Call for Proposals
Next Generation Faculty Program

Introduction
Traditional faculty hiring at Georgia State University has focused upon the important task of building disciplinary-specific scholarly depth and meeting departmental instructional needs. College Deans, Institute Directors and Department Chairs have made internal decisions regarding how best to allocate their faculty lines to meet these critical needs, typically focusing on the hiring of junior tenure-track and non-tenure-track positions. The university-funded Second Century Initiative (2CI) program sought more experienced faculty not ordinarily recruited via this traditional process to join with our current faculty to create new and enhanced programs. This program was designed to help accelerate our research and scholarly profile, and build upon our current faculty’s strengths and interests in emerging and innovative areas.

The Next Generation Faculty Program is a successor to the very successful 2CI program that was in effect from FY11 through FY16. The 2CI program aimed to bring in 100 new, additional faculty to Georgia State University to increase our research and scholarly profile and develop innovative graduate and research programs. The 2CI program hiring is still not complete, with 61 of the 100 positions hired. Of the 61 new faculty hired to date, 17 are women, and 20 are non-white, and 26 were hired at the rank of full professor. The median age of the 2CI faculty is 43, and they are distributed throughout the university: 4 in business, 6 in law, 5 in economics, 2 in other units of policy studies, 6 in the humanities, 3 in the arts, 8 in the social and behavioral sciences, 14 in the natural and computational sciences, 5 in public health, and 8 in biomedical sciences.

There are many different approaches for documenting success in accelerating our current research and scholarly profile. In those disciplines in which written articles and books, or other creative works are the norm, it is still too early in many of these faculty’s career at Georgia State to count their new publications, citations or impact since arriving due to the timelines for such products, although we are collecting such information. Another index that is used to identify scholarly growth is external grant funding. On this index, the results for the university overall have been outstanding. In FY11, the first year of the program, our total grant awards were just over $59.3 million dollars, yielding $12 million in indirect costs. By the close of FY15, the university received $101.2 million in grants with indirect costs exceeding $18 million. In fact, for every dollar of salary expended on a 2CI faculty member in 2014, the university received $2.47 from these same faculty in new grants. In addition, new interdisciplinary graduate programs have been developed or are developing in such fields as analytics, neuroethics, biomedical sciences, global studies, health information technology, and creative media studies. Further, the University Fellowships associated with the 2CI program funds over 100 students annually, which has contributed to growth in the quantity and quality of doctoral students across campus, which also advances our research and scholarly profile.

We expect that the Next Generation Faculty Program will continue this success.

Program Purpose: Continue to strengthen and distinguish Georgia State’s faculty research and scholarship in strategic areas over the next five years by adding additional faculty.

Program Goals: 1) to build broadly-recognized strength and critical mass around core and emerging research and scholarly themes that have strategic importance to Georgia State University; and 2) to build new junior faculty strength in innovative scholarly and research areas to maintain our growing scholarly trajectory; and 3) to recruit a diverse cadre of faculty in these strategic areas that can engage our diverse community of students.

We welcome your proposals.

Phase 1: Letters of Interest (Pre-Proposal, Due October 30, 2015) should focus on Senior Faculty, Matching Junior Faculty, or New Scholars Cluster levels, or any combination of these hires that advance the 3 primary goals of the program. The Letter of Interest (LOI) should provide a clear overview of the long-term vision, goals, and benchmarks of success envisioned by the proposal in a presentation designed for the broad academic community. The LOI should also provide a proposed hiring plan and infrastructure needs based on the following descriptions:

Ideally, Senior faculty hires will be mid-career faculty (full professors or established associate professors) who are internationally recognized scholars and leaders and have significant potential to attract other scholars and support. Hires
in non-grant funded disciplines are expected to have distinguished records of scholarly productivity, including current, or considerable potential for, prestigious international recognition. Hires in grant funded disciplines are expected to have distinguished records of past and current external grant funding and an international scholarly reputation. Senior faculty hires are expected to be a significant part of the mentoring process for connected matching junior faculty hires, New Scholar Clusters, or existing junior GSU faculty in an area, regardless of their departmental or unit affiliations.

**Matching Junior Faculty** hires will be advanced assistant or recent associate professors who have strong track records and considerable potential for future distinction in the same or contributing areas as either the new senior faculty hires, or a well-established, collaborating cluster of GSU senior faculty with distinguished records of scholarly productivity. That is, matching junior faculty can be hired to complement existing GSU senior scholars or proposed senior faculty hires. At minimum, two matching junior faculty hires may be proposed, with no more than one hired in the same department/unit as the senior faculty. All matching junior faculty hires must be made after the external senior faculty hire, except when matching junior faculty will be hired to join an established group of senior faculty. A clear plan to ensure the mentoring of all matching junior faculty, and agreement by the department in which they have tenure-track appointments to support their scholarship and activities as described in the Next Generation Proposal will be required as part of any full proposal.

**New Scholar Clusters** are designed to develop the newest generation of accomplished faculty. As many academic fields are rapidly changing and traditional discipline-based boundaries are becoming more porous, beginning scholars who work in innovative scholarly domains, or leading edge endeavors, offer unique opportunities to build GSU’s scholarly enterprise. At the same time, unless new scholars are provided supportive cultures and a like-minded community of scholars, their ability to be creative, take risks, and follow their scholarly intuitions can be limited. Therefore, it is in our strategic interest to develop cohorts of new scholars who are given a period of support that allows them to work together to cultivate their independent and collective intellectual and scholarly potential. The New Scholar Clusters will be organized around topics or methodologies rather than academic disciplines, and the new scholars will be expected to join a like-minded community of peer and senior scholars to be creative, take risks, follow their scholarly intuitions and at the same time contribute to the intellectual strength of the university. The New Scholars Cluster is an experimental model targeted at ultimately strengthening Georgia State’s innovative creative and research areas to maintain our growing scholarly trajectory.

**New Scholars Clusters** must be linked to one of our scholarly and research areas. Successful New Scholars Cluster proposals will have sufficient senior faculty, with a proven track record of mentoring doctoral students and post-doctoral associates, to provide the level of mentoring expected. Requests for up to 5 post-doctoral associates and/or 4 non-tenure track, research assistant professors for up to 2 years of support, in any combination, with replacements within the 5 year program period allowed. The funding for the New Scholars Clusters program is limited to 5 years, after which new appointments may not be made. Because of differences among disciplines in post-doctoral models, and the potential of various types of external funding (e.g., fellowships, grants, industry sponsorships), there will be the possibility of extending appointments, even after the 5 years of the program, if the new scholar is able to obtain independent, external funding, fellowships, contracts, or other types of non-GSU support, equal to at least ½ their annual stipends. Those new scholars who obtain 100% of their annual salaries from other funding sources may continue in these or alternative positions throughout their external funding period.

**Building Centers of Excellence.** Proposals should have as their ultimate goal the development of new and innovative research, scholarly or creative-focused areas or centers or the expansion and enhancement of a current faculty groups’ scholarly scope and agenda. The term ‘centers’ is used broadly to include current university- and college-level research centers and institutes, areas of focus groups, collaborating 2CI cluster groups, or other units or communities of scholars who come together for an academic focus. These new faculty, along with current GSU faculty, would be expected to build or continue building collaborative, interdisciplinary or cross-institutional research programs. Proposals should also address the fact that across undergraduate and graduate programs, GSU enrolls and engages a very diverse community of students which places us in an ideal position to recruit a diverse cadre of faculty. Successful proposals will attend to this opportunity, providing clear and realistic plans for outreach to diverse applicants. Proposals will not be funded that focus on solely building a single department’s faculty.

Proposals may also request ‘center’ critical infrastructure support (i.e., equipment, space, staffing, supplies, lecture series) when justified. Such infrastructure support requests should be considered as independent from the process of developing start-up packages for the new hires. Typically, these are coordinated between department chairs, college deans, VP Research and Provost’s office in certain disciplines and situations. Until actual faculty offers are being
developed, such start-up requests cannot be predicted, and should not be included as part of the Next Generation Proposal.

Salaries for the new faculty will be expected to reflect the market in these disciplines for individuals at that rank and accomplishment. In order to increase flexibility, the Provost’s office will not set a specific level of salary support for new proposals. Funding for any non-tenure track research faculty salaries within the New Scholars clusters program should decrease to 50% of the original salary support at the end of 3 years, with the expectation that these faculty will have other funding to support the remaining 50% of their salary, and the released funds will be used to hire additional research faculty/postdocs within the scholarly domain. Time-limited, GRA support for a limited number of newly admitted doctoral students can be requested within senior faculty and matching junior faculty focused proposals. A clear model to continue GRA support after the initial start-up funding will need to be provided in any full proposal. Cost-sharing of salaries and other center support (i.e., supplies, travel, equipment, staffing) will be used, in part, to decide among competing proposals. Funding may be requested in amounts between $100K and $1M for faculty salaries and infrastructure support when multiple senior faculty and matching junior faculty hires are proposed. Total funding for any New Scholars Cluster (post-docs and research assistant professors), either stand alone or within a combination proposal, cannot exceed $250,000 within the overall proposal funding limits. Initial funded proposals, particularly those smaller, innovative and creative ones, may apply for additional funding in future years if successful in meeting their clearly stated goals.

**Letter of Interest Guidelines**

*Letter of Interest (total 8 pages, single space, 11 pt font).* Provide an Overview (max 4 pages) of the selected area of research, scholarly or creative focus, aims, significance, linkages to current GSU scholarly activities in the area, and/or special opportunities. The LOI should provide a clear overview of the long-term vision, goals, and benchmarks of success envisioned by the proposal in a presentation designed for the broad academic community. In addition to the overview, please provide: 1) a listing of the units and key faculty members who will be heavily involved in the proposal, searches, and who will be responsible for its ensuring its success (max 1 page); 2) suggested general budget, with general amounts of Next Generation funds requested for personnel/non-personnel areas, and any matching funds or other resources to be committed from the specific units to ensure its success (max 1 page); 3) plans/goals for successfully recruiting diverse faculty and scholars (max 1 page); and 4) signatures indicating the approval and support of all involved deans, directors, and/or department chairs (max 1 page). All such signatories will be expected to ensure the proposal’s success if funded. Please do not add curriculum vitae or other appendices to the LOI as such additional materials will not be used for review.

All Letters of Interest are due Friday, **October 30th, 2015**. The fully approved LOI should be sent in pdf format electronically to the Associate Provost for Strategic Initiatives and Innovation (robinmorris@gsu.edu). They will be reviewed by the Provost’s Office based on:

- Relationship to the Strategic Plan and other university-level strategic initiatives
- Relationship to current scholarly ‘centers’ productivity and potential for growth, and/or special innovative or emerging opportunities
- Area of focus provides opportunity for Georgia State to build diverse faculty pipelines in important areas
- Funding requested and committed cost-sharing or resources provided by units involved
- Plans/Goals and potential for success to advance diversity
- Proposal leadership and their track record in building scholarly activities and working collaborations.

The Associate Provost for Strategic Initiatives and Innovation will notify proposers of a decision no later than **November 20th, 2015**. Those projects that are approved are then eligible for submission as full proposals.

**Phase 2: Full Proposals for Accepted Letters of Interest (Max 16 pages, single space, 11 pt font, Due January 29th, 2016)**

Abstract (300 words): Specify the area of strength, its national significance, and the special opportunities being addressed by the proposal. Specify how the proposal focuses on an innovative scholarly domain, or leading edge endeavors, that are valuable to GSU’s scholarly enterprise. What does this proposed focus provide as a special opportunity?

Proposal (12 pages max): The proposal should address the following:

1. How will this proposal significantly and rapidly escalate Georgia State University as a recognized leader in
scholarship, research, creativity in the area chosen? Identify relevant competitors and how this proposal will raise our profile, competitiveness, and reputation.

2. What evidence is there of a clear opportunity to creatively leverage current and/or new resources, for high impact that will gain recognition nationally and/or internationally? For new scholar clusters, what evidence is there that the nature of the identified academic fields are rapidly changing and that the proposal focuses on an innovative scholarly and research domain, or leading edge endeavors, that is valuable to GSU’s scholarly and research enterprise

3. What evidence is there that the proposal fits within the university’s strategic priorities and plan, or increases interdisciplinary collaboration, research, scholarship or creative activities?

4. What evidence is there that there is an investment in the plan to address the need to increase faculty diversity, and the plan has potential for success?

5. What evidence is there that the subject matter is one of documented national and/or international significance with available external funding (federal, industry, foundation, etc.) or other types of external support to ensure its growth and success? How will this endeavor be sustained and grown in the future 5-10 years after the initial investment is made?

6. What evidence is there that there are available candidates for such positions that we can be competitive to attract. Senior faculty hires in the non-sciences are expected to have distinguished records of scholarly productivity, including current, or strong potential for, prestigious national or international recognition and awards (e.g., American Academy of Arts & Sciences Fellows, Guggenheim Fellows, MacArthur Fellows, Robert Wood Johnson Policy Fellows). Senior faculty hires in the sciences are expected to have distinguished records of past and current external grant funding and scholarly reputation (e.g., current or potential members of National Academy of Science, National Academy of Engineering, Institute of Medicine or American Academy of Arts and Sciences). Describe how matching junior faculty will have strong proven track-records and considerable potential for future distinction in the same or contributing areas as the new senior faculty hires. If a well-established, collaborating cluster of GSU senior faculty are proposing the hiring of matching junior faculty, describe their history of collaboration that has led to distinguished records of scholarly productivity as a group and individually. Describe how new scholars’ (post-docs or research assistant professors) scholarly backgrounds would provide the opportunity to develop a unique community of like-minded young scholars who will push new scholarly, creative, or research agendas into leading-edge accomplishments with appropriate support and mentoring.

7. What evidence is there that the proposing unit has the administrative and academic leadership commitment in place for building the proposed group into a productive interdisciplinary team that can ensure a collaborative and intellectually attractive environment for ongoing development?

Appendix (4 pages max): Team (1 page): List the administrators, key faculty and/or research staff, and their units, who actively collaborated on the proposal and are invested in its success. Identify the proposal ‘chair’ who will be the point of contact and provide leadership for all proposal related administration and personnel searches.

Hiring Plan (1 page): Provide a timeline and search strategy for the proposed hires. When senior faculty hires are proposed, these typically must be completed before the matching junior faculty that would complete the group. Proposals should specify the number, types, and levels (senior faculty, matching junior faculty, new scholars (post-doc/research assistant professors)) of persons to be hired, but not the specific departments into which they will be hired; hires will be appointed into the unit that best fits their expertise and interests. How will the search committee operate when multiple units are involved? How will the search committee develop a diverse pool of candidates? Which unit(s) will be the administrative unit for all HR paperwork, etc.? Who will be members of the search committee and how will they be chosen?

Budget Plan (2 pages): Provide estimates of the starting market salary levels for all requested hires, the proportion of each salary being request from the Next Generation Program funds, and the proportion from other sources (please specify those sources and amounts). Salary from all hires should be based on current, documented market data related to their discipline for that rank. New scholars (i.e., post-docs or research assistant professors) may not be assigned instructional
Proposals may request proposal critical infrastructure support (i.e., equipment, staffing, supplies, lecture series) when justified. Time-limited graduate research assistantship (GRA) support for a limited number of newly admitted doctoral students can be requested within senior faculty and matching junior faculty focused proposals. Such GRA requests must be justified within the proposal context and specify a clear GRA selection, admission, assignment and annual review/renewal process. Successful proposals will also include plans to transition GRAs from state to external funding as they progress toward degree. Examples are inclusion of GRAs on grants awarded to faculty, mentorship of students’ efforts to secure individual fellowships, and pursuit of training grants as appropriate to the discipline. The unit(s) involved must also provide their agreement to provide the space needed for each hire that might end up in their unit (both office, research-related), and where this space will be located, and how that location will help enable the group involved to work together. For New Scholars Clusters, the unit(s) involved must provide specific documentation of their agreement to provide the collaborative office space needed for these hires, where this space will be located, and how it will encourage intensive collaboration among this group. It should be understood that in general, additional funding outside the Next Generation Funding will not be provided for these proposals with the exception of typical start-up package negotiations. Therefore, reasonable full estimates of the cost of the proposal, and the funding sources, are required.

**Successful Next Generation proposals will provide evidence of:**

- a clear opportunity to enhance large-scale research, scholarly, and creative agendas that will increase recognition in an area of national and/or international significance.
- a focus that also fits within the university’s strategic priorities and plan, or increases interdisciplinary collaboration and research.
- a subject matter that is of documented national and/or international significance with available external funding or other significant opportunities for building GSU’s scholarly reputation.
- a plan to advance faculty diversity.
- the proposing unit(s) having the administrative and academic leadership commitment, and track record in place, for building the proposed group into a productive interdisciplinary team that can ensure a collaborative and intellectually attractive environment for ongoing development.

**Phase 3: Review and Approval Process**

1. Proposals are to be routed through the dean(s) or leadership of the participating academic or research unit(s), and then to the Associate Provost for Strategic Initiatives and Innovation in pdf format. If multiple colleges, schools and/or centers are participating, one dean or director must be designated as the ‘lead’ just for administrative functions. Departments, University, College Centers, and Institutes, can be the “lead unit” on no more than two proposals. All participating chairs, unit or center directors, and deans must endorse the proposal and clearly state their reasons for supporting the application in a joint cover letter.

2. In order to ensure broad faculty input, a university-wide faculty committee, appointed by and advisory to the Provost, will review and comment on the full proposals. Nominations of members to serve on the faculty review committee will be made by chairs of the University Senate Executive and Research Committees.

3. The Provost’s Office will use the proposal ratings and evaluations by the deans and/or directors, and by the faculty review committee, to inform funding decisions. Proposals may be approved in full, or part, returned for modifications and Provost Office re-reviewed, or denied. All Next Generation Funding will be allocated by the Provost in consultation with the President.

**Timeline**

October 30, 2015: Letters of Interest due.
January 29, 2016: Full Proposals due for those Letters of Interest accepted for Phase 2
February 19, 2016: Faculty committee reviews completed.
March 4th, 2016: Funding decisions made.

For more information, see [http://secondcentury.gsu.edu/next-generation-program/](http://secondcentury.gsu.edu/next-generation-program/), or contact Robin Morris (robinmorris@gsu.edu, 404-413-2502).