

Office of Faculty Affairs - Georgia State University

Promotion & Tenure Committee Member Reference Guide

All departmental and college level committee members participating in the Georgia State University promotion and tenure process should be aware of the policies, procedures, manuals, and guidelines associated with being a review committee member. Each committee member must familiarize themselves with the promotion and tenure process and complete their individual review of each case. Committee members also have a responsibility to understand how bias, pre-conceived notions, and out-of-date historical norms can negatively impact the process.

Guiding Policy:

- [GSU Faculty Handbook](#)
 - o General University Policies
- [GSU Tenure Track Promotion and Tenure Manual](#)
 - o I. Tenure Policies
 - o II. Tenure and Promotion Goals and Standards
 - o IV. Evaluation of Dossier and Letters from External Reviewers
- [GSU Non-Tenure Track Promotion Manual](#)
 - o II. Promotion Goals, Standards, and Criteria
 - o V. Promotion Process
- [Board of Regents Policy Manual](#)
 - o 8.3.5 – Evaluation of Personnel
 - o 8.3.6 – Criteria for Promotion
 - o 8.3.7 – Tenure and Criteria for Tenure

Prior to the committee case review meeting:

- Be aware of the calendar and timeline for your committee work. This will be provided by your Chair or Dean's Office.
- Confidentiality is required throughout the process. Be mindful when speaking to others about the work you are doing as part of the committee.
- Be timely with your review of the cases, Do not wait until the last minute!
- Comprehensive review – Review the entire dossier and any included materials. Small details can mean the difference in a positive or negative recommendation.
- Make an independent and wholistic assessment of each case and base it on the University, College, and Department manuals. Treat each case individually, without inserting comparisons to previous or current cases.

When the committee meets to discuss the cases:

- Remain engaged in every discussion.
- Give others your attention when they are speaking.
- Give the time and space for all committee members to speak.
- Rotate who speaks first so everyone shares the responsibility.
- Give each case the same rigor of review – i.e. Do not be more critical of cases discussed early in the meeting than the ones near the end.

Be aware of five different types of unconscious bias:

1. **Confirmation bias** refers to the tendency to seek out information that supports something you already believe.
2. **Optimism or pessimism bias** refers to how individuals are more likely to estimate a positive outcome if they are in a good mood, and a negative outcome if they are in a bad mood.
3. **Availability bias** is the tendency to use the information we can quickly recall when evaluating a topic or idea—even if this information is not the best representation of the topic or idea.
4. **Anchoring bias**, or focalism, pertains to those who rely too heavily on the first piece of information they receive—an “anchoring” fact.
5. The **Halo effect** is when an individual is placed on a pedestal after they reveal something impressive about themselves.

Thank you for your dedication to upholding the integrity of the review process!