

# COLLEGE OF BUSINESS AND TECHNOLOGY

## TENURE AND PROMOTION POLICY

This document is based on the requirements described in the UT Tyler HOP Sects 3.3.4 for tenure and 3.3.5 for promotion and articulates the tenure and promotion expectations for the College of Business and Technology. It is believed that a clear statement of tenure expectations is valuable to both current and new faculty. Before articulating the expectations, guidance is offered about how this statement of expectations should be interpreted and applied.

1. The tenure and promotion guidelines set by the College and/or The University of Texas system may change during a faculty member's probationary period. The faculty member will be notified of such changes and will be expected to meet any new guidelines unless otherwise notified in writing by the Dean.
2. These expectations are not a statement of minimum standards. Failure to meet the expectations may result in a negative tenure recommendation. However, meeting or exceeding the expectations does not automatically guarantee a positive tenure recommendation. Instead, these expectations are intended to guide performance and decision making, considering all relevant factors.
3. These expectations are based on the assumption that untenured faculty will be on no more than a "3-3" teaching load in each of the years prior to the tenure decision.
4. These expectations are designed for faculty applying for tenure at the beginning of the sixth year following their date of hire. Other factors such as employment at other universities or previous employment at UT Tyler in a non-tenure track position may create exceptions to the presented guidelines. These exceptions must be specified in the initial contract/offer letter, and approved by the Dean and Provost.

### **Rationale**

Developing tenure expectations is important for a variety of reasons. Some of the more important reasons include:

- A clear statement of research expectations is important to the CBT's effort to move to the next level of national recognition.
- Teaching excellence remains central to our mission. A clear statement of teaching expectations reaffirms our commitment to teaching excellence.
- Documentation of clear tenure expectations is an important factor in our AACSB review process and ongoing continuous improvement efforts.
- A clear statement of tenure expectations will guide the performance of untenured faculty.

## Guidelines for Research

### Journal Lists

Following accreditation standards (e.g. AACSB, ATMAE, etc.), the impact of faculty research, a measure of the quality, will be determined using journal lists categorized by published impact factors. The journal lists should be used by faculty members to set their research agendas. There are significant differences across the various academic fields within the College of Business and Technology. Therefore, each discipline within the College will develop a ranked journal list based on a readily available impact metric. The impact metric will be used to rank the journal list into the categories of A+, A, and B (replacing the exceptional, meritorious, and good categories previously used). The specific impact metric and the category cutoffs must be approved by the CBT Leadership Council. The Dean will have final approval. The initial journal lists will be reevaluated after one year (Spring 2016) and revised as appropriate. Subsequently, the journal lists will be reevaluated every five years with changes becoming effective immediately.

### Research Expectations

The research expectations are that a faculty member at the beginning of his or her sixth year will have, *at the minimum*, one the following (see CBT approved Journal Lists for A+, A, and B-level journals):

1. Four A publications and other scholarly activities, or
2. Three A publications plus two B-level publications and other scholarly activities, or
3. One A+ and one A publication plus two B-level publications and other scholarly activities, or
4. One A+ and two A publications and other scholarly activities, or
5. Two A+ and other scholarly activities.

A significant externally funded grant requiring basic research may substitute for one A-level journal. Other grants may be counted in other scholarly activities listed below.

Other Scholarly activities include:

- Editor or Associate Editor of a journal
- Journal Editorial Review Board membership
- Books (scholarly or textbook)
- Presentations at national conferences
- Book chapters
- Peer reviewed publications not on the journal list
- Edited volumes
- Grants

To receive promotion/tenure, the faculty member is expected to demonstrate, through published research, the ability to perform basic research in his or her discipline including conceptualization, building theory, and appropriate methodology. Published research is expected to conform to the following:

- Sole or lead author on some of the published research,
- Ideally, no more than four authors,
- Basic vs pedagogical research (although basic research about teaching is acceptable), teaching cases are considered pedagogical,
- Some cross disciplinary research within the College is acceptable if it clearly applies applicant's discipline to another field,
- Providing the methodology to research will not be sufficient.

Because promotion and tenure uses past performance as an indicator of future performance, evidence of a consistent pattern of ongoing research is required.

The evaluation of research will include an external review from peers outside the University. The process for selecting outside reviewers is discussed in the HOP sections 3.3.4 and 3.3.5.

The quality of research is valued over the quantity of publications. As a result, an increase in the number of A+ and/or A publications may decrease the expected number of B level publications. Increases in the number of B publications, however, does not necessarily reduce the number of expected A+ or A publications.

The standards for tenure exceed the standards for promotion to Associate Professor. Thus, someone may be hired as an Associate Professor or promoted to Associate Professor without tenure. Rarely would a faculty member be granted tenure without promotion to Associate

Professor. These expectations assume a faculty member with a six-year probationary period, and, thus, the research considered is work done while at UT Tyler. In the case of a faculty member hired with credit towards tenure, research published prior to joining the CBT may be considered along with the work done at UT Tyler. Any such consideration must be approved by the department chair, Dean and the Provost and articulated in writing in the offer letter or a separate agreement at the time of hire.

### **Guidelines for Teaching**

All faculty members seeking tenure are expected to have demonstrated teaching competency in multiple levels of a department's course offerings. Untenured faculty members should regularly receive acceptable teaching evaluations from students. Untenured faculty members often develop as teachers gain experience. Thus, student evaluations received in later years may be weighed more heavily than those received in earlier years. Faculty members are also encouraged to engage in innovative teaching practices. Not all of these innovations will be successful. Thus, decisions will be based on an overall pattern of teaching evaluations rather than on the evaluations received from any single course or section. It is explicitly recognized that there are many ways to evaluate teaching effectiveness and that demonstrating teaching effectiveness may involve data from sources other than students. Thus, new faculty members are encouraged to develop a teaching dossier with multiple indicators of teaching success. Faculty may also submit observations of teaching from peers.

### **Teaching Expectations**

It is recognized that there is not a generally accepted definition of teaching excellence. Thus, we are open to alternative methods of demonstrating teaching effectiveness and encourage individual faculty members to develop a teaching dossier that is consistent with his or her beliefs about and approach to teaching. In addition, we will consider more traditional measures of teaching effectiveness including course coverage, rigor and content, assessment techniques, and student evaluations of teaching.

- Prior to the tenure decision, all faculty members are expected to demonstrate teaching effectiveness in multiple courses and at multiple levels. We realize that teaching loads are determined by departmental needs. Thus, deviations from this expectation are acceptable when dictated by resource constraints in the department.
- All faculty members are expected to view the design and delivery of multi-section courses as a collaborative effort and willingly contribute to coordination efforts for multi-section courses. Such coordination efforts might include covering jointly determined content, participating in common assessment techniques, and using jointly determined educational materials in multi-section courses. All faculty members are expected to fully embrace the CBT Assurance of Learning (AOL) policies and procedures and support those that pertain directly or indirectly to their teaching assignments.

- All faculty members are expected to generate an acceptable pattern of student evaluations of teaching. Although it is impossible to specify completely what constitutes an acceptable pattern of student evaluation, it is expected that (1) teaching evaluations are consistent with the departmental mean, or above 4.0 (on a scale of 5), (2) very few poor teaching evaluations, defined as below 3.5, and (3) at least some very good teaching evaluations, defined as 4.25 or above. Untenured faculty members are expected to improve their teaching as they gain experience, and, thus, longitudinal trends will be considered as patterns of student evaluation of teaching are interpreted.

### **Guidelines for Service**

Service expectations are expected to vary in nature across departments and to vary across the probationary period of an untenured faculty member's career. Generally, new faculty members should expect to be protected from service commitments during their first year or two (depending on departmental needs) and to engage in limited service activities prior to tenure. External professional service activities that bring recognition to the CBT, such as review activities for major journals or conferences and participation in professional organizations, are encouraged.

### **Service Expectations**

The most important activity for a new faculty member is to become engaged in the research and teaching agenda of the department. New untenured faculty members are encouraged to reduce their focus on service and increase their focus on research and teaching. As a faculty member moves toward review for tenure, his or her service contribution should increase. However, internal service commitments should not detract from teaching, research, or external service that enhances the reputation of the department or the College of Business and Technology. Leadership service to relevant academic societies and ad hoc reviewing for major journals is valued.

- All faculty members are expected to participate regularly in department and College faculty meetings and other department and College activities.
- Prior to tenure review, untenured faculty members are expected to serve on at least one College committee or taskforce.
- All faculty members are expected to be available for regular informal interactions with other department members and graduate students (when appropriate).
- Participation as an ad hoc reviewer of journals on the CBT journal list or for national conferences is highly desirable.

### **Guidelines for Collegiality**

The CBT promotes strong collegiality. As defined in the HOP, “Collegiality addresses such issues as the candidate’s compatibility with department missions and goals, an ability and willingness to work cooperatively within the department and College, a willingness to engage in shared governance, and a high standard of professional integrity in dealing with colleagues and students” (HOP, 3.3.4).

All faculty are expected to demonstrate collegiality. An ongoing and systematic effort to engage in collegial behavior is a requirement for tenure and promotion.

### **Guidelines for Promotion to Professor Rank**

According to HOP 3.3.5, appointment or promotion to the rank of Professor is recognition of demonstrated achievement and distinction over the span of a faculty member's academic career in teaching and research. Therefore, to be qualified for promotion to Professor Rank, a faculty member must meet, at the minimum, the following research expectations since he or she was promoted to Associate Professor (see CBT approved Journal Lists for A+, A, and B-level journals):

1. Three A publications plus two B-level publications and other scholarly activities, or
2. Four A publications and other scholarly activities, or
3. One A+ and one A publication plus two B-level publications and other scholarly activities, or
4. One A+ and two A publications and other scholarly activities, or
5. Two A+ and other scholarly activities.

A significant externally funded grant requiring basic research may substitute for one A-level journal. Other grants may be counted in other scholarly activities listed below.

Other Scholarly activities include:

- Presentations at national conferences
- Book chapters
- Books (scholarly or textbook)
- Peer reviewed publications not on the journal list
- Edited volumes
- Grants
- Editor or Associate Editor of a journal
- Journal Editorial Review Board membership

Beyond the research expectations, additional evidence demonstrating a level of service appropriate to the more senior rank should be presented. That is, the faculty member must have actively participated in professional service as well as active involvement in department, college and university service. The minimum time required as an Associate Professor is outlined in the HOP.

Evidence of strong research should be documented through journal publications and also through peer recognition of the candidate's reputation by independently-known scholars nationwide. Consequently, external letters of review from peers outside the University will be required for faculty members applying for Professor as per HOP guidelines.

## **Process and Timetable for Tenure and Promotion Decisions**

The tenure and promotion committees in each department shall consist of the following:

1. The tenure committee for each department shall be composed of all tenured faculty in the department and is responsible for making recommendations to the Department Chair regarding tenure for individual candidates and for reviewing the tenure-track faculty in their third year review.
2. The promotion committee shall consist of all members of the department who have academic rank at least one level above the candidate. When there are fewer than three eligible faculty in a department, the Dean in consultation with the candidate, will select eligible faculty from similar or related departments. Chairs of the departmental committees on tenure and promotion are elected by members of the committee.
3. The College Committee on Tenure and Promotion shall consist of one faculty member from each discipline area (accounting, finance, management, marketing, computer science, technology, and HRD) elected by all members of each respective department. To be eligible to serve on the College Tenure and Promotion Committee, the faculty member must be tenured and hold the rank of Associate Professor or higher. Members of the committee will serve a two-year staggered term with election being held before the end of September.
4. The Chair of the College Tenure and Promotion Committee will be determined annually by a vote among the elected members of the committee. Members of the College Promotion and Tenure Committee who hold the rank of Associate Professor may not vote on candidates for promotion to the rank of Professor.

The Department Chair and the Dean do not participate in the department or College Tenure and Promotion committee meetings. The Department Chair offers an independent recommendation regarding tenure and promotion after receiving input from the department committee. No individual shall serve as a voting member of any promotion committee during an academic year in which he or she is under consideration for promotion, nor shall any individual make a vote or recommendation on his or her promotion.

External letters of review from peers outside the University will be required for tenure-track faculty members applying for promotion to the rank of Associate Professor or Professor. The process for the selection of outside reviewers is discussed in the Handbook of Operating Procedures sects 3.3.4 and 3.3.5. At no time after the deadline for submission of the materials may candidates for promotion and tenure add additional materials or withdraw materials from the file without the permission of the Dean. All members of the committee involved in tenure and promotion decisions are expected to respect the confidentiality of the proceedings at all times. Candidates will be notified in writing of the decision at each stage of the process.

## **Timetable for Tenure and Promotion Decisions**

**September 1:** Each faculty member who will be a candidate for promotion and/or tenure will provide a list of potential external reviewers, a CV, and reprints of journal articles.

**October 15:** Candidates for tenure and/or promotion will submit materials to the Department Chair.

**October 15:** All letters from outside reviewers must be received by the Department Chair.

**November 1:** Department committees on Tenure and Promotion will submit their materials for each candidate to the Department Chair.

**November 15:** Department Chairs forward candidates' supporting materials and recommendations to the College committee.

**December 1:** The College Tenure and Promotion Committee will submit their recommendations to the Dean.

**January 7:** The Dean of the College submits candidates' supporting materials and recommendations to the Provost.

**February 1:** The Provost notifies President of tenure and promotion recommendations.

**March 1:** The President notifies faculty of decision on promotion and tenure.

## **Third Year Review for Tenure Progress**

**September 1:** Candidates are notified at the beginning of their third year of their pre-tenure review.

**February 1:** Candidates for the pre-tenure review must submit materials to the Departmental Committee.

**February 15:** Departmental Committee reports its recommendation to the Department Chair.

**March 1:** Department Chair forwards recommendation and materials to the College Tenure and Promotion Committee.

**March 15:** College committee forwards recommendations and materials to the Dean.

**April 1:** Dean of the College informs candidates of the decision.

## **Periodic Performance Evaluation of Tenure Faculty**

The purpose of this policy is to provide for the periodic evaluation of tenured faculty as set forth in the HOP. A discussion of the guidelines and procedures for post tenure review are identified in HOP Sect 3.3.6..

### **Process and Timetable for Post-Tenure Decisions**

#### **Process**

1. The Provost's office will provide a list of all faculty scheduled for Post-Tenure review to the Dean of the college for dissemination to the Department Chairs.
2. The guidelines in section 3.3.6 of the Handbook of Operating Procedures will be followed.

#### **Timetable**

1. September 1. Each Department Chair will notify their faculty members who are scheduled for post-tenure review and direct them to the guidelines.
2. March 1. Candidates for post-tenure will submit materials to the Chair of their department.
3. March 15. Department Chairs forward supporting materials and recommendations to college tenure and promotion committee.
4. April 15. The college tenure and promotion committee submits the supporting materials and their recommendations to the Dean.
5. May 1. The Dean forwards the recommendation to the Provost.

#### **Post-Tenure Dossier Format**

Each post-tenure dossier will consist of one standard, three-ring black binder with a spine no thicker than one inch. The applicant's name and the action (Post-Tenure Review) must be clearly indicated on both the front cover and the spine of the binder.

The faculty member shall submit:

- curriculum vita
- all six Annual Evaluation reports (inclusive of the sixth year review)
- a summative report of student evaluations of teaching over the entire six year period
- a summary statement of professional accomplishments

The faculty may provide:

- a summative report of any peer observation of teaching over the entire six year period
- any additional materials the faculty member wants considered, such as a statement of professional goals and/or a proposed professional development plan.

**TENURE RECOMMENDATION FORM FOR CURRENT ACADEMIC YEAR**

Faculty Member Name \_\_\_\_\_

College \_\_\_\_\_

Department \_\_\_\_\_

Present Rank \_\_\_\_\_

Highest Degree \_\_\_\_\_ Year Awarded \_\_\_\_\_

Institution \_\_\_\_\_

Initial Appointment at UT at Tyler: Date: \_\_\_\_\_ Rank: \_\_\_\_\_

Years in Tenure Track While Employed at UT Tyler Prior to current Academic Year \_\_\_\_\_

Total Years Applicable to Tenure Including current Academic Year \_\_\_\_\_

ACTION OF COLLEGE	RECOMMEND		NO. OF VOTES Yes-No-Abstain-Recuse	CANDIDATE NOTIFIED ON
	Yes	No		
DEPARTMENT/SCHOOL				
DEPARTMENT CHAIR/DIRECTOR				
COLLEGE ADVISORY COMMITTEE				
DEAN				

Signatures

\_\_\_\_\_  
Chair, Department Recommending Body                      Date

\_\_\_\_\_  
Chair, College Committee    Date

\_\_\_\_\_  
Department Chair    Date

\_\_\_\_\_  
Dean    Date

**PROMOTION RECOMMENDATION FORM FOR CURRENT ACADEMIC YEAR**

Faculty Member Name \_\_\_\_\_

College \_\_\_\_\_

Department \_\_\_\_\_

Promotion Rank Sought \_\_\_\_\_

Have You Previously Applied for This Rank? (Y/N) \_\_\_\_\_ What year(s) \_\_\_\_\_

Highest Degree \_\_\_\_\_ Year Awarded \_\_\_\_\_

Institution \_\_\_\_\_

Initial Appointment at UT at Tyler: Date: \_\_\_\_\_ Rank: \_\_\_\_\_

Present Rank or Title \_\_\_\_\_

Have You Received Tenure (Y/N) \_\_\_\_\_ If So, Year Tenured \_\_\_\_\_

Total Years at Present Rank Applicable to Promotion Including the current Academic Year \_\_\_\_\_

ACTION OF COLLEGE	RECOMMEND		NO. OF VOTES Yes-No-Abstain-Recuse	CANDIDATE NOTIFIED ON
	Yes	No		
DEPARTMENT				
DEPARTMENT CHAIR				
COLLEGE ADVISORY COMMITTEE				
DEAN				

Signatures

\_\_\_\_\_  
Chair, Department Recommending Body

Date

\_\_\_\_\_  
Chair, College Committee

Date

\_\_\_\_\_  
Department Chair

Date

\_\_\_\_\_  
Dean

Date

## RECOMMENDATION FORM FOR THIRD-YEAR REVIEW

Faculty Member Name \_\_\_\_\_

College \_\_\_\_\_

Department \_\_\_\_\_

Present Rank or Title \_\_\_\_\_

Highest Degree \_\_\_\_\_ Year Awarded \_\_\_\_\_

Institution \_\_\_\_\_

Initial Appointment at UT at Tyler: Date: \_\_\_\_\_ Rank: \_\_\_\_\_

Full-Time Professional Experience: \_\_\_\_\_ Non-College/University: \_\_\_\_\_  
(Including current academic year)

Non-UT Tyler College/University: \_\_\_\_\_ UT Tyler Total: \_\_\_\_\_

ACTION OF COLLEGE	RENEWAL RECOMMENDED	RENEWAL NOT RECOMMENDED
DEPARTMENT TENURED FACULTY* (Assessment Attached)		
DEPARTMENT CHAIR (Assessment Attached)		
COLLEGE ADVISORY COMMITTEE		
DEAN		

Signatures

\_\_\_\_\_  
Chair, Department Recommending Body                      Date                      Chair, College Committee                      Date

\_\_\_\_\_  
Department Chair                      Date                      Dean                      Date

\*Attach written assessment of faculty member's performance in each of the three areas-teaching-research/creative activity, and service.

## RECOMMENDATION FORM FOR POST-TENURE REVIEW

Faculty Member Name \_\_\_\_\_

College \_\_\_\_\_

Department \_\_\_\_\_

Present Rank or Title \_\_\_\_\_

<b>ACTION OF COLLEGE</b>	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations	Unsatisfactory	<b>Signature &amp; Date</b>
	Check one box below				
<b>DEPARTMENT CHAIR</b>					
Comments:					
<b>CBT P&amp;T COMMITTEE</b>					
Comments:					
<b>DEAN</b>					
Comments:					

ADDENDUM  
TRANSITION TO NEW PROMOTION AND TENURE POLICY AND  
JOURNAL LIST

- The revised Promotion and Tenure Policy will be effective immediately with respect to promotion to full Professor following final approval of the policy by the CBT Council and the Dean.
  
- The current Promotion and Tenure Policy will be in effect for those faculty members seeking Promotion and Tenure on September 2017. Those faculty members may use either the current journal list or the revised journal list or both. Following that date, all faculty members will come under the revised Promotion and Tenure Policy and Journal List.