



**School of Business**  
**Tenure and Promotion Criteria**  
**Adopted, May 18, 2015**

**I. Criteria for Tenure and Promotion for School of Business**

**A. Demonstration of Teaching Excellence**

For the purposes of RTP the School of Business uses Appendix J.

**B. Research and Other Scholarly or Creative Activities**

For the granting of tenure and promotion to Associate Professor, the School of Business expects the faculty member to engage in regular research activities. The School of Business places equal value on disciplinary scholarly/creative works (e.g., within the faculty member's area of teaching expertise) and interdisciplinary efforts that extend past the formal boundaries of business knowledge or application. In setting criteria for the evaluation of research and other scholarly or creative activities, the School of Business recognizes the heavy teaching load of its faculty. In line with Appendix J, research/scholarly/creative activities receive equal weighting with service activities in the overall evaluation. Contributions made during any service credit years granted to a faculty member will have equal standing to HSU-based contributions, but evidence of scholarly activity while in residence at HSU must be presented.

Scholarly contributions shall be in accordance with areas specifically indicated below. They are organized in two categories. No relative importance or weighting is implied by the order within each category.

**Category I**

Peer-reviewed publications: Peer-reviewed academic papers or similar publications that represent original research contributions to knowledge or compile, organize and analyze material, including

- Journal articles
- Books
- Book chapters
- Textbooks

Funded External Research Grants

**Category II**

*Peer-reviewed contributions*, including but not limited to:

**Funded Internal Grants:** Seed grants for research, graduate student support, etc., awarded by on-campus selection committees.

**Meeting Proceedings:** Peer-reviewed publications in connection with regional, national, or international meetings, conferences, or symposia (including such meetings when they are held on campus).

**Meeting Presentations or Symposia based on Professional Expertise:** Peer-reviewed published abstracts from papers or posters presented at regional, national or international meetings, conferences, or symposia (including such meetings when they are held on campus).

**Unfunded External Research Proposals:** Proposals in support of original research when such proposals were submitted to established funding agencies for competitive evaluation by peers.

Other scholarly publications such as technical reports, book reviews, instructional materials, etc. if a candidate has obtained an external review.

### **Evaluation for tenure and promotion to Associate Professor**

Each member of the IUPC shall evaluate the research and other scholarly or creative activities of faculty being considered for tenure and promotion to Associate Professor according to four categories of performance: Excellent, Good, Minimum Essential, and Unacceptable (from Appendix J). The School of Business defines these categories as follows:

**Excellent** – 1) At least three contributions from Category I, AND 2) evidence of 2 peer-reviewed contributions from Category II.

**Good** – 1) At least two contributions from Category I, AND 2) evidence of 2 peer-reviewed contributions from Category II.

**Minimum Essential** – 1) At least one contribution from Category I, AND 2) evidence of 2 peer-reviewed contributions from Category II.

### **Evaluation for (Full) Professor**

A candidate for Full professor will have a research portfolio supported by peer evaluation of his\her research output over the entire span of the professional career.

Each member of the IUPC shall evaluate the research and other scholarly or creative activities of faculty being considered for promotion to Full Professor according to four categories of performance: Excellent, Good, Minimum Essential, and Unacceptable (from Appendix J). The School of Business defines these categories as follows:

**Excellent** – 1) At least three contributions from Category I, AND 2) evidence of 3 peer-reviewed contributions from Category II since last promotion.

Good – 1) At least two contributions from Category I, AND 2) evidence of 3 peer-reviewed contributions from Category II since last promotion.

Minimum Essential – 1) At least one contribution from Category I, AND 2) evidence of 3 peer-reviewed contributions from Category II since last promotion.

### **Standards for Peer-Review**

The School of Business follows a science/practitioner model of scholarly inquiry and defines the process of peer-review to include independent assessments of scholarly/creative contributions by academic and non-academic reviewers. Specifically, in addition to academic peer-review in connection with journal, book, textbook, book chapter, and conference publications, the School of Business values and invites peer-review from non-academic leaders in public and private sectors of society, particularly practitioners working in the faculty candidate's area of expertise. Need for peer-review from non-academic/practitioner reviewers may arise in a number of situations, for example, when submitting work to practitioner-oriented conferences or in connection with certain activities organized or commissioned by non-academic institutions (including private firms).

### **C. Service to the Profession, University, or Community**

The School of Business considers service in the three areas (Profession, University, and Community) to be of equal value, so long as the level of effort is equivalent. However, faculty will be expected to provide some evidence of service to the Department or University.

The following is a list of possible service activities, which may not be comprehensive and does not denote any order of importance. Service should be documented and supported by evaluative letters, if appropriate.

#### **Examples of Service Include:**

Service on HSU Committees at the University, College and/or Departmental level, including membership on standing or ad hoc committees and faculty search committees.

Service in an official capacity for professional societies or organizations, including activity as an officer, committee chair, committee member, or the like.

Service as an editor or member of an editorial board for a professional journal.

Service as a reviewer for grant applications submitted to professional granting agencies.

Service in community groups, including membership on local boards or other evidence of activity in community governance.

Unpaid service as a consultant for public or private agencies.

Service at meetings of professional organizations, including organizing or chairing meetings, symposia or contributed paper sessions.

Service as a reviewer for professional publications, especially peer-review of manuscripts of journal articles, books, textbooks, and the like.

Service in organizing or conducting University functions and activities.

Service as a reviewer for candidates for tenure or promotion at other universities.

Presentations of lectures or other instruction delivered to community groups or organizations based on professional expertise.

Service in organizing or conducting community functions and events related to one's professional expertise.

### **Evaluation**

Self-evaluation of Service to the Profession, University, or Community should be provided by the faculty member in his or her PDS. The School of Business expects faculty to demonstrate effective leadership in all areas of service. The definition of leadership is not limited to chairing committees, and includes all areas of service performance that reflect significant initiative, and competence. Faculty should describe their service contributions along with an estimate of the hours devoted to each contribution (a detailed log of hours is not required). The School of Business recommends that effort of more than a few hours on a specific service activity be documented with a letter of support from an appropriate person regarding the contributions made by the candidate, if such a request is appropriate or feasible. For granting of tenure and promotion to Associate Professor, faculty will be expected to show some evidence of service to the Department or University.

### **Evaluation for tenure and promotion to Associate Professor**

The IUPC shall review the material submitted by faculty as evidence of service, and evaluate these contributions as Excellent, Good, Minimum Essential, or Unacceptable (from Appendix J). The School of Business defines these categories as follows:

Excellent - An average of 96 or more service hours per year (avg. 3 hours per week for 2 semesters) and evidence provided by candidate about the quality of contributions made to service.

Good - An average of 48 or more service hours per year (avg. 1.5 hours per week for 2 semesters) and evidence provided by candidate about the quality of contributions made to service.

**Minimum Essential** - An average of 32 or more hours of service per year (avg. 1 hour per week for 2 semesters) and evidence provided by candidate about the quality of contributions made to service..

### **Evaluation for (Full) Professor**

Candidates for promotion to Full Professor are expected to perform more service (compared to candidates for promotion to Associate Professor) and demonstrate some initiative and leadership in service. Leadership\initiative can be documented by letters from appropriate individuals

The following is a list of possible service activities, which may not be comprehensive and does not denote any order of importance. Service should be documented and supported by evaluative letters, if appropriate.

#### **Category I**

Service on HSU Committees at the University, College and/or Departmental level, including membership on standing or ad hoc committees and faculty search committees.

Service in an official capacity for professional societies or organizations, including activity as an officer, committee chair, committee member, or the like.

Service as an editor or member of an editorial board for a professional journal.

Service as a reviewer for grant applications submitted to professional granting agencies.

Service in community groups, including membership on local boards or other evidence of activity in community governance.

Unpaid service as a consultant for public or private agencies.

#### **Category II**

Service at meetings of professional organizations, including organizing or chairing meetings, symposia or contributed paper sessions.

Service as a reviewer for professional publications, especially peer-review of manuscripts of journal articles, books, textbooks, and the like.

Service in organizing or conducting University functions and activities.

Service as a reviewer for candidates for tenure or promotion at other universities.

Presentations of lectures or other instruction delivered to community groups or organizations based on professional expertise.

Service in organizing or conducting community functions and events related to one's professional expertise.

### **Evaluation**

Self-evaluation of Service to the Profession, University, or Community should be provided by the faculty member in his or her PDS. The School of Business expects faculty to demonstrate effective leadership in all areas of service. The definition of leadership is not limited to chairing committees, and includes all areas of service performance that reflect significant initiative, and competence. Faculty should describe their service contributions along with an estimate of the hours devoted to each contribution (a detailed log of hours is not required).

To be ranked "excellent" or "good" in the service category, the candidate needs to demonstrate significant leadership and initiative. Leadership and initiative can be demonstrated with letters of support from appropriate persons regarding the contributions made by the candidate.

The IUPC shall review the material submitted by faculty as evidence of service, and evaluate these contributions as Excellent, Good, Minimum Essential, or Unacceptable (from Appendix J). The School of Business defines these categories as follows:

Excellent - An average of 112 or more service hours per year (avg. 3.5 hours per week for 2 semesters) and evidence provided by candidate about contributions made to service. At least 40% of the service hours must be related to service in Category 1

Good - An average of 80 or more service hours per year (avg. 2.5 hours per week for 2 semesters) and evidence provided by candidate about contributions made to service. At least 40% of the service hours must be related to service in Category 1

Minimum Essential - An average of 48 or more hours of service per year (avg. 1.5 hour per week for 2 semesters) and evidence provided by candidate about contributions made to service. At least 40% of the service hours must be related to service in Category 1.