

Criteria and Procedures for Promotion and Tenure

International Business Program Area

The Darla Moore School of Business Administration

Revised February 2000

Awarding of promotion and/or tenure in the International Business Program Area is based on a candidate's performance in the areas of research, teaching, and service, and on his/her possessing the appropriate academic credentials. Procedures for the promotion and tenure process are summarized in the initial section. The specific criteria in the areas of research, teaching, and service are specified in greater detail in the remainder of this document.

International Business Program Area

TENURE AND PROMOTION PROCEDURES

Revised February 2000

The tenure and promotion procedures to be followed by the International Business Program Area (IBPA) 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 recommendation for tenure and promotion are based on professional merit. The Program Area Tenure and Promotion Committee shall supervise all matters related to tenure and promotion and revision of tenure 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 Program Area 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 Darla 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 Program Area Tenure and Promotion Committee will consider and vote on all eligible faculty members in the Program Area except those who, in writing, waive consideration until the following year. The Program Area Tenure and Promotion Committee must consider for tenure each faculty member in 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 Program Area Tenure and Promotion Committee shall notify each faculty member eligible for promotion or tenure of the date the candidate's file materials are due. The notice must be in writing and must be sent at least one month before the candidate's file is due.

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 Program Area 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 Program Area Tenure and Promotion Committee by the date specified in the letter from the Chair. The Chair of the Program Area 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 International Business Program Area (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 Program Area Tenure and Promotion Committee. Program Area Directors are not members of this committee. A faculty member on leave may vote only upon notification to the Chair of the Program Area Tenure and Promotion Committee of a desire to do so before beginning the leave. In addition, the faculty member must be able to access the file in the designated area of The School.

The Program Area 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 Program Area Tenure and Promotion Committee will notify the Program Area Director, the Dean of the School, Provost, and the University Committee on Tenure and Promotion about the name of the new Chair. The Chair is required to be a tenured full professor. The voting unit of the Program Area Tenure and Promotion Committee must consist of all tenured faculty eligible to vote. If necessary, the Program Area Tenure and Promotion Committee members eligible to vote shall select additional qualified members from other disciplines within The School to achieve at least five (5) voting members.

Responsibilities of Program Area Tenure and Promotion Committee

Internal and 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. Only external reviewers who do not have a close personal relationship with the candidate (e.g., former advisor, doctoral dissertation committee members, co-author/s, relative/s) will be chosen.

The Chair of the Program Area 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 Program Area 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 Program Area 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 Program Area 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. Once the candidates' tenure and/or promotion files are complete, the Chair of the Program Area Tenure and Promotion Committee will notify in writing the eligible members of the Program Area 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 Program Area Director shall be notified by the Chair of the Program Area Tenure and Promotion Committee of the pending meeting of the committee. Meetings at which candidates are considered for promotion and/or tenure are generally closed to everyone except those eligible to vote on the candidate. A meeting may, however, by vote of the committee, be opened to anyone the committee wishes to be present at the meeting. At the scheduled meeting or by 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 Program Area Criteria 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 Program Area Tenure and Promotion Committee will count the votes along with one other person selected by the Committee. The Chair of the Program Area 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 Program Area Tenure and Promotion Committee of the decision(s). The vote count will not be revealed to the candidate or the committee members. All deliberations of the Program Area 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 Program Area Tenure and Promotion Committee vote is in support of tenure and/or promotion, the Chair of the Program Area Tenure and Promotion Committee will place the recorded votes and written justifications in the candidate's file and forward the file to the Program Area Director. The Program Area Director will enter a vote of yes for support or no to reject each candidate's application for tenure and/or promotion. The Program Area Director also will write a letter to justify the Program Area Director's vote and place this letter in the candidate's file. The Program Area Director will forward the file to the Dean of the School.

If the unit vote does not support tenure and/or promotion, the candidacy will not be considered further beyond the Program Area Tenure and Promotion Committee. The Chair of the Program Area Tenure and Promotion Committee will inform the Program Area Director and the Dean of The School of the negative vote. Candidates not recommended shall be informed by the Chair of the Program Area Tenure and Promotion Committee of appeal procedures as specified in the *Faculty Manual* of the University of South Carolina, Columbia Campus.

Revision of Program Area Tenure and Promotion Procedures

The tenured faculty of the Program Area are responsible for formulating the specific criteria and procedures for tenure and promotion applicable to faculty of the Program Area. 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 Program Area 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 Program Area Tenure and Promotion Criteria and Procedures document will be included as part of the document.

International Business Program Area

TENURE AND PROMOTION TERMINOLOGY

Revised February 2000

In discussing terminology, two background facts seem to be important. First, the Darla Moore School of Business (hereafter The School) has an accepted set of terminology used for the annual faculty evaluation. These terms are Outstanding, Strong, Satisfactory, Marginal, and Unsatisfactory. We believe that these terms (with one exception as identified below) may productively be used for tenure and promotion purposes as well as for all evaluations of faculty members. Second, different academic units in The School have used a variety of terms to designate the top category – terms such as outstanding, superior, and excellent. We recommend selecting Outstanding as the top category, primarily because of its historical use in The School's Annual Faculty Evaluation form and because it is also used in the *Faculty Manual* in describing qualifications for the rank of full professor.

We recommend that The School adopt the terms and definitional guidelines that appear on the following instances: (1) application of tenure and promotion criteria, (2) annual peer reviews, (3) annual evaluations by program directors, and (4) three-year (i.e., retention) reviews. It is of note that the definitional guidelines for each performance level have been revised (i.e., in comparison to the traditional definitions that appear on the reverse side of the Annual Faculty Evaluation form) so as to eliminate problematic wording. Finally, readers of this document are advised that the following set of terms and definitional guidelines are to be applied by evaluators in making separate judgments about a faculty member's performance in the three areas of research, teaching, and service. Evaluations of Satisfactory or higher performance (i.e., Strong or Outstanding) in one performance area may or may not be sufficient to warrant tenure and/or promotion. The levels of performance required for tenure and promotion are specified in each unit's tenure and promotion document.

Terms for Performance Levels and Definitional Guidelines

Outstanding

- Clearly better than strong
- Far exceeds the requirements of the position
- Exceptional achievement
- Highly significant contribution
- Significant positive effect on unit performance

Strong

- Clearly better than satisfactory
- Exceeds the requirements of the position
- Significant contribution
- Some positive effect on unit performance

Satisfactory

- Meets the requirements of the position
- Reflects competency for present rank and tenure status

Marginal

- Clearly worse than satisfactory
- Does not meet requirements of the position
- Some negative effect on unit performance
- Unacceptable to continue at this level

Unsatisfactory

- Clearly worse than marginal
- Far below the requirements of the position
- Significant negative effect on unit performance
- Unacceptable to continue at this level

CRITERIA

Associate Professor

The rank of Associate Professor signifies that an individual is an emerging scholar who is developing a national reputation in a particular specialty area of International Business. To qualify for promotion and/or tenure at the rank of Associate Professor, a candidate must:

- be rated "strong" or "outstanding" in research and teaching
- be rated at least "satisfactory" in service

Professor

The rank of Professor signifies that an individual has attained the status of a senior scholar and is nationally well known and highly respected for his or her expertise in a particular specialty area of International Business. To qualify for promotion and/or tenure at the rank of Professor, a candidate must:

- be rated as "outstanding" in either research or teaching
- be rated as "strong" or "outstanding" in the remaining two categories

Research Definitions and Specifications

Academic research in International Business assumes a variety of forms and represents contribution in the theoretical/conceptual, methodological, or substantive domains. Contributions to academic research in International Business include generating theories, methods, and reporting substantive finding; validating theories, testing methods; and analyzing and synthesizing existing knowledge.

Both quantity and quality of a candidate's research are important. Quality is defined in terms of (1) importance of the information revealed, (2) conceptual/theoretical sophistication, and (3) methodological rigor. Original breakthroughs in conceptual frameworks, conclusions, and methods are considered of higher quality than works exhibiting minor variations or those repeating familiar themes in the literature. In applying these criteria, candidates will be compared to comparable faculty at like institutions.

Evidence of a candidate's contribution to research, ranked in order of importance, includes the following:

- (1) Publication of articles in refereed journals (with emphasis placed on the highest quality research journals in International Business and functional areas), and publication of scholarly books.

(2) Publication of scholarly book chapters or monographs, acquisition of research grants/contracts from outside or inside the University, and publication of articles in non-refereed or professional journals.

(3) Publications of refereed proceedings, presentations of research papers at conference meetings of academic societies or associations, and chairing research sessions and discussing research papers at such events.

Teaching Definitions and Specifications

Teaching is a multifaceted activity composed of in-class performance, advisement and development of students, curricula and material development and professional education. A candidate's performance will be compared to comparable faculty in the DMSB.

Evidence of a candidate's contribution to teaching, ranked in order of importance, includes the following:

(1) ***In-Class Performance:*** Evaluations of a candidate's teaching performance by students and faculty and receiving honors and awards for one's teaching.

(2a) ***Doctoral Student Development:*** Chairing of dissertation/thesis committees; service on dissertation/thesis committees; and involvement with students in non-dissertation research projects;

(2b) ***Professional/Executive Education:*** Evaluations of a candidate's teaching performance by participants, design/renovation of programs, receiving awards and honors for one's teaching;

(2c) ***Curricula and Material Development:*** Development of instructional material and methods including but not limited to texts, work books, cases and exercises, visual media, computer software that are related directly to one's courses or professional development seminars, publication and presentations that deal with pedagogy, curricula or similar educational issues; and developing new courses and curricula.

(3) ***Student Advising:*** *Involvement* in student counseling and advising at undergraduate, masters and doctoral levels; participation in student organizations.

(4) ***Amount of Teaching:*** Course load (number of courses taught per year), course level (undergraduate, masters or doctorate), number of students, and number of different courses taught.

Service Definitions and Specifications

There are many important forms of service. Evidence of a candidate's contribution to service include the following, and will be compared to comparable DMSB faculty:

- (1) ***To the Profession***: Leadership roles in administering professional organizations; editorial review board membership and review work of academic journals; reviews of papers for academic organizations; service as an external reviewer for promotion and tenure at other colleges/universities; pro bono consulting work, and book reviews.
- (2) ***To USC and the State***: Performance on committees at USC, the Darla Moore School of Business, and area level; administrative responsibilities and functions; and special projects for USC and state government agencies.
- (3) ***To the Community***: Pro bono consulting, and academically based presentations to, and involvement with, community groups.