

**INDIANA STATE UNIVERSITY**  
**COLLEGE OF BUSINESS**  
**PROMOTION AND TENURE POLICY**

The "Expectations of Business College Professors at Indiana State University in the 21<sup>st</sup> Century" establishes a framework of minimum performance standards for College of Business faculty in the areas of teaching, intellectual contributions (research and scholarship), and service for reappointment of probationary faculty on tenure-track appointment, the awarding of tenure, and the awarding of promotion. From this document there is a clear expectation that for promotion and tenure a higher level of performance than meeting the minimum standards is expected. The policies contained herein build on the "Expectations". Thus both documents form the basis of College of Business promotion and tenure policy. It is understood that the College of Business and Departments have an obligation to provide an environment conducive to success in teaching, intellectual contributions, and service.

The primary policies governing appointments to the Indiana State University faculty, reappointment of probationary faculty on a tenure-track appointment, the awarding of tenure, and the awarding of promotions are described in the *University Handbook* as approved by the Board of Trustees as of February 4, 2000. The procedures outlined below reflect the College of Business's interpretation and implementation of these policies; build on the College of Business Faculty Expectations document, and require probationary faculty and those evaluating them to be conversant with the full range of expectations.

Upon appointment, probationary faculty will be provided with a copy of the College of Business Constitution, the College's Expectations document, and Promotion and Tenure Policies and Procedures. Furthermore, the appointment letter must specify previous service awarded and dates of eligibility for tenure and promotion. Any change or renegotiations of the probationary faculty member's responsibilities must be in writing and placed in the faculty member's official file.

Pre-tenure faculty members are evaluated at the College-level on an annual basis by the Departmental Personnel Committee, Department Chairperson, College Faculty Affairs Committee and Dean. A formative review is to be conducted at least two years prior to the year in which the pre-tenure faculty submits his or her tenure dossier. Applications for promotion are evaluated by the same entities in the year of petition. The responsibilities and composition of the Departmental Personnel Committee and Faculty Affairs Committee are described in the College of Business Constitution.

Meeting all deadlines for submission of supporting materials, including providing an up-to-date *curriculum vitae*, is the responsibility of the faculty member who is applying for reappointment, tenure or promotion. A copy of the faculty member's appointment letter as well as any written renegotiations of responsibilities is to be included in the reappointment, tenure, or promotion dossier. Deadlines for submission are specified by the Provost and Vice President of Academic Affairs and will be distributed to faculty on an annual basis. The Department

Chairperson will notify faculty members at the beginning of each academic year regarding dates when supporting materials for reappointment, tenure and promotion are due to the Departmental Personnel Committee.

### **Retention Guidelines for Pre-Tenure Faculty.**

It is to be clearly understood by pre-tenure faculty that meeting the minimum “Expectation” standards will not satisfy the tenure requirements. In other words, for teaching, intellectual contributions, and service, the tenure candidate must exceed the stated minimum standards of performance.

**Teaching.** Faculty members should be active in the profession, provide instruction based on current scholarship, and be sensitive and responsible in the classroom. The last of these includes the obligation to provide students a syllabus and series of assignments designed to meet departmentally-established course objectives as stated in the Master Course Outline for each course. Finally, each Department is obliged to evaluate the instructional competence of its faculty.

**Evaluation of Teaching.** Probationary faculty members must submit a portfolio that contains the results of student evaluations (SIRs—personally designed form may be included also) for every regularly assigned course, and they are encouraged to arrange for classroom observation and feedback by the departmental chairperson and/or one or more departmental colleagues. They also must submit copies of syllabi, sample examinations, and course assignments; and provide information about newly developed courses. Candidates may submit other instructional material that reflects his/her presentation of subject matter in the light of relevant, up-to-date scholarship. In addition, faculty should provide evidence of quality student advising and counseling and demonstrate clear evidence of working in a professional and cooperative manner within the department.

**Evaluation of Intellectual Contributions (Research and Scholarship).** While basic research will be considered as admirable, the College of Business’s mission focuses on applied scholarship. A probationary faculty member has the responsibility of demonstrating scholarly intellectual contribution involvement through the refereed or peer reviewed publication (in print or on-line) of scholarship that contributes to the advancement of knowledge and application in his/her discipline. The presentation of papers at professional conferences, especially at the national level; the procurement of grants; and book reviews and proceedings are encouraged. The latter activities shall not, however, substitute completely for the absence of articles or textbooks in the discipline, especially for probationary faculty in the third year and beyond. Forthcoming publications for which appropriate documentation is provided may be used to satisfy a portion of the scholarly criterion. Since it may take time for probationary faculty to acclimate themselves to the rigors of the professorate, levels of activity deemed satisfactory in

the first two, or even three years, of probation may not be satisfactory in later years to qualify the candidate for tenure.

**Evaluation of Service.** Probationary faculty will be expected to carry out modest service assignments at the departmental level during their first two years of service. The acceptance and successful execution of more substantial assignments at the departmental level and/or College or University assignments will ordinarily be expected of those in the third year and beyond. It is expected that the candidate will maintain a professional and cooperative manner in meeting the service responsibility.

**Nature of the Reappointment Recommendation.** The departmental Personnel Committee, consisting of tenured faculty; the departmental chairperson, acting independently; and the College of Business Faculty Affairs Committee may make one of three recommendations in writing: reappointment, conditional reappointment, or non-reappointment. After the Dean provides a copy of the reappointment recommendation form to the faculty member, the Chairperson will meet with each candidate to discuss the findings of the performance review in order to address concerns raised, if any, in the reappointment recommendation. Candidates will sign an acknowledgement to indicate awareness of the nature of the reappointment recommendation. Candidates may write a letter to the College of Business Faculty Affairs Committee indicating their position with regards to the findings/recommendations and request a revision be made. The Faculty Affairs Committee will forward its recommendation to the Dean. A recommendation to reappoint that is accompanied by negative comments, should be taken as a warning that failure to improve may lead to conditional reappointment. Conditional reappointment is an indication that substantial weaknesses were found in the probationary faculty member's performance which, if not rectified, will lead to non-reappointment.

### **Guidelines for the Recommending of Tenure**

**Eligibility.** Regular faculty members become eligible for continuous appointment (award of tenure) according to the *Policies Regarding the Awarding of Tenure* as specified in the *University Handbook*.

**Evaluation of Teaching.** By the end of a tenure-track faculty member's probationary period, he or she must have matured into an effective University teacher. Strong evidence of teaching competence and effectiveness is expected. Competence and/or effectiveness in teaching will be evaluated in terms of the following criteria: high academic standards, subject matter currency and competence, ability to communicate subject matter, availability to students, efforts to improve teaching competence, and demonstrated evidence to work in a professional and cooperative manner within the department.

The following types of information and activity will be evaluated:

- A summary statement explaining the candidate's teaching objectives, methods, accomplishments, and overall contributions to the development of the Department, College, and University curricula (when appropriate, such reports may be supported by letters from faculty colleagues who have direct knowledge of the candidate's work).
- Summary results of student evaluations.
- Summary results of peer evaluations.
- Copies of syllabi, examinations, course assignments, newly developed courses, and other instructional material that reflects the candidate's presentation of subject matter in the light of relevant, up-to-date scholarship.
- A summary statement explaining the candidate's student advising and counseling objectives, methods, accomplishments, and results of advising evaluations if available.
- An explanation of special considerations related to the candidate's instructional accomplishments, such as student load, arranged courses offered, or service on thesis committees.
- A description of demonstrable efforts undertaken to improve instruction (for example, participation in relevant courses, seminars, workshops, or reading/discussion groups).
- Information regarding personal contributions to the field of teaching (for example, participation on national, regional, or local panels dealing with such matters as pedagogy, course design, or curricular development).
- An explanation of special teaching accomplishments, awards, or citations.
- Other information the candidate believes to be pertinent.

**Evaluation of Intellectual Contributions (Research and Scholarship).** Scholarly accomplishments and continuing intellectual contribution activity are important considerations in tenure evaluation. The candidate must give evidence of having published scholarship in his/her discipline. The following types of accomplishments will be evaluated:

- Articles or textbooks, published, in print or on-line, or accepted for publication.
- Published proceedings.
- Research grants received.
- Presentations at national, regional, and state meetings.
- Scholarly recognition in the form of requests to serve on the editorial boards of journals, to organize professional conferences or programs, and the like.
- Reviews of scholarly books in professional journals.
- Other materials that reflect the candidate's scholarly activity.

The candidate's achievements will be evaluated on the basis of quantity, quality, and relevance to the candidate's area(s) of expertise. The written comments of senior colleagues outside the University who share one or more areas of expertise with the candidate and who are conversant with the candidate's scholarship are welcome. The record should show that the probationary

faculty member has developed into an accomplished scholar who has attained professional recognition. This will be evidenced by the candidate having consistently exceeded the College of Business minimum expectations with a significant amount of intellectual contributions being published articles or textbooks.

**Evaluation of Service.** While service is a necessary ingredient toward tenure, it will not be allowed to substitute for teaching and intellectual contributions. By the time of tenure evaluation, a probationary faculty member should have demonstrated value to the professional community in some service capacity. Service contribution might be evidenced by the candidate's having successfully assumed a leadership role on Departmental or College committees (although significant service performed beyond the departmental level would be typical). Involvement, particularly in a leadership capacity, in professional organizations such as track chair at professional conferences, or evidence of noteworthy consulting engagements are other means of demonstrating service. Utilizing one's expertise in community activities provides another form of service. Furthermore, it is expected that the candidate will maintain a professional and cooperative manner in meeting service responsibilities.

**Nature of the Tenure Recommendation.** The departmental Personnel Committee and the departmental chairperson, acting independently, may recommend tenure or non-tenure. These recommendations should be formulated in terms of the criteria cited above and transmitted to the Faculty Affairs Committee (FAC) of the College of Business. The FAC then evaluates each candidate and transmits its recommendation and rationale for tenure or non-tenure to the Dean of the College of Business.

### **Procedures, Criteria, and Requirements for Faculty Promotion**

**Procedures.** By the announced deadline, a candidate seeking promotion is required to file with the departmental chairperson a completed Promotion Application Form along with an up-to-date *curriculum vitae* and any supporting materials. The departmental Personnel Committee, reviews the candidate's papers and indicates approval or non-approval of promotion, and provides a detailed written rationale in response to the stated criteria. The departmental chairperson, after receiving the recommendation from the departmental Personnel Committee, makes a separate recommendation; communicates to the candidate the department Personnel Committee recommendation and rationale, along with his or her own recommendation and rationale; and transmits the candidate's Promotion Application Form and supporting materials to the Faculty Affairs Committee, along with the departmental recommendations. After receiving the feedback from the departmental Personnel Committee and the department chairperson, the candidate may elect to withdraw his/her application for promotion or prepare a response which is forwarded with the candidate's materials to the next level. The Faculty Affairs Committee will then review and make its recommendation of approval or non-approval for promotion and transmit the recommendation and rationale to the Dean of the College of Business.

a. **Requirements for Promotion to Professor.**

**Time in Rank.** Associate Professors are eligible to apply for Professor in their fourth (4) year. Satisfying the minimum time in rank is not a sufficient condition for promotion. Only in exceptional cases will the candidate have the qualifications necessary at the minimum time in rank.

**Preparation.** Other than in very exceptional cases meriting suspension of this criterion, the candidate must hold an earned doctorate or other terminal degree in the area in which he or she is teaching or in a closely related field.

**Teaching.** A candidate for promotion to the rank of professor should be a superior teacher worthy of emulation by colleagues and should be capable of directing the studies of advanced students (for example, be a member of the Graduate Faculty). Evidence may include, but is not limited to, SIRs and other instruments of course evaluation, reports by invited class visitors, syllabi and instructional materials, student advising and counseling evaluations if available, and other written reports volunteered or solicited. The candidate must also provide clear evidence of working in a professional and cooperative manner within the department.

**Intellectual Contributions (Research and Scholarship).** A candidate for promotion to the rank of professor must present evidence of noteworthy and substantial publication in journals and/or textbooks within one's field(s). Conference presentations and published proceedings, especially at the national level, may be offered in combination with a somewhat more modest record of published work to help make one's case for having met the scholarly criterion. It is incumbent upon the candidate to provide copies of all work published and evidence of oral presentations made while in the rank of associate professor. If the candidate wants work accepted for publication to be considered, appropriate documentation must be made available to those reviewing his or her papers.

**Service.** The nominee for promotion to the rank of professor should present evidence of substantial concern for and effort on behalf of the Department, the College, the University, and the profession. Among other things, this may take the form of serving in a substantial way on Department, College, and University committees; participating in the University's governance structure; serving as an officer or in another significant role in a professional organization in one's discipline; and performing in a consultancy role. It is expected that the candidate will maintain a professional and cooperative manner in meeting service responsibility.

Note: The same requirements for teaching, intellectual contributions, and service apply for hiring an individual at the rank of full professor in order to award tenure at the time of appointment.

**b. Requirements for Promotion to Associate Professor.**

**Time in Rank.** Promotion and tenure shall be linked for individuals at the Assistant Professor level. Assistant Professors are eligible to apply for Associate Professor in their sixth (6) year of continuing faculty achievements under a regular faculty appointment in accredited institutions, at least four (4) years must have been served under a regular faculty appointment at Indiana State University.

**Preparation.** Other than in exceptional cases meriting suspension of this criterion, the candidate must hold an earned doctorate or other terminal degree in the area in which he or she is teaching or in a closely related field.

**Teaching.** The candidate for promotion to the rank of associate professor should be a superior teacher. Evidence may include, but is not limited to, SIRs and other instruments of course evaluation, reports by invited class visitors, syllabi and instructional materials, student advising and counseling evaluation if available, other written reports volunteered or solicited, and clear evidence of working in a professional and cooperative manner within the department.

**Intellectual Contributions (Research and Scholarship).** A candidate for promotion to the rank of associate professor must present evidence of an established publication record of journals and textbooks within one's field. Conference presentations and published proceedings, especially at the national level, may be offered in combination with a somewhat more modest record of published work to help make one's case for having met the scholarly criterion. It is incumbent upon the candidate to provide copies of all work published and evidence of oral presentations made while in the rank of assistant professor. If the candidate wants work accepted for publication to be considered, appropriate documentation must be made available to those reviewing his or her papers.

**Service.** The nominee for promotion to the rank of associate professor should present evidence of substantial concern for and effort on behalf of the Department, the College, the University, and the profession. Among other things, this may take the form of serving on Department, College, and University committees; participating in the University's governance structure; serving a professional organization in one's discipline; and performing in a consultancy role. It is expected that the candidate will maintain a professional and cooperative manner in meeting service responsibility.

**Appeals**

Recommendations of non-renewal during the probationary period and denials of promotion and

tenure may be appealed to the University Promotions and Tenure Oversight Committee as specified in the University Handbook.

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