



KELCE COLLEGE OF BUSINESS PROMOTION AND TENURE POLICIES

Originally Approved by the Kelce General Faculty May 6, 2019

I. INTRODUCTION

- 1.1 This document outlines the policies and procedures to be used in making promotion and tenure recommendations for faculty members in the Kelce College of Business. This document is to be construed as consistent with the laws of the State of Kansas, as well as the policies and procedures detailed in the *Contract Between Pittsburg State University/Kansas National Education Association and Pittsburg State University/Kansas Board of Regents*, (Hereafter, referred to as the Unit Contract).
- 1.2 This document may be modified periodically, but no more than once in any 12-month period, by a majority vote of all full-time tenured and tenure-earning faculty members in the college who hold continuing positions with professorial rank (assistant and above). Exceptions to this provision may be made if negotiated changes to the Unit Contract place this document into conflict with it.
- 1.3 In event of revisions to this document, faculty members may choose to be evaluated under the version in place at the time of their hire or under the subsequent version in force at the time of their consideration for promotion and/or tenure. Faculty members have the responsibility to inform the School Promotion and Tenure Committee, the Chair of the Faculty, and the Dean of their decision.

II. SCHOOL PROMOTION AND TENURE COMMITTEE AND COLLEGE PROMOTION COMMITTEE

- 2.1 At the start of every Winter/Fall semester, the faculty within the Kelce College will constitute two committees in accordance with the prevailing Unit Contract:
 - A Kelce Undergraduate School of Business (KUSB) Promotion and Tenure Committee
 - A Kelce College of Business Promotion Committee

The KUSB Promotion and Tenure Committee shall be actively charged with fulfilling their obligations under the Unit Contract and addressing other issues as assigned by the Dean of the Kelce College of Business. The College Promotion Committee shall be actively charged with fulfilling their obligations under the Unit Contract and the College By-Laws. The work of both committees will adhere to the timeline as presented in the current Unit Contract.

- 2.2 The primary responsibilities of the KUSB Promotion and Tenure Committee are twofold: evaluating candidates for promotion in rank and evaluating candidates for tenure. In both cases this includes; (1) assessment of a candidate's application and dossier for promotion and/or tenure with respect to the criteria put forth in this document and the Unit Contract, (2) rendering a qualitative judgment of the performance of the faculty member as a professional within their respective discipline, and (3) providing a written recommendation to the Chair of the Faculty and the Dean regarding the granting or denial of promotion and/or tenure. The committee's recommendations will be determined by majority vote after considered deliberations of all available evidence.
- 2.3 The primary responsibility of the College Promotion Committee is the evaluation of candidates for promotion in academic rank. This includes; (1) assessment of a candidate's application and dossier for promotion with respect to the criteria put forth in this document and the Unit Contract, (2) rendering a qualitative judgment of the performance of the faculty member as a professional within their respective discipline, (3) reviewing the recommendations of the school committee and the Dean of the College, and (4) providing a written recommendation to the University Promotion Committee regarding the granting or denial of promotion. The committee's recommendations will be determined by majority vote after considered deliberations of all available evidence.
- 2.4 Absentee ballots presented to the chair of either committee prior to a called meeting are allowed.
- 2.5 In accordance with the Unit Contract and university policy, the KUSB Promotion and Tenure Committee shall review and assess the accomplishments of each tenure-earning faculty member during the second year of her/his tenure track appointment. The committee will provide a written report to the faculty member, Chair of the Faculty, and the Dean.
- 2.6 At the request of any tenure-earning faculty member seeking performance feedback during their probationary period, the KUSB Promotion and Tenure committee shall review the accomplishments of the faculty member to provide counsel to the faculty member and Chair of the Faculty regarding the faculty member's progress toward tenure. This optional requested review is in addition to the required second year review and a formal application for tenure.

III. ACCEPTED PHILOSOPHY FOR PROMOTION AND TENURE

- 3.1 University expectations require all faculty members, regardless of rank or tenure status, to maintain meritorious performance in all areas of work - teaching, research, and service.
- 3.2 Consideration for promotion and/or tenure is initiated through the processes detailed in the Unit Contract for faculty members who have met the minimum time requirements in accordance with the university's established guidelines. Faculty members are responsible for monitoring their eligibility and meeting all application deadlines.
- 3.3 Progression through the professorial ranks must be accompanied by the candidate's professional growth and by evidence of increasing stature in the profession commensurate with the rank for which the candidate is applying.
- 3.4 Recommendation of tenure for a faculty member represents the college's assessment, evaluation, and approval of the candidate's instructional, research, and service performance in accordance with college and university standards. It expresses confidence in the candidate's continued high-quality performance by members of the college.

IV. STANDARDS FOR PROMOTION

- 4.1 Demonstrated excellence in at least one area of work (teaching, research, or service) is required for promotion from assistant professor to associate professor and from associate professor to professor. The candidate must demonstrate meritorious or exceptional work in the remaining area(s).
- 4.2 Definitions of faculty performance that rises to the level of excellence are provided in Section XII. A. of the Unit Contract.
- 4.3 The expected level of performance for each of the professorial ranks is provided in Section XII. B. of the Unit Contract.

V. STANDARDS FOR TENURE

- 5.1 The criteria for tenure are outlined in Section XI. A. of the Unit Contract. To be awarded tenure, a faculty member must demonstrate “professional competence and achievement” in teaching, research, and service that rises to the level of “recognizable merit” in accordance with the commitment of a continuing appointment.

VI. COLLEGE RESEARCH EXPECTATIONS FOR PROMOTION AND TENURE

- 6.1 Minimum levels of research and scholarship production are expected of all candidates for promotion and/or tenure in the Kelce College of Business. These minimums are to be construed as consistent with the faculty qualification standards of the Association to Advance Collegiate Schools of Business (AACSB) as well as the Unit Contract.
- 6.2 Promotion to associate professor and/or the granting of tenure requires the publication of research-based articles in scholarly refereed journals of international, national, or regional repute or their equivalent. *The quality and not the quantity of such articles is of paramount importance.* Candidates for promotion and/or tenure should routinely seek counsel from the Chair of the Faculty and the KUSB Promotion and Tenure Committee concerning their level of performance relative to college and university expectations.
- 6.3 While refereed journal articles are the primary measure of research activity, professional publications and funded research activities can also be used to enhance the candidate’s research portfolio. However, professional publications and funded research alone, without refereed journal articles, are not sufficient for promotion and/or the granting of tenure.
- 6.4 To receive a positive recommendation for promotion and/or tenure, a faculty member must demonstrate at least meritorious performance in research. In this case, *meritorious is defined as a minimum of three (3) quality research publications* during the probationary period or since the last promotion. It is incumbent upon the candidate for promotion and/or tenure to document the quality and impact of their research output.
- 6.5 Candidates for promotion in rank who claim research as an area of excellence must demonstrate both a level and quality of scholarship production that is significantly superior to the minimum standards for a meritorious ranking.

VII. GENERAL MEASURES OF PERFORMANCE

- 7.1 The following are some criteria that may be used to assess and evaluate the appropriate level of performance (i.e., meritorious or excellence) required in teaching, research, and service by a faculty member seeking promotion and/or tenure. Candidates for promotion and tenure are expected to produce and document a *portfolio* of multiple measurable outcomes in all three areas of expected work. Listed items are not intended to reflect differences in weight within the assessment process, but rather exhibit the types of outcomes that are important and valuable to the Kelce College and Pittsburg State University.
- 7.2 Effective teaching is required of all faculty members regardless of rank or tenure status. The following *non-exhaustive* list may be used by committees and administrators to evaluate a candidate's teaching effectiveness:
 - 7.2.1 Observable competency in the teaching discipline(s).
 - 7.2.2 Demonstrating a genuine interest in teaching and working with students.
 - 7.2.3 Meeting classes regularly in a prepared fashion.
 - 7.2.4 Quality of courses taught as evidenced by syllabi, reading lists, textbooks, etc.
 - 7.2.5 Class visitations by senior faculty members and their evaluations.
 - 7.2.6 Student advisement activities.
 - 7.2.7 Awards for teaching excellence.
 - 7.2.8 Student evaluations of teaching and course quality.
 - 7.2.9 Letters from students and alumni.
 - 7.2.10 Creation of textbooks or other significant instructional-related materials (e.g. Open Educational Resources (OER), videos, and online materials).
 - 7.2.11 Incorporating technology that enhances delivery, presentation, and course management.
 - 7.2.12 Obtaining grants and contracts for instructional improvement.
 - 7.2.13 Development of new courses and/or programs that meet university and college objectives.
 - 7.2.14 Service on Honors Projects and theses.
 - 7.2.15 Presentations and professional activity related to instructional pedagogy.
 - 7.2.16 Student recruitment and retention activities.

7.3 Effective research is required of all tenured and tenure-earning faculty members. The following *non-exhaustive* list may be used by committees and administrators to evaluate a candidate's research portfolio and scholarship effectiveness:

- 7.3.1 Published refereed articles in scholarly journals of international, national, or regional repute.
- 7.3.2 Publication of an authored or edited volume produced and distributed by an academic press. (Note: Textbooks are included as evidence of teaching activities.)
- 7.3.3 Receipt of research grants that lead to scholarly activities and publications.
- 7.3.4 Presentation of scholarly papers at academic meetings and conferences.
- 7.3.5 Publication of articles included in the proceedings of academic meetings and conferences.
- 7.3.6 Publication of original research in an open source electronic journal.
- 7.3.7 Publication of scholarly book reviews in an academic or practitioner journal.
- 7.3.8 Scholarly working papers published by a college or university.
- 7.3.9 Service as an editor, associate editor, or editorial board member of an established academic journal or periodical.
- 7.3.10 Receipt or renewal of a professional certification that enhances scholarly research.
- 7.3.11 Evidence of substantial progress in on-going research projects and/or in acquiring new knowledge and skill to increase research capabilities.
- 7.3.12 Bibliometric indices and other quantitative measures of impact may be used to evaluate the quality of research and scholarly contributions.

7.4 Productive and impactful service is required of all faculty members regardless of rank or tenure status. A successful candidate for promotion and/or tenure must demonstrate meritorious service to the profession, to the college, to the university, and to the community. Service is defined to include capacity building for those groups and entities that are served. The following *non-exhaustive* list may be used to evaluate a candidate's service portfolio and effectiveness:

- 7.4.1 Professional Activities
 - 7.4.1.1 Officer of a professional organization or association.
 - 7.4.1.2 Editorship of scholarly journals or books.
 - 7.4.1.3 Refereeing and reviewing articles for a scholarly journal.
 - 7.4.1.4 Writing in practitioner journals or non-scholarly publications.
 - 7.4.1.5 Service on non-profit boards or in governmental advisory positions.

7.4.1.6 Obtaining grants and other funding for the provision of professional activities.

7.4.1.7 Conducting workshops and training programs for constituents pursuing continuing education and professional certifications.

7.4.2 College Activities

7.4.2.1 Service as Program Coordinator.

7.4.2.2 Participation in major, school, or college committees and task forces.

7.4.2.3 Represent the college as a representative to Faculty Senate or service on Faculty Senate committees or task forces.

7.4.2.4 Faculty advisor to student organizations.

7.4.2.5 Organizing and/or participating in college workshops and programs.

7.4.2.6 Career advisement and job placement activities.

7.4.2.7 Student recruitment and retention activities.

7.4.2.8 Representing the college in programs sponsored by university-based centers or offices.

7.4.4 University Activities

7.4.4.1 Participation in university committees and task forces.

7.4.4.2 Representing the university at professional functions.

7.4.4.3 Service on an inter-college thesis or honors committee.

7.4.4.4 Develop or participate in non-credit continuing education program.

7.4.4.5 Deliver presentations or produce in-service programs through the Center for Teaching, Learning and Technology or other university offices.

7.4.5 Community Activities

7.4.5.1 Consulting for local businesses and organizations.

7.4.5.2 Professional speaking before a community or professional group.

7.4.5.3 Participation in community groups which utilize professional competence.

7.4.5.4 Services on local non-profit boards or city/county/state committees and boards.

7.4.5.5 Work with economic development agencies and advocacy groups.

7.4.6 Capacity Building

7.4.6.1 Obtaining grants and contracts for service activity.

7.4.6.2 Obtaining grants and gifts for college activities.

7.4.6.3 Active and successful participation in college and university development and fund-raising events.

7.4.6.4 Obtaining grants and other external funding for economic development and other service activities.

7.5. Leadership and the meeting of objectives will be stressed over participation. It is expected that faculty members will provide some service where they are responsible for specific outcomes.

VIII. EXTERNAL REVIEWS (OPTIONAL)

Consistent with the college and university promotion and/or tenure policies, an external review of the candidate's research productivity may be conducted at the candidate's discretion to provide an additional layer of assessment. This process is to be directed by the Chair of the Faculty upon request of the candidate.

8.1 External letters will be solicited from academics and professionals in the candidate's discipline who can provide an impartial evaluation of the candidate's work and accomplishments. Each external reviewer will be asked to assess the candidate's reputation, in his or her field of expertise. The external reviewer(s) will generally be tenured professors at peer institutions, or more prestigious institutions, and should not include individuals who are in conflict of interest with the candidate.

8.2 The candidate will submit a list of at least four potential external reviewers to the Chair of the Faculty. The chair will select one or two reviewers from that list.

8.3 Should any selected external reviewer decline to participate, the Chair of the Faculty will contact a replacement from the list.

8.4 Each reviewer will be supplied with a copy of the candidate's application and dossier along with a copy of this document and the Unit Contract. The quality and productivity of the candidate is to be assessed in writing by the reviewer.

8.5 The Chair of the Faculty will set internal request and submission deadlines so that evaluation of the external reviews can be made on a timely basis by the KUSB Promotion and Tenure Committee with respect to university-set deadlines.

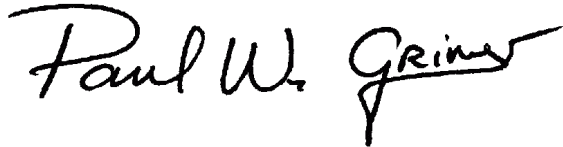
8.6 Letters from the external reviewers will be attached to the candidate's application packet by the Chair of the Faculty and forwarded to the Dean.

IX. TIME TABLE AND CONSULTATION

9.1 The Kelce College of Business will adhere to the consolidated promotion and tenure timetables as published in the most recent Unit Contract.

- 9.2 Responsibilities of the candidate for promotion and/or tenure are: (1) to appropriately document his/her performance in each of the categories put forth in this document, (2) to meet all college and university deadlines, and (3) to submit as part of their application and dossier, a letter identifying area(s) of excellence in teaching, research, and/or service.
- 9.3 In order to evaluate a candidate's progress toward promotion and/or tenure, a candidate may at any time request the Chair of the Faculty and/or the Dean to review his/her performance and make suggestions for improvement.
- 9.4 All candidates for promotion and tenure should recognize that promotion and tenure evaluations are separate from annual performance evaluations. Positive annual reviews do not guarantee positive promotion and tenure recommendations.

Approved by vote of the Kelce General Faculty and accepted by:

A handwritten signature in black ink that reads "Paul W. Grimes". The signature is written in a cursive style with a prominent initial "P" and a long, sweeping underline.

Dean, Kelce College of Business
Date: 05/06/19