

ITDS Department Reappointment, Promotion and Tenure (RPT) Committee Policy Statement:

**Minimum Criteria for Consideration for Reappointment, Promotion, and Tenure
(Substantive revisions are as of Dec 7, 2018)
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PART I. GLOBAL STATEMENT OF PHILOSOPHY.

The faculty is encouraged to read carefully and understand the University's policy on promotion and tenure, as set forth in Chapter 6 of UNT's *Policy Manual*, 06.004 Faculty Reappointment, Tenure, and Promotion. The same holds true for the College of Business' policies on this subject. There is an RPTC at both the College of Business level and the departmental level, commonly referred to as the Promotion and Tenure (PAT) Committee at the departmental level. In this document, RPTC will refer to the departmental RPTC/PAT. What follows in this document constitutes minimum criteria, that is, the performance threshold a faculty person must achieve for RPTC to consider the possibility of nominating that person for promotion and/or tenure. One should not assume that meeting the threshold requirements automatically guarantees RPTC's nomination. RPTC has a responsibility to the faculty to evaluate the quality, and not just the quantity, of a person's lifetime contribution. Refer to the PAC Merit Evaluation Policy for definitions of terms not expressly defined herein.

The guidelines for reappointment, promotion, and tenure are separate and distinct from annual merit evaluations. Although a candidate is expected to have received positive annual merit evaluations during the period under review, annual merit evaluations are based on (1) a three-year rolling window and (2) individualized workload assignments that might emphasize one or two of the categories of teaching, intellectual contributions, and service. Reappointment, tenure, and promotion decisions, on the other hand, are based on a candidate's contributions in each of the categories of teaching, intellectual contributions, and service over a specific three-year, six-year, or possibly longer window (in the case of promotion to Professor). Reappointment, tenure, and promotion decisions also include broader considerations such as the candidate's reputation in the field, the cogency of the candidate's research agenda, the impact of the candidate's accomplishments, and the likelihood of continued performance. Thus, the criteria by which a candidate is judged meritorious in the annual merit review process are not sufficient alone to warrant reappointment, promotion, or tenure.

Anyone seeking promotion at any level must keep in mind that it is important to plan his/her publication record with a realization that there will be an objective evaluation by qualified peers both within and outside the university. RPTC wants to present to the University community the strongest possible arguments for anyone RPTC recommends for promotion. This means that each faculty person should target his/her publications for journals that are clearly recognized as being in the mainstream of the IT/MIS or DSCI/MSCI disciplines.

Given the research mission of the Department and the University, RPTC strongly encourages that sole or multiple authorship of any scholarly work appear on the ITDS Department's IT or DSCI journal list. It is the responsibility of the RPTC to judge the overall quality of the candidate's research and publication record.

Definitions of terminology

The following definitions are used throughout this document.

Must versus *should* statements. *Must* connotes an imperative, a requirement, or a condition to be achieved with certainty. *Should* connotes what is expected or advisable. Deviations from statements preceded by *should* require an explanation or alternative.

Instructional development is the enhancement of the educational value of instructional efforts. *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 is sufficient to meet this requirement. Absent such publication, 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)

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)

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.

PART II RECOMMENDATION FOR PROMOTION FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR.

The candidate's lifetime record of accomplishment forms the basis for meeting the criteria given in Part II. While junior faculty should not ignore their service record, they must recognize that the University places more weight upon the quality of their teaching and research efforts at this stage of their career development. The University's policy on promotion and tenure must be followed: Chapter 6 of UNT's *Policy Manual*, 06.004 Faculty Reappointment, Tenure, and Promotion.

A. Minimum Criteria for Teaching.

1. Evidence of quality teaching: for the period under review, the candidate must have demonstrated a consistent level of quality teaching. RPTC uses a portfolio approach to evaluate teaching performance. In addition to student surveys, this portfolio approach will evaluate syllabi, student assignments and other educational activities, in-classroom performance, course and curriculum development, and any other accomplishments submitted by the candidate.
2. Evidence of Instructional-Related Activity: the candidate should participate in (and provide clear documentary evidence for) at least one of the following:
 - a. New course development or major course revision;
 - b. Teaching grants applied for (received or not received); and
 - c. Supervision of independent study work not part of an organized class.
3. Evidence of Dissertation-Related Activity: the candidate should serve on at least one dissertation committee.

B. Minimum Criteria for Intellectual Contributions.

The entire record of published research in the candidate's field constitutes the basis for evaluating the candidate's intellectual contributions. A candidate's published research and work in progress should evince a clear research agenda. Peer-reviewed journal publications are the primary form of scholarship for the promotion process. Other forms such as books, edited volume chapters, and conference proceedings cannot be substituted for journal articles.

1. Evidence of intellectual contributions:
 - a. Published research: A candidate generally should have published a minimum of six peer-reviewed journal articles. The exact number of published articles required of a candidate, however, will be a function of the quality of the work. Consistent with

UNT's designation as a Tier 1 Research University, the majority of these articles should be discipline-based. Also consistent with UNT's designation as a Tier 1 Research University, candidates need to publish in premier journals. Their portfolio of journal articles must contain at least three articles in journals that are recognized by the College of Business as high quality (A or A*) outlets for discipline-based research. The Department will provide its faculty with a list of high quality journals in their discipline(s) based on the College of Business list.

Consistent with the value that the University places on interdisciplinary work, the Department encourages articles published in a journal on the College's list outside a candidate's discipline (or in a premier journal outside the business disciplines). Such publications may count toward the required number of articles in high quality journals if:

- (1) The discipline the journal represents reasonably relates to the candidate's discipline;
- (2) The article advances the candidate's research agenda; and
- (3) The candidate has contributed substantially to the research effort.

Examples include a supply chain article in the *Journal of Transportation Management* or other high quality logistics journals or a management of information systems article in *Academy of Management Journal*.

- b. Non-published research: Intellectual contributions made available for scrutiny by peers and practitioners, but not published, are properly part of the candidate's record of achievement. It is, however, the faculty member's responsibility to demonstrate the impact of the contribution on business or practice.
2. Evidence of independent thought and ability: Co-authored work is in the best tradition of the community of scholars. Candidates, however, should demonstrate his/her ability to conduct research independently or make substantive contributions to joint research projects. Therefore, the portfolio of journal articles should include at least three articles in which the candidate is the lead author. In the absence of sole-authored publications or clear lead authorships, the Department Chair and/or the Department's reappointment, promotion, and tenure committee may assess and comment on a candidate's contributions to joint work.
 3. Other intellectual contributions that enhance the credentials of a candidate include research monographs, externally funded research grants, papers presented at academic meetings, publicly available research working papers, papers presented at faculty research seminars and workshops, professional presentations, book reviews, editorial activities, and service as a research paper discussant or panelist at academic meetings. Consistent with UNT's designation as a Tier 1 Research 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) shall substitute for articles in high quality (A and A*) journals. A refereed article published as a result of such a grant shall count separately from the receipt of the grant. None of the other activities described in this paragraph, however, may substitute for the criteria set forth in II.B.1 and II.B.2.

4. RPTC will consider other activities in this category which contribute to the overall professional credentials of the candidate. However, these other activities do not substitute for the specific minimum criteria set forth above.

C. Minimum Criteria for Service.

1. Evidence of Active Participation: For the period under review, the candidate must render significant service to the University community.
2. RPTC expects the active involvement by Assistant Professors in the Department's Ph.D. program (e.g., Ph.D. exam pool, attendance at Ph.D. oral exams, proposal defenses, and dissertation defenses).
3. RPTC expects some level of service to the College of Business or to the University.
4. RPTC encourages some level of service to the professional field community (e.g., serving a learned society as an officer).

D. Minimum Time for Promotion.

1. Candidates should spend at least six years in rank as an Assistant Professor before being promoted to associate professor. Promotion before the end of the sixth year of service as an Assistant Professor will be considered only in cases of truly outstanding and internationally acclaimed performance. These instances will be rare.
2. Candidates with prior service as an Assistant Professor at other institutions may be reviewed for promotion to Associate Professor beginning in his/her sixth year of service in rank, including service at other institutions.

PART III. RECOMMENDATION FOR PROMOTION FROM ASSOCIATE TO (FULL) PROFESSOR.

The minimum criteria set forth in Part III assume that the candidate has already fulfilled all of the criteria in Part II. NOTICE: All evidence of accomplishment required in Part III must date from the time of the candidate's first appointment to associate rank unless specifically noted as in his/her lifetime. The University's policy on promotion and tenure must be followed: Chapter 6 of UNT's *Policy Manual*, 06.004 Faculty Reappointment, Tenure, and Promotion.

A. Minimum Criteria for Teaching.

1. Evidence of quality teaching: For the period under review, the candidate must have demonstrated a consistent level of quality teaching. RPTC uses a portfolio approach to evaluate teaching performance. In addition to student surveys, this portfolio approach will evaluate syllabi, student assignments and other educational activities, in-classroom performance, course and curriculum development, and any other accomplishments submitted by the candidate.
2. Evidence of Instructional-Related Activity: The candidate must participate in (and provide clear documentary evidence for) at least two of the following:
 - a. New course development or major course revision.
 - b. Teaching grants applied for (received or not received);
 - c. Supervision of independent study work not part of an organized class: (internship courses do count)
3. Evidence of Dissertation-Related Activity: the candidate must serve on at least one dissertation committee as a chair or co-chair.

B. Minimum Criteria for Intellectual Contribution.

Published research in the candidate's field since promotion to Associate Professor constitutes the primary basis for evaluating a candidate's intellectual contributions. A candidate's published research and work in progress should evince a clear research agenda. Peer-reviewed journal publications are the primary form of scholarship for the promotion process. Other forms such as books, edited volume chapters, and conference proceedings cannot be substituted for journal articles.

1. Evidence of intellectual contributions:

- a. Published research: A candidate is expected to have an overall portfolio of publications that has earned him or her a national reputation for scholarly achievement. Evidence of national reputation may include the quality of the journals where their articles appear, citations of their articles, candidate's citation indices, and publication awards. A candidate should have published a minimum of eight peer-reviewed journal articles. The exact number of published articles required of a candidate, however, will be a function of the quality of the work. Consistent with UNT's designation as a Tier 1 Research University, candidates need to publish in premier journals. A candidate's portfolio of publications must contain at least four articles in journals recognized by the College of Business as high quality (A or A*) outlets for discipline-based research. The College of Business maintains a list of high quality journals, taking into account criteria such as acceptance rates, impact factors, and journal rankings. The Department will provide its faculty with a list of high quality journals in their discipline(s) based on the College of Business list.
- b. Consistent with the value that the University places on interdisciplinary work, the Department encourages articles published in a journal on the College's list outside a candidate's discipline (or in a premier journal outside the business disciplines). Such publications may count toward the required number of articles in high quality journals if:
 - (1) The discipline the journal represents reasonably relates to the candidate's discipline;
 - (2) The article advances the candidate's research agenda; and
 - (3) The candidate has contributed substantially to the research effort.

Examples include a supply chain article in the *Journal of Transportation Management* or other high quality logistics journals or a management of information systems article in *Academy of Management Journal*.

2. Evidence of thought leadership: Co-authored work is in the best tradition of the community of scholars. Candidates for the rank of Professor, however, will demonstrate clearly their ability to lead research projects. Therefore, the portfolio of journal articles should include at least three publications from one or more of the following categories: (1) sole-authored by the candidate, (2) co-authored with other researchers and the candidate is the lead author, or (3) co-authored with doctoral students and the candidate is the only faculty co-author.
3. Other intellectual contributions that enhance the credentials of a candidate include research monographs, externally funded research grants, papers presented at academic meetings, publicly available research working papers, papers presented at faculty research seminars and workshops, professional presentations, book reviews, editorial activities, and service as a research paper discussant or panelist at academic meetings. Consistent with UNT's

designation as a Tier 1 Research 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) shall substitute for articles in high quality (A and A*) journals. A refereed article published as a result of such a grant shall count separately from the receipt of the grant. None of the other activities described in this paragraph, however, may substitute for the criteria set forth in III.B.1 and III.B.2.

4. The candidate must be a full member of the University's graduate faculty.
5. The candidate must have achieved a national or international reputation.

C. Minimum Criteria for Service.

1. For the period under review, the candidate must have rendered substantive service to the ITDS Department and/or the College of Business. This service may include, but is not limited to, chairing College and/or Department committees, serving as a program advisor, sponsoring student organizations, and mentoring students.
2. Consistent with the ITDS Department expectations of those holding the rank of Professor, the candidate must clearly evince leadership in the Department, College, or University. Engaging in activities or holding positions such as those listed in C.1 above are not sufficient to fulfill these criteria. The candidate must demonstrate evidence of leadership. Examples of such evidence may include (but are not limited to):
 - Being clearly perceived as a leader by his/her peers;
 - Leadership recognition at college and/or university levels;
 - Leadership in promoting university/industry partnerships;
 - Leadership in the candidate's discipline at the national or international level such as serving as chair of a national or international academic conference, officer of the discipline's national association (e.g., AIS Council or national DSI), or senior editor of a high-quality (A or A*) journal;
 - Leadership in departmental mission related activities such as curriculum development or facilitation of multi-participant research projects that receive external funding (as defined in Appendix B).
3. The candidate should be actively involved in his or her departmental doctoral program (e.g., teaching doctoral seminars; contributing to the preparation and grading of doctoral exams; attending doctoral oral exams, proposal defenses, and dissertation defenses; and serving on or chairing dissertation committees [see also III.A.3. above]).

4. The candidate must also have rendered service to the University, professional organizations, and the business community.

D. Minimum Time for Promotion

1. There is no minimum time in rank required for promotion to Professor. In order to meet the criteria for promotion, candidates would typically spend at least six years in rank as an Associate Professor before being promoted to Professor. Promotion before the end of the sixth year of service as an Associate Professor will be considered in cases of outstanding and internationally acclaimed performance.
2. Candidates with prior service as an Associate Professor at other institutions may be reviewed for promotion to Professor beginning in their sixth year of service in rank, including service at other institutions. Consideration for promotion to full may be given prior to their sixth year for cases with exceptional performance.

Part IV THIRD-YEAR REAPPOINTMENT REVIEW

The Department will review for reappointment all Assistant Professors on tenure track during the third year of the probationary period. The procedure for conducting the reappointment review is similar to that for the tenure and promotion review as set forth in Chapter 6 of UNT's *Policy Manual*, 06.004 Faculty Reappointment, Tenure, and Promotion except that external review letters are not sought.

A. Minimum Criteria for Teaching

1. Evidence of quality teaching: For the period under review, the candidate must present evidence of a consistent level of quality teaching. Good student evaluations of teaching are necessary, but insufficient to meet this requirement. Rather, candidates should present teaching portfolios with appropriate documentation. In addition to an overview of student evaluations of teaching, the portfolio should contain, at a minimum, syllabi that clearly state the learning objectives in the classes the candidate teaches along with examples of the methods the candidate uses to determine if students are meeting the learning objectives (e.g., exams, class assignments).
2. Evidence of instructional development: The candidate should have participated in instructional development, which might include activities such as the following:
 - a. Course revision or new course development;
 - b. Service on dissertation committees;
 - c. Instructional development grants;
 - d. Supervision of independent study or internships that are not a part of an organized class; and
 - e. Pedagogical publications such as peer reviewed articles about pedagogy, cases with instructional materials, instructional software, textbooks, presentations at professional meetings describing pedagogical innovations, or materials available for scrutiny by peers or practitioners describing the design and implementation of new courses or course materials.

B. Minimum Criteria for Intellectual Contributions

The entire record of published research in the candidate's field constitutes the basis for evaluating the candidate's intellectual contributions. A candidate's published research and work in progress should evince a clear research agenda. Peer-reviewed journal publications are the primary form of scholarship for the reappointment review and promotion and tenure processes. Other forms such as books, edited volume chapters, and conference proceedings cannot be

substituted for journal articles. For third-year reappointment review, articles accepted for publication and work in progress are also particularly relevant.

1. Evidence of intellectual contributions:

- a. Published research: A candidate should have published or had accepted at least two journal articles, although the exact number of published or accepted articles required of a candidate shall be a function of (1) the quality of the work and (2) the quality and time-to-acceptance of the journals to which the candidate has submitted. A revise and re-submit at a high quality (A or A*) journal, for example, might count equally with an acceptance at a lesser journal. Consistent with UNT's designation as a Tier 1 Research University, a candidate's published or accepted work and work in progress should be discipline-based and evince a clear research agenda.
- b. Also consistent with UNT's designation as a Tier 1 Research University, candidates should aspire to publish in premier journals and should have published or had accepted at least one article in a journal that is recognized by the College of Business as a high quality (A or A*) outlet for discipline-based research. The College of Business maintains a list of high quality journals, taking into account criteria such as acceptance rates, impact factors, and journal rankings. The Department will provide its faculty with a list of high quality journals in their discipline(s) based on the College of Business list.
- c. Consistent with the value that the University places on interdisciplinary work, the Department encourages articles published in a journal on the College's list outside a candidate's discipline (or in a premier journal outside the business disciplines). Such publications may count toward the required number of articles in high quality journals if:
 - (1) The discipline the journal represents reasonably relates to the candidate's discipline;
 - (2) The article advances the candidate's research agenda; and
 - (3) The candidate has contributed substantially to the research effort.

Examples include a supply chain article in the *Journal of Transportation Management* or other high quality logistics journals or a management of information systems article in *Academy of Management Journal*.

- d. Non-published research: Intellectual contributions made available for scrutiny by peers and practitioners, but are not published, are properly part of the candidate's record of achievement. It is, however, the faculty member's responsibility to demonstrate the impact of the contribution on business or practice.

2. Evidence of independent thought and ability: Co-authored work is in the best tradition of the community of scholars. Candidates, however, will demonstrate their ability to conduct research independently or make substantive contributions to joint research projects. In the absence of sole-authored publications or clear lead authorships, the Department Chair and/or the Department's reappointment, promotion, and tenure committee may assess and comment on a candidate's contributions to joint work.
3. Other intellectual contributions that enhance the credentials of a candidate include research monographs, externally funded research grants, papers presented at academic meetings, publicly available research working papers, papers presented at faculty research seminars and workshops, professional presentations, book reviews, editorial activities, and service as a research paper discussant or panelist at academic meetings. Consistent with UNT's designation as a Tier 1 Research 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) shall substitute for articles in high quality (A or A*) journals. A refereed article published as a result of such a grant shall count separately from the receipt of the grant. None of the other activities described in this paragraph, however, may substitute for the criteria set forth in IV.B.1 and IV.B.2.

C. Minimum Criteria for Service

Although junior faculty members are expected to concentrate primarily on teaching and research during his/her probationary period, they must demonstrate a willingness to engage in service.

1. For the period under review, the candidate should render service to the College of Business by serving on College or departmental committees or by serving in a similar service capacity.
2. The candidate should be actively involved in his or her departmental doctoral program (e.g., contributing to the preparation and grading of doctoral exams; attending doctoral oral exams, proposal defenses, and dissertation defenses; and serving on dissertation committees).
3. The candidate might also demonstrate a willingness to render service through involvement on the University committees, in academic professional organizations, or in the business community.

PART V. THE TENURE DECISION.

Two distinct groups of faculty may apply for tenure: (1) Assistant Professors completing their six-year probationary period and applying for both tenure and promotion to Associate Professor and (2) new-hire faculty of any rank with prior experience at other institutions.

1. For Assistant Professors completing their six-year probationary period, tenure and promotion are normally simultaneous. The criteria for both, accordingly, are the same.
2. New-hire Assistant Professors with prior experience at the rank of Assistant Professor at other institutions will have the full six-year probationary period and thus may be reviewed for tenure and promotion during his/her sixth year of service at the University. A faculty member with prior service at the rank of Assistant Professor, however, may apply for tenure and promotion when the faculty member's service at the University and his or her prior institution(s) equates to the full probationary period. Each such new faculty member shall serve a minimum probationary period of no less than one year, except as the President of the University may make an exception and recommend immediate tenure upon hire.
3. New-hire Associate Professor and Professors with prior experience in rank at other institutions will normally have the full three-year probationary period and thus may be reviewed for tenure during his/her third year of service. A faculty member with prior service as an Associate Professor or Professor, however, may apply for tenure and promotion at any time prior to the expiration of the maximum three-year probationary period. Each such new faculty member shall serve a minimum probationary period of no less than one year, except as the President of the University may make an exception and recommend immediate tenure upon hire.
4. The criteria for tenure for new-hire Assistant Professors with prior experience at other institutions are the same as the criteria for Assistant Professors completing his/her six-year probationary period at UNT. The criteria for tenure for Associate Professors and Professors with prior experience at other institutions are the same as the criteria for attainment of the rank they hold, except that such new-hire faculty must provide evidence of continuing productivity since his/her promotion, including since his/her hire date at UNT.
5. The candidate should demonstrate during his/her time at UNT a strong spirit of collegiality. RPTC defines "collegiality" as positive, personal behavior which fosters productive collaboration and teamwork within the Department. Collegiality also includes developing positive contacts and relationships within the College of Business, the University, and the business community. Collegiality also includes the fostering of cordial and positive relationships with all members of the Department.

PART VI. RECOMMENDATION FOR PROMOTION FROM LECTURER TO SENIOR LECTURER

A. Minimum Criteria for Teaching

1. Evidence of quality teaching: for the period under review, the candidate must present a teaching portfolio with evidence of a consistent level of quality teaching. The portfolio should contain, at a minimum, syllabi that clearly state the learning objectives in the classes the candidate teaches along with examples of the methods the candidate uses to determine if students are meeting the learning objectives (e.g., exams, class assignments). Furthermore, evidence that the students are learning what is intended is essential. Good student evaluations of teaching are necessary but insufficient to meet this requirement. Assessment and continuous improvement of teaching and student learning must be presented.
2. The candidate must have served at least three consecutive years in the rank of Lecturer at UNT. In each of those three years the candidate must have been rated near the top of his/her Department based on departmental criteria for teaching.
3. Evidence of instructional-related activity: the candidate should have participated in instructional development-related activities such as the following:
 - a. course revision or new course development;
 - b. teaching grants applied for (received or not received); and
 - c. supervision of independent study, internship or co-op, not part of an organized class.

B. Minimum Criteria for Service

1. The candidate must render service to the College of Business. This service may include, but is not limited to sponsoring student organizations, student recruiting, and student mentoring.
2. The candidate should render service to the University, professional organizations, and to the business community.
3. The candidate should show evidence of interaction with business and government to enhance the knowledge about and reputation of their programs, Department, College, and UNT.

PART VII. RECOMMENDATION FOR PROMOTION FROM SENIOR LECTURER TO PRINCIPAL LECTURER

The minimum criteria set forth in Part VII assumes that the candidate has already fulfilled all of the criteria in Part VI, Promotion from Lecturer to Senior Lecturer.

A. Minimum Criteria for Teaching

1. The candidate must demonstrate commitment and leadership in instructional development and teaching as evidenced by Department evaluations.
2. The candidate must have served at least three consecutive years in the rank of Senior Lecturer at UNT. In each of those three years the candidate must have been rated near the top of his/her department based on Department criteria for teaching.
3. The candidate must have outstanding teaching evaluations, have developed and/or published high quality instructional materials.
4. The candidate must have commendations of teaching excellence from his/her students and colleagues.
5. The candidate must have conducted seminars at UNT, other universities, or regional or national meetings or they must have articles published in the area of instructional development.
6. The candidate should have formal recognition by University, College, Department, or professional group for teaching performance.

B. Minimum Criteria for Service

1. The candidate must render service to the College of Business. This service may include, but is not limited to sponsoring student organizations, student recruiting, and student mentoring.
2. The candidate must render service to the University, professional organizations, and to the business community.
3. The candidate must show evidence of interaction with business and government to enhance the knowledge about and reputation of their programs, Department, College, and UNT.

In addition, the candidate must have some combination of the following:

4. Editorships of newsletters, journals, etc., related to teaching or their discipline.
5. Memberships on committees or advisory boards related to teaching or their discipline.

6. Election or selection as major officer in regional or national professional organizations relating to teaching or their discipline.
7. Presentation of teaching- or discipline-related programs or workshops.

PART VIII. RECOMMENDATION FOR PROMOTION FROM ASSISTANT CLINICAL PROFESSOR TO ASSOCIATE CLINICAL PROFESSOR

Candidates for promotion to Associate Clinical Professor must have served at least five (5) consecutive years in the rank of Assistant Clinical Professor or have equivalent prior relevant experience. In each of these years the candidate must have demonstrated excellence based on University and Department criteria for teaching, scholarship, and service. Promotion to the rank of Associate Clinical Professor requires evidence of excellence in the primary domain of responsibility and sustained effectiveness in the other workload assignments. Excellence or extraordinary quality in any one domain will not compensate for lack of sustained effectiveness in other assigned areas.

A. Minimum Criteria for Teaching

1. Evidence of quality teaching: for the period under review, the candidate must present a teaching portfolio with evidence of a consistent level of quality teaching. The portfolio should contain, at a minimum, syllabi that clearly state the learning objectives in the classes the candidate teaches along with examples of the methods the candidate uses to determine if students are meeting the learning objectives (e.g., exams, class assignments). Furthermore, evidence that the students are learning what is intended is essential. Good student evaluations of teaching are necessary but insufficient to meet this requirement. Assessment and continuous improvement of teaching and student learning must be presented.
2. Evidence of instructional-related activity: the candidate should have participated in instructional development-related activities such as the following:
 - a. course revision or new course development;
 - b. teaching grants applied for (received or not received); and
 - c. supervision of independent study, internship or co-op, not part of an organized class.

B. Minimum Criteria for Scholarship

The candidate must demonstrate scholarship activity. This may include academic journal articles as discussed above regarding tenure-track positions, pedagogical publications, conference proceedings and/or presentations; textbooks or textbook chapters; other edited books or book chapters; cases or software for use in the classroom; or other academic, practitioner, and/or pedagogical publications. This may also include the development and management of programs to facilitate the creation and maintenance of relationships with corporate and government intuitions that result substantial in student internships and/or scholarships, or other fundraising for the Department.

C. Minimum Criteria for Service

1. The candidate must render service to the College of Business. This service may include, but is not limited to sponsoring student organizations, student recruiting, and student mentoring.
2. The candidate should render service to the University, professional organizations, and to the business community.
3. The candidate should show evidence of interaction with business and government to enhance the knowledge about and reputation of their programs, Department, College, and UNT.

PART IX. RECOMMENDATION FOR PROMOTION FROM ASSOCIATE CLINICAL PROFESSOR TO (FULL) CLINICAL PROFESSOR

Candidates for promotion from Associate Clinical Professor to Clinical Professor must have served at least eight (8) consecutive years in college-level clinical, professional, or practicum assignments, including at least three (3) years at the Associate Clinical Professor rank, or have equivalent prior relevant experience. In each of these years the candidate must have demonstrated excellence based on University and Department criteria for teaching, scholarship, and service. Promotion to the rank of Clinical Professor requires evidence of sustained excellence in the primary domain of responsibility and sustained effectiveness in the other workload assignments. Excellence or extraordinary quality in any one domain will not compensate for lack of sustained effectiveness in other assigned areas.

A. Minimum Criteria for Teaching

1. Evidence of quality teaching: for the period under review, the candidate must present a teaching portfolio with evidence of a consistent level of quality teaching. The portfolio should contain, at a minimum, syllabi that clearly state the learning objectives in the classes the candidate teaches along with examples of the methods the candidate uses to determine if students are meeting the learning objectives (e.g., exams, class assignments). Furthermore, evidence that the students are learning what is intended is essential. Good student evaluations of teaching are necessary but insufficient to meet this requirement. Assessment and continuous improvement of teaching and student learning must be presented.
2. Evidence of instructional-related activity: the candidate should have participated in instructional development-related activities such as the following:
 - a. course revision or new course development;
 - b. teaching grants applied for (received or not received); and
 - c. supervision of independent study, internship or co-op, not part of an organized class.

B. Minimum Criteria for Scholarship

The candidate must demonstrate scholarship activity since their promotion Associate Clinical Professor. This may include academic journal articles as discussed above regarding tenure-track positions, pedagogical publications, conference proceedings and/or presentations; textbooks or textbook chapters; other edited books or book chapters; cases or software for use in the classroom; or other academic, practitioner, and/or pedagogical publications. This may also include the development and management of programs to facilitate the creation and maintenance of relationships with corporate and government

intuitions that result substantial in student internships and/or scholarships, or other fundraising for the Department.

C. Minimum Criteria for Service

1. The candidate must render service to the College of Business. This service may include, but is not limited to sponsoring student organizations, student recruiting, and student mentoring.
2. The candidate should render service to the University, professional organizations, and to the business community.
3. The candidate should show evidence of interaction with business and government to enhance the knowledge about and reputation of their programs, Department, College, and UNT.

PART X. DOCUMENTATION

1. Each Assistant and Associate Professor will write or update a faculty essay of personal goals and accomplishments. This document should include – but is not limited to – the following sections and topics:

Section A: Research and Scholarly Activities

1. Candidate's research goals and agenda
2. Significance of the research from the candidate's perspective

Section B: Teaching Activities

1. Candidate's teaching philosophy and goals
2. Significance of teaching accomplishments from the candidate's perspective

Section C: Service Activities

1. Candidate's goals for service
2. Significance of service accomplishments from candidate's perspective

In the essay, it is important that the candidate:

- A. Note the challenges faced and what was accomplished, any important decisions made and why, and any circumstances that promoted or inhibited success.
 - B. Make clear the relationship of all work performed to the priorities of (as applicable) ITDS, COB, UNT, and the candidate's academic discipline.
2. RPTC will evaluate each year every Assistant and Associate Professor with an in-class, peer assessment of teaching effectiveness. Each Assistant and Associate Professor must maintain a file of annual peer assessments of one of their classes. RPTC members selected by an Assistant or Associate Professor to perform peer evaluations must be approved by the RPTC Chair or Department Chair.
 3. An Assistant or Associate Professor must submit to RPTC when s/he wants to apply for promotion and/or tenure:
 - a. Letter requesting promotion and/or tenure.
 - b. Faculty essay
 - c. A series of appendices containing supporting documentation, including a copy of the relevant sections of the ITDS RPTC document and the Dean's Guidelines for Promotion and Tenure, with each requirement shown in boldface and underneath, in normal font, how the candidate is meeting / has met / intends to meet that requirement.

- d. Other appendices for materials that may be required by RPTC, COB, or UNT
4. The RPTC Chair must provide to the ITDS Chair for each candidate a letter of recommendation or non-recommendation, which discusses in detail the candidate's research, teaching, and service performance from RPTC's perspective. The RPTC Chair must keep in mind that his/her letter will be read also by the COB Dean, the COB Dean's Advisory Committee, and the VPAA/Provost.
 5. A faculty member who receives an unsatisfactory annual review must be placed on a professional development plan (PDP) in accordance with UNT Policy 06.052--Review of Tenured Faculty.

PART XI. VOTING AND OTHER PROCEDURES

1. No candidate may be present when RPTC discusses his/her case, unless specifically asked by RPTC to appear.
2. No candidate may vote for him/herself.
3. **Charges from the Chair.** RPTC must complete during the regular school year any charges given to it by the Chair, unless the Chair submits a charge within the last 6 weeks of the spring semester.
4. Department Chair must not vote as part of RPTC since the Department Chair submits a separate recommendation from RPTC.
5. The departmental representative on the College RPTC will vote on a candidate for reappointment at the departmental level, but not at the College RPTC level. This representative will vote on a candidate for promotion and tenure at College RPTC level, but not at the department level. This voting requirement must be in compliance with the College of Business Bylaws.

APPENDIX A: MINIMUM CRITERIA FOR HIGH QUALITY JOURNALS (A or A*)

The Department's high quality (A or A*) and premier journal lists are aligned with the high quality journal list of the College of Business. Journal additions may be requested based on the following criteria:

1. High impact (relative to other journals in the discipline) based on external measures that might include one or more of the following: published ratings/rankings, impact indices, citation indices, or ranking by aspirant schools or their equivalents.
2. National or international reputation as evidenced by the journal's institutional

(academic) affiliation and/or the members of the journal’s editorial board.

3. Rigor of the review process (typically should be double-blind).

4. Minimum five-year life.

Department journal lists should be periodically externally validated.

APPENDIX B: DEFINITION OF RESTRICTED RESEARCH AWARDS

GUIDE TO **UNT**
 UNDERSTANDING RESTRICTED RESEARCH AWARDS

Most sponsored projects are contributing in one way or another to an overall research initiative, program, or plan. *Restricted Research* awards—an accounting category of the Texas Higher Education Coordinating Board (THECB)—include research and development activities that are sponsored by a third party. However, in order for an award to be coded as *Restricted Research*, the proposal narrative must meet THECB’s definitions of Research and Development.

RESEARCH
is defined as a systematic study directed toward fuller scientific knowledge or understanding of the subject studied.

& DEVELOPMENT
is the systematic use of knowledge and understanding gained from research directed toward the production of useful materials, devices, systems or methods, including design and development of prototypes and processes.

Many solicitations are mixed purpose (Instruction, Research, Public Service). If more than half of the proposal objectives and budget reflects R&D activity, the award can be categorized as *Research* as long as the proposal includes clear descriptions of specific research methodologies (i.e., data collection, evaluation, dissemination, and publication).

The Research Development team in the Office of Research and Economic Development is available to review proposals and provide specific suggestions to highlight overall research components and plans involved and/or related to the proposal. If interested, contact Diana Dorer at 940-565-4430 or diana.dorer@unt.edu to schedule an appointment very early in the proposal development process.

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