

**College of Business Performance Guidelines (Promotion and Tenure)**  
**Adopted by the College of Business Faculty: January 25, 2012 (Update effective 3/10/14)**  
**Effective: January 1, 2012**

These guidelines are to be used by the UNA College of Business in formulating recommendations for promotion and tenure of college faculty. These guidelines are provided in addition to those provisions found in *Section 2* of the *UNA Faculty Handbook*.

**Recommendation for the Granting of Tenure and Promotion from Assistant to Associate Professor**

The timing of applications for tenure is governed by the *UNA Faculty Handbook* Section 2.5.4.

Promotion to associate professor requires a minimum of eight years' appropriate cumulative experience as provided in the *UNA Faculty Handbook* Section 2.5.2. Effective for new hires beginning fall 2012, promotion to this rank requires that three of the eight years of cumulative experience shall be earned at UNA.

The guidelines below apply for both the granting of tenure and promotion to associate professor.

**Teaching:** The candidate must demonstrate a record of effective teaching. The essence of effective teaching is whether the candidate's classroom efforts have contributed positively to the students' development as professionals. Evidence of effective teaching can be demonstrated by but is not limited to the following: the delivery of appropriate course content, course development, innovation in course delivery, the application of rigorous standards, and student and/or peer evaluations of teaching.

**Research:\*** The candidate must demonstrate competency in research by the development of a continuous stream of intellectual contributions, including publication in academic and/or professional journals. The candidate must have at least three publications listed in *Cabell's Directories of Publishing Opportunities (Business Set, or other appropriate Cabell's Directory)*, or journals of similar quality, during the previous five years and be classified as "scholarly academic" for accreditation purposes.

\*Faculty members who do not hold the terminal degree in their teaching field and are classified as "scholarly practitioner" for accreditation purposes will be evaluated on different criteria for research purposes. These faculty members must have met the criteria to be "scholarly practitioner" for the entire previous five-year time period before promotion or the granting of tenure.

**Service:** The service expectation for nontenured/assistant faculty members is less than that of tenured faculty and faculty with higher rank. However, a candidate for promotion and tenure should show a willingness and ability to serve the department, college, or university. Because of the professional mission of the College, candidates for promotion must have worked towards establishing appropriate relationships with practicing professionals in their field and /or made contributions to their profession, academic discipline, or community.

**Overall Evaluation:** In deciding whether to recommend a candidate for promotion, the faculty member's record must provide evidence from each of the above three categories which warrants a positive recommendation for promotion. Candidates for promotion also must have demonstrated a commitment to further the mission and programs of the College.

### **Promotion to Full Professor**

Promotion to full professor requires a minimum of twelve years' appropriate cumulative experience as provided in the *UNA Faculty Handbook* Section 2.5.2. Effective for new hires beginning fall 2012, promotion to this rank requires that three of the twelve years of cumulative experience shall be earned at UNA.

**Teaching:** A candidate for promotion to full professor must demonstrate continued teaching effectiveness. The essence of effective teaching is whether the candidate's classroom efforts have contributed positively to the students' development as professionals. Evidence of effective teaching can be demonstrated by but is not limited to the following: the delivery of appropriate course content, course development, innovation in course delivery, the application of rigorous standards, and student and/or peer evaluations of teaching.

**Research:** The candidate for promotion to full professor must demonstrate competency in research by the development of a continuous stream of intellectual contributions since promotion to associate, including publication in academic and/or professional journals. The candidate must have at least three publications listed in *Cabell's Directories of Publishing Opportunities (Business Set, or other appropriate Cabell's Directory)*, or journals of similar quality, during the previous five years and be classified as "scholarly academic" for accreditation purposes.

**Service:** The expectations for service to the department, college, and university by associate professors are higher than the expectations of assistant professors. A candidate for promotion to full professor must show a continuing and significant commitment to service in a cooperative effort with others in the department, the College, or the University. Further, the candidate should be able to show that his/her professional activities are helping to further the professional mission of the College through service to his/her profession, academic discipline, and/or community.

**Overall Evaluation:** In deciding whether to recommend a candidate for promotion to full professor, the faculty member's record must provide evidence from each of the above three categories which warrants a positive recommendation for promotion *and the faculty member must be a leader in at least one of the areas of teaching, research, and service*. Candidates for promotion also must have demonstrated a commitment to further the mission and programs of the College.

**Leadership:** The faculty member can present evidence of leadership for as many of these categories as he/she feels is appropriate. Leadership in these categories is demonstrated as follows:

**Teaching:** The faculty members must describe and provide documentation of teaching leadership which could include:

- Student teaching evaluations
- Peer teaching evaluations
- Leadership role in curriculum development
- Published pedagogical research
- Helping to place students in internships, full-time positions, and/or graduate school
- Other methods of assessment

**Research:** The faculty members must describe and provide documentation of research leadership which could include:

- Demonstrated leadership through the ability to work effectively with UNA students and/or UNA faculty with regard to research efforts.
- Quantity and quality of publications, presentations, books, chapter, and other intellectual contributions. For example, a fewer number of publications in higher quality journals could demonstrate the establishment of scholarly leadership; whereas if all the publications in the record were in mid-quality journals, a greater number would be needed to demonstrate scholarly leadership.
- Independent measures such as citations and awards, etc.
- Scholarly service such as serving as editor, associate editor, reviewer, discussant, organizer of research conferences, etc.
- Submission and/or receipt of research focused grants
- Other intellectual contributions

**Service:** The faculty member must describe and provide documentation of leadership positions/activities in rendering service to the university, college, department, community, profession, and/or academic discipline.

**Procedural Issues:**

- Department Promotion Committees and Department Chairs must use these guidelines to evaluate faculty for promotion in the College of Business. The department chairs will use these guidelines to make recommendations to the Dean for each candidate for promotion.
- Candidates for Tenure or Promotion to Associate/Full Professor who are assigned to part-time academic/teaching responsibilities within the College of Business plus part-time administrative duties outside the College of Business should be evaluated on a proportional basis for their duties in the different areas, using promotion guidelines and procedures for each role. It is recommended that the specific guidelines for candidates in this situation be determined by the Dean of the College of Business, with input from associate deans and chairs, at the time the joint appointment begins.