



INTRODUCTION

The guidelines for tenure and promotion decisions in the J. Whitney Bunting College of Business are based on Board of Regents and Georgia College policies that focus on evidence of a faculty member's:

- Ability and performance as a teacher,
- Ability and performance as a scholar - - primarily through peer-reviewed scholarly publications,
- Service to the institution, profession, and community, and
- Professional growth and development.

Collegiality is a factor in tenure and promotion deliberations within the college. Faculty members must cooperate with colleagues in the best interest of the institution. Their responsibilities are closely linked to faculty members within their own department, the college, and the university. For example, faculty members often make joint decisions regarding curriculum development, course scheduling, advising of students, and resource allocations (e.g., the distribution of departmental travel funds). These types of decisions require cooperation and collegial interaction.

This document summarizes the general requirements for tenure and promotion at Georgia College and identifies further requirements for faculty members within the College of Business. Faculty members should familiarize themselves with all relevant information regarding tenure and promotion available in the Board of Regents (BOR) and Georgia College statutes and procedures. It is the responsibility of a faculty member to provide documentation that effectively demonstrates his or her qualifications for tenure and/or promotion.

A faculty member has a maximum of seven years to qualify for and be granted tenure at Georgia College. As defined by BOR policy, a minimum number of years of service is necessary before a faculty member can be considered a candidate for tenure. Further, a faculty member's length of service at Georgia College is taken into consideration in determining if he or she is eligible for promotion. At each step of the tenure and promotion process defined by the university, an applicant has ten calendar days to submit a written statement in support of his or her candidacy following a negative recommendation. A faculty member may withdraw his or her candidacy for tenure or promotion at any time without prejudice. Faculty members who are on terminal contracts are not eligible for tenure.

These tenure and promotion procedures apply to all tenure-track faculty members within each department of the College of Business, including department chairs, assistant/associate deans, and the dean.

THE TENURE AND PROMOTION PROCESS

Within the College of Business, applications for tenure and/or promotion move through a department committee, department chair, college P&T Committee, and dean. Recommendations made by the department P&T Committee, department chair, college P&T Committee, and dean are added to a candidate's portfolio as they are completed. Written statements, which may be submitted by the candidate after a negative recommendation at any stage in the process, are also added to the portfolio.

In each stage of the process, an individual or committee that makes a recommendation must provide a rationale for that recommendation. The rationale states the candidate did or did not meet expectations and specifies the area(s) - - teaching, scholarship, service, or professional development - - in which expectations were or were not met.

After receiving a recommendation, the college P&T Committee or a department chair can communicate with only the previous person/committee that created the recommendation to verify the process used to make the decision or to seek clarification about the wording of that recommendation. Similarly, a candidate can request clarification about the wording of a recommendation at each step of the process. The dean may communicate

with any person/committee involved with P&T in the college to verify the process used to make a recommendation, or to seek clarification about the wording of a recommendation, because of the dean's responsibility to maintain the integrity of the process. None of these interactions between any of the parties can be used to renegotiate a recommendation.

The college publishes a P&T calendar each year, separately from this P&T document, that specifies the due dates for submission of materials from the candidate and for recommendation letters from each individual and committee participating in the P&T process. The college's P&T calendar is based on the due dates established by Academic Affairs. The college's P&T calendar specifies a cut-off date for submission of materials by the candidate. With the exception of the letters that are part of the official process, no new materials can be added to the portfolio after that cut-off date.

The college does not accept unsolicited verbal or written opinions concerning a candidate from within or outside the university community during the P&T process; P&T decisions are made solely by individuals who are specifically listed in this P&T document. However, candidates may solicit and include recommendation letters in their portfolios if the letters are received prior to the cut-off date.

Department Promotion and Tenure Committee Recommendation

The department tenure committee is comprised of all tenured faculty members in the candidate's department, except the chair of the department. The department promotion committee is comprised of all tenured faculty members in the candidate's department at or above the sought after rank except the chair of the department. Thus the department promotion committee is a subset of the department tenure committee.

Recommendations for promotion to associate professor are made only by faculty members holding the rank of associate professor or full professor. Recommendations for promotion to full professor are made only by faculty members holding that same rank at the department or college level. Faculty members do not vote on their own tenure or promotion.

The department P&T committee elects a chair at its first meeting of the academic year. Neither department chairs, nor the dean (as a faculty member), serve on the department P&T committee or participate in the committee's deliberations because they make an individual recommendation in the process.

The recommendation for or against tenure and/or promotion, along with supporting rationale, is made initially by the department P&T committee. This recommendation is presented in writing and added to the faculty member's portfolio. A copy of the recommendation, along with supporting rationale, is provided by the committee chair to the candidate. The department P&T committee recommendation includes the overall (not individual) vote, the names of faculty members present, and signatures of those present. If a negative recommendation is made by the department P&T committee, the candidate has ten calendar days from receipt of such notice in which he or she may submit and add to the portfolio a written statement supporting his or her candidacy.

In the situation in which a department chair is a candidate for promotion and/or tenure, any member of the department who is eligible to be on the department committee may recuse themselves from participation on the department committee during deliberations concerning the chair's promotion and/or tenure recommendation.

Department Chair Recommendation

The department chair is the immediate supervisor of the candidate for tenure and/or promotion. Department chairs do not serve on the College of Business or department P&T committee. The department chair recommendation is by-passed if the department chair is a candidate for tenure and/or promotion.

After the department P&T committee recommendation has been made, the department chair makes a separate recommendation for or against tenure and/or promotion. The chair's recommendation and supporting rationale are presented in writing and included in the candidate's portfolio. The chair's recommendation should be related to the criteria/standards contained in this document concerning tenure and/or promotion. A copy of the chair's recommendation, along with supporting rationale, is provided by the department chair to the candidate. If a negative recommendation is made by the department chair, the candidate has ten calendar days from receipt of such notice in which he or she may submit and add to the portfolio a written statement supporting his or her candidacy.

College of Business Promotion and Tenure Committee Recommendation

The College of Business P&T Committee is composed of one tenured representative from each of the departments in the college. Department representatives are elected by tenured colleagues within the representative's department. Neither department chairs nor the dean (as a faculty member) serve on the College of Business P&T Committee.

Each department representative serves a two-year term. Terms are staggered. Committee members elect a chair from continuing members of the committee at their first meeting of the academic year. If a member is unable to serve, a new election is held by the appropriate faculty members.

All elected members compose the college tenure committee. The college promotion committee is composed of members at or above the rank sought by each candidate. Thus the college promotion committee is a subset of the college tenure committee. The college promotion committee must have a minimum of three full professors during years in which candidates are eligible for promotion to the rank of full professor. In the event that the college P&T Committee does not have the minimum number of full professors, it will consult with the department chairs and the dean regarding a change in the composition of the committee to provide the required number of full professors for committee deliberations on those individuals being considered for full professor rank. The tenured faculty members of the unrepresented department(s) shall elect a tenured full professor from the college.

The dean of the College of Business gives the college P&T Committee the entire package of material supporting each candidate. The college P&T Committee makes a recommendation for or against tenure and/or promotion. The recommendation is presented in writing, along with the college P&T Committee's supporting rationale, and accompanied by all other documentation supporting the candidate. The college P&T Committee recommendation includes the overall (not individual) vote, the names of faculty members present, and signatures of those present. A copy of the college P&T Committee's recommendation, along with supporting rationale, is provided by the chair of the committee to the candidate. If a negative recommendation is made by the college P&T committee, a candidate has ten calendar days from receipt of such notice in which he or she may submit and add to the portfolio a written statement supporting his or her candidacy.

Dean's Recommendation

The dean makes a recommendation with supporting rationale for or against tenure and/or promotion. All prior recommendations and rationale, and the portfolio created by the candidate, accompany the dean's recommendation. A copy of the dean's recommendation and rationale are provided to the candidate. If the dean makes a negative recommendation, a candidate has ten calendar days from receipt of such notice in which he or she may submit and add to the portfolio a written statement in support of his or her candidacy.

Provost and President's Recommendations

The dean's recommendation, and other supporting documentation, is forwarded to the Provost and Vice President of Academic Affairs. The Vice President's recommendation is forwarded to the President of the University for his/her recommendation. Candidates should consult Georgia College statutes and procedures for details of the process once the portfolio leaves the College of Business.

CONTENTS OF THE CANDIDATE'S PORTFOLIO

Candidates for tenure and/or promotion in the College of Business prepare a portfolio containing the following:

- A one- to two-page synopsis describing his or her qualifications regarding:
 - Ability and performance as a teacher.
 - Ability and performance as a scholar.
 - Service to the institution, profession, and community.
 - Professional growth and development.
- An up-to-date vitae.
- Copies of all publications for untenured faculty members or copies of publications selected by the candidate to support the application for promotion.

The portfolio must provide evidence to support the candidacy.

- Performance as a teacher includes high expectations for students, leadership in curriculum development, student advising, and collaboration with colleagues within the department. Evidence to support performance as a teacher may include, but is not limited to:
 - Course syllabi and course assignments,
 - Examples of student work, and
 - Curriculum/course innovations.
- Evidence to support intellectual contribution may include, but is not limited to:
 - Journal acceptance rates, and/or
 - Citations of the candidate's work.
- Evidence to support service to the institution, profession, and community may include, but is not limited to:
 - Participation in academic conferences,
 - External outreach activities,
 - Active involvement in external service organizations, and
 - Chairing a university-level committee.
- Evidence to support professional growth and development may include, but is not limited to:
 - Professional certification, and
 - Participation in workshops to improve teaching.

Other items for the portfolio may be included in an appendix, such as correspondence from colleagues and personal notes from students or alumni. Additionally, evidence of the following activities, which are valued by the University, can be included in the portfolio but are NOT required: scholarly, creative, or pedagogical activities for the public good that are directed towards persons and groups outside the University and outside the traditional scholarly community; efforts to promote equity, inclusivity, diversity, and respect; mentoring undergraduate research; and assessment of high-impact practices and Essential Learning Outcomes (LEAP).

No reference to the Georgia College Pre-Tenure Review is to be included in the portfolio by the candidate, and no reviewer is to reference the Pre-Tenure Review, because university guidelines specify that the Pre-Tenure Review is formative only. The portfolio is submitted to the department chair who inserts the appropriate annual evaluations and Individual Faculty Reports for the most recent five years or term of service at Georgia College. The department chair should ensure that complete student teaching evaluations are included with the annual evaluations. The recommendations of the department P&T committee, department chair, College of Business P&T Committee, and dean are added to the portfolio as they are completed during the process.

TENURE GUIDELINES

Tenure is a job commitment that preserves academic freedom in the University. Tenure is awarded to faculty members who have demonstrated they merit and should be awarded tenure in the J. Whitney Bunting College of Business.

A minimum number of years of service is necessary before a candidate becomes eligible for tenure - - completion of a probationary period of at least five years of service at the rank of assistant professor or higher - - as defined by BOR policy. The five-year period can include the year in which the application for tenure is made. The minimum years of service includes credit specified in the candidate's initial contract for service at other institutions or at Georgia College, as defined by BOR policy.

These tenure standards establish the minimum performance necessary to be considered a candidate for tenure. The following should be noted:

- No candidate is guaranteed tenure for meeting these minimum standards.
- No candidate is guaranteed tenure based on the possession of a terminal degree or longevity of service.
- Tenure is an independent decision from promotion.

Faculty members are expected to have a spirit of collegiality because academic duties require teamwork. Cooperative interactions among colleagues will be considered in evaluation of teaching, scholarship, service, and professional growth and development.

Standards for Tenure

These guidelines are consistent with the University System of Georgia Board of Regents Tenure Policy, and they conform to the minimum standards set forth for tenure in Georgia College statutes and procedures. Criteria used to evaluate a candidate's application for tenure include his or her teaching performance, academic achievement, service, and professional growth and development. The relative weighting among these criteria has been established by the college's faculty members in our "Statement of Shared Values" as follows:

Tenured and tenure-track faculty members in the College of Business hold the following shared values:

- Teaching - 50%
- Research - 35%
- Service - 10%
- Professional Growth & Development - 5%

Teaching

The primary mission of Georgia College is instruction with the goal of preparing students for successful, responsible lives and careers. Candidates for tenure will have a consistent record of effective teaching.

Academic Achievement

Untenured faculty members must meet the following standard before being considered as candidates for tenure. Meeting the minimum standard does not automatically satisfy this criterion or guarantee the granting of tenure because the quality of the scholarship is considered. Quality of scholarship is an important determinant for tenure. Quality is an over-arching concept that applies equally to scholarship as it appears in various disciplines. In general, consistent, high quality scholarship, and the promise for future scholarship, is more important than the quantity of the work done. Quality intellectual contributions are an important part of a well-rounded candidate's portfolio, and reinforce effective teaching. A candidate's overall record will be considered for tenure, whether completed at Georgia College or at other institutions. However, a sufficient portion of that work must be completed at Georgia College in order to demonstrate a consistent stream of scholarship.

Research Expectations Normally, candidates for tenure must present, at a minimum, three peer-reviewed journal articles that are either published or accepted for publication. Journal articles must meet each of these requirements:

- Evidence of peer review, including at least one of the following:
 - Peer review comments (reviewer need not be identified).
 - Evidence from Cabell's guide that the journal is peer reviewed.
 - The journal's publishing guidelines showing it is peer reviewed.
 - Letter from the journal editor showing the article was reviewed by two different reviewers or by the editor and one additional reviewer.
- Published or accepted within five years prior to the date of tenure application.
- Published in a discipline-related journal or on a discipline-related topic.
- Published in a printed journal or electronic journal with evidence of quality.

The candidate shall disclose any fees associated with any intellectual contribution under consideration for tenure, and a justification for such fees. It is up to the reviewers of the tenure materials to determine the quality of the intellectual contribution given the documentation provided.

Refereed and published proceedings are not peer-reviewed journal articles. Likewise, book reviews, newsletters, editorial responses, and similar items appearing in peer reviewed journals are not peer-reviewed journal articles.

Candidates may present evidence of other intellectual contributions, in addition to peer reviewed journal articles, which are published or accepted for publication within five years prior to the date of their tenure application. Examples of other intellectual contributions include:

- Refereed published proceedings.
- A published book on a discipline-related topic.
- A published case study with teaching notes on a discipline-related topic.
- A published book chapter on a discipline-related topic.
- A published software program.

All intellectual contributions must be publicly available; proprietary and confidential research and consulting reports do not qualify as intellectual contributions. Faculty members may create learning and pedagogical scholarship, discipline-based scholarship that adds to the theory or knowledge base of a field, or contributions to practice that influence professionals in that field. The college values each of these forms of scholarship.

Service to the Institution, Profession, and Community

Candidates are expected to demonstrate service. Service that directly impacts the quality of education provided to students is highly valued. Service may include: advisor to a student organization, course coordinator, committee service (i.e., member, chairperson), conference management (e.g., chair, track chair, reviewer), or officer in a professional association.

Professional Growth and Development

Candidates are expected to remain intellectually active and maintain currency in their field or discipline through activities such as: participation at forums and conferences, involvement in professional organizations, faculty development programs, certifications, and additional education or degrees.

PROMOTION GUIDELINES

Promotion is not automatic - - it is awarded to faculty members who have demonstrated that they merit and should receive promotion. Eligibility for promotion in the college is based on length of service:

- Promotion to associate professor requires a minimum of five years service as an assistant professor at Georgia College.
- Promotion to professor requires a minimum of five years service as an associate professor at Georgia College.
- The normal progression in rank is from assistant to associate to professor.

These promotion standards establish the minimum performance necessary to be recommended for promotion. The following should be noted:

- No candidate is guaranteed promotion for meeting these minimum standards.
- No candidate is guaranteed promotion based on the possession of a terminal degree or longevity of service.
- Promotion is an independent decision from tenure.

Faculty members are expected to have a spirit of collegiality because academic duties require teamwork. Cooperative interactions among colleagues will be considered in evaluation of teaching, scholarship, service, and professional growth and development.

Standards for Promotion

The minimum requirements for promotion to associate professor are:

- An appropriate terminal degree from an accredited university.
- An established reputation as an *effective* teacher.
- A *growing* reputation for intellectual contribution.
- A record of institutional, professional, and community service.
- Continuous professional growth and development.

The minimum requirements for promotion to professor are:

- An appropriate terminal degree from an accredited university.
- An established reputation as a *superior* teacher.
- A *distinguished* reputation for intellectual contribution.
- A *distinguished* record of institutional, professional, and community service.
- Continuous professional growth and development.

Faculty members entering at the rank of associate professor must successfully attain tenure following the minimum time in rank requirement specified in the Promotion Guidelines. For promotion to professor, the faculty member who entered at the rank of associate must build a record of teaching, research, and service that is consistent with other tenured associates in the College of Business who have been promoted to the rank of professor.

The relative weighting among teaching, research, and service may vary from one candidate to another, but it is the candidate's responsibility to demonstrate that his or her accomplishments across these categories merit the award of promotion. The relative weighting among these criteria has been established by the college's faculty members in our "Statement of Shared Values" as follows:

Tenured and tenure-track faculty members in the College of Business hold the following shared values:

- Teaching - 50%
- Research - 35%
- Service - 10%
- Professional Growth & Development - 5%

A superior teacher moves beyond his or her own classroom to mentor junior faculty members and influence curriculum within the department. A *growing* reputation for intellectual contribution is exhibited by a coherent stream of research that has been created on a regular, rather than a sporadic, basis. A *distinguished* reputation for intellectual contribution is exhibited by quality publications in a variety of outlets, which have been created on a regular basis during the candidate's tenure. A *growing* reputation for intellectual contribution requires a level of productivity above that required for tenure. A *distinguished* reputation for intellectual contribution requires the same level of productivity as is required for tenure to continue following promotion to associate. Quality intellectual contributions are an important part of a well-rounded candidate's portfolio, and reinforce effective teaching. A candidate's reputation for intellectual contributions is significantly influenced by his or her production of refereed journal articles. A distinguished record of service is exhibited by holding leadership positions (e.g., committee chair) beyond basic membership.

The candidate shall disclose any fees associated with any intellectual contribution under consideration for promotion, and a justification for such fees. It is up to the reviewers of the promotion materials to determine the quality of the intellectual contribution given the documentation provided.

The scholarly record of a candidate for promotion is evaluated based on works published while at Georgia College, where Georgia College is listed as the University of Record in the publications. However, the preponderance of evidence to be considered for a promotion, regardless of current rank, will be based on the candidate's record of teaching, research, and service since the previous promotion decision was made.

External Review for Promotion to Rank of Professor

Candidates for promotion to the rank of Professor must include letters from external reviewers with the other materials in their package. This requirement is effective fall 2018. The use of external reviewers will only be required for promotion to Professor and will NOT be required for any other personnel decisions, including tenure decisions, post-tenure review decisions, and promotion to Associate Professor.

Process for Identifying External Reviewers The faculty member and department chair develop and submit a list of potential reviewers to the Dean of the College of Business by March 15 of the year in which the candidate is considered for promotion to Professor. Two reviewers shall be chosen. The qualifications are:

- Both must be at the rank of Professor.
- Both must be in the same or a closely related discipline as the candidate.
- One can have a working relationship with the candidate (e.g., co-author, colleague from a professional association).
- One should have no working relationship with the candidate and should be from a university that is similar in mission to GC.
- Both should have no current or prior ties to GC.

The Dean reviews the lists of potential reviewers and comes to agreement with the department chair and faculty member about the order in which reviewers will be contacted. The Dean or department chair sends the requests via e-mail, working through the list in order until two external reviewers meeting the qualifications above have committed to completing the review. Materials should be distributed via e-mail to the reviewers no later than the May 31. The Dean or department chair will send the materials to the reviewers and ask that their reviews be returned to the Dean or department chair no later than July 31. The Dean or department chair should send reminder emails each month until the reviews are completed. When received, the reviews are forwarded to the faculty member for inclusion in the promotion package.

The package, containing the following separate documents in a PDF format, sent to the reviewers contains:

- Cover letter (three page maximum) summarizing teaching, research, service, and professional development, with a focus on productivity since the granting of tenure
- Current CV
- Samples of representative peer-reviewed publications
- One-page, standardized summary describing Georgia College, the College of Business, and CoB promotion requirements.

ADDITIONAL CONSIDERATIONS IN THE PROMOTION AND TENURE PROCESS

If any internal reviewer involved in the promotion and/or tenure process has a conflict of interest concerning a candidate (e.g., family members, domestic partners), the reviewer should recuse himself/herself from the process.

If standards for tenure change, it is expected that faculty applying for tenure will be reviewed under the standards that were in place at the time of the faculty member's hiring or acceptance of the tenure-track position.

Record of Document Updates

Substantive Changes

- P&T Document approved by faculty 11/14/05; revisions approved 11/21/08
- Add statement to tenure and promotion guideline pages regarding pay to publish, 4/2011
- Reword statements on tenure and promotion guideline pages regarding pay to publish, 1/6/12
- Add clarifying statements into "Standards for Promotion," "minimum requirements for promotion to professor," and "Contents of the Candidate's Portfolio" (no reference to pre-tenure review allowed). 5/2/14
- Add statements concerning chair candidacy, teaching evaluations, and shared values; minor wording updates; from 3/29/19 faculty meeting.

The following changes (3/9/18) were based on recommendations from the University P&T Task force:

- A statement concerning the chair's recommendation;
- A statement of activities valued by the university;
- A proposal for an external review process;
- A statement about conflicts of interest in the P&T process;
- A statement about changes in standards for the tenure process.

Minor Updates

- "School" to "College" 7/2009; logo update 2/2011
- Minor wording updates throughout the document 4/2011

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