### Department of Political Science

**College of Arts and Sciences**

**Georgia State University**

**NON-TENURE TRACK FACULTY REVIEW AND PROMOTION GUIDELINES**

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I. INTRODUCTION
Non-tenure track (NTT) faculty housed in the Department of Political Science are vital components of our faculty. The policies and procedures related to the review and promotion of faculty in non-tenure track ranks are outlined in this document (department guidelines), the College of Arts and Sciences Promotion Manual for Non-Tenure Track Faculty (college manual), and the Georgia State University Promotion Manual for Non-Tenure Track Faculty (university manual). Whereas the university and college NTT manuals provide general statements of the expected quality and significance of NTT faculty accomplishments, this document identifies the concrete forms these achievements should take. In particular, this document articulates the Department of Political Science’s criteria for the various rankings that candidates for promotion might receive in the areas of teaching and service. Candidates should consult the college and university manuals for matters of process and procedure, dossier requirements, and time-in-rank policies that govern eligibility for promotion consideration.

The Department of Political Science employs NTT faculty in the lecturer track. The ranks within the lecturer track include the following (listed from most junior to most senior): Lecturer, Senior Lecturer, and Principal Senior Lecturer. The general duties for lecturer track faculty are described in the college manual.

II. DEPARTMENTAL REVIEW PROCESS FOR PROMOTION TO SENIOR LECTURER AND PRINCIPAL SENIOR LECTURER
A. Process Overview
The primary stages of the department’s NTT faculty promotion review process are as follows:

1. Following notification of eligibility from the Dean’s Office, the candidate standing for promotion will submit the required review materials outlined in the college manual to the department chair.

2. The department chair forwards the candidate’s materials to the departmental review committee (or subcommittee for initial review, but the final recommendation must be made by the committee as a whole).

3. The departmental committee submits its recommendation, including any minority reports, to the department chair. The committee members will sign the report(s) on a separate page/pages. The department chair will provide a copy of the departmental committee’s report, including any minority reports, to the candidate with a notification that the candidate has the option to respond directly to the department chair within three business days.

4. The department chair submits her/his independent recommendation and the recommendation of the departmental committee, including any minority reports and any responses from the candidate, to the Dean’s Office. The department chair
will provide a copy of her/his own report to the candidate with a notification that
the candidate has the option to respond to the Dean’s Office within three business
days. The Dean’s Office will provide to the department chair a copy of any response
from the candidate to the department chair’s report.

See sections III and IV in the college manual for information on the evaluation processes
at the college and university levels.

B. Composition of Departmental Non-Tenure Track Promotion Review Committee

The Departmental Non-Tenure Track Promotion Review Committee consists of all
tenured faculty and all NTT faculty of Senior rank and above in the department (Senior
Lecturer, Principal Senior Lecturer), except the chair of the department and any
members of the department serving in a position that will review the candidate’s
promotion application at the college or university levels. Departments may operate
through a system of subcommittees that initially review and evaluate each candidate’s
credentials. All final recommendations must be made by the committee of the whole.
The committee of the whole must meet to discuss and vote on its
final recommendation. The letter from the departmental committee of the whole must
be signed by the committee chair and all committee members who agree with the
recommendation. The signatures must appear on a separate page so that they can be
removed when the candidate is provided with his or her copy of the committee’s
report(s). Faculty of equal or lower rank to the candidate’s current rank may not vote on
the final recommendation of the committee of the whole. In consultation with the
department chair, the dean will augment the departmental promotion review
committee with NTT members from other departments when the home department
does not have a sufficient number of faculty to constitute a committee of at least three
members, with at least one being tenured and one being NTT faculty.

III. LECTURER REVIEWS

A. General Considerations

There are five types of structured reviews for faculty on the lecturer track: 1) annual
review leading to re-appointment, 2) third-year review, 3) fifth-year review with
promotion to senior lecturer, 4) subsequent review with promotion to principal senior
lecturer (the timing for which is defined in the college manual), and 5) post-promotion
cumulative review (five-year structured review). In these reviews, the primary
considerations are contributions in teaching and service. Consideration may be given to
contributions in the area of professional development that demonstrate the candidate’s
knowledge and expertise of current trends and developments in the field, insofar as it
enhances teaching performance. This document defines ratings that are used in all of
the reviews listed above; however, the ratings in the body of the document are defined
in the context of departmental expectations specific to candidates being considered for
promotion to senior lecturer or principal senior lecturer.

B. Scope of Evaluations

1. Evaluation of Teaching

As stated in the college manual, evaluation of teaching effectiveness will use the criteria
of the college’s policy (http://www2cas.gsu.edu/docs/as/teaching_effectiveness.pdf).
Evaluators will assess the teaching effectiveness of lecturers as it relates to their core
mission of engaging undergraduate learning in survey classes fulfilling general education
requirements. However, if a lecturer has primarily been assigned an alternate set of
teaching and administrative duties, then their assessment will reflect criteria suitable to
their assigned role in the department.

As a general rule, evaluators will consider in their assessments of teaching effectiveness
the following criteria:

a. Quality of course content: The quality of course content will be evaluated through
review of syllabi, exam questions, essay assignments, in-class exercises, readings, and
other elements integrated into the learning environment created by the candidate for
promotion. Syllabi should be reviewed for conformity with university guidelines. Exam
questions should require students to engage material that is appropriate for the course
level and catalog description. Writing assignments should develop the students’ ability
to work with primary and secondary sources in crafting coherent arguments that answer
meaningful questions. Course materials should also be assessed for their
appropriateness in relation to the current state of knowledge in the field. Lecturers may
provide additional materials, such as customized texts, handouts, software, and other
course elements that reflect the faculty member’s efforts to foster student engagement
and success. In particular, credit is given to faculty whose courses are structured in ways
that cultivate curiosity, creativity, and critical acumen in their students. Courses that
connect students with other university programs and resources and that take advantage
of opportunities created by our campus location in Atlanta will also be viewed as
evidence of successful teaching. The department also encourages faculty to design
courses with sufficient points of assessment to allow faculty to identify students who
are struggling and to provide those students with an opportunity to improve their
performance as the semester unfolds. The department recognizes that teachers might
use a variety of methods. Candidates evaluated as meeting or exceeding promotion
expectations, however, encourage student interest in the material and designing
assessments that foster the mastery of significant skills and concepts.

b. Development of new courses or development of new teaching resources that
meaningfully improve existing courses: Evaluations will consider the effective
development and execution of new courses, significant involvement in the development
of new teaching programs, and the use of new teaching techniques and practices, if
these are part of the responsibilities of the faculty member. The design of courses with
a travel component and the subsequent successful recruitment of students to study abroad is another laudable potential achievement. Initiatives in the development of new courses and resources that potentially line up with teaching ratings that meet or exceed promotion standards are ones that affect significant numbers of students or sufficiently impact individual students so as to result in significant achievements such as the presentation or publication of undergraduate and/or graduate research.

c. Student evaluations: The review of a candidate’s materials will include overall student evaluation scores, which are useful indicators of student perceptions of instruction. Evaluation scores, which the department will not rely upon exclusively when determining minimum qualifications for ratings, will be considered in the context of the normal range of scores for specific courses and for similar level courses (i.e., 1000, 2000, etc.) within the department. The review will also consider other important variables such as class size, whether the course is required or an elective, the response rate on the evaluations, and number of students enrolled in the course. In addition to average scores, the department will also be attentive to mean and median scores and to the impact of any outlying scores on averages. Qualitative evidence offered by the students’ written comments on the student evaluation forms will receive serious attention from the department as a meaningful supplement to the quantitative data from the evaluation instruments. In light of these contextual elements, successful candidates for promotion normally earn consistently strong evaluations and high scores, as defined below.

d. Direction of students: The department will assess the extent and quality of faculty efforts in the direction of student projects and academic activities at GSU, such as independent studies, honors theses, student research presented at GSURC, as well individual student engagement in academic projects or programs hosted by other institutions or communities. Such efforts might also include faculty time spent offering additional tutoring and mentoring of students who are at risk for underperforming in their Political Science classes and time spent offering additional guidance to students who are pursuing additional research projects connected to their Political Science coursework. Faculty members’ willingness to write letters of recommendation for undergraduate and graduate students might also be viewed as evidence of significant effort in this category of teaching effectiveness.

e. Development of new skills: The department encourages faculty to continue to develop skills and to master new software, languages, and technology in order to improve teaching. Candidates evaluated as meeting or exceeding expectations for promotion might exhibit an ongoing willingness to adopt new practices in the classroom. Faculty who undergo formal training to gain new certifications and competencies may present such achievements to the department as evidence of their commitment to stay abreast of best practices in pedagogy. The department recognizes that new skills need not involve technology; for example, the incorporation of more interactive classroom exercises geared toward fostering critical conversation and writing might contribute to a faculty member’s assessment as excellent in teaching.
2. Evaluation of Service

As stated in the college manual, contributions in the area of service include high-quality instructional service; contributions to the department, college, or university; professional service; and community and public service. Service for lecturers varies depending on the individual’s core mission as defined by the department, but it is generally at the department or college level. Contributions to service in the Department of Political Science typically fall into the following categories: assigned service roles, such as administrative roles or other service duties that are ongoing assignments; instructional service, such as developing teaching materials and curricula, organizing or presenting seminars on teaching methodology, or supervising or mentoring faculty; assistance to colleagues, such as guest-lecturing, consulting about educational and teaching issues, and providing advice about or reviews of manuscripts or grant applications; contributions to the department, college, and university, such as student advisement and mentoring, memberships on department/college/university committees, and development of teaching and service programs; professional service (if appropriate), such as memberships on professional societies and advisory boards; community and public service (if appropriate), such as giving lectures, speeches, presentations, performances, short courses, and assistance to government agencies.

The department’s review of candidates’ records in service will consider the wide variety of tasks that chairs might assign to particular faculty members. Candidates should document any arrangements made upon or after their initial appointment for them to take on special administrative duties or unusually heavy service loads. The degree to which assigned service responsibilities are made available to the candidate will also be part of the consideration of their service record.

3. Additional Considerations

Other factors and contributions that may be considered as part of the lecturer review include the following:

1. Professional Development Contributions: The Department may consider professional development contributions (e.g. publications of their research and scholarship, conference presentations, grants applied for and/or funded) that demonstrate the lecturer’s knowledge and expertise of current trends and developments in the field, insofar as it enhances teaching performance. While the production of peer-reviewed publications is not central to the assigned duties of lecturers, the department certainly encourages lecturers to maintain profiles as active scholars. Peer-reviewed publications, publications or appearances in popular media, participation in academic conferences, and/or the pursuit of grants to fund research in the discipline all enhance the candidates’ case that they are modeling the best practices of the profession to students. Such professional development can also help the candidate’s case for promotion if it can be shown to augment the faculty member’s expertise in subjects relevant to the classroom.
Scholarship focused on pedagogy and curriculum should be included in the Instruction section of the dossier rather than under a Professional Development section.

2. **Role within the department**: Since needs of the department often change, the role of the lecturers also may change. For example, if student enrollments shift, the college or department may need to offer more sections of a course, or fewer. The review will include the role of the lecturer within the context of the mission of the department and the ability of the lecturer to fulfill effectively changing needs of the department.

**C. Criteria for Promotion**

As stated in the college manual, candidates will be evaluated based on the evidence submitted as having met or not met the standards for promotion in teaching and service relative to the evaluative terms *outstanding, excellent, very good, good, fair, and poor.* The single measure for achieving the standard for promotion in each category for each rank is defined in this section. The complete scale of evaluative terms that may be referenced in evaluations is included as an appendix to this document.

1. **Promotion from Lecturer to Senior Lecturer**

For promotion to the rank of senior lecturer, the candidate must demonstrate a level of competence and effectiveness in teaching that is evaluated as at least *excellent,* according to the college manual. Additionally, the candidate must provide a level of assigned service to the department, college, university, and/or to the professional and practice community that is evaluated as at least *very good,* which meets the university standard for promotion to senior lecturer.

a. **Teaching**

To meet the standard in teaching for promotion to the rank of senior lecturer with a rating of *excellent,* the candidate’s record shows consistently high levels of achievement in the five categories for assessing teaching detailed in Section III.B.1 above. His or her course materials illustrate a trajectory as an accomplished teacher who continually strives to improve his or her pedagogy. Normally, he or she earns scores on student evaluations that fall in the mid- 4-out-of-5 range or higher. Additionally, he or she demonstrates a track record of developing new courses or protocols for existing courses and/or successfully mentoring undergraduate or graduate students.

b. **Service**

To meet the standard in service for promotion to the rank of senior lecturer with a rating of *very good,* the successful candidate diligently and effectively fulfills his or her assigned roles; rather than merely attending committee meetings or holding the requisite advisement sessions, he or she actively participates, using these meetings as opportunities to most effectively govern the department and to achieve positive results for undergraduate and graduate students.
2. Promotion from Senior Lecturer to Principal Senior Lecturer

For promotion to the rank of principal senior lecturer, the candidate must demonstrate a sustained level of competence and effectiveness in teaching that is evaluated as excellent, according to the college manual. Additionally, the candidate must provide a level of assigned service to the department, college, university, and/or to the professional and practice community that is evaluated as excellent, which meets the university standard for promotion to principal senior lecturer. Successful candidates for promotion to principal senior lecturer will demonstrate continued growth in the time period since the last promotion. This growth might be in the area of teaching or service or both. It might be growth resulting in a higher ranking in one of these areas, but this need not necessarily be the case so long as the candidate has made improvements in discrete areas of their teaching or has mastered new skills or has made new contributions in teaching or service.

a. Teaching

To meet the standard in teaching for promotion to principal senior lecturer with a rating of excellent, the candidate shows consistently high levels of achievement in the five categories for assessing teaching detailed in Section III.B.1 above. His or her course materials illustrate a long-term trajectory as an accomplished teacher who continually strives to improve his or her pedagogy. His or her student evaluations are consistently strong, normally earning scores that fall in the mid- to upper 4-out-of-5 range. He or she demonstrates a sustained track record of successfully mentoring undergraduate and/or graduate students, as well as developing new courses or protocols for existing courses. In addition to continued growth in the areas of teaching described above, the candidate’s growth as a teacher should also extend into areas beyond those normally associated with one’s teaching responsibilities at GSU. For example, candidates normally will engage in one or more of the following activities: production of a publication suitable for use in the kinds of classes that the faculty member teaches; production of an article or other publication on pedagogy; successful pursuit of internal and/or external funding for pedagogical initiatives; teaching awards/recognitions; student awards or other accomplishments of mentored students; establishing and/or leading study abroad programs; programs which include student participation in competitive conferences; developing/teaching courses with significant experiential learning component. A candidate whose record of achievement does not self-evidently conform to this standard should document and explain how their record corresponds to a similar level of significance and achievement.

b. Service

The candidate will be judged as meeting the standard in service for promotion to principal senior lecturer with a rating of excellent if he or she has diligently and highly effectively carried out assigned responsibilities and contributed significantly to the mission of the department over a sustained period. The excellent candidate at this level
normally exhibits a track record of providing assistance to departmental advising efforts or to graduate teaching assistants and/or other non-tenure track instructors. In addition to continued growth in the areas of service described above, the candidate’s growth in service should take one or more of the following forms: highly effective service as a departmental program director or in a role with a similar level of responsibility; recognition as a campus leader; establishing/running programs or services which promote the strategic goals of the university and/or the department; significant service to the profession or community.

D. Other Lecturer Reviews

The annual, third-year, promotion, and post-promotion cumulative reviews are all distinct from one another. Because these different evaluations cover different time periods and may involve different evaluating bodies, the results of these reviews may diverge. Therefore, a reliable inference cannot necessarily be made from the conclusions of one of the reviews to those of the others.

1. Annual Review of Lecturers

Along with tenure track and other non-tenure track faculty, all lecturer track faculty are evaluated on an annual basis. The evaluation will be based on the materials supplied by the faculty member, including her/his updated CV, annual report covering the prior calendar year, teaching portfolio, and any other appropriate materials. In consultation with the departmental executive committee, the department chair will evaluate the lecturer track faculty member’s service and teaching and service using the criteria described in the Appendix.

2. Third-Year Review of Lecturers

The third-year review for lecturers is designed to assess the faculty member’s effectiveness and progress toward promotion to senior lecturer. A departmental review committee composed of at least three faculty, which will include both tenured faculty and principal senior lecturers or senior lecturers, will prepare an evaluation of the lecturer’s record. The committee will be elected by the departmental NTT review committee of the whole. The department chair will provide an independent assessment before forwarding both evaluations to the Dean’s Office for further evaluation of the record. The third-year review will employ the terms of the six-point scale used for promotion reviews. However, the spirit of the third-year review is different from that of the fifth-year review; it is meant to review the lecturer’s achievements to date and provide mentoring regarding possible deficiencies that should be addressed before the fifth-year review.

3. Post-Promotion Review of Senior Lecturers and Principal Senior Lecturers

The post-promotion five-year cumulative review is designed to ensure that senior lecturers and principal senior lecturers remain effective and current in their pedagogy and accomplished in their service profiles. The review will cover the faculty member’s teaching and service records over the last five years and will be based on the criteria
listed in the Appendix. Faculty under review will present their dossiers (as described in
the college manual) for evaluation by a committee elected by the departmental NTT
review committee of the whole. The elected committee will consist of at least three
faculty who are either tenured or at the rank of principal senior lecturer (with
representation from each when the department has an available principal senior
lecturer within its ranks). The department chair will provide an independent assessment
and will then pass on both evaluations to the Dean’s Office for response.
APPENDIX: Complete Ratings Scale for Evaluations of Lecturer-Track Faculty to be used in Annual, Third-Year, Promotion, and Post-Promotion Cumulative Reviews

A. Teaching

**Poor:** The candidate displays an unacceptable record of teaching as evidenced through student evaluations, ineffective course materials, and little to no student mentoring.

**Fair:** The candidate displays a minimally acceptable record of teaching as evidenced through student evaluations, course materials of inconsistent effectiveness, and occasional student mentoring.

**Good:** The candidate’s instructional performance barely exceeds adequate, as evidenced through student evaluations, minimally effective course materials, and generally satisfactory but limited effort as a mentor of students.

**Very Good:** The candidate is a competent teacher whose supporting material includes evidence not only of diligent preparation and instruction but also of some mentoring of students, effective pedagogy, and a commitment to the instructional mission of the department. Class assignments are creative and methodologically varied and pedagogically appropriate, resulting in proficient student learning. While the candidate is an effective teacher, her/his teaching record may lack the level and extent of involvement in the supervision of individual student work that is typically expected for a rating of excellent, as described below, and/or the candidate’s student evaluations show inconsistencies or regularly fall short of departmental expectations.

**Excellent (Promotion to Senior Lecturer):** The excellent teacher shows consistently high levels of achievement in the five categories for assessing teaching detailed in Section III.B.1. His or her course materials illustrate a trajectory as an accomplished teacher who continually strives to improve his or her pedagogy. Normally, his or her student evaluations scores fall in the mid- 4-out-of-5 range or higher. Additionally, he or she demonstrates a track record of developing new courses or protocols for existing courses and/or successfully mentoring undergraduate or graduate students.

**Excellent (Promotion to Principal Senior Lecturer):** In addition to the stated expectations for a rating of excellent in teaching above, the successful candidate for promotion to the rank of principal senior lecturer will have a record of consistently high student evaluations in the mid- to upper 4-out-of-5 range and will have demonstrated successful mentorship of undergraduate and/or graduate students and development new courses or protocols for existing courses. In addition to continued growth in the areas of teaching described above, the candidate’s growth as a teacher should also extend into areas beyond those normally associated with one’s teaching responsibilities at GSU. For example, candidates normally will engage in one or more of the following activities:
production of a publication suitable for use in the kinds of classes that the faculty
member teaches; production of an article or other publication on pedagogy; successful
pursuit of internal and/or external funding for pedagogical initiatives; teaching
awards/recognitions; student awards or other accomplishments of mentored students;
establishing and/or leading study abroad programs; programs which include student
participation in competitive conferences; developing/teaching courses with significant
experiential learning component.

Outstanding (Promotion to Senior Lecturer): The candidate’s impact on students is of
the highest level. On top of the expectations for a rating of excellent in teaching, as
described above, the outstanding teacher commands a mastery of instruction in his or
her area as evidenced by at least one of the following: successful pursuit of external
funding for pedagogical initiatives; teaching awards/recognitions; student awards or
other accomplishments of mentored students; establishing and/or leading study abroad
programs; programs which include student participation in competitive conferences;
developing/teaching courses with significant experiential learning component.

Outstanding (Promotion to Principal Senior Lecturer): In addition to the stated
expectations for a rating of outstanding in teaching above, the candidate for promotion
to the rank of principal senior lecturer will be evaluated as outstanding if he or she has
achieved more than one of the following: production of a publication suitable for use in
the kinds of classes that the faculty member teaches; production of an article or other
publication on pedagogy; successful pursuit of internal and/or external funding for
pedagogical initiatives; teaching awards/recognitions; student awards or other
accomplishments of mentored students; establishing and/or leading study abroad
programs; programs which include student participation in competitive conferences;
developing/teaching courses with significant experiential learning component.

B. Service

Poor: Candidates judged to be poor in service do not fulfill assigned service obligations
and are not responsible citizens of the department.

Fair: Candidates judged to be fair in service ineffectively fulfill assigned service
obligations or are not responsible citizens of the department.

Good: Candidates judged to be good in service do not always effectively fulfill assigned
service obligations or are not consistently responsible citizens of the department.

Very Good: The candidate will be judged to be very good in service if they
enthusiastically and effectively fulfill their assigned roles; rather than merely attending
committee meetings or holding the requisite advisement sessions, such faculty actively
participate, using these meetings as opportunities to most effectively govern the
department and to achieve positive results for undergraduate and graduate students.

**Excellent:** The candidate will be judged to be **excellent** in service if they have been diligent and highly effective as they carried out assigned responsibilities and contributed significantly to the mission of the department over a sustained period. The **excellent** candidate at this level normally exhibits a track record of providing assistance to departmental advising efforts or to graduate teaching assistants and/or other non-tenure track instructors. In addition to continued growth in the areas of service described above, the candidate’s growth in service should also take one or more of the following forms: highly effective service as a departmental program director or in a role with a similar level of responsibility; recognition as a campus leader; significant service to the profession or community.

**Outstanding:** In excess of the stated expectations to achieve a rating of **excellent** in service, the candidate will be judged to be **outstanding** in service if they have not only fulfilled their assigned responsibilities but also taken considerable personal initiative to seek out best practices and new opportunities for maximizing the success of the department in meeting its stated goals. Faculty members judged to be **outstanding** in service will have been recognized by their peers, students, or university administrators as having established a long track record of success in improving campus life in measurable or noticeable ways. Highly effective service as a departmental program director or in a role with a similar level of responsibility, as well as extraordinary service to the profession or community, establishing/running programs or services which promote the strategic goals of the university and/or the department are also indications of outstanding service.