of the types of indicators used to assess teaching. Candidates for promotion must submit evidence of teaching effectiveness and positive learning outcomes. This may include, but is not limited to: student evaluations of instruction, peer evaluations, selected examinations and quizzes, students' passing rates on licensure/certification examinations, a teaching portfolio, new course and/or program development, effective use of technology for teaching, program accreditation review results, teaching awards received, and student accomplishments. Any evidence of teaching effectiveness submitted by the candidate should be reasonably attributable to the contributions made by the candidate.

320 If a candidate's primary responsibility is teaching, for promotion to an intermediate rank (e.g.,  
321 clinical assistant to clinical associate) the candidate must demonstrate a level of competence and  
322 effectiveness in teaching that is evaluated as excellent.

323 If a candidate's primary responsibility is teaching, for promotion to the highest rank (e.g.,  
324 Principal Senior Lecturer) the candidate must demonstrate a sustained level of competence and  
325 effectiveness that is evaluated as excellent with continued growth in the time period since the last  
326 promotion.

327 If a candidate's workload includes teaching (but is not the candidate's primary responsibility),  
328 then for promotion to an intermediate rank or to the highest rank, the candidate must demonstrate  
329 high quality teaching.

330 Assessment of Research:

331 Each college NTT promotion manual and departmental guidelines, if any, for promotion will  
332 provide a clear description of the types of indicators used to assess research, scholarship, and  
333 creative activities. The quality and quantity of research required of NTT faculty may be different  
334 from that required of tenure track faculty. The expectations for research for each NTT faculty  
335 position should be specified in the college NTT promotion manual. Candidates shall identify  
336 which of their publications are peer-reviewed and shall provide evidence of the quality and  
337 standing in the profession of the publication venues. In addition, candidates with multi-authored  
338 works should describe their contribution to the works. Acknowledging that methods of  
339 disseminating research are changing, when using alternative methods of sharing scholarly output,  
340 candidates are encouraged to provide evidence of the quality and standing of those alternative  
341 methods.

342 If a candidate's primary responsibility is research, for promotion to an intermediate rank, the  
343 candidate must demonstrate a record of excellent research.

344 If a candidate's primary responsibility is research, for promotion to the highest rank, the  
345 candidate must demonstrate sustained excellent research with continued growth in the time  
346 period since the last promotion.

347 If a candidate's workload includes research (but is not the candidate's primary responsibility),  
348 then for promotion to an intermediate rank or to the highest rank, the candidate must demonstrate  
349 high quality research.

350 Assessment of Service:

351 Each college NTT promotion manual and departmental guidelines, if any, will provide a clear  
352 description of the types of service indicators to be used in departmental and college reviews.

353 Department, College, and University service, as well as professional and community  
354 accomplishments constitute appropriate activity in this area of assessment, if part of the  
355 candidate's assigned workload.

356 If a candidate's primary responsibility is service, for promotion to an intermediate rank, the  
357 candidate must provide an excellent level of service to the department, college and/or university,  
358 and/or to the professional and practice community.

359 If a candidate's primary responsibility is service, for promotion to the highest rank, the candidate  
360 must provide a sustained excellent level of service to the department, college and/or university,  
361 and/or to the professional and practice community, with continued growth in the time period  
362 since the last promotion.

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

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## 368 **V. Structured Reviews**

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

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

378

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

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386 All NTT faculty whose initial appointment at GSU is *above the entry level* shall have a review  
387 no later than three years after the initial appointment (Structured Third Year Review). After this  
388 review, subsequent structured reviews will take place every five years (Structured Five Year

389 Review). If a NTT faculty member is promoted, subsequent structured reviews will occur every  
390 five years after the most recent promotion.

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

398  
399 Each college should include in its NTT promotion manual, policies and procedures for the  
400 Structured Review of NTT faculty. The structure of evaluation committees for these reviews  
401 should follow the model of the NTT department promotion committees set up by the college as  
402 specified in Section VII of this manual.

403  
404 The year in which an NTT faculty member comes up for promotion does not have to coincide  
405 with the year in which the NTT faculty member is subject to a Structured Review. Structured  
406 Reviews are conducted as per the timeline specified above. A NTT faculty member can be a  
407 candidate for promotion in any year he/she chooses, subject to policies outlined in the college  
408 and department NTT promotion manuals, and after consultations with the candidate's  
409 chairperson and dean.

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## 411 **VI. Promotion Process**

412 All promotion decisions of NTT faculty at Georgia State University are to be based on  
413 department, college, and university procedures and Board of Regents policies, as applicable.  
414 Each college engaged in NTT faculty promotion decisions must have written guidelines on  
415 promotion as well as the procedures to be followed in the promotion process. A department may  
416 choose to adopt and follow its college procedures for this purpose. Department NTT promotion  
417 guidelines must be reviewed and approved regularly by a college committee, as designated by  
418 the college's NTT promotion manual. This committee is also responsible for reviewing the  
419 college NTT promotion manual. Each college will include in its NTT promotion manual a  
420 calendar for the various steps involved in the promotion process for NTT faculty. Substantive  
421 changes to the college manuals must be reviewed and approved by the provost.

422 All candidates for promotion will prepare a dossier that is appropriate for the candidate's track  
423 and that contains a record of their professional career achievements (teaching, service, research).  
424 Details regarding the contents of the promotion dossier should be specified in the college NTT

425 promotion manual. Candidates shall provide a statement that summarizes their accomplishments.  
426 The department chair or appropriate administrator should provide a statement of the workload  
427 distribution and the duties and responsibilities pertaining to the candidate to be included in the  
428 dossier.

429 External letters of review are not required for promotion of NTT faculty. However, each college  
430 has the option to require external letters for all NTT promotions or for all promotions in a certain  
431 position/track or to require external letters only for promotion to the highest rank within a  
432 position. External letters may include letters from individuals within the college, university, or  
433 outside the university who are not involved in the review process, as specified by the college  
434 manual. If external letters of review are required by a college for some or all of the NTT  
435 promotion positions, this requirement must be explicitly stated in the college promotion manual  
436 for NTT faculty, including the number of external letters required, and the procedure for  
437 obtaining the letters. Unsolicited letters are not acceptable as external letters. Each external letter  
438 writer must state the nature of his/her relationship with the candidate.

### 439 **Department Review:**

440 The department committee charged with the review for promotion of NTT faculty shall have  
441 representation from NTT faculty, and may include tenure track faculty. As far as possible, NTT  
442 faculty members on the committee shall be from a NTT position that is similar to that of the  
443 candidate(s) in terms of emphasis on teaching, research and service. The appropriate rank of  
444 NTT faculty who can serve on the department level promotion committee would include NTT  
445 faculty at ranks above the current rank of the faculty being considered for promotion. If there are  
446 no NTT faculty of appropriate rank to serve as members of the department level promotion  
447 committee, appropriate NTT faculty from related departments within the college shall be  
448 considered. The formation and structure of the department committees shall be specified in the  
449 college NTT promotion manual.

450 The department committee will prepare a recommendation to the department chair after  
451 reviewing the candidate's dossier and other related materials. This recommendation along with  
452 the candidate's dossier and other related materials will be forwarded to the department chair by  
453 the date specified in the college NTT promotion manual calendar.

### 454 **Department Chair Review:**

455 The department chair will review and evaluate the candidate's dossier and other related materials  
456 and the recommendation of the department committee. The department chair forwards his/her  
457 recommendation, along with the department committee's recommendation and the candidate's  
458 dossier and other related material to the dean of the college by the date specified in the college  
459 NTT promotion manual calendar. Or, if a college level committee is formed, the department

460 chair will forward his/her recommendation, along with the department committee's  
461 recommendation and the candidate's dossier and other related material to the college level  
462 committee by the date specified in the college NTT promotion manual calendar.

### 463 **College Review:**

464 Each college has the option to form a college level committee to advise the dean on NTT  
465 promotions. If a college chooses to form a college level committee, it should be specified in the  
466 college's NTT promotion manual, including the procedure for formation of the college  
467 committee. It is recommended that NTT faculty members of appropriate rank be included in the  
468 college level committee.

469 If a college forms a college level committee, that committee will review and evaluate the  
470 candidate's dossier and other related materials and the recommendations of the department  
471 committee and chair. The college level committee forwards its recommendation, along with  
472 recommendations of the department committee and department chair to the dean of the college  
473 by the date specified in the college NTT promotion manual calendar.

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### 475 **Written Notification to Candidate:**

476 At each of the above stages of review, the department chair or the dean must provide the  
477 candidate a written notice of the outcome of the deliberations and a copy of the reports by the  
478 department committee, department chairperson and, if applicable, the college committee.  
479 Minority reports, if they exist, should also be included. The reports, including minority reports,  
480 may remove the signature page or section which identifies committee members by name. The  
481 date by which the reports have to be provided to the candidate shall be specified in the college  
482 NTT promotion manual calendar. A candidate has the right to respond in writing to any or all of  
483 these reports, and copies of the candidate's response(s) will be included in the material reviewed  
484 at all higher levels. The candidate's written response has to be submitted to the dean (with a copy  
485 to department chair) within three business days of receiving the reports.

### 486 **Dean's Review:**

487 The dean will review the candidate's dossier and other related materials, and the  
488 recommendations of the department committee, the department chair, and (if it exists) the  
489 college committee. If the dean makes a positive recommendation for promotion, the dean will  
490 forward the recommendation to the provost and notify the candidate by the date specified in the  
491 college promotion manual calendar. In all instances of a positive recommendation by the dean,  
492 the candidate's dossier and other related materials, the recommendations of the department

493 committee, the department chair and (if it exists) the college committee, and the external letters  
494 (if any) will go forward for the next stage of review.

495 Candidates who are not recommended by the dean must receive a written decision and rationale  
496 no later than the date specified in the college promotion manual calendar. Candidates who are not  
497 recommended by the dean may appeal the dean's decision to the provost. Upon receipt of the  
498 written decision by the dean, the candidate shall have at least ten business days to appeal the  
499 negative recommendation to the provost.

### 500 **Provost's Review:**

501 The provost will conduct an independent review of the materials forwarded by the dean and any  
502 other related materials directly relevant to the NTT faculty member's candidacy for promotion,  
503 also applying the guidelines, norms, and expectations for the University, college and department,  
504 and make his/her promotion recommendation.

505 The provost will make a recommendation in each case, forward the recommendations to the  
506 president, and notify the appropriate deans. Within three business days after receiving notice of  
507 the provost's recommendation, the dean shall notify the candidate of the provost's  
508 recommendation.

509 Before forwarding a negative recommendation to the president, the provost will consult with the  
510 dean. In response to the query from the provost, the dean may gather additional information  
511 from the candidate, the department chair, the department or collegel committees, and other  
512 materials directly relevant to the NTT faculty member's candidacy. The dean will notify the  
513 candidate and department chair of his/her reply to the provost.

### 514 **President's Review:**

515 The president will conduct an independent review of the candidate's dossier, and related  
516 materials and recommendations, and any other material directly relevant to the NTT faculty  
517 member's candidacy, also applying the guidelines, norms, and expectations for the University,  
518 college and department, and make his/her promotion decision. The decision will be  
519 communicated to the appropriate dean who shall notify the candidate within three business days  
520 after receiving notice of the president's decision.

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## **VII. Appeals**

### ***Appeals to the Provost***

A candidate may appeal to the provost a negative recommendation by the dean. Upon receipt of the dean’s negative recommendation, the candidate shall have at least ten business days to appeal the negative recommendation to the provost. The grounds for appeal shall only be those that involve errors of due process. These would include procedural errors such as failure to receive notification at each stage of review. Errors of due process would also include substantive errors such as arbitrariness, capriciousness, and discrimination, as well as bias and other forms of nonprofessional judgment on the part of any person or group involved in the promotion review. In reviewing the appeal, the provost may gather additional information pertaining to the appeal from the candidate, the dean, the department chair, the department committee, and other appropriate individuals inside or outside the University. By the date specified in the NTT promotional manual calendar, the provost shall provide the candidate and the dean with a written decision, including a statement of the bases upon which the appeal is supported or rejected.

### ***Appeals to the President***

A candidate may appeal to the president a negative recommendation by the provost or a decision by the provost rejecting the candidate’s appeal to the provost. The appeal to the president shall conform to the principles and processes stated above for appeals to the provost. By the date specified in the promotion manual calendar, the president shall provide the provost, the appropriate dean and the candidate a written decision including a statement of the bases upon which the candidate's appeal is supported or rejected.

## **Calendar**

The exact dates for the notification of the outcomes of college and University review will be determined by the Office of the Provost and communicated to the University faculty in advance of each year’s promotion cycle. The timeline for candidates to submit their dossiers, as well as the timeline for reviews by the department committee, department chair, and college committee will be communicated by the Dean’s office to department chairs. Department chairs will communicate this information to the faculty in their department.

554

## Appendix

- 555 a. Currently, Georgia State University employs NTT faculty who hold titles not listed in Section  
556 II of this manual. Faculty holding such titles can opt to retain those titles even after this  
557 promotion manual goes into effect. However, if such faculty wish to be promoted, they can  
558 be promoted only to one of the titles listed in Section II of this manual. These faculty, in  
559 conjunction with the department chair, must determine which NTT faculty title listed in  
560 Section II is consistent with their current duties and responsibilities. The resulting decision  
561 must be in writing and approved by the dean. If they wish to be promoted, they must meet the  
562 criteria to be promoted to one of the ranks within that agreed upon title. It is recommended  
563 that a timeline of when the reclassification decisions are sought and obtained be included in  
564 the college NTT promotion manual.  
565
- 566 b. The university also employs NTT faculty who hold titles listed in Section II of this manual,  
567 but whose duties and responsibilities are not consistent with those listed in Section III of this  
568 manual. Faculty holding such titles can opt to retain those titles even after this promotion  
569 manual goes into effect. Alternatively, these faculty, in conjunction with the department  
570 chair, must determine whether a different title (listed in Section II of this manual) is more  
571 suitable and relevant to their current duties and responsibilities. The resulting decision must  
572 be in writing and approved by the dean. Faculty members who change titles and wish to be  
573 promoted must meet the requirements of their new title as outlined in their college  
574 promotion manual. Faculty who have opted to retain their original title may also request to be  
575 promoted. They must submit documentation and/or a rationale for retaining their original title  
576 despite the differences in their duties and responsibilities. These faculty, in conjunction with  
577 the department chair, must determine the expectations they are to meet to be promoted to the  
578 next level. The resulting decision must be in writing and approved by the dean. It is  
579 recommended that a timeline of when the reclassification decisions are sought and obtained  
580 be included in the college NTT promotion manual.  
581
- 582 c. All NTT faculty hired by the university after this promotion manual goes into effect shall  
583 hold only one of the titles listed in Section II of this manual, and their duties and  
584 responsibilities should be commensurate with those titles as listed in Section III of this  
585 manual.