

# Faculty Promotion and Tenure

Hull College of Business

v.10/ March 2021

## Introduction and Purpose

This document serves as an addendum to Augusta University's Guidelines for Faculty Promotion and Tenure. It contains information concerning how the Hull College of Business (HCB) assesses performance relative to tenure and promotion in line with our own goals and objectives. In the main, the HCB follows Augusta University's Guidelines for Faculty Promotion and Tenure. The AU guidelines provide the roadmap for all faculty seeking promotion and tenure and should be understood prior to reading this document. The AU guidelines can be found online via the University Senate website at

<http://www.augusta.edu/hr/faculty-support-ser/procedures/promotionandtenure.php>

After reviewing the university guidelines, this Addendum provides insight into additional information needed by the HCB in making decisions about promotion and tenure. Both the university and the college criteria for promotion and tenure center on Teaching, Scholarship, and Service. In each of the three areas, it is incumbent upon the candidate to make a case for outstanding performance. The additional information presented here is largely driven by the requirements of the Association to Advance Collegiate Schools of Business (AACSB) accreditation, especially regarding the area of scholarship.

## I. Faculty Qualifications and Maintenance of Qualifications

Consistent with AACSB Standards, the HCOB considers scholarly activity (academic rigor and business acumen) and professional activity (business acumen) in evaluating faculty qualifications around the following themes: *high-quality business education, distinctive academic programs, and experiential learning.*

### Initial Qualifications Requirements

#### Scholarly Academic (SA) status

Faculty members shall be deemed SA qualified for the five (5) years following their completion of their terminal degree. Faculty members who are ABD will be considered SA for the three (3) years following their completion of their comprehensive exams or other milestone that puts the student in dissertation stage.

#### Practice Academic (PA) status

Faculty members shall be deemed PA qualified for the five (5) years following their completion of their terminal degree. Faculty members who are ABD will be considered PA for the three (3) years following their completion of their comprehensive exams or other milestone that puts the student in dissertation stage.

#### Scholarly Practitioner (SP) status

Faculty generally hold a master's degree or terminal degree in a field related to their teaching area and has significant professional, technical or managerial experience which is current at the time of hiring, substantial in terms of duration (normally at least five (5) years) and related to the field of teaching.

#### Instructional Practitioner (IP) status

Faculty generally hold a master's degree or terminal degree in a field related to their teaching area and has significant professional, technical or managerial experience which is current at the time of hiring, substantial in terms of duration (normally at least five (5) years) and related to the field of teaching.

### Maintenance of Qualifications Requirements (10 points in 5 years):

#### Scholarly Academic (SA) status

Subsequent to initial qualification, SA faculty members must earn ten (10) points from the activities listed below with a minimum of eight (8) points from the *Primary Scholarly Activities* category during the rolling five-year review period.

#### Practice Academic (PA) status

Subsequent to initial qualification, PA faculty members must earn ten (10) points from the activities listed below with at least three (3) *Scholarly Activities* including a minimum of one (1) activity from the *Primary Scholarly Activities* category during the rolling five-year review window. In addition, at least five (5) points must be from the *Professional Activities* category.

#### Scholarly Practitioner (SP) status

Subsequent to initial qualification, SP faculty members must earn ten (10) points from the activities listed below with at least three (3) *Scholarly Activities* including a minimum of one (1) activity from the *Primary Scholarly Activities* category during the rolling five-year review window.

#### Instructional Practitioner (IP) status

Subsequent to initial qualification, IP faculty members must earn ten (10) points from the activities listed below with at least six (6) points from the *Professional Activities* category during the rolling five-year review window.

Faculty may occasionally have a legitimate reason to request a change in their initial qualification status. If so, faculty must initiate their request for a qualification status change during their annual evaluation meeting. During that meeting, faculty will be evaluated for the current evaluation period based on their existing status and goals for that evaluation period. If a change in status is granted during the annual evaluation meeting, the change will become effective prospectively for the evaluation period of the next academic year and beyond with goals and activities consistent with the new status.

Any change of status will be noted in the annual faculty performance evaluations.

If a change of status occurred during the five-year period under review, the Dean's office will communicate the current status and the date of change in status. Any change of status will be communicated to the relevant faculty review committee by the Dean's office in their charge.

The candidate should also communicate any change in status in the five-year review to the review committee.

For promotion, the candidate should meet the requirements of their current status.

### Primary Scholarly Activities (PSAs)

Peer-reviewed research article or case study. Faculty contribution to article, as reported by the faculty member, should be more than 20%.

- A\* ranked journal articles per Australian Business Deans Council (ABDC) list (6 points)
- A ranked journal articles per ABDC list (5 points)
- B ranked journal articles per ABDC list (4 points)
- C ranked journal articles per ABDC list (3 points)
- Not ranked but academic peer-reviewed outlet per Faculty Affairs Committee recommendation for Dean (or representative) approval (1-6 points)

Secondary Scholarly Activities (SSAs):

	Points
Academic Meeting Poster Presentation	1
Academic Meeting Presentation	1
Academic Meeting Full Paper in Proceedings	1
Academic Meeting Reviewer and/or Discussant	1
Academic Meeting Program or Track Chair	1
Academic Organization- Committee Chair (per year)	1
Academic Organization- Leadership Position (per year)	2
Academic Organization- Academic Fellow Status	1
Case Studies- Peer Reviewed (but not in ABDC Journal)	1
Competitive Grants External to the University, Funded	1
Competitive Grants External to the University, Reviewer	1
Competitive Research Awards	1
Creating Widely Used Instructional Software	1
Creating Publicly Available Instructional/Assessment Materials with Adoption by Others	1
Patent from the US Patent & Trademark Office	1
Publications in Professional/Trade Journals & In-house Journal	1
Publication, Scholarly Book	1-3
Publication, Scholarly Book- Revision	1
Publication, Scholarly Book- Chapter	1
Publication, Scholarly Book Review Published in Academic Journal	1
Publication, Textbook	1-3
Publication, Textbook- Revision	1
Publication, Textbook- Chapter	1
Publication, Textbook- Supplemental Materials	1
Published Book Review	1
Published Introduction in Journals	1
Publicly Available Working Paper	1
Serving as Advisor for Student Internship/Consulting Projects	1
Serving as Advisor for Student Honors Project	1
Serving as Advisor for Undergraduate Research Project	1
Serving as an Ad Hoc Journal Reviewer	1
Serving on Editorial Boards	1
Serving as External Reviewer for Promotion at Other Universities	1
Evidence of an innovative use of original scholarship that is material in substance and increases engagement and impact in the classroom (per new innovation)	1
Other activities expressly deemed equivalent to the items listed above by the College	

Professional Engagement Activities (PEAs)

	Points
Professional Meeting Poster Presentation	1
Professional Meeting Presentation	1
Professional Meeting Full Paper in Proceedings	1
Professional Meeting Reviewer and/or Discussant	1
Professional Meeting Program or Track Chair	1
Professional Organization- Committee Chair (per year)	1
Professional Organization- Leadership Position (per year)	2
Certification or Licensure Directly Related to Area of Teaching (Initial)	5
Certification or Licensure Directly Related to Area of Teaching (Maintenance) per year	1
Consulting Activities or Part-Time Employment Material in Terms of Time and Substance (per year)	1-3 (max 5 points)
Continuing Professional Education Participant Experience related to teaching (per year)	1-3
Development and Presentation of Executive/Professional Education Programs	1-3 (max 5 points)
Faculty Internship	1-3 (max 5 points)
Membership on Boards of Directors of Corporate and Non-profit Organizations (per year)	1-3 (max 5 points)
Full-Time Professional work related to teaching discipline that is material in terms of time and substance (per year)	3
Relevant Volunteer Activity that is Material in Terms of Time and Substance Related to Area of Teaching	1-3 (max 5 points)
Serve as Expert on Policy Formulation, Witness at Legislative Hearing, Member of Special Interest Group/Roundtables, expert witness, etc.	1-3 (max 5 points)
Serving as a Presenter at a Workshop for Business and Management Professionals	1
Invited presentation to professional audiences	1
Participation in other activities that place faculty in direct contact with business and other professional organizations	1
Evidence of an innovative use of professional practices that are material in substance and increase engagement and impact in the classroom and/or community (per new innovation)	1
Other activities expressly deemed equivalent to the items listed above by the College	1-3

For Professional Engagement Activities listed as a range of 1 – 3 points, 1 point equates to approximately 75 hours of engagement. It is suggested that the faculty member keep records concerning professional activities, the number of hours involved, and associated impacts. Multiple activities can be combined to count as one point. Note that no single work product may be considered as multiple activities without the consent of the Dean (or designee).

## II. Promotion and Tenure

Candidates for promotion and/or tenure are assessed in three major areas: scholarship, teaching and service. A candidate may be deemed outstanding overall (and thus eligible for promotion and/or tenure) if they are outstanding in at least one category OR if they are substantial in at least two categories.

### A. Scholarship: Intellectual Contributions and Faculty Qualifications

Candidates for promotion and/or tenure must satisfy the maintenance of qualification standards (per the guidelines provided above) at the time of their P&T application. In addition, faculty will be deemed outstanding based on consistency, quantity or quality of their scholarly activities. The following table provides guidelines for this determination

#### Promotion and Tenure Expectations

##### SCHOLARSHIP

#### Qualifications for Promotion to Associate Professor and Tenure:

The following table indicates the minimum requirements for consideration for promotion to the rank of associate professor and tenure during the five years prior to date of application. Note these requirements are in addition to the maintenance of qualification standards in the Hull College of Business. Meeting criteria does not guarantee promotion or tenure.

	SA	PA	SP	IP*
QUANTITY	6 additional points: + 4 pts PSA + 2 pts SSA	6 additional points: + 4 pts PSA + 2 pts SSA	6 additional points: + 2 pts PSA + 4 pts PEA	4 additional points: + 4 pts PEA
QUALITY	1 additional PSA B or better	1 additional PSA B or better	Minimum of 1 PSA C or better <u>and</u> Stature of Engagement	Stature of Engagement

Note that additional PSA points can substitute for SSA points.

\*Non-tenurable. Promotion is to the rank of Senior Lecturer.

Qualifications for Promotion to Full Professor:

The following table indicates the minimum requirements for consideration for promotion to the rank of professor during the five years prior to date of application. Note these requirements are in addition to the maintenance of qualification standards in the Hull College of Business. Meeting criteria does not guarantee promotion.

	SA	PA	SP
QUANTITY	10 additional points: + 8 pts PSA + 2 pts SSA	10 additional points: + 8 pts PSA + 2 pts SSA	10 additional points: + 5 pts PSA + 5 pts PEA
QUALITY	2 additional PSA B or better	2 additional PSA B or better	Minimum of 2 PSA C or better <u>and</u> Stature of Engagement

Note that additional PSA points can substitute for SSA points.

Definitions:

- PSA = Primary Scholarly Activity
- SSA= Secondary Scholarly Activity
- PEA = Practice Engagement

## B. Teaching Expectations

To justify classification of the candidate’s teaching as “outstanding” for promotion and/or tenure purposes, for the five years prior to date of application, the candidate should provide all available teaching evaluations; have at least one detailed peer review assessment, and provide evidence of outstanding teaching such as:

1. Assessment of instruction – including, but not limited to, test formats, case studies, projects, grading practices and formal recognition of teaching effectiveness.
2. Mentoring and advisement – including, but not limited to, academic and career advising, assisting students for interview preparation, job placement, internships, honors theses, professional presentations or research publications.

## C. Service Expectations

Service to the institution is a consideration for granting both tenure and promotion. Evidence of progression in service activities during employment is expected consistent with assigned effort. For promotion to the rank of full professor, a broader portfolio of service is expected.

### Service Categories and Examples

The following list of outcomes and activities do not constitute an exhaustive list. They are intended to provide guidance in the planning process for the candidate in preparing his/her application.

#### Serving AU

- Service as chair or member of college or university committee
- Organization and presentation of peer workshop(s)
- Contribution to accreditation and continuous improvement activities
- Serve as a sponsor or advisor of student professional organization
- Perform requested college service activity (e.g. serve on task force, ad hoc team)
- Assist in recruiting and/or retention efforts by the university
- Attendance at university academic functions, including commencements, honor and recognition events

#### Serving the Professional and Academic Community

- Serve as a reviewer for journals and/or conferences
- Serve as editor or reviewer of a trade or professional journal, national proceedings or research casebook
- Represent AU or HCOB as an elected/appointed official of state, regional, or national professional or academic organization
- Use professional expertise to serve as elected/appointed official of professional community service organizations or board of directors
- Non-compensated and university approved compensated consulting services to state, regional, or community organizations and companies
- Application of professional skill to assist a community or professional organization at the state, regional, or national level
- Organizing a state, regional, or national professionally related conference or conference session.
- Delivery of a speech or presentation to major/national professional organization or government body
- Provide professional development or other training to state, regional, community, or business organizations
- Provide professional development seminars to faculty or students
- On-going membership of a professional nature in community service or professional organization
- Participation in other community engagement



## D. External Letters

The objective of this Hull College Policy on the Use of External Review Letters for Promotion and Tenure Decisions is to define some parameters to supplement existing Augusta University policy on the use of external review letters:

1. The candidate must include no fewer than three (3) but no greater than five (5) external review letters in the portfolio.
2. Tenure Track Faculty: At a minimum, three (3) external reviewers whom the candidate selects must hold tenure and academic rank to which the candidate aspires or higher. For example, for an assistant professor candidate seeking tenure and promotion to the rank of associate professor must select external reviewers who are tenured associate professors or tenured full professors, and a tenured associate professor candidate seeking promotion to the rank of full professor must select external reviewers who are tenured full professors. A candidate can appeal to the College Promotion and Tenure committee that the provided external reviewers have the desired (equivalent) requirements of tenure and/or rank as some institutions have different tenure and promotion systems.
3. Non-Tenure Track Faculty: At a minimum, three (3) external reviewers whom the candidate selects must hold academic rank to which the candidate aspires or higher. For example, for a lecturer seeking promotion to senior lecturer must select external reviewers who are senior lecturer or Assistant/Associate/Full Professor. Any reviewer must have at least 5 years academic experience. A candidate can appeal to the College Promotion and Tenure committee that the provided external reviewers have the desired (equivalent) requirements of tenure and/or rank as some institutions have different tenure and promotion systems.
4. The candidate has the option (subject to the constraint of five (5) external review letters) to include external letter(s) from a non-academic reviewer, such as a member of the professional business community (e.g., professional organizations, governmental entities, think tanks, among other examples), who may provide insights about the professional and societal dimensions of the candidate's contributions.
5. No other restrictions are placed on the candidate's selection of external reviewers.

## E. Post Tenure Review

The primary functions of post-tenure review are faculty development and the identification of clear expectations and areas for improvement and advancement over the next review period. As such, the post-tenure review process resides solely in the Hull College.

Documentation must be submitted in one electronic portfolio in PDF format by the date set by the post-tenure review committee. Documentation should be limited to the period following last review or promotion, with the exception of CV. Insert a line in each section to clarify which activities/achievements (those above the line) occurred since the time of last review. Portfolios that do not meet these standards will be returned to the candidate who should resubmit their portfolio within 5 business days.

Notification of the results of the process is given to the Provost's office.

### Required documentation:

Faculty evaluations, curriculum vitae, and evidence in the areas of scholarship, teaching and service consistent with the assigned effort for the applicable time period. For the evidence documents, a two-page single spaced, 12-point font summary in each area is sufficient.

### Optional documentation:

Up to five additional pages of peer support in each of the workload areas (teaching, research, service). Evidence may include, but it not limited to, letters from peers, reviewers, or collaborators; letters of peer review of teaching, letters of support from former students; letters from committee chairs, letters from members of community organizations or corporations.

Unless the post tenure committee specifically requests additional evidence, no other documents should be submitted.

Approved 1/15/2021