

**GUIDELINES FOR OVERALL P&T RECOMMENDATION  
SCHOOL OF BUSINESS ADMINISTRATION**

**Overall guidelines for consideration by the School of Business Dean in preparing recommendations for promotion and tenure.**

1. Consistent with the 2004 – 2005 USCA Faculty Manual, Section 5.6 (Promotion and Tenure Policy), Part I. A., paragraph three, the SOBA faculty approved guidelines recognize that “Changes in tenure regulations will not be applied retroactively if disadvantageous to the faculty member.”
  
2. For recommendations supporting promotion and tenure faculty should provide evidence of their performance, consistent with the criteria contained in the teaching, research, and service SOBA Expectation Guidelines. The School of Business Dean will review the faculty member’s performance in each of these areas, using appropriate sources, and prepare a recommendation accordingly. The School of Business Dean should take the following into consideration as well:
  - a) The SOBA Expectations Guidelines present “minimum” performance criteria in each area. These minimums are just that: the minimum level of performance required to support a positive recommendation from the School Dean. Meeting the minimum levels in all three areas and positive feedback from appropriate School faculty may result in a fully supported and unqualified recommendation; performance beyond the minimums would normally receive more enthusiastic support, and is certainly desirable.
  
  - b) There may be exceptional cases where a candidate does not reach the minimum performance criteria in one of the three areas, but has far exceeded the required levels in one or more of the other areas. This exceptional performance in the other area(s) may be such that, in the opinion of the School Dean, the candidate should receive full, unqualified, and perhaps exceptionally enthusiastic promotion and tenure support anyway. It should be understood that this caveat only applies in exceptional and rare circumstances.
  
  - c) Faculty must evidence that they work productively with their colleagues in the School of Business and USCA. Membership or participation in committees or other activities is valuable, but does not in itself demonstrate productive group or teamwork skills, consistent with the participative skills we promote in the classroom.
  
  - d) Finally, it is understood that while some of our performance criteria were directed to be as objective as possible, evaluation of faculty performance is inherently subjective. For example, research intensity, value, and contributions vary greatly, but may “objectively count” similarly. It is expected that the School Dean will be familiar with faculty performance sufficient to make needed and appropriate subjective judgments and explanations in his/her recommendations.

## **TEACHING EXPECTATION GUIDELINES SCHOOL OF BUSINESS ADMINISTRATION**

### **Participating and supporting faculty expectations:**

**Participating & Supporting** – The School of Business Administration has the same expectations for all teachers, full and part-time, tenured, tenure-track and instructor.

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Teaching is an art. It does not lend itself to easily quantifiable or objectively measurable performance standards. The SOBA mission is to “provide a caring learning environment...” USCA is “committed to active learning...”

These teaching goals - providing learning opportunities, achieving student learning - can be effectively attained in a variety of formats, delivery methods, teaching styles, and classroom structures. What works best for one teacher may not work at all for another. In short, method can be optimized individually, but neither universally prescribed nor evaluated based on universal, objectively rated standards.

Evaluation of teaching should take the Faculty Manual **attributes** into account, considering also the following activities, achievements, and sources of information (this list is not exhaustive):

- Advisement, load & performance
- Awards & Honors
- Certifications, CPE
- Course rotations
- Curricula revision
- Development of new courses
- Innovative methods
- Letters from colleagues, students, and others
- Mentoring students
- Number of preparations
- Peer reviews
- Proficiency and currency in field:
  - Conferences; workshops; seminars
  - Professional or academic training
- Research in teaching
- Student evaluations

## **Promotion & Tenure:**

**Following is an explanation of the minimum activity to support SOBA recommendation for promotion and tenure.**

### **For Promotion to Associate Professor or Tenure:**

- Minimum Teaching Performance to Support SOBA Recommendation: “Effective Teaching” ~ Faculty should consistently be strong in many of the teaching attributes listed in the Faculty Manual, with consideration of additional items listed separately above.

### **For Promotion to Professor:**

- Minimum Teaching Performance to Support SOBA Recommendation: “Outstanding Teaching” ~ Faculty should consistently be strong in most of the teaching attributes in the Faculty Manual, with consideration of additional items listed separately above. **OR** ~ Faculty should consistently be strong in many of the teaching attributes in the Faculty Manual, with high achievement in some of the additional areas listed separately above.

### **And,**

For promotion to Professor, faculty should have made some notable contribution to SOBA in the teaching, curricula development, student support, or administrative area. Notable contributions might include advising student organizations such as ΒΓΣ, creation of new courses/curricula, teaching innovations, teaching technologies, working with Students in Free Enterprise (SIFE), or other activities that improve the quality of student learning. The activity should be significant and recognized by other faculty as beyond usual teaching activities.

## **SCHOLARLY ACTIVITY EXPECTATION GUIDELINES SCHOOL OF BUSINESS ADMINISTRATION**

**For purposes of AACSB accreditation, faculty are designated as either "Participating" (all full-time faculty, tenured or tenure track and instructors) or "Supporting" (all part-time faculty). The level of scholarly activity expected for Supporting Faculty is individually planned and agreed upon with the School Dean.**

Faculty are expected to engage in scholarly activity in the "Target Area" - Primarily "Learning & Pedagogical Research," and "Contributions to Practice" with "Disciplined-based Scholarship" of less direct relevance to our mission, but important to maintaining discipline currency. [Areas, as defined by AACSB standards.]

Evaluation & Promotion Criteria – The following criteria are clearly intended to be minimum expectation performance levels for participating faculty; they are not intended to be goals.

### **Promotion & Tenure:**

**Following is an explanation of the minimum activity to support SOBA recommendation for promotion and tenure.**

#### **For Promotion to Associate Professor or Tenure:**

- Minimum Scholarly Activity to Support SOBA Recommendation: Faculty must maintain AACSB qualification, **and** demonstrate "significant contributions" or "active involvement" based on scholarly activity within the last five years, as follows:
  - Refereed academic journal publications.
  - Refereed proceedings.
  - Grants: relevance to be determined by SOBA Dean based on dollar amount of grant, and intensity of work required.
  - Books, chapters, presentations, and other scholarly activities
  - See time period note on next page\*

**For Promotion to Full Professor:**

- Minimum Scholarly Activity to Support SOBA Recommendation: Faculty must maintain AACSB qualification, **and**, demonstrate "sustained significant contributions" or "sustained active involvement" based on scholarly activity within the last ten years, as follows:
  - Refereed academic journal publications.
  - Refereed proceedings.
  - Grants.
  - Books, chapters, presentations and other scholarly activities.
  - See time period note below\*

\* **Time Periods:** Candidates desiring consideration for promotion and tenure prior to the end of the maximum probationary periods remain subject to the criteria listed above. Candidates desiring consideration for promotion for a period longer than the maximum probationary periods may include works that extend beyond the five or ten year periods.

## **SERVICE ACTIVITY EXPECTATION GUIDELINES SCHOOL OF BUSINESS ADMINISTRATION**

### **Participating and supporting faculty expectations:**

**Participating** – All full-time faculty (tenured, tenure track, and instructors) have the same expectations.

**Supporting** – Part-time faculty: **No Service Activity Expected.**

### **Proposed Expectations ~ Explanatory Notes:**

1. University and SOBA Committees: Standing committees; and see note 4.
2. Consistent election to university committees may, at times, be difficult. Faculty who have been nominated for committees, but not elected, may substitute an equivalent other activity (service on SOBA committee or other activity), under consultation and agreement with the SOBA Dean.
3. First and second year faculty will be evaluated with more flexibility as service opportunities and expectations in the first two years are less. New hires granted credit toward tenure will be given reasonable allowances by the School Dean.
4. Other Activities: Committee expectations and workload intensities vary, sometimes greatly. Often ad-hoc committees or other, non-committee university or SOBA service work may require, and contribute, much more than standing committee work. In consultation and agreement with the SOBA Dean, non-committee activity may be used as equivalent substitutions.
5. Evaluation & Promotion Criteria – The following criteria are clearly intended to be minimum expectation performance levels; they are not intended to be goals.

### **Promotion & Tenure:**

#### Explanatory Notes:

1. Notes 1 - 5 all apply. Note 4 on “Other Activities” is especially relevant.
2. University Committee: Active participation for three years, the usual university committee appointment period. Committee chairs are for a one-year period; each year as committee chair counts individually.

3. SOBA Committee: SOBA committee membership and committee chairs are for one-year periods; each year of service or as committee chair counts individually. For example active participation on one SOBA committee for two years, counts as “two SOBA committees” in the promotion and tenure guidelines below.
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**Following is an explanation of the minimum activity to support SOBA recommendation for promotion and tenure.**

**For Promotion to Associate Professor or Tenure:**

- Minimum Service Activity to Support SOBA Recommendation:

“Active Involvement” ~ Activity within last five years at USCA:

- Serve as chair of a university committee, and participate on a SOBA committee, **OR**
  - Serve as chair for a SOBA committee, and participate on one university committee, **OR**
  - Participate on university committees, and SOBA committees.
  - Professional and Community Service: Some level of activity in one or the other. Significant activity may substitute for university, SOBA or other service as recommended by the School Dean.
- A higher level of service would be:

“Significant Contributions” ~ **Activity within last five years at USCA:**

- Serve as chair of university committees / [or faculty assembly officer], and participate on SOBA committees, **OR**
- Serve as chair of a SOBA committee, and participate on a university committee, **OR**
- Participate on university committees, **OR**
- Participate on SOBA committee, and participating in one university committee.
- Professional and Community Service: Some level of activity in one or the other. Significant activity may substitute for university, SOBA or other service as recommended by the School Dean.

### **For Promotion to Professor:**

- Minimum Service Activity to Support SOBA Recommendation:

“Active, sustained service” ~ Activity within last five years at USCA:

- Serve as chair of university committees / [or faculty assembly officer], and participate on a SOBA committee, **OR**
  - Serve as chair for any SOBA committee, and participate on a university committee, **OR**
  - Serve as chair for a SOBA committee, and participate on a university committee, and either (1) participate on other [non-chaired] SOBA committee, or (2) participate on other university committee, **OR**
  - Participate on university committees, and participate on any SOBA committee, **OR**
  - Professional and Community Service: Some level of activity in one or the other. Significant activity may substitute for university, SOBA or other service as recommended by the School Dean.
- A higher level of services would be:

“Outstanding service” **Activity within last five years at USCA:**

- Serve as chair of university committees / [or faculty assembly officer], and participate in SOBA committee, **OR**
- Serve as chair of a university committee, and serve as chair for any SOBA committee, **OR**
- Serve as chair SOBA committees, and participate on university committees
- Professional and Community Service: Some level of activity in one or the other. Significant activity may substitute for university, SOBA or other service as recommended by the School Dean.