



J. Whitney Bunting College of Business and Technology

Promotion and Tenure Document

INTRODUCTION

The guidelines for tenure and promotion decisions in the J. Whitney Bunting College of Business and Technology (CoBT) 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,
- Professional growth and development, and
- Student Success

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 and Technology. 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, faculty are eligible for consideration of tenure during their fifth year of service unless otherwise negotiated. Further, a faculty member's length of service at Georgia College is taken into consideration in determining if they are 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 and Technology.

THE TENURE AND PROMOTION PROCESS

Within the College of Business and Technology, 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. Evaluation of Tenure and Promotion portfolios will utilize the common Likert scale and be documented using the Common Likert Form outlined in the Faculty Evaluation Policies and Procedures document. 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 due dates and deadlines for the process are established by Academic Affairs and are contained in the university's P&T timeline.

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 in favor of or opposition to tenure and/or promotion, along with supporting rationale, is made initially by the department P&T committee. This recommendation with supporting rationale is added to the faculty member's portfolio and a copy 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. After the recommendation is received, the candidate may submit and add to the portfolio a rebuttal or withdrawal letter by the date specified in the P&T timeline.

When a department chair candidate who is at associate rank and is considered by the department and college P&T committees for full professor rank upon appointment, 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.

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 department nor College of Business and Technology P&T committees.

After the department P&T committee recommendation has been made, the department chair makes a separate recommendation in favor of or opposition to tenure and/or promotion. The chair's recommendation with supporting rationale is added to 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. After the recommendation is received, the

candidate may submit and add to the portfolio a rebuttal or withdrawal letter by the date specified in the P&T timeline.

College of Business and Technology Promotion and Tenure Committee Recommendation

The College of Business and Technology 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, associate dean, nor the dean (as a faculty member) serve on the College of Business and Technology 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 comprise 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. If 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 college P&T Committee makes a recommendation in favor of or opposition to tenure and/or promotion. The recommendation is added to the candidate's portfolio along with the college P&T Committee's supporting rationale. 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. After the recommendation is received, the candidate may submit and add to the portfolio a rebuttal or withdrawal letter by the date specified in the P&T timeline.

Dean's Recommendation

The dean makes a recommendation with supporting rationale in favor of or opposition to tenure and/or promotion. A copy of the dean's recommendation with supporting rationale is added to the candidate's portfolio and a copy is provided to the candidate. After the recommendation is received, the candidate may submit and add to the portfolio a rebuttal or withdrawal letter by the date specified in the P&T timeline.

Provost and President's Recommendations

Candidates should consult [Georgia College statutes and procedures](#) for details of the process once the portfolio leaves the College of Business and Technology.

CONTENTS OF CANDIDATE PORTFOLIO

Candidates for tenure and/or promotion in the College of Business and Technology 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.
 - Contributions to student success.
- A current curriculum 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 in these areas:

- **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.

NOTE: Outstanding involvement in **Student Success** activities and **professional growth and development** will be integrated within the criteria above and evaluated individually. 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 department chair or the associate dean adds the appropriate annual evaluations and Individual Faculty Reports for the most recent five years or term of service at Georgia College to the portfolio. 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 and Technology 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 and Technology.

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 number of 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:

- Teaching - 50%
- Research - 35%
- Service - 15%

Per the [Board of Regents \(BOR\)](#) and [Georgia College statutes and procedures](#), evidence of **student success** and **professional development** may be duplicated in the three categories under review. Involvement in student centered activities may include effective advising and mentoring; undergraduate and graduate research; other forms of experiential learning; engagement in other GC Journeys (high impact practices); the development of student success tools and curricular materials; strategies to improve student career success; involvement in faculty development activities; and other activities identified by colleges/departments to deepen student learning. Evaluation of continuous professional growth and development involves the acquisition of knowledge and skills in an area of specialization across the scope of their responsibilities.

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 (4 or 5 on the common Likert Scale).

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

Candidates for tenure must meet the criteria as "Scholarly Active" (SA) status per the current [CoBT Faculty Qualifications Policy](#).

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.

Student Success

Evaluation of the Student Success component of teaching effectiveness will involve an assessment of the faculty member's involvement in activities inside and outside the classroom that deepen student learning and engagement for all learners. These aspects may include effective advising and mentoring; undergraduate and graduate research; other forms of experiential learning; engagement in other high impact practices; the development of student success tools and curricular materials; strategies to improve student career success; involvement in faculty development activities; and other activities identified by GC to deepen student learning. Examples include, but are not limited to, Centers for Teaching and Learning, Chancellor's Learning Scholars, Faculty Learning Communities and MomentumU@USG.

Involvement in student-centered activities may include effective advising and mentoring; undergraduate and graduate research; other forms of experiential learning; engagement in other high impact practices; the development of student success tools and curricular materials; strategies to improve student career success; involvement in faculty development activities; and other activities identified by colleges/departments to deepen student learning. Evidence of student success will be duplicated in any appropriate category.

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 of service as an assistant professor at Georgia College.
- Promotion to professor requires a minimum of five years of 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 (4 or 5 on the common Likert Scale).
- A *growing* reputation for intellectual contribution and maintenance of "Scholarly Active" (SA) status per the current CoBT Faculty Qualifications Policy.
- A record of institutional, professional, and community service.
- Continuous professional growth and development.
- Appropriate contributions to student success.

The minimum requirements for promotion to professor are:

- An appropriate terminal degree from an accredited university.
- An established reputation as a *superior* teacher (4 or 5 on the common Likert Scale).
- A *distinguished* reputation for intellectual contribution and maintenance of "Scholarly Active" (SA) status per the current CoBT Faculty Qualifications Policy.
- A *distinguished* record of institutional, professional, and community service.
- Appropriate contributions to student success.
- Continuous professional growth and development.

For promotion, Georgia College policy requires noteworthy achievement in at least two of the above numbered categories, one of which must be teaching/instruction, but is not required in all categories. Noteworthy achievement as referenced in BOR Policy 8.3.7.3 is reflective of a 4 or 5 on the common Likert Scale. 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 and Technology 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.

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

- Teaching - 50%
- Research - 35%
- Service - 15%

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 and Technology 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 Technology, and CoBT 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 themselves 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.

Lecturer promotion process: After completing six (6) consecutive years of service at Georgia College, a lecturer may apply for, or be recommended for promotion to Senior Lecturer. Promotion is based upon the recommendation of the Department Chair who shall be provided documentation of a record of assignments and accomplishments that demonstrates "exceptional teaching ability and extraordinary value to the institution." Promotion requires the recommendation of the chair, department promotion and tenure committee, college promotion and tenure committee, college dean, and provost, and approval by the president.

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.
- Add statement about College of Business and Technology Journal List in Research Expectations section; from 8/14/19 faculty meeting.
- Updates to reflect changes related to the university's establishment of the eT&P process; from 10/23/20 faculty meeting.
- Substantive changes to this document to align with policy/procedure changes mandated by the BOR. Voted on by faculty September 30, 2022.

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
- Minor wording updates throughout the document 9/2022