TENURE AND PROMOTION DOCUMENT
OF THE
W. FANK BARTON SCHOOL OF BUSINESS

Adopted by the Barton School faculty on September 17, 2012

Revised April 2, 2014
GUIDELINES FOR TENURE AND PROMOTION*

Tenure and promotion are awarded for significant achievements in three broad areas: teaching, research, and service. Teaching and research will be weighted more heavily than service.

TENURE. Tenure is awarded for significant scholarly achievement, teaching effectiveness, and service contributions—and a high degree of confidence that this performance will be continued and enhanced.

In making a tenure recommendation, the following ordinarily will be considered to be minimal requirements for a positive recommendation:

a. A terminal degree
b. Effective classroom performance
c. Success in research and publishing in refereed journals
d. Promise of continued academic growth and achievement

PROMOTION. Promotion is awarded on the basis of cumulative contributions which have been made to the institution and the profession, and will be judged in relationship to the candidate’s achievements in teaching, research, and service. Within limits, flexibility and individual differences, in terms of the weight to be attached to these areas, is possible. As the individual progresses from one rank to the next, performance criteria will become more demanding.

For promotion to Professor evidence is normally expected of the following: (1) sustained effectiveness in teaching; (2) a record of substantial accomplishment and demonstrated impact in research and scholarship which has led to recognition in professional circles at the national level; and (3) demonstrated academic leadership in the form of service to the University and the profession.

The rank of full professor will be reserved for those who have achieved scholarly distinction.

EXCEPTIONS/SUPPLEMENTS TO GENERAL CRITERIA. If a faculty member wishes to be judged on a basis that is markedly different from the criteria outlined below, he/she may submit a written proposal, outlining in detail the performance criteria proposed. This proposal must receive a positive endorsement from the chairperson/director, department/school faculty, the Barton School Faculty Affairs Committee, and the Dean.

CRITERIA FOR TENURE AND PROMOTION

1. Research and Publication

Quality published research is essential for a positive recommendation for tenure and promotion.

Indications of quality published research include, but are not limited to:
a. Refereed Journal Publications. Refereed journal publications are essential to tenure/promotion. Recognition shall be given to both research and practitioner journals. Refereed journals are those which send manuscripts to outside reviewers.

b. Books/Monographs. In general, books/monographs are desirable but not essential for tenure/promotion. The quality of the book/monograph shall be a major criterion for evaluation. Edited readings, books, and proceedings normally shall be given minimum importance. Special consideration will be given to books/monographs which extend the frontiers of knowledge, and may be considered as a substitute for refereed journal articles.

c. Professional Papers. Professional papers shall be considered for tenure and promotion. The value assigned to professional papers is flexible and will be determined by such factors as the quality of the papers, the nature of the competition, and whether or not the paper was invited. In most instances, competitive or invited papers will not be considered as substitutes for refereed journal articles. Professional papers are desirable but not essential to tenure/promotion.

d. Professional Reports. Professional reports shall be considered desirable but not essential to tenure/promotion. Additional weight shall be given to reports resulting from school or university contracts or grants for research. The size and nature of the report’s audience shall be considered.

e. Research Funding. Acquiring external competitive research funding will be considered desirable but not essential to tenure/promotion.

2. Teaching

Adequate teaching performance is an essential element for tenure and for promotion at any level. Demonstration of effective teaching performance and overall quality of instructional effort is a necessary but not sufficient condition for tenure/promotion.

The major emphasis shall be on the quality of an individual’s teaching performance. The elements to be considered may include, but not necessarily be limited to:

a. Formal student evaluations

b. Course development, outlines and innovative practices

c. Course load, including new and repeat courses, graduate and undergraduate courses, class size, nature of course, and availability of grading assistance

d. General facilitation of student development, including significant contributions on advisory and thesis committees, facilitating student publications, attention to curriculum matters, maintenance of standards of fairness, advising student organizations, etc.
3. Service

Service is an essential element for tenure and/or promotion decisions. Service contributions are a necessary but not sufficient condition for tenure/promotion.

a. Contributions in this area may include, but are not limited to:
   1. Committee assignments
   2. Program and curricular development
   3. Generation of funds through non-research activities
   4. Administrative service
   5. Student counseling

b. Professional contributions to local, regional, and national business, professional, academic, and governmental organizations shall be considered. Direct participation through offices held, speeches given, committee assignments, etc., will be the type of criteria utilized in the evaluation.

c. Community contributions through community service shall be considered desirable for tenure/promotion review. Activities to be considered include serving on working committees and boards of directors of significant community groups, non-paid consulting to community/governmental organizations, and public service volunteerism to local/national governmental agencies.

PROCEDURES FOR EXTERNAL EVALUATIONS. By WSU policy the use of external reviews is required in all promotion and tenure reviews to demonstrate earned recognition in professional circles. A list of prospective external academic reviewers will be assembled in the following manner: 1) the candidate will submit a list of six appropriate external evaluators; and 2) the candidate’s department/discipline colleagues will independently prepare a list of six external evaluators.

Six external reviews will be selected from the assembled lists. Names duplicated on the two lists will be selected. The candidate will be allowed to eliminate one remaining name from the list prepared by his/her colleagues. The department/discipline faculty will then select necessary additional reviewers from the names of both lists, ensuring that at least three names from each list are selected. Duplicates chosen would count as one from each list.

The Dean will write the selected external reviewers requesting their assistance.

PROCEDURES WHEN DEPARTMENTS HAVE FEWER THAN THREE FACULTY MEMBERS WITH APPROPRIATE RANK FOR PROMOTION TO ASSOCIATE OR FULL PROFESSOR. In departments having fewer than three faculty members with appropriate rank, the chairperson and the candidate shall jointly select the necessary number of faculty from within the W. Frank Barton School of Business who hold the appropriate rank. Impasses in selection shall be reconciled by the Dean.*
Professor Incentive Review: A successful Professor Incentive Review requires continued performance in teaching, research and service at the level required to be promoted from associate to full professor. External reviews are not part of the Professor Incentive Review Process.

*Adopted by the faculty September 17, 2012.

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