

**Criteria for Promotion and Tenure
Management Department
Moore School of Business**

Approved
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Awarding of promotion and/or tenure in the Management Department is based on a candidate's performance in the areas of research, teaching, and service, and on his or her possessing the appropriate academic degrees. The specific criteria in each of these areas are specified below.

Criteria

Professor

The rank of Professor signifies that an individual has attained the status of senior scholar and is therefore well known and highly respected for his or her expertise in a particular academic specialty area. To be eligible for promotion to the rank of Professor or tenure at the rank of Professor, a candidate must:

- be rated as superior in either research or teaching,
- be rated at least strong in research and teaching,
- be rated at least good in service,
- have earned the doctorate degree or its equivalent in a discipline appropriate to his or her academic specialty area.

Associate Professor

The rank of Associate Professor signifies that an individual is an emerging scholar who is developing a national reputation in a particular academic specialty area. To be eligible for promotion to the rank of Associate Professor or tenure at the rank of Associate Professor, a candidate must:

- be rated as superior in research,
- be rated at least strong in either teaching or service,
- be rated at least good in the remaining category,
- have earned the doctorate degree or its equivalent in a discipline appropriate to his or her academic specialty area,
- clearly possess strong potential for future promotion to Professor.

Assistant Professor

Tenure at the rank of Assistant Professor may be recommended in rare cases when extenuating circumstances have hindered a candidate's performance in research, teaching, or service, and there

is every indication that this performance decrement is temporary. To be eligible for tenure at the rank of Assistant Professor, a candidate must:

- be rated at least strong in teaching and research,
- be rated at least good in the service category,
- have earned the doctorate degree or its equivalent in a discipline appropriate to his or her academic specialty area,
- clearly possess strong potential for promotion to Associate Professor in the immediate future.

Definitions of Descriptive Terms

The following are definitions that are to be applied to the descriptive terms in the above criteria.

Research

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| Superior | Candidate's record of research ranks in quantity and quality with that of the best scholars at the candidate's present rank* in similar academic units in like colleges of business. In the case of promotion to Professor and/or tenure at the rank of Professor, the candidate should be recognized as having made a substantial contribution to his or her particular academic specialty area. In the case of promotion to the rank of Associate Professor or tenure at the rank of Associate Professor the candidate should have either made a substantial contribution to his or her particular academic specialty area or have, by published research, demonstrated the potential to do so. |
| Strong | Candidate's record of research is recognizably higher in quality and quantity than that of most colleagues at the candidate's present rank* in similar academic units in like colleges of business. |
| Good | Candidate's record of research compares favorably in quality and quantity with that of most colleagues at the candidate's present rank* in similar academic units in like colleges of business. |
| Fair | Candidate's record of research is recognizably lower in quality and quantity than that of most colleagues at the candidate's present rank* in similar academic units in like colleges of business. |
| Poor | Candidate's record of research is unsatisfactory in quality and quantity when compared to that of most colleagues at the candidate's present rank* in similar academic units in like colleges of business. |

Teaching

Superior	Candidate's achievement far exceeds what one would expect of a faculty member at the candidate's present rank.* Furthermore, the candidate must be recognized among peers in his or her field outside of the Moore School of Business as having made a substantial contribution to his or her academic specialty area in teaching.
Strong	Candidate's achievement exceeds what one would expect of a faculty member at the candidate's present rank.*
Good	Candidate's achievement is what one would expect of a faculty member at the candidate's present rank.*
Fair	Candidate's achievement is slightly below what one would expect of a faculty member at the candidate's present rank.*
Poor	Candidate's achievement is far below what one would expect of a faculty member at the candidate's present rank.*

Service

Superior	Candidate's achievement far exceeds what one would expect of a faculty member at the candidate's present rank.*
Strong	Candidate's achievement exceeds what one would expect of a faculty member at the candidate's present rank.*
Good	Candidate's achievement is what one would expect of a faculty member at the candidate's present rank.*
Fair	Candidate's achievement is slightly below what one would expect of a faculty member at the candidate's present rank.*
Poor	Candidate's achievement is far below what one would expect of a faculty member at the candidate's present rank.*

* Present rank means the rank that the candidate holds at the time he or she requests promotion and/or tenure.

Specifics of the Criteria

Details on each of the performance areas, and evidence of performance in these areas, are provided below.

Research

Research is the:

- generation of knowledge and theories,
- validation of theories,
- analysis and synthesis of existing knowledge,
- application of theories and knowledge to practical problems.

Both quantity and quality of a candidate's research are important. For the purposes of evaluation, quality is defined in terms of the importance of the information revealed and the creativity of the thought processes and the rigor of the methods utilized; original breakthroughs in conceptual frameworks, conclusions, and methods being considered of higher quality than works exhibiting minor variations or those repeating familiar themes in the literature. Further evidence of quality is publication in the highest rated academic journals.

Evidence of a candidate's contribution to research includes the following:

Publication of articles in refereed academic journals, with greater emphasis placed on the highest quality journals.

Publication of scholarly books.

Publication of book chapters or monographs that specifically deal with research.

Acquisition of research grants and contracts from outside of the University, particularly grants obtained from agencies that employ the peer review process.

Publications of refereed proceedings.

Presentation of research papers at meetings of academic societies or associations.

Publication of articles in non-refereed or professional journals.

Chairing research sessions and discussing research papers.

Receiving honors and awards for one's research.

Teaching

Teaching is a multifaceted activity that is composed of:

- classroom teaching,
- working with students outside the formal classroom setting,

-advising students,

-developing courses, curricula, and teaching materials.

Evidence of a candidate's contribution to teaching includes the following:

Recognition as having made a substantial contribution to his or her academic specialty area in teaching.

Amount of teaching as reflected by course load (number of courses taught per year), course level (undergraduate, masters, or doctoral), number of students (class size), and number of different courses taught.

Evaluations of a candidate's teaching performance by members of the faculty and students.

Development of instructional material and methods including, but not limited to: text books, work books, cases and exercises, visual media, and computer software that are directly related to the candidate's teaching.

Chairing of dissertation and thesis committees.

Service on dissertation and thesis committees.

Involvement with students in non-dissertation research projects.

Publications and presentations that deal with pedagogy, curricula, or similar educational issues.

Student counseling and advisement.

Developing new courses and curricula.

Participation in student organizations.

Receiving honors and awards for one's teaching.

Service

As professionals committed to governance by peers, there are activities that must be performed in order to maintain the operations of the institution and one's professional discipline. Faculty members are also expected to make their professional skills available to other institutions and the public-at-large. Thus, there are many types of service contributions one can make.

Evidence of a candidate's contribution to service includes the following:

For the University of South Carolina and the State

Performance on committees at the University, College, and Department level.

Assistance to faculty colleagues in their work.

Continuing education programs.

Administrative responsibilities and functions.

Special projects for the University and agencies of South Carolina state government.

For the Profession

Leadership roles in the administration of professional organizations.

Editorial and review work for academic publications.

Book reviews.

Reviews of papers for academic organizations.

Service on government committees or task forces.

Service as an external reviewer for promotion and tenure decisions at other colleges and universities.

For Business and Not-for-profit Organizations

Programs for the Daniel Management Center, Riegel and Emory Center, Small Business Development Center, and other units of the College of Business.

Presentations to business and professional groups.

Consulting that contributes to the faculty member's professional growth and development (e.g. conducting organizational assessments or interventions, serving as an arbitrator or expert witness, etc.)

Management Department Tenure and Promotion Procedures

March 16, 2004

The tenure and promotion procedures to be followed by the Management Department (hereafter Department) are described below. These procedures are subject to requirements described in the Faculty Manual of the University of South Carolina, Columbia Campus. The procedures are designed to ensure that the evaluations and recommendations for tenure and promotion are based on professional merit. The Department Tenure and Promotion Committee shall supervise all matters related to tenure and promotion and revision of tenure and promotion criteria and procedures. The pamphlet, "A Guide to USC-Columbia Tenure and Promotion Procedures," might be helpful to candidates for tenure and/or promotion as they prepare their files for review. However, the guide is interpretive and not controlling. The Faculty Manual and the Department criteria and procedures are the only controlling authorities.

Eligibility for Tenure and Promotion

Each year all nontenured tenure-track faculty are considered for tenure and all tenure-track faculty members below the rank of professor are considered for promotion. Each eligible faculty member in The Moore School of Business (hereafter The School) will receive annual written notification from the Dean of The School asking if the individual wishes to be considered for tenure or promotion. The Department Tenure and Promotion Committee will consider and vote on all eligible faculty members in the Department except those who, in writing, waive consideration until the following year. The Department Tenure and Promotion Committee must consider for tenure each faculty member in or before the penultimate year of a probationary appointment. The tenure and promotion procedures will comply with the timetable issued by the Office of the Provost and with the times defined in the Faculty Manual. The Chair of the Department Tenure and Promotion Committee shall notify each faculty member eligible for promotion or tenure of the date the candidate's file materials are due. Potential candidates for tenure and promotion will be advised in writing by the Dean or Department Chair by May 1 (or within two weeks of the candidate's date of initial appointment) of the timetable for the submission and consideration of files.

Responsibility for Candidate's File

The candidate bears primary responsibility for preparation of the file on which the decision will be based. This includes maintaining the records and documentation that eventually will be needed for the file. In addition to the tenure and promotion file, the candidate also will provide specific materials requested by the Chair of the Department Tenure and Promotion Committee that will be required for external reviewers or other uses in the tenure and promotion process. Candidates will be responsible for assembling their files in accordance with the format distributed by the Office of the Provost and in

accordance with the Faculty Manual of the University of South Carolina, Columbia Campus and the University Tenure and Promotion Committee guidelines. The candidate is responsible for delivering the completed file to the Chair of the Department Tenure and Promotion Committee by the date specified in the letter from the Chair. The Chair of the Department Tenure and Promotion Committee will be available to advise in the assembly of the candidate's file, but the ultimate responsibility is that of the candidate.

Composition of Program Area Tenure and Promotion Committee

Only tenured members of the Department (excluding professors holding emeritus rank) may vote on an application for tenure or promotion. Faculty members of equal or higher rank may vote on a candidate for tenure but only faculty of higher rank may vote on promotion. In this regard, faculty on leave (e.g., on sabbatical or for medical reasons) are eligible to serve on the Department Tenure and Promotion Committee. A faculty member on leave may vote only upon written notification to the Chair of the Department Tenure and Promotion Committee of a desire to do so before beginning the leave and upon becoming familiar with the evidence.

The Department Tenure and Promotion Committee shall elect a Chair subsequent to the Committee's vote on tenure and promotion applications in the Fall semester but at least one month prior to the peer review committee meeting in the Spring semester. The outgoing Chair of the Department Tenure and Promotion Committee will notify the Department Chair, the Dean of The School, Provost, and the University Committee on Tenure and Promotion of the name of the new Chair no later than April 15. The Chair is required to be a tenured full professor. The voting unit of the Department Tenure and Promotion Committee must consist of at least five (5) members. If necessary, the Department Tenure and Promotion Committee members eligible to vote shall select, with the approval of the Dean, additional qualified members from other disciplines within The School to achieve at least five (5) voting members.

Responsibilities of Department Tenure and Promotion Committee

External evaluations will be used to assist in the evaluation of a candidate's research, publications, and other professional and scholarly activities. At least five (5) external reviewers should be secured from a field of scholars who have expertise in the candidate's field of research. The candidate will be asked by the Chair of the Department Tenure and Promotion Committee to submit names of individuals, along with a biographical sketch if requested by the Chair, to be considered as outside reviewers. However, all the reviewers will be selected by the Department Tenure and Promotion Committee. The majority of the reviewers will be selected from among the nominees proposed by persons other than the candidate.

The Chair of the Department Tenure and Promotion Committee is responsible for contacting the outside reviewers and securing their agreement to participate in the review process. The Chair of the Department Tenure and Promotion Committee also will furnish the outside reviewers with the candidate's vita, all or a representative sample of the

candidate's research papers, and a copy of the Department Criteria for Tenure and Promotion. The Chair will encourage the reviewers to submit their reviews by the specified deadline, place the completed reviews in the candidate's file, along with copies of the letters requesting the reviews, designate the evaluators recommended by the candidate, place copies of the outside reviewers' vitae in the candidate's file or provide a summary of the qualifications of the outside reviewers, and, if needed, place in the file a justification for why the external review process was not conducted in accordance with the stated procedures.

The Department Tenure and Promotion Committee is responsible for providing a synthesis of evaluations of the candidate's teaching performance and a summary of supporting evidence for the candidate's file which will include both peer and student evaluations. Once the candidate's tenure and/or promotion files are complete, the Chair of the Department Tenure and Promotion Committee will notify in writing the eligible members of the Department Tenure and Promotion Committee that the files are available for review. The Chair also will schedule a meeting of the committee members eligible to vote on each candidate. Both the Dean of The School and the Department Chair shall be notified by the Chair of the Department Tenure and Promotion Committee of the pending meeting of the committee. Meetings at which candidates are considered for promotion and/or tenure are closed to everyone except those eligible to vote on the candidate. At the scheduled meeting or by a subsequent date determined by the committee, each eligible faculty member will, by secret ballot, either vote to abstain, or vote yes to support or no to reject each candidate's application for tenure and/or promotion. Each eligible faculty member must provide written justification for his/her vote. These justifications, which need not be signed, should make specific reference to the Department Criteria for Tenure and Promotion. A unit vote in support of a candidate's application for tenure and/or promotion will consist of more than 50 percent of the voting committee members, excluding abstentions. That is, abstentions or failures to vote will not be counted in determining a majority vote. The Chair of the Department Tenure and Promotion Committee will count the votes along with one other person selected by the Committee. The Chair of the Department Tenure and Promotion Committee will notify all candidates in writing as to whether their application was supported or not supported. The Chair also will notify the eligible faculty members of the Department Tenure and Promotion Committee of the decision(s) and the vote(s). The vote count will not be revealed to the candidate. All deliberations of the Department Tenure and Promotion Committee and materials, including outside evaluators' letters and written justifications of the Tenure and Promotion Committee, shall remain in strictest confidence and be available only to those entitled to access the candidate's file.

If the Department Tenure and Promotion Committee vote is in support of tenure and/or promotion, the Chair of the Department Tenure and Promotion Committee will place the recorded votes and written justifications in the candidate's file and forward the file to the Department Chair. The Department Chair will enter a vote of yes for support, or no to reject, each candidate's application for tenure and/or promotion. The Department Chair also will write a letter to justify the Department Chair's vote and place

this letter in the candidate's file. The Department Chair will forward the file to the Dean of The School.

If the unit vote does not support tenure and/or promotion, the candidate must request in writing that the file be sent forward as in the prior paragraph. Otherwise, the candidacy will not be considered further beyond the Department Tenure and Promotion Committee. The Chair of the Department Tenure and Promotion Committee will inform the Department Chair and the Dean of The School of the negative vote. Candidates not recommended shall be informed by the Chair of the Department Tenure and Promotion Committee of appeal procedures as specified in the Faculty Manual of the University of South Carolina, Columbia Campus. Upon written request from a candidate who is dissatisfied with a negative decision of the Department Tenure and Promotion Committee, the Committee will send that candidate's file through all appropriate channels for endorsement by the president for appropriate action.

Revision of Department Tenure and Promotion Procedures

The tenured faculty of the Department are responsible for formulating the specific criteria and procedures for tenure and promotion applicable to faculty of the Department. Revisions to these criteria and procedures will be made in accordance with the procedures specified in the Faculty Manual of the University of South Carolina, Columbia Campus. Proposed revisions must be approved by more than 50 percent of the Department tenured faculty with abstentions and failures to vote not being counted in determining a majority vote. The date of the most recent revision of the Department Tenure and Promotion Criteria and Procedures document will be included as part of the document.