

College or Department Level Promotion/Tenure Criteria

College Business & Technology
Department Management and Marketing Tenure and Promotion Criteria
Approved 07-21-2015



TENURE

A. Teaching:

Excellence in teaching requires that the candidate successfully demonstrate competency and currency in the subject matter and effectiveness in its delivery. Candidates for tenure will be judged excellent if both of the following criteria are met:

1. Criterion 1: Demonstration of competence and currency with validated accomplishments in several of the following areas:
 - a. Practicing the pedagogical art at a high level by utilizing a variety of advanced techniques to enhance the learning experience for students.
 - b. Staying current and relevant by incorporating the latest research, business practice and environmental exigencies into his or her lectures, exercises, case studies and projects.
 - c. Teaching multiple preparations, covering a wide variety of classes, developing new experimental classes to include online, Webex, and ITV, and teaching written, oral and technologically intensive classes.
 - d. Maintaining rigorous standards and requiring and expecting a high level of performance by students.
2. Criterion 2: Demonstration of effective delivery of content. It is incumbent upon the candidate seeking tenure to provide evidence demonstrating the achievement of this criterion. Such evidence must include, but not be limited to:
 - a. Recognized college, university or organizational awards for teaching excellence.
 - b. Student performance on professional examinations or other accepted outcome measures associated with the faculty's teaching responsibilities.
 - c. Performance of students in subsequent classes.
 - d. A preponderance of favorable comments on senior exit surveys, written student evaluations, alumni surveys or employer surveys.
 - e. Student assessment of instruction
 - f. Input and evaluations from peers or chairpersons.

B. Research and Scholarly Activity:

The candidate must present a consistent stream of scholarly activity, meeting the following performance

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expectations. Both the quantity and quality of contributions should be considered. In the case of co-authored works, the candidate must demonstrate his/her contributions to the work. In all cases, the number of refereed journal articles represents the cumulative number to include from the terminal degree program up to time of tenure review.

1. For tenure at the rank of assistant professor:

A minimum of four refereed journal articles either published or unconditionally accepted for publication. It is the responsibility of the applicant to demonstrate the quality of his/her work through the utilization of a reliable research evaluation tool.

2. For tenure at the rank of associate professor:

A minimum of six refereed journal articles either published or unconditionally accepted for publication. It is the responsibility of the applicant to demonstrate the quality of his/her work through the utilization of a reliable research evaluation tool.

3. For tenure at the rank of professor:

During one's career, a total of 16 or more refereed journal articles or other publications (i.e. books, book chapters, etc.) either published or unconditionally accepted for publication. At least one of these articles must be sole-authored. It is the responsibility of the applicant to demonstrate the quality of his/her work through the utilization of a reliable research evaluation tool.

4. In addition, in all categories above, research and scholarly activities should be exhibited in outlets such as, conference proceedings, editorially reviewed journals, presentations at academic conference meetings, and publication through web-based outlets.

5. Allowances can and should be made to reflect the quality of the journal in which an item is published. Thus, an article published in a top-tier journal that brings recognition to the department, college, and university can be considered as equivalent to multiple articles published in less prestigious research outlets. Similarly, those evaluating a candidate's research efforts can consider the publication of a highly acclaimed monograph or textbook as equivalent to some number of journal articles. Chapters in a book will be judged based on their merit. The research effort involved in a sole authored journal article might be viewed as comparative to that for more than one co-authored articles. However, a candidate who relies solely upon articles published in less prestigious research outlets will require additional articles to demonstrate that he/she has met performance expectations. The evaluation of a candidate's research performance is to be more than a counting process; it will reflect academic judgment.

C. Service:

The candidate must present a service record that should include participation in organizations and on committees although more significance will be attached to leadership roles therein. Requirements in service will depend on the rank at the time of tenure and will be weighed relative to considerations for teaching and research, scholarly and/or creative activities. Among the criteria on which the evaluation of

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service should be based are effectiveness with which the service is performed, its relation to the general welfare of the University, and its effect on the development of students and other faculty members. Superior service would demonstrate a record of performance over time that included leadership of institutional service efforts, and/or regional or national notoriety in activities pursuant to the individual's discipline.

1. Tenure at the rank of assistant professor:

The candidate should demonstrate activity in service at the departmental, college, or university level with promise for continued activity and leadership roles. Service to the profession and in the community is also encouraged.

2. Tenure at the rank of associate professor:

The candidate should demonstrate continued activity in service at the departmental, college, and university level. Such service activity will be improved with the demonstration of leadership. Additionally, service to the profession and in the community is expected and will strengthen the candidate's service record.

3. Tenure at the rank of professor:

The candidate will demonstrate a record of continued leadership in institutional service activities or, alternatively, will demonstrate an outstanding record of professional service or community service, which will make the individual regionally or nationally known in the discipline.

4. Service indicators

a. Service to the University and to affiliated institutions:

This category includes departmental, college/school, and university committee participation and leadership roles therein; participation in university governance; administrative service; advisement of students; recruitment activities; service to student organizations; willingness in meeting special needs that may arise within the university; reputation for cooperation by colleagues; university-wide respect and recognition earned for the College of Business and Technology through service activities; and other related activities.

b. Service to one's profession:

This category includes memberships as well as leadership roles in professional organizations at international, national, regional, state and/or local levels; attendance at international, national regional state and/or local professional meetings; serving as a program chair, reviewer, and/or discussant at international, national, regional state and/or local professional meetings; respect among colleagues at international, national, regional, state and/or local professional organizations as demonstrated by frequent opportunities to serve as a committee chair or officer, service as a reviewer on the editorial board of a journal or proceedings; reviewer of books or manuscripts for professional publishers; discipline related training; and other related activities.

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c. Service in the community:

This category includes membership or leadership in civic and community organizations; making presentations related to one's discipline to these organizations; providing professional advice and counsel to groups or individuals; providing discipline related continuing education workshops and programs; production and distribution of discipline related, service-oriented publications; dissemination of information to the broadcast and print media; and other types of service particularly in the University's service area.

PROMOTION

A. Teaching

Excellence in teaching requires that the candidate successfully demonstrate competency and currency in the subject matter and effectiveness in its delivery. Candidates for promotion will be judged excellent if both of the following criteria are met:

1. Criterion 1: Demonstration of competence and currency with validated accomplishments in several of the following areas:
 - a. Practicing the pedagogical art at a high level by utilizing a variety of advanced techniques to enhance the learning experience for students.
 - b. Staying current and relevant by incorporating the latest research, business practice and environmental exigencies into his or her lectures, exercises, case studies and projects.
 - c. Teaching multiple preparations, covering a wide variety of classes, developing new experimental classes to include online, Webex, and ITV, and teaching written, oral and technologically intensive classes.
 - d. Maintaining rigorous standards and requiring and expecting a high level of performance by students.
2. Criterion 2: Demonstration of effective delivery of content. It is incumbent upon the candidate seeking promotion to provide evidence demonstrating the achievement of this criterion. Such evidence must include, but not be limited to:
 - a. Recognized college, university or organizational awards for teaching excellence.
 - b. Student performance on professional examinations or other accepted outcome measures associated with the faculty's teaching responsibilities.
 - c. Performance of students in subsequent classes.

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- d. A preponderance of favorable comments on senior exit surveys, written student evaluations, alumni surveys or employer surveys.
- e. Student assessment of instruction
- f. Input and evaluations from peers or chairpersons.
- g. Unsolicited letters or statements from past students describing teaching effectiveness.

B. Research and Scholarly Activity:

The candidate must present a consistent stream of scholarly activity, meeting the following performance expectations. Both the quantity and quality of contributions should be considered. In the case of co-authored works, the candidate must demonstrate his/her contributions to the work. In all cases, the number of refereed journal articles represents the cumulative number to include from the terminal degree program up to time of promotion review.

1. For promotion to the rank of associate professor

A minimum of six refereed journal articles in journals either published or unconditionally accepted for publication. It is the responsibility of the applicant to demonstrate the quality of his/her work through the utilization of a reliable research evaluation tool.

2. For promotion to the rank of professor:

During one's career, a total of 16 or more refereed journal articles or other publications (i.e. books, book chapters, etc.) either published or unconditionally accepted for publication. At least one of these articles must be sole-authored. It is the responsibility of the applicant to demonstrate the quality of his/her work through the utilization of a reliable research evaluation tool.

3. In addition, in all categories above, research and scholarly activities should be exhibited in outlets such as, conference proceedings, editorially reviewed journals, presentations at academic conference meetings, and publication through web-based outlets.

4. Allowances can and should be made to reflect the quality of the publication outlet in which an item is published. Thus, an article published in a top-tier journal that brings recognition to the department, college, and university can be considered as equivalent to multiple articles published in less prestigious journals. Similarly, those evaluating a candidate's research efforts can consider the publication of a highly acclaimed monograph or textbook as equivalent to some number of journal articles. Chapters in a book and conference-sponsored publications (journals and/or proceedings) will be judged based on their merit. The research effort involved in a sole authored journal article might be viewed as comparative to that for more than one co-authored articles. However, a candidate who relies solely upon articles published

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in less prestigious research outlets will require additional articles to demonstrate that he/she has met performance expectations. The evaluation of a candidate's research performance is to be more than a counting process; it will reflect academic judgment.

C. Service:

The candidate must present a service record that should include participation in organizations and on committees although more significance will be attached to leadership roles therein. Requirements in service will depend on the rank at the time of promotion and will be weighed relative to considerations for teaching and research, scholarly and/or creative activities. Among the criteria on which the evaluation of service should be based are effectiveness with which the service is performed, its relation to the general welfare of the University, and its effect on the development of students and other faculty members. Superior service would demonstrate a record of performance over time that included leadership of institutional service efforts, and/or regional or national notoriety in activities pursuant to the individual's discipline.

1. Promotion to the rank of associate professor:

The candidate should demonstrate continued activity in service at the departmental, college, and university level. Such service activity will be improved with the demonstration of leadership. Additionally, service to the profession and in the community is expected and will strengthen the candidate's service record.

2. Promotion to the rank of professor:

The candidate will demonstrate a record of continued leadership in institutional service activities or, alternatively, will demonstrate an outstanding record of professional service or community service, which will make the individual regionally or nationally known in the discipline.

3. Service indicators

a. Service to the University and to affiliated institutions:

This category includes departmental, college/school, and university committee participation and leadership roles therein; participation in university governance; administrative service; advisement of students; recruitment activities; service to student organizations; willingness in meeting special needs that may arise within the university; reputation for cooperation by colleagues; university-wide respect and recognition earned for the College of Business and Technology through service activities; and other related activities.

b. Service to one's profession:

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This category includes memberships as well as leadership roles in professional organizations at international, national, regional, state and/or local levels; attendance at international, national regional state and/or local professional meetings; serving as a program chair, reviewer, and/or discussant at international, national, regional state and/or local professional meetings; respect among colleagues at international, national, regional, state and/or local professional organizations as demonstrated by frequent opportunities to serve as a committee chair or officer, service as a reviewer on the editorial board of a journal or proceedings; reviewer of books or manuscripts for professional publishers; discipline related training; and other related activities.

c. Service in the community:

This category includes membership or leadership in civic and community organizations; making presentations related to one's discipline to these organizations; providing professional advice and counsel to groups or individuals; providing discipline related continuing education workshops and programs; production and distribution of discipline related, service-oriented publications; dissemination of information to the broadcast and print media; and other types of service particularly in the University's service area.