

W. Frank Barton School of Business
GUIDELINES FOR TENURE AND PROMOTION DECISIONS¹

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

TENURE. Tenure is awarded for significant scholarly achievement, teaching effectiveness and service contributions to date, and a high degree of confidence that this performance will be continued and enhanced, on the basis of promotion/tenure criteria discussed below.

In making a tenure recommendation, the following will be considered:

- 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; and
- e. Service commensurate with the expectation for the candidate's rank.

PROMOTION. Promotion is awarded on the basis of cumulative contributions that have been made to the institution and the profession, and will be judged in relationship to the candidate's achievement, excellence, and scholarship in teaching, research, and service. Within limits, flexibility and individual differences, in terms of the weight to be attached to these areas, are possible. As the individual progresses from one rank to the next, it can be expected that performance criteria will become more demanding. 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, BSB Faculty Affairs Committee, and the Dean.

¹Originally adopted by the faculty on March 30, 1982 and subsequently amended on October 26, 1995, May 7, 2001, and May 8, 2007.

CRITERIA FOR PROMOTION AND TENURE.

1. Research and Publication

Quality published research is essential for a positive recommendation for promotion and/or tenure. The Barton School recognizes all quality intellectual contributions, with equal value placed on discipline-based scholarship and contributions to practice, followed in priority by learning and pedagogical research.²

The candidate shall have exhibited individual capacity in his/her scholarly writings. However, sole authorship is not required to demonstrate individual capacity. Rather, there must be clear evidence that the candidate has played a major role in the research.

Indications of quality published research include:

- a. Refereed Journal Publications. Refereed journal publications are essential to promotion/tenure. Recognition shall be given to both academic and practitioner journals. Refereed journals are those that send out manuscripts to outside reviewers.

Candidate's departments are strongly urged to provide an appropriate set of journal quality ratings for the use of the Barton School of Business Faculty Affairs Committee in its evaluation of the candidate's research.

- b. Books/Monographs. In general, books/monographs are desirable but not essential for promotion/tenure. The quality of the book/monograph shall be a major criterion for evaluation. Readings, edited books, and proceedings shall be given minimum importance. Special consideration will be given to books/monographs that extend the frontiers of knowledge, and may be considered as a substitute for refereed journal publications.
- c. Professional Papers. Professional papers shall be considered for promotion and tenure. 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 or refereed, and published in conference proceedings. In most instances competitive or invited papers will not be considered as substitutes for refereed journal

²Adopted by the faculty on May 8, 2007.

articles. Professional papers are desirable but not essential to promotion/tenure.

- d. Professional Reports. Professional reports shall be considered desirable but not essential to promotion/tenure. 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. Competitive External Scholarly/Research Grants. Competitive external research grants shall be considered for tenure and promotion. The value assigned to research grants is flexible and will be determined by such factors as the nature of the competition and the research output of the grant. Competitive external research grants are desirable but not essential for promotion and tenure.

The appropriate decision-making bodies may consider research in process, particularly those activities requiring lengthy time periods before reaching their maturity and publication.

Publication Vehicles. While refereed journals are the most appropriate publication vehicle for research, other outlets may be acceptable. As with refereed journals, the most important factor in determining the acceptability of other outlets is the quality and scholarly impact of the publication. The criteria of scholarly quality and impact should be used in evaluating more non-traditional publication vehicles such as conference proceedings, book chapters and cases. The number of publications required depends on the scholarly quality and impact of the published work.

2. Teaching

Adequate teaching performance is an essential element for promotion at any level, and for tenure. Classroom performance is especially important at the Assistant-to-Associate evaluation. Demonstration of effective teaching performance and overall quality of instructional effort is a necessary but not sufficient condition for promotion/tenure.

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. Course development, outlines and innovative practices;
- b. Course load, including new and repeat courses, graduate and

- undergraduate courses, class size, nature of course, and availability of grading assistance;
- c. General facilitation of student development, including significant contributions on advisory and thesis committees, facilitating student publications, attention to curriculum matters, maintenance of standards and fairness, advising student organizations, etc.;
 - d. Student evaluations; and
 - e. Generation of external instructional grants.

3. Service

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

- a. Decision-making bodies shall evaluate the individual's collegial contributions on the basis of both the degree of participation and the quality of contributions. Contributions include, but are not limited to:
 - 1. Significant committee assignments;
 - 2. Program and curricular development;
 - 3. Generation of funds from non-research activities;
 - 4. Administrative service for which released time was granted; and
 - 5. Student counseling.
- b. Professional contributions in the form of service to local, regional, and national business and professional 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 promotion/tenure review. Activities to be considered include serving on working committees and boards of directors of significant community groups, non-paid consulting to community/government organizations, and public service volunteerism to local/national governmental agencies.

PROCEDURES FOR EXTERNAL EVALUATIONS. University policy for "The Use of External Evaluation" for Tenure and Promotion should be followed for the use of external evaluation.