

CCSU

DEPARTMENT OF MANAGEMENT AND ORGANIZATION, SCHOOL OF BUSINESS

Guidelines (P&T)

for Candidates being considered for Annual Renewal, Promotion, or Tenure

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Guidelines for Candidates being considered for Annual Review, Promotion, or Tenure

PREAMBLE

The following process outlines and explains the steps by which the Department of Management and Organization, School of Business, Candidate for annual renewal, tenure, or promotion will present his or her case through the proper channels and procedures. This process is based on two fundamental principles:

- The importance of fostering continuous improvement in faculty Load Credit Activity (especially teaching), Scholarly and Creative Activity (with particular focus on Scholarship), Service, and Professional Activity.
- Preserving the rights of the faculty while protecting the interests of the institution.

The Department of Management and Organization is committed to helping the Candidate optimize his/her performance in the areas of teaching, other load-credit activity, scholarly and creative activity, service, and professional activity. The Department also is committed to providing guidance to the Candidate in making the best and most accurate case for his/her annual, tenure, or promotion review. Based on the case put forward by each Candidate, the Department is committed to conducting a rigorous and fair process of assessment based on objective data, augmented by peer review, and conducted in the most consistent manner possible.

The annual renewal, tenure, and promotion guidelines that follow should be construed in the spirit of this preamble; and every effort should be made to protect the rights of individual faculty members while protecting the interests of the institution. Collaborative efforts by the Department, the Committee, and the faculty member undergoing the process will help ensure that the Candidate has the best possible chance of a successful review.

ANNUAL RENEWAL, TENURE, AND PROMOTION CRITERIA

The Faculty Handbook specifies the qualifications for tenure and promotion. The CCSU Department of Management and Organization augments these specifications as follows.

Load Credit Activity

The first concern in Load Credit Activity is the faculty member's ability to deliver high quality educational experiences for our students. To the extent that the faculty member engages in other Load Credit Activity, the Department expects high quality work products to come from that

activity also. Other activity should not impair the faculty member's ability to provide a quality educational experience to students.

The Department draws on three main sources of data in evaluating faculty teaching: quantitative student opinion surveys; peer teaching evaluations; and information regarding the course content, activities, grading, etc. Other information included in the dossier augment these sources—for example, letters from former students, unedited comments from student opinion surveys, teaching materials such as syllabi, and course outcomes. In evaluating teaching, the Department looks for evidence of (1) continuing effective performance in and out of the classroom, (2) ways in which the teaching practice supports the strategic teaching/learning objectives articulated by the School of Business, and (3) a commitment to continuous instructional improvements.

The Candidate also may submit a statement of teaching philosophy and/or a description of the way teaching activities have changed during the time being evaluated. This information is not required, but it may be important if a Candidate's teaching areas or methods have changed during the time being evaluated.

The second concern in evaluating Load Credit Activity is determined by the purpose designated for the Candidate's Load Credit Activity. If the Candidate has received load credit for purposes other than teaching, this Load Credit Activity is evaluated according to the purpose for which the load credit was designated—for example, research, service, or administrative responsibilities. Information appropriate for evaluating these activities should be included in the Candidate's dossier.

Scholarly and Creative Activity

Although CCSU has no established numerical requirements for scholarly and creative activity, the School of Business recommends a minimum of two peer-reviewed journal articles (or equivalent peer-reviewed publications) and three other peer-reviewed scholarly works (for example, conference presentations and proceedings) over each rolling five year period;

the articles should be related to the field of their area of teaching and the journals should be listed in *Cabell's Directory of Publishing Opportunities*; and

the Department expects all faculty to engage in scholarly and creative activities related to the field of management and organization studies, including theory, empirical research and pedagogy and produce publications in peer-reviewed journals, conference proceedings, books and book chapters, substantial reports and other forms of publication. Other forms of intellectual contributions that substantiate significant creative activity related to the discipline are also encouraged.

Tenure application may be submitted at any rank and the department expects more extensive scholarly and creative activities from the higher rank (e.g., associate or full professor rank) candidates.

Review of the Candidate's Scholarly and Creative Activity will include evaluation of (1) the quality and quantity of this work, (2) the ways in which the Scholarly and Creative Activity supports the strategic scholarship objectives articulated by the School of Business, and (3) the likelihood that the Candidate will continue to demonstrate growth and development of his/her Scholarly and Creative Activity throughout the Candidate's career at CCSU.

The Candidate may supplement information on Scholarly and Creative Activity by including a description of the Candidate's research plans and/or an explanation of the way in which Scholarly and Creative has changed during the time being evaluated. This information is not required, but it may be important if this information facilitates evaluation of the Candidate's Scholarly and Creative Activity. This information also may be important if the Candidate's research area and/or activities have changed during the evaluation period.

Service

The Department of Management and Organization recognizes and values service to the Department, School, University, discipline, and community. It considers each of these types of service as relevant to the Candidate's tenure and promotion consideration. The Candidate should provide a description of the service completed during the time being evaluated. When possible, documentation of this service should be provided.

Professional Activity

The Department expects all candidates for tenure and promotion to be active professionally and to show evidence of their activities as outlined in section 4.11.9.4 of the Contract. The Candidate should provide a description of professional activity completed during the time being evaluated. When possible, documentation of this professional activity should be provided.

THE ANNUAL AND TENURE REVIEW PROCESSES

Early Preparation for the Annual and Tenure Review

Peer teaching evaluations (PTE's) and student opinion surveys play a critical role in construction of the Candidate's annual review and tenure case for teaching. It is the responsibility of the Department to organize student opinion surveys for distribution to faculty on a semester-by-semester basis. It is the responsibility of the Candidate to arrange for administration of student opinion surveys. It is also the Candidate's responsibility to coordinate and oversee the Peer Teaching Evaluation process and to maintain official copies of PTE's for eventual submission as part of the Candidate's dossier.

Early in their first year, Candidates are encouraged to consult with the Department Chair about service opportunities and appropriate levels of service. Candidates are encouraged to serve on at

least one Business School committee during the years preceding a Promotion or Tenure decision, and they may find it advantageous to serve on a University wide committee at some point during this period.

At the end of the Candidate's first academic semester, he/she is encouraged to compile an up-to-date dossier, which can be added to or subtracted from as the candidate progresses through the probationary period. This dossier, which also includes a copy of the Candidate's current curriculum vita, will be submitted according to the dates specified in the AAUP contract.

Based on the Candidate's dossier, the Department Evaluation Committee (DEC) conducts an evaluation and provides a written evaluation of the Candidate, which the DEC Chair or the Department Chair shares with the candidate during a formal discussion held during the candidate's second semester.

Annual Review Process

It is the responsibility of the DEC to evaluate annually the faculty member's achievements in teaching, other load-credit activity (if applicable), scholarly and creative activity, service, and professional activity. It is the responsibility of the Candidate to provide a full and complete dossier to the Chair of the DEC prior to this evaluation.

The DEC evaluates the Candidates' achievements in teaching, other load-credit activity (if applicable), scholarly and creative activity, service, and professional activity. This evaluation considers the Candidate's performance in relation to the number of years working at CCSU, the Candidate's rank, and feedback given to the Candidate in previous years. Candidates are expected to be making reasonable progress toward tenure. The DEC is especially concerned that the Candidate demonstrates achievements expected to lead to a positive tenure decision when the Candidate will be considered for tenure.

After considering and discussing the aforementioned information and concerns, the DEC committee members prepare a written record of their evaluation in the form of a memo to the Candidate. The memo includes a summary of the DEC's discussion of the Candidates strengths and weaknesses relative to the tenure standards for teaching, other load credit activity (if applicable), scholarly and creative activity, service, and professional activity. This memo, along with all materials in the Candidate's dossier, is forwarded to the Business School Dean for evaluation by the Dean.

Preparations Immediately Preceding the Tenure Review

No later than six months prior to the submitting their dossier for tenure review, the Candidate will meet with the DEC Chair to review expectations for the format of the dossier and receive guidance in preparing it.

Dossiers must be completed and submitted to the DEC on or before the dates specified in the Contract, section 4.11.2. On or before this date, the Candidate delivers one copy of the dossier to the Chair of the Management Department DEC. Although the Candidate is free to consult with any person in compiling the dossier, he/she is fully responsible for developing, maintaining in a complete and accurate fashion, and submitting the dossier on time.

In the year in which the tenure review takes place, the Candidate is responsible for compiling letters from former students (if available), all student opinion surveys, all Peer Teaching Evaluations, all Annual Review Evaluations, a current curriculum vita, and all other materials that will be included in the evaluation process. On or before the submission date specified in the Contract, section 4.11.2, the Chair of the DEC delivers all these materials to the Dean.

Tenure Review Process

Faculty members who meet the criteria specified in the AAUP Contract will be evaluated for tenure.

It is the responsibility of the Department Evaluation Committee to review and evaluate the faculty member's achievements in teaching, load-credit activity other than teaching (if applicable), scholarly and creative activity, service, and professional activity. Before the DEC submits its recommendation to the Dean (step E in section 4.11.2, Table 1), the candidate is given the opportunity to meet with the DEC to answer questions posed by the committee members and/or to provide clarification on any relevant issues.

Having reviewed and discussed the Candidate's teaching record and materials as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's teaching record justify the award of tenure?

If the Candidate's Load Credit Activity included activities other than teaching, the DEC reviews the Candidate's record of these activities. Using materials presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's completion of Load Credit Activity other than teaching justify the award of tenure?

Having reviewed and discussed the Candidates Scholarly and Creative Activity (as presented in the dossier and any additional materials submitted directly to the DEC), the committee votes on the question: Does the Candidate's Scholarly and Creative Activity justify the award of tenure?

Having reviewed and discussed the Candidate's Service record as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's record of Service justify the award of tenure?

Having reviewed and discussed the Candidate's record or Professional Activity as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's record of Professional Activity justify the award of tenure?

In order to be recommended for Tenure, the Candidate is expected to meet or exceed standards in all five areas: Teaching, Other Load Credit Activity (if applicable), Scholarly and Creative Activity, Service, and Professional Activity.

An official written record of the outcomes and final evaluation of the DEC's tenure review meeting is completed by the DEC Chair and submitted to the Dean by the dates specified in Section 4.11.2 of the Contract.

THE PROMOTION REVIEW PROCESS

Early Preparation for the Promotion Review Process

Faculty members who meet the criteria specified in Section 5.3 of the Contract are eligible for consideration for promotion in rank. Requests for early promotion will be addressed according to the specifications of the AAUP contract.

Preparations Immediately Preceding the Promotion Review

Dossiers must be completed by the dates specified in Section 4.11.2, Table 1, of the Contract in the year in which the promotion review takes place. On or before this date, the Candidate delivers one copy of the dossier to the Chair of the Department Evaluation Committee, who gives the complete dossier to the Dean. Although the Candidate is free to consult with any person in compiling the dossier, he/she is fully responsible for developing, maintaining in a complete and accurate fashion, and submitting the dossier on time.

Between the time the Candidate notifies the DEC of his/her intention to seek promotion and the Candidate's deadline for submitting materials to the DEC, the Candidate is responsible for compiling letters she/he has received from former students (if available), annual reviews, student opinion surveys, peer teaching evaluations, a current curriculum vita, and all other materials to be used in the review process. The Chair of DEC delivers one copy of these materials to the Dean after review by the DEC.

Promotion Review Process

It is the responsibility of the DEC to review and evaluate the faculty member's achievements in teaching, other load credit activity (if applicable), scholarly and creative activity, service, and professional activity. Before the DEC submits its recommendations to the Dean, the candidate is given the opportunity of meeting with the DEC to answer questions posed by the committee members or to provide clarification on any relevant issues.

Having reviewed and discussed the Candidate's teaching record and materials as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's teaching record justify the award of promotion in rank?

Having reviewed and discussed the Candidate's record of load-credit activity other than teaching (if applicable) through materials presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's Load-Credit Activity other than teaching justify the award of promotion in rank?

Having reviewed and discussed the Candidates Scholarly and Creative Activity as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's record of Scholarly and Creative Activity justify the award of promotion in rank?

Having reviewed and discussed the Candidate's Service record as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's record of Service justify the award of promotion in rank?

Having reviewed and discussed the Candidate's record of Professional Activity as presented in the dossier and any additional materials submitted directly to the DEC, the committee votes on the question: Does the Candidate's record of Professional Activity justify the award of promotion in rank?

In order to be recommended for Promotion, the Candidate is expected to meet or exceed standards in all five areas: Teaching, Other Load Credit Activity (if applicable), Scholarly and Creative Activity, Service, and Professional Activity

An official written record of the outcomes and final evaluation of the DEC meeting regarding promotion review is completed by the DEC Chair and submitted to the Dean on or before the dates specified in Section 4.11.2 of the Contract.

JUNIOR FACULTY MENTORING PROGRAM

In order to help new and junior faculty members develop themselves professionally and adjust in the institution, the Department will operate a junior faculty mentoring program. The DEC will meet with junior faculty members, inform them of the mentoring culture in the department, and encourage them to participate in that culture. It is the expectation that the mentor will work with Candidate to develop yearly plans for successful advancement.