

SOBA Promotion and Tenure Guidelines

The section establishes the overall guidelines for consideration by the SOBA Dean in preparing his/her recommendations for promotion and tenure of SOBA faculty.

1. Consistent with the Policy Statement found in the USCA Faculty Manual, [Section I.A., under 5.6 Promotion and Tenure Policy], the SOBA Tenure and Promotion Guidelines recognize that “Changes in tenure regulations will not be applied retroactively if disadvantageous to the faculty member.”
2. When applying for promotion and/or tenure, SOBA faculty should provide evidence of their performance that is consistent with the criteria for teaching, scholarly activity, and service contained in the SOBA Promotion and Tenure Guidelines. The SOBA Dean will review the faculty member’s performance in each of these areas, using appropriate sources, and prepare a recommendation accordingly. The SOBA Dean should take the following into consideration as well:
 - a) The SOBA Promotion and Tenure 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 SOBA 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 SOBA 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 provide evidence that they work productively with their colleagues in the SOBA 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, the 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 SOBA Dean will be familiar with faculty performance sufficient to make needed and appropriate subjective judgments and explanations in his/her recommendations.

Teaching Expectation Guidelines for Promotion and Tenure

All SOBA teaching faculty, whether they are full or part-time, tenured or tenure-track, instructor or adjunct, have the same expectations regarding their teaching performance.

Teaching is an art. It does not lend itself to easily quantifiable or objectively measurable performance standards. Part of USCA's mission is a commitment "to active learning through excellence in teaching." The SOBA mission requires "an engaging business education that prepares students for career success and encourages positive community impact."

The teaching goals expressed in our mission statements 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, one's teaching method can be optimized, individually, but neither universally prescribed nor evaluated based on universal, objectively rated standards.

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

- Advisement, teaching load and performance
- Teaching 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 observations and reviews
- Proficiency and currency in field:
 - Conferences; workshops; seminars
 - Professional or academic training
- Research in teaching
- Student evaluations

Following is an explanation of the minimum activity required to support a positive recommendation for promotion and/or tenure for SOBA faculty:

For Promotion to Associate Professor or Tenure:

- Minimum Teaching Performance to Support Positive Recommendation:

“Effective Teaching” ~ Faculty should consistently be strong in many of the teaching attributes listed in the USCA Faculty Manual, with consideration of additional items listed separately above.

For Promotion to Professor:

- Minimum Teaching Performance to Support Positive 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 contributions 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 for Promotion and Tenure

Target Area for Scholarly Activity – a primary emphasis on peer-reviewed intellectual contributions in applied research, including both contributions to practice, and learning and pedagogical research, and a secondary emphasis on discipline-based scholarship, which involves basic or theoretical research.

The following criteria are clearly intended to be minimum expectation performance levels; they are not intended to be goals.

Following is an explanation of the minimum activity to support a positive recommendation for promotion and/or tenure.

For Promotion to Associate Professor or Tenure:

- Minimum Scholarly Activity to Support Positive Recommendation: Faculty must maintain AACSB qualification, **and** demonstrate "significant contributions" or "active involvement" based on scholarly activity within the last five years, as follows:
 - Peer-reviewed academic journal articles

- Peer-reviewed conference proceedings
- Grants: relevance to be determined by SOBA Dean based on the dollar amount of grant, and intensity of work required.
- Scholarly books, book chapters, presentations, and other scholarly activities
- See time period note below*

For Promotion to Full Professor:

- Minimum Scholarly Activity to Support Positive 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:
 - Peer-reviewed academic journal articles
 - Peer-reviewed conference proceedings
 - Grants: relevance to be determined by SOBA Dean based on the dollar amount of grant, and intensity of work required.
 - Scholarly books, book chapters, presentations, and other scholarly activities
 - See time period note below*

* **Time Period:** Candidates desiring consideration for early tenure remain subject to the criteria listed above.

Service Expectation Guidelines for Promotion and Tenure

The following criteria are clearly intended to be minimum expectation performance levels; they are not intended to be goals.

Following is an explanation of the minimum activity to support a positive recommendation for promotion and/or tenure.

For Promotion to Associate Professor or Tenure:

- Minimum Service Activity to Support Positive Recommendation:
 - “Active Involvement” ~ Activity within the 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 determined by the SOBA Dean.

A higher level of service would be: “Significant

Contributions” ~ Activity within the 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 participate 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 determined by the SOBA Dean.

For Promotion to Professor:

- Minimum Service Activity to Support Positive 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 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 service would be: “Outstanding service” ~ Activity within the 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 of 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.

Notes:

1. 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.
2. 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 above.
3. 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.
4. 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 SOBA Dean.
5. 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 university committee work. In consultation and agreement with the SOBA Dean, non-committee activity may be used as equivalent substitutions.