GUIDELINES FOR RETENTION, TENURE, AND PROMOTION

Approved by the Department of Finance

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Department Chair

CBA Dean

University Provost

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GUIDELINES FOR APPOINTMENT RETENTION, TENURE, AND PROMOTION

Section I. Introduction

A. The guidelines specified in this document are faculty driven and intended to be consistent with the procedures and standards established under the Collective Bargaining Agreement (CBA hereafter) between The University of Akron and The University of Akron Chapter of the AAUP. In situations of conflicts (procedural or criteria) the Collective Bargaining Agreement will apply or take precedence.

B. The guidelines established in this document pertain to the criteria for the retention of non-tenured faculty, tenure decisions, and promotion decisions. Faculty are expected to be aware of the procedures and timelines specified in the relevant provisions of the CBA.

C. Candidates must provide a file to include the materials specified in the relevant provisions of the CBA.

D. Faculty are expected to make significant contribution to the mission and vision of the department, college and university.

Section II. Criteria for Evaluation

A. Teaching

1. Excellent teaching is expected of all candidates and required for a favorable personnel recommendation. Although student evaluations provide important evidence of teaching effectiveness, faculty members are required to document their performance with additional evidence as follows:

   Each faculty member must submit a teaching portfolio which includes the following information:

   a. Statement of teaching philosophy.
   
   b. Course syllabi and exams or graded assignments.
   
   c. Evidence of integration of contemporary business theory and practice into classroom instruction.
   
   d. Innovative course materials and technologies, including use of multimedia or other innovative teaching techniques.
   
   e. Evidence of integration of student oral presentations, writing assignments, and computing assignments.
   
   f. Evaluations and assessments by students, chair, and peer.
   
   g. A summary (inclusive of a-e) of no more than four pages should precede the teaching
2. A high level of teaching performance is expected and failure to attain this level will result in a negative personnel review. A failure of a faculty member to respond to concerns expressed during previous reviews will be viewed negatively. A consistently substandard record of teaching will prevent a positive action on the petition of the faculty member.

3. Teaching Observation
   a. In addition to measures of teaching effectiveness as described above, all non-tenured faculty for whom this retention, tenure, and promotion document applies shall be observed in the conduct of a class by a tenured professor or associate professor during the fall or spring semester so that a total of one observation will have occurred in each academic year. At the start of the fall semester, all tenured professors and associate professors shall meet to determine observation assignments in conjunction with the department chair. Each shall observe different courses.
   b. Non-tenured faculty to be observed shall be notified by the assigned observer, who shall reach agreement concerning the course and time with the faculty to be observed.
   c. A written report on a form to be approved by the tenured faculty shall be completed by the observer with a copy provided to the non-tenured faculty member within three days of the observation. The form shall report observation on the following items: Professional demeanor, knowledge of the subject matter, audibility, understandability, cohesiveness of the material, and student involvement.
   d. Completed observation forms shall be conveyed to the department chair who shall make the observations a part of the observed professor’s file. It is incumbent upon the faculty applying for retention, tenure, or promotion to include said observation reports in his or her application folder.
   e. Written observations shall become a part of the faculty’s file and shall be subject to review in all matters of retention, tenure, and promotion by all appropriate persons.

B. Intellectual Contributions

1. Intellectual contributions must demonstrate the ability to contribute significant and scholarly work to the faculty member’s discipline.

2. Faculty members are encouraged to develop an intellectual contributions program that will lead
to publication in academic and professional journals. This is necessary for a positive recommendation in personnel actions.

3. Proceeding papers and working papers can also provide evidence that a faculty member is involved in intellectual contributions. However, these papers are evidence of ongoing current intellectual contribution efforts rather than an end in themselves. Although viewed positively, a large quantity of proceedings and working papers will not result in a positive recommendation if the faculty member fails to publish articles in academic and professional journals. Faculty members who do not appear to be following a course which will lead to publications in these journals will be so advised during annual faculty evaluations.

4. It will be the responsibility of the persons reviewing the application to judge the quality of a faculty member's intellectual contributions; also the burden of proof is on the candidate to establish journal quality. Consideration of journal quality should also include factors demonstrating objectivity and independence of the review process.

5. The Department recognizes that the primary outlets for Legal Research and Scholarship are the various Law Reviews and Law Journals published on a regular basis by various Universities and other organizations. While the number of blind, peer-reviewed Journals is very small, the Department recognizes that even student-edited law Reviews and Journals involve a highly discriminatory selection process, which is usually actively monitored by, if not directly involving, supervising members of the Faculty of the School sponsoring the publication. In considering the quality of such publication, the committee can consider such factors as: the journal’s acceptance rate; the importance of the Law Review/Journal outlet historically; the independence and objectivity of the selection process; and the reputation and/or ranking of the sponsoring organization.

6. As a minimum requirement over a five year period, only one article with more than four authors will receive full credit.

7. It is necessary that a faculty member show substantial evidence of an ongoing active intellectual contributions program addressing research questions of significance in the faculty member’s discipline.

8. For a favorable tenure decision, a minimum of five publications in peer reviewed journals are required. Consideration will be given to tradeoffs between quality and quantity. High quality publications will be considered more favorably and will be assessed by the citations in professionally recognized top tier journals.
9. Single authored publications are not required for promotion to associate professor and tenure. However, the faculty member should be able to provide evidence that he or she made a significant contribution on the research reported in joint publications.

10. Completed textbooks are not sufficient for promotion and tenure.

11. To maintain a quality standard relative to comparable universities and colleges, review of intellectual contributions external to the university is required for promotion and tenure.

C. Service Activities

1. All fulltime faculty are expected to fulfill various internal service obligations to the department, college, and university community. These activities may include membership on assigned committees, involvement in recruiting activities, support of departmental workshops, student counseling and advising, department curriculum development and departmental events requiring faculty attendance. Although non-tenured faculties are not required to assume leadership roles in these activities, they are expected to be major contributors and perform their roles competently.

2. External Service
   a. All faculty members are encouraged to become active in professional organizations. Activities that are viewed positively include serving as moderator or discussant at regional and national meetings, refereeing articles for journals, publishing book reviews in academic and professional journals, and serving as an officer of a professional organization.
   b. Other external service activities can include, but are not limited to, the following:
      (i) Service to alumni, the business community, and economic development of the service region;
      (ii) Contract research with government or other nonprofit agencies;
      (iii) Testimony before national or state legislative bodies;
      (iv) Donated professional efforts on behalf of governmental or nonprofit agencies;
      (v) Consulting activities may be included if evidence is provided by the faculty member to demonstrate that a direct benefit to the institution, the profession, or the classroom resulted.

D. Professional Conduct
The faculty shall comply with professional conduct as indicated in the CBA. A candidate who is formally disciplined by the University for Violation of University policies, especially regarding sexual harassment, conflict of interest, scholarly misconduct, etc. shall be considered as being deficient in this category.

Section III. RTP Reviews

A. Retention

The tenure process is cumulative, and not all criteria need be met every reappointment year. However, all criteria must be addressed by the time the bargaining unit faculty member applies for tenure and promotion.

Candidates are expected to make continuous progress in teaching, research and service. The RTP committee will review the candidate’s credential file and, based on simple majority voting procedure, make one of the following three possible recommendations:

1) Reappointment recommended; satisfactory progress toward tenure
2) Reappointment recommended; unsatisfactory progress toward tenure
3) Reappointment not recommended; unsatisfactory progress

The completion of a doctorate degree is expected by the time of the candidate’s first reappointment review. For each review, the following are expected.

a. Excellent teaching is expected. If teaching was judged to be deficient at the time of previous reviews, evidence of improvement will be expected. A consistently substandard record of teaching, accompanied by a history of documented communication to the faculty member indicating concern about low achievement in teaching, may prevent positive action on the retention petition, even if the intellectual contributions record is satisfactory.

b. Normal progress toward the establishment of an intellectual contributions program. Working papers, paper presentations, and works-in-progress will continue to be given some weight in evaluating whether normal progress is being achieved. By this review, however, the absence of any publications will, at a minimum, cause the Committee to consult with the faculty member about the apparent lack of progress in this area.

c. A modest record of service is expected at the time of this review. Faculty members should demonstrate involvement in the activities of the department or college. Evidence of some service outside the department will be viewed positively, but is not required.
B. Awarding of Tenure

Recommendation for tenure must not only take into account the faculty member’s past performance, but also the likelihood that the faculty member will continue to show progress toward promotion. In evaluating petitions for tenure, emphasis will be placed on achievements in the areas of teaching, intellectual contributions, and service.

1. Teaching: Excellent teaching is expected. Unwillingness or an inability of the faculty member to respond to concerns about teaching provided in annual reviews will be viewed very negatively as described in Section II A (2) of this document. This will prevent positive action on the faculty member’s petition and may cause the denial of tenure.

2. Intellectual contribution: The applicant must have made a significant intellectual contribution. In evaluating achievement in this area, the following factors will be considered for a favorable tenure decision:

   (a) a minimum of five publications in peer reviewed journals are required. Tradeoffs between quality and quantity do exist.

   (b) if an article’s acceptance letter is unconditional, the article will be accepted in place of a published journal article.

   (c) External reviews shall be used to evaluate the candidate’s application with respect to intellectual contributions to the discipline.

      (i) At least three (3) external reviews shall be required; the Candidate’s file shall not be considered complete, and shall not go forward, until those reviews have been completed, and incorporated in full into the Candidate’s file.

      (ii) A pool of prospective reviewers sufficient to guarantee three (3) letters of external review shall be created. The Candidate shall provide a list of potential reviewers, and the RTP Committee, Department Chair, and/or Dean may provide additional names. It is expected that the reviewers will ordinarily be from comparable institutions, at or above the requested rank of the Candidate. The Candidate shall be apprised of the full list of names considered by the Committee.

      (iii) The Committee, with the approval of the Department Chair and Dean, shall select the initial set of reviewers to be solicited, at least one-third (1/3) of whom shall be from the Candidate’s list.

      (iv) Once the set of reviewers has been approved, the RTP Committee chair shall contact the reviewers to request letters containing the review, and the reviewer’s affiliation and signature.
3. **Service:** In evaluating achievement in service, at a minimum, good department and college citizenship (e.g., service on assigned committees, service to students, alumni, and the business community, participation in seminars, recruiting activities, etc.) is required. Further examples of internal and external services are discussed in Section II, C of this document. Candidates are expected to demonstrate professionalism as indicated in the CBA.

C. **Promotion to Associate Professor with Tenure**

The minimum criteria to be considered for promotion to the rank of associate professor are the same as for a recommendation for the granting of tenure, and these actions cannot occur separately.

D. **Promotion to Professor**

Years of service, per se, are not a requirement for promotion to Professor. It is possible for a faculty member to apply for promotion after only two years in the Associate Professor rank. However, the faculty member normally will have held rank of Associate Professor for a minimum of five complete years, or shall have demonstrated equivalent experience, before the petition is submitted. Those submitting early promotion petitions (i.e. prior to achieving at least five years of service as associate professor) should be aware that, because of the reduced time interval for the development of a record to support such petitions, especially clear evidence of achievement of intellectual contributions will be required for favorable action.

1. **Intellectual contributions.** In evaluating petitions for promotion to Professor, emphasis will be placed on achievement in intellectual contributions since the last promotion. The minimum achievement will include publication of five peer review refereed journal articles beyond achieving tenure and the rank of associate professor. The publication of at least five refereed journal articles is not to be interpreted/construed as a guarantee of promotion since evidence of significant scholarship and intellectual contribution is also expected. The Committee will form a judgment about the quality of the faculty member’s publications, however the burden of proof is on the candidate to establish journal quality. Other achievements that would be viewed positively include substantial funded research efforts and significant contributions of applied research relevant to the business community.

2. **Teaching.** Excellent teaching is expected. An unwillingness or inability of the faculty member
to address concerns about deficient teaching may well prevent positive action on the petition.

3. **Service.** In evaluating achievements in the area of service, those at the rank of Professor are expected to assume significant leadership responsibilities within the department, college and/or university, and external professional community. Candidates desiring promotion should have clearly demonstrated capacity for assuming and successfully exercising such responsibilities.