

DEPARTMENT OF MARKETING

STANDARDS FOR PROMOTION AND TENURE:

Promotion and Tenure Committee

Revised: October, 2011

PERFORMANCE CRITERIA AND STANDARDS

Introduction

The performance criteria and standards set forth in this section of the Standards are intended to establish departmental indicators of excellence and effectiveness for teaching, research, and service and outline the Promotion and Tenure Committee's policy with respect to reappointment, promotion, and tenure recommendations. In addition, the Standards provide information which may be useful for faculty career planning and development. The primary goal of the Standards is to establish a set of standards that will promote faculty performance and development and enable the department to achieve regional and national recognition. The Standards also recognize that performance expectations and reappointment, promotion, and tenure standards may change over time. Thus personnel decisions made in a given year are not necessarily precedents for decisions made in subsequent years.

Dimensions of Performance

Reappointment, promotion, and tenure decisions are based primarily on three dimensions: teaching, research and publication, and service to the profession, the institution, and the public. Each faculty member, in collaboration with the Chair of the Department of Marketing, will be responsible for setting individual goals and agreeing upon the distribution of effort among teaching, research, and service responsibilities.

The Standards divide the teaching, research, and service performance dimensions into two categories: "indicators of excellence" and indicators of effectiveness". For all reappointment, promotion, and tenure decisions, a written assessment must be provided by the department's Promotion and Tenure Committee and the Department Chair. In each case, teaching, research, and service must be assessed independently and rated as *excellent*, *very good*, *good*, *fair*, *marginal*, or *unsatisfactory*. An overall assessment rating must be stated in the recommendation using the same scale.

Documentation

It is expected that the above mentioned indicators be accompanied by documentation. The documentation should support the authenticity and significance of the indicator used.

TEACHING AND INSTRUCTION

Teaching and instruction are fundamental to the professorial role. Faculty are evaluated on contributions to instruction and student development. Teaching performance as documented by student evaluations*, grade distributions, pedagogical innovations, contributions to course and curriculum development, and recognition of teaching excellence are the major factors used to assess teaching and instruction.

Indicators of Excellence in Instruction

Examples

- Acquisition of grants and/or contracts to support innovation in the classroom.
- Evaluations of teaching performance as indexed by the University or College standardized surveys which allow comparisons on a departmental basis.
- Selection for Professional, University, or College teaching awards.
- Development of innovative pedagogical methods and materials.
- Significant contributions to new instructional programs and major curriculum changes.
- Invited presentations at Colloquiums or Consortiums regarding education in our field.
- Publication of critically acclaimed textbooks.

Indicators of Effectiveness in Instruction

Examples

- Evaluations of teaching performance as indexed by standardized surveys which allow comparisons on a departmental basis.

* **The Department of Marketing uses the university's standardized student evaluation form. Student evaluations are required for each class using this form. Summary copies of student evaluation surveys are sent each semester to the departmental chair.**

- Directing independent student research.
- Coordination of multi-section courses.
- Development of new courses or major revisions of existing courses.

- Publications of a chapter in a scholarly book.

RESEARCH AND PUBLICATIONS

Research is an integral part of a faculty member's job and it is the primary activity which keeps the content of education current, pertinent, and challenging to students. Stagnation would occur if one generation of teachers was content to teach only what had been taught. The professional reputation of the department is enhanced primarily through its basic and applied research productivity. Therefore, research published in refereed journals or scholarly books is an important performance dimension in faculty reappointment, promotion, and tenure decisions. Personnel decisions will be based on research output in refereed journals or other acceptable outlets rather than on research input or work in progress.

Both the quality and quantity of research and publications are important. However, quality of contribution to the body of knowledge in a faculty member's area of interest is the major criterion. Indices of quality include: publication in scholarly journals, publications of scholarly books, peer recognition through research and publication awards, and significant external funding for research.

Collaboration in research and publications is desirable, but faculty members must also demonstrate through their research output their ability to effectively perform all phases of a research project from inception to completion. To demonstrate their proficiency in leading and performing all phases of the research process, faculty must develop a publication record that includes multiple single-authored and/or lead-authored (as opposed to first-authored) publications as acknowledged by co-authors. External funding of research can be an indicator of excellence when such research contributes to the body of knowledge.

Indicators of Excellence in Research and Publications

Examples

- Publication in high quality refereed journals
- Publication judged excellent by peer review.
- Best paper award conferred by a professional association conference or journal.
- External funding for research. Support is required to show that the award resulted from a competitive process and the recipient was the principal investigator.

Indicators of Effectiveness in Research and Publications

Examples

- Publication of articles in refereed journals.
- Publication of technical reports by research sponsors.
- Publication of articles in nonrefereed, but widely recognized, professional journals.
- Presentation of refereed papers at national meetings (no proceedings published).
- Publication of papers in refereed proceedings of international, national and regional meetings.
- Best paper at a regional meeting.

SERVICE TO THE PUBLIC AND THE PROFESSION

As a unit within a professional school, the Department of Marketing serves a number of constituencies such as our students, the academic profession, and the College and University, the business community, and the citizens of South Carolina. Faculty members are expected to contribute to the service area and the extent of such contributions will be considered when reappointment, promotion, and tenure decisions are made. Acceptable service activities include those that benefit and enhance departmental relationships with academic and business organizations, state and federal government agencies, and other departments within the College and University. Consulting or other projects for which faculty members receive compensation above their contractual salary are not normally regarded as service activities.

Indicators of Excellence in Service

Examples

- Unpaid consulting or contract research agreements lending to improving or providing professional service to a member of the business community.
- Attraction of significant external development support.
- Service on a major government commission, task force, or board.
- Officer in a national professional organization.
- Program, division, track or area chairperson of a national meeting.

- Editorship of a major journal.
- Editorial board member of a major journal.
- Grant reviewer for national research organizations (e.g., NSF).
- Member Ph.D. dissertation or Master's thesis committees.

Indicators of Effectiveness in Service

Examples

- Officer, program, or area chair in regional professional association.
- Service on University, College, and Department task forces and committees.
- Advisor to student organizations.
- Outside reviewer for promotion and tenure decisions at other institutions.
- Invited participant on Doctoral/Masters committees at other institutions.
- Committee chair of national professional organization.
- Contribution to external development efforts.
- Ad hoc reviewer for major refereed journals.
- Administrative roles within the department.
- Speeches to major academic and practitioner groups.
- Session chair, reviewer, or discussant for professional meeting.
- Significant community service that utilizes professional skills.

REAPPOINTMENT, PROMOTION, AND TENURE

Introduction

The departmental Promotion and Tenure Committee is responsible for making reappointment, promotion, and tenure recommendations in accordance with the procedures set forth in the Clemson University Faculty Manual. Each faculty member must exhibit effectiveness as well as some degree of excellence in the three performance dimensions. As faculty member's career progresses, it is expected that his or her work will place greater emphasis on the indicators of excellence listed in the PERFORMANCE CRITERIA AND STANDARDS GUIDELINES.

Tenure

Tenure of a faculty member requires six (6) years of tenure-track experience in residence, brought in, or some combination thereof. **In these six years there should be documentation of consistent teaching, research, and service effectiveness with indication of excellence in two of teaching, research, and service. Research documentation must include refereed journal articles.** Since tenure is a commitment of continued employment by the University, there must be evidence in the record to project continued effectiveness of contribution in each the three major areas of evaluation. To be considered for tenure candidates must meet the requirements for promotion to Associate Professor.

Promotion to Associate Professor

Promotion to associate professor rank requires at least a minimum of four (4) years of relevant experience, demonstrated teaching, research and service effectiveness, and indication of excellence in two of teaching, research, and service.

Promotion to Professor

Promotion to professor rank requires a minimum of ten (10) years of relevant experience and **excellence in research** and excellence in either teaching or service and a record of effectiveness in the other. In addition, the faculty member will demonstrate a record of professional leadership on either a local,

regional, or national basis. Leadership includes the furtherance of the research efforts of others by example or professional support.

Reappointment

Reappointment decisions for tenure-track faculty are based on judged progress toward promotion to Associate Professor and Tenure. In the early years, such decisions are made on the basis of inputs, activities, and potential. In later years, potential should be realized and tenure and promotion projectable given trends in teaching, research, and service.

DOCUMENTATION FOR PERSONNEL DECISIONS

In addition to a current copy of the faculty member's resume; copies of research articles, scholarly books, and proceedings; letters of acceptance; and copies of evaluations of teaching performance, the departmental Promotion and Tenure Committee suggests that the following documentation be provided for reappointment, promotion and tenure decisions:

Teaching and Instruction

- Letters documenting teaching awards or honors.
- Copies of course syllabi.
- Summaries of course grades and comparisons with departmental norms.
- Self-evaluation and future directions.
- Other documentation on teaching effectiveness that the faculty member feels is relevant.

Research and Publications

- Reviews or critiques written by others on the candidate's journal publications and scholarly books.
- Reprint requests and unsolicited letters which evaluate research and publications.
- Information on journals in which the candidate has published (e.g. topical content and scope editorial policies, and acceptance rates).

- Self-evaluation and future directions.
- Other information that documents research productivity and impact, e.g., citation analyses.

Service to the Public and Profession

- Documentation of outreach efforts to the business community.
- A listing of professional and practitioner organizations and offices held.
- Documentation of awards or honors received through service efforts.
- Published reviews or critiques written by the candidate on the scholarly works of others.
- A listing of activities at national and regional meetings.
- Self-evaluation and future directions.
- Other documentation on service to the profession.

For Tenure and Promotion decisions, each candidate should provide the departmental Promotion and Tenure Committee with a TPR Executive Summary Notebook. The notebook should include the following:

1. Letter requesting Tenure, Promotion, and/or Reappointment.
2. Request for Faculty Personnel Action Form (Routing Slip) with all appropriate signatures.
3. Letter of Recommendation from Departmental/School TPR Committee
4. Letter of Recommendation from Department Chair or School Director.
5. Detailed vita.
6. Specific evidence in support of teaching, research, and service activities if not included in the vita including the following:
 - A. A brief statement of the candidate's teaching philosophy.
 - B. A copy of summary sheets of the Teaching Effectiveness Evaluation forms and a reasonable number of student comments sheets for all classes taught during the preceding two semesters. Summary statistics may be developed and included.
 - C. Any other evidence of teaching effectiveness such as senior exit survey results, alumni surveys, faculty peer review comments, activities involving students in research activities, etc.
 - D. A brief statement of philosophy on research.

- E. Evidence of research activities not addressed in the detailed vita which might include research proposal history and impact of research including literature citations (excluding self-citations), patents, awards, student involvement in research, etc.
 - F. A brief statement of philosophy on service.
 - G. Evidence of service activities not addressed in the detailed vita which might include professional service including offices held, community service, departmental/school service, university service, student advising, supervision of student research, etc.
7. Copies of the Faculty Evaluation Form 3 for the last three years.
 8. Statements of short and long-term goals. These may be combined with the philosophy statements noted in 6(A), 6(D), and 6(F).
 9. Description of administrative duties, if applicable.
 10. Copies of all external peer review letters. Solicitation of external peer review letters is strongly encouraged for all promotion and tenure actions.
 11. Any clarifying statements or additional information (supplementary to the vita) a tenure, promotion, or reappointment candidate wishes to have included in the TPR Executive Summary Notebook. (5 pages maximum; optional).

These Standards are intended to embody the essence of existing promotion and tenure standards and communicate specific indicators of excellence and effectiveness in teaching, research and public and professional service. This document is presented in accordance with Article IV of the Departmental Bylaws which charge the Promotion and Tenure Committee with the responsibility for not only making recommendations on reappointment, tenure, and promotion, but also for developing guidelines for this process.