

FIREL Department
Promotion and Tenure Standards
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I. General

This document will serve as a guideline for departmental recommendations for tenure and/or promotion. ***It is the responsibility of candidates for promotion or promotion and tenure to be familiar with department, college, and university guidelines or standards for promotion or promotion and tenure. Copies of all policies can be obtained from various public sources or from the Department Chair.***

Departmental Policies must be consistent with University Policy, as found in 06.004 Faculty Reappointment, Tenure and Promotion (05/05/2017) (University Policy 06.004) , or relevant sections of the Policy Manual as amended subsequent to the adoption of this policy.

Departmental recommendations also must be consistent with College of Business Dean's Guidelines for Reappointment, Promotion and Tenure (Dean's Guidelines) or the Dean's Guidelines as amended subsequent to the adoption of this policy. Departmental recommendations for tenure and/or promotion by the Reappointment Promotion and Tenure Committee (RPTC) must be accompanied by annual peer evaluations of the candidate performed during the merit evaluation process by the departmental Personnel Administration Committee (PAC), and by the recommendation of the department chair, as described in University policy.

A. Dean's Guidelines

The following statement of philosophy regarding intellectual contributions is found in the Dean's Guidelines (dated October 8, 2018):

The faculty of the College of Business at the University of North Texas expects its members to produce intellectual contributions that bring credit to the College and enhance its national reputation. To this end, tenure-track candidates for reappointment, promotion, and tenure should have a coherent stream of research in high-quality journals widely recognized as having relevance to their academic disciplines. Research funding by state or federal agencies, foundations and corporations will be included as a part of this research stream as long as funding flows through UNT.

The following definitions are found in the Dean's Guidelines (dated October 8, 2018):

Intellectual contributions include “contributions to learning and pedagogical research, contributions to practice, and discipline-based research.”¹ Scrutiny of peers or practitioners is required of all work submitted as an intellectual contribution. Publication in a peer-reviewed journal or funding by a state or federal agency meets this requirement for scrutiny. (Based on the statement of philosophy in the preceding paragraph, in this FIREL standard we interpret this statement to also include funding by foundations and corporations). For other intellectual contributions, the candidate must demonstrate that his or her work has contributed to business education or practice. Examples of such demonstration include frequent citation, required reading or widespread use in college classes or among professionals, and written reviews by experts in the field.

Discipline-based scholarship represents the creation of new knowledge.²

Applied scholarship is the application, transfer, and interpretation of existing knowledge.

High quality journals include both A and A* discipline-based journals taken from the College Journal List or as specifically justified for impact and reputation. (See Appendix A for criteria and Appendices D, E and F for current lists.)

Premier journals are those designated as A* by the Australian Business Dean’s Council or appearing on the Financial Times 50 List, or the UT-Dallas List, or as specifically justified as equivalent in quality in non-business disciplines related to the candidate’s field of study. (See Appendix A for criteria and Appendices D, E and F for current lists.)

B. Disciplines With No Journals Designated as Premier

For disciplines in FIREL that do not have journals that fit the definition of premier as defined in the Dean’s Guidelines (notably risk management and insurance, real estate, and law), the faculty in those disciplines are encouraged to propose journals to be considered by the Dean as “excellent in their functional area.” To be considered as “excellent in the functional area” the journals must be highly selective and must have relatively high impact factors within the discipline.

1. Procedure for Designating Journals “Excellent in the Functional Area”

By April 15 of each year, the faculty in disciplines that do not have a journal designated as premier should submit to the FIREL Reappointment, Promotion and Tenure Committee (RPTC) recommendations of journals for designation by the RPTC as “excellent in the functional area.”

¹AACSB International, *Standards for Business Accreditation with Interpretive Information* (as revised January 31, 2010), Standard 2, INTELLECTUAL CONTRIBUTIONS, p. 20.

²“Discipline-based scholarship” is AACSB International terminology for “basic research”: “Discipline-based scholarship (often referred to as basic research) contributions add to the theory or knowledge base of the faculty member’s field. Published research results and theoretical innovation qualify as Discipline-based scholarship contributions,” *Standards for Business Accreditation with Interpretive Information* (as revised January 31, 2010), Standard 2, INTELLECTUAL CONTRIBUTIONS, p. 21.

The faculty members are responsible for providing documentation to support the recommendations.

The FIREL RPTC will evaluate the proposals and will make recommendations to the Department Chair who will make recommendations to the Dean. The Dean's decision on this matter will be final.

II. Composition of the Committee

As specified in the FIREL departmental charter, the Reappointment, Promotion, and Tenure Committee (RPTC) shall consist of the tenured members of the Personnel Affairs Committee (PAC), subject to the qualifications listed in the FIREL Department Charter.

III. Guidelines for Untenured and Less Than Full Rank Faculty

This document will also serve as a basis for describing the expectations for minimum performance for probationary faculty seeking promotion and tenure and for tenured faculty seeking promotion. Faculty members in these categories should become familiar with the requirements outlined in this document, University Policy 06.004, and the Dean's Guidelines, and organize their activities to achieve the goals set forth herein.

Achieving minimum expectations does not guarantee tenure and/or promotion; however, failure to achieve the minimum standards will almost certainly result in failure of the request for tenure and/or promotion. Untenured faculty shall receive periodic reviews for reappointment as specified in University Policy 06.004

Faculty members may also request counseling on their progress from the RPTC chair and department chair at any time during the year. To remain in good standing in the department, the candidate must receive satisfactory annual merit reviews from the department chair.

Candidates for tenure and/or promotion should acquaint themselves with the requirements for External Reviews provided in University Policy 06.004. Ordinarily, outside reviewers should not have a close personal relationship with the candidate such as graduate school colleagues, former professors, co-authors, dissertation committee chairs, etc.; however, candidates should understand that positive reviews will be most readily obtained from those persons familiar with the candidate's scholarly, creative, and professional activity. In addition to but not to the exclusion of publication activity, possible methods of establishing a reputation could be active participation in professional organizations and meetings and providing editorial services such as reviewing journal article submissions.

IV. Basis of Evaluation for Tenure and/or Promotion to Associate Professor

In accordance with University and College guidelines, tenure and/or promotion evaluations are based on the three performance areas of teaching; scholarly, creative, and professional activity; and administration and service. Candidates for tenure and/or promotion should pay particular attention to the statement in the University Policy 06.004 IV. A.1. that "Sustained excellence or extraordinary quality in any one domain will not compensate for lack of sustained excellence and/or sustained effectiveness in other areas."

Untenured faculty should also be aware that a consistent rating of “excellent” in the annual merit review process by the Personnel Affairs Committee [PAC] does not guarantee a favorable recommendation for tenure or promotion by the RPTC.

External references should confirm a trend toward continual growth toward a national reputation for promotion to associate professor and/or the awarding of tenure.

A recommendation for tenure “will consider evidence in the context of, and consistent with, levels expected at peer or aspirational peer programs. Any recommendation for tenure, based on evidence of excellence, should also be based, as far as possible, on indications that the individual will continue to grow and develop professionally.” University Policy 06.004 IV.B.

Awards of grants for research or instructional development that meet the criteria in the Dean’s Guidelines are also a significant factor considered by the RPTC in evaluating candidates. Grants funded internally by the university will be viewed positively, but demonstrated ability to obtain external funding will be a significant enhancement to the candidate's record of accomplishments.

V. Requirements for Tenure and Promotion to Associate Professor

A. Teaching

As described in University Policy 06.004 IV. B “Tenure and promotion to the rank of associate professor requires evidence of sustained excellence in the domains of teaching and scholarship along with evidence of sustained effectiveness in the domain of service.”

To meet the departmental standard for teaching, the candidate should have satisfactory evaluations from the second year and subsequent reappointment reviews or present evidence that any concerns expressed in these reviews have been addressed. Evaluations will be based on the criteria for teaching detailed in the Three Year Faculty Activity Report. If the candidate needs improvement in the early years of the probationary period, a record of consistent improvement over the period must be evidenced, resulting in a satisfactory evaluation by the end of the period.

The RPTC will not evaluate teaching performance simply on the basis of student evaluation scores alone. The candidate also must present convincing evidence of quality and substance of teaching such as honors and awards for teaching, grants received related to instructional development, class grade distributions, course innovation and development, course syllabi describing course requirements such as research papers, availability of the candidate to students for assistance outside class, involvement in doctoral dissertations, attendance at teaching improvement seminars, etc. The RPTC will also consider the candidate’s willingness to engage in instructional technology (e.g., on line and distributed teaching) and to teach off campus as necessary. Candidates should present a well prepared teaching portfolio to document these activities.

B. Scholarly, Creative, and Professional Activity

The evaluation in this area is based on research and publication activity. Given the wide variance in effort required to achieve publications at the various quality levels of journals, no exact numbers for publication activity will be used. Candidates must offer evidence of a continuing high quality research program.

The Dean's Guidelines dated October 8, 2018 provide the following guidelines for promotion to associate professor and the awarding of tenure:

- a. Published research: A candidate generally should have published from five to eight journal articles at a minimum. The exact number of published articles required of a candidate, however, will be a function of the quality of the work. Consistent with the University's designation as Carnegie Tier One University, the majority of these articles should be discipline-based. Also consistent with the University's designation as a Carnegie Tier One University, candidates should aspire to publish in premier journals. Their portfolio of articles, accordingly, should contain primarily articles in journals that appear on the College journal list and are recognized by the candidate's department as high quality (A and A*) outlets for discipline-based research. Candidates are encouraged to publish in premier journals and those journals designated by the College as excellent in their functional area, with at least some of their work appearing in these outlets. A candidate's published articles and his or her work in progress should evince a clear research agenda.
- b. Consistent with the University's designation as a Carnegie Tier One University, published research monographs and externally funded research grants (with Principal Investigator or Co-principal Investigator status) that meet the Texas Higher Education Coordinating Board's definition of Restricted Research (see Appendix B) may substitute for articles in premier journals, depending on their magnitude and impact. Funded research meeting the Higher Education Research and Development (HERD) criteria shall substitute for articles in high quality (A or A*) journals, with classification based on the magnitude and impact of the funding. A refereed article published as a result of such a grant shall count separately from the receipt of the grant.

Research monographs, scholarly books, chapters in scholarly books, proceedings from scholarly meetings, and papers presented at scholarly meetings will also be considered, but do not substitute for the primary standard of publication in academic or professional journals stated above. If some of the publications are in a select group of the premier journals in fields recognized by the department, and the College, total publication requirements may be reduced, based on the judgment of the RPTC.. Although candidates will receive full credit for multi-authored publications, candidates must also present evidence of independent thought and ability, as specified in the Dean's Guidelines.

C. Service

During the probationary period, the primary focus of the candidate should be the attainment of the

required levels of teaching and scholarly activity. However, the candidate must demonstrate an adequate level of service consistent with the Dean's Guidelines.

VI. Requirements for Promotion to Professor

Faculty who are less than Full rank should also be aware that a consistent rating of "excellent" in the annual merit review process by the Personnel Affairs Committee [PAC] does not guarantee a favorable recommendation for tenure or promotion by the RPTC.

Promotion to Professor requires "evidence of sustained excellence in each of the three (3) domains of teaching, scholarship and service sufficient for the achievement of national or international reputation and recognition." University Policy 06.004 IV.B.1

Recommendations for promotion are based on evidence of excellence and "should also be based, so far as possible, on indications that the individual will continue to grow and develop professionally." University Policy 06.004 IV.B.1

A. Teaching

Candidates must present evidence of high quality teaching consistent with the Dean's Promotion and Tenure Guidelines and the requirement of excellence in all three areas of performance as provided by University Policy 06.004.

The RPTC will not evaluate teaching performance simply on the basis of student evaluation scores alone. The candidate also must present convincing evidence of quality and substance of teaching such as honors and awards for teaching, grants received related to instructional development, class grade distributions, course innovation and development, course syllabi describing course requirements such as research papers, availability of the candidate to students for assistance outside class, involvement in doctoral dissertations, attendance at teaching improvement seminars, etc. Candidates should present a well prepared teaching portfolio to document these activities.

Evidence of serving as a teaching mentor for junior faculty, chairing of doctoral dissertations, teaching doctoral seminars as appropriate by discipline, being active in the Finance Doctoral Program Committee, publication or presentation of instructional development articles, development of cases, casebooks, workbooks, textbooks, related software products, and development of instructional development techniques will also be viewed positively by the RPTC when formulating its recommendation.

B. Scholarly, Creative, and Professional Activity

Evidence of continued publication activity meeting the University standard of excellence is required to be considered for promotion to the rank of professor. A reasonable minimum guideline is six publications or acceptances --at the rank of Associate Professor-- in academic or professional

journals consistent with the AACSB definition of discipline-based research..

The Dean's Guidelines dated October 8, 2018 contain the following requirements for promotion to full professor:

1. Evidence of intellectual contributions:

- a. Published research: A candidate must have an overall portfolio of publications that has earned the candidate a national reputation for scholarly achievement. Consistent with the University's designation as a Carnegie Tier One University, candidates should aspire to publish in premier journals. A candidate's portfolio of publications should contain multiple articles in journals recognized by the candidate's department as high quality (A and A*) outlets for discipline-based research, with emphasis on premier journals and journals recognized by the College as excellent in the candidate's field. The exact composition of a successful candidate's portfolio, however, will be a function of the quality of the work. A candidate's published articles and his or her work in progress should evince the continuation of a clear research agenda, although these guidelines recognize that a candidate's research agenda may reasonably develop (change direction, expand, or become more specialized) over time.
- b. Consistent with the University's designation as a Carnegie Tier One University, published research monographs and externally funded research grants (with Principal Investigator or Co-principal Investigator status) that meet the Texas Higher Education Coordinating Board's definition of Restricted Research (see Appendix B) may substitute for articles in premier journals, depending on their magnitude and impact. Funded research meeting the Higher Education Research and Development (HERD) criteria shall substitute for articles in high quality (A or A*) journals, with classification based on the magnitude and impact of the funding. A refereed article published as a result of such a grant shall count separately from the receipt of the grant.

Other intellectual contributions such as research monographs, scholarly books, chapters in scholarly books, proceedings from scholarly meetings, and papers presented at scholarly meetings will also be considered, but do not substitute for the primary standard of publication in academic or professional journals stated above. The likelihood of success of the request for promotion will be greatly enhanced if the candidate has multiple publications in a select group of the premier journals in fields recognized by the department. Based on the number of publications in this select group of journals, the RPTC may reduce the total publication requirement at its discretion. Although not sufficient alone, a record of providing assistance to junior faculty and doctoral students in establishing their own research programs and extensive service to the profession are also positive factors the RPTC committee would consider when evaluating the candidate. Although full credit will be granted for coauthored publications, candidates must also present evidence of independent thought and ability, as specified in the Dean's Guidelines.

C. Service

Evidence of sustained continued support of the community of scholars is required for consideration of promotion to the rank of professor. To be excellent in this area of performance it is expected that

the candidate will assume additional leadership roles in service activities at this level, such as service as a university committee chair, serving in a leadership position of a regional or national professional organization, and/or other service activities consistent with the Dean's Guidelines..