

College of Business Guidelines For Promotion in Rank

The procedure for promotion will be according to the process specified in the Faculty Handbook. The Tenure and Promotion Committee will meet, review the applications, and vote on the applicants based on the supporting documents submitted to the committee. The committee submits their recommendations for promotion to the Dean. With concurrence of the Dean, the applications for promotion are forwarded to the Vice President for Academic Affairs. Promotion from one rank to the next should represent a consistent scholarly progression of publications, excellence in teaching, and service to the College of Business and the University. For faculty hired at a particular rank, the following describes the minimum criteria for promotion to the next rank:

Minimum Criteria for Promotion in Rank:

Instructor:

To be appointed to the rank of instructor, the applicant must possess a master's degree from an accredited university in the field of study in which he/she will teach and meet all current requirements set-forth by AACSB and SACS to be academically or professionally qualified. The applicant must demonstrate the potential for scholarly activity, excellence in teaching, and service to the university. Appointment to the rank of instructor is renewable on an annual basis.

Assistant Professor:

To be promoted to the rank of assistant professor, the applicant must possess a master's degree from an accredited university in the field of study in which he/she will teach, plus graduate work or equivalent extraordinary professional experience in the field (according to AACSB and SACS standards). The applicant must have a minimum of 2 refereed *business-related content journal publications* in the preceding 5 years, demonstrate acceptable teaching performance, and demonstrate active service to the University and College of Business; or hired as a Ph.D., D.B.A. degree or A.B.D in a tenure track position. The applicant must demonstrate a collegial and respectful attitude toward colleagues and students.

Tenured or tenured-track faculty who are not classified as either Academically Qualified or Professionally Qualified according to AACSB standards will receive a zero for the research component of his or her performance review. Further, lack of Academically Qualified or Professionally Qualified classification means that the faculty member will not be considered for merit raises.

Associate Professor:

To be promoted to the rank of associate professor, the applicant must possess an earned terminal degree from an accredited university in the field of study or extraordinary professional experience in the field in which he/she will teach (according to AACSB and SACS standards). The applicant must have a minimum of 5 years of full-time teaching experience at the level of assistant professor. They must have a minimum of 6 intellectual

contributions as defined by AACSB (2 of which must be in *business-related content refereed journal publications*) within the most recent five-year period. *No more than 3 of the intellectual contributions will be considered in the year prior to the application for promotion.* The faculty member should demonstrate acceptable teaching performance and active service to the University and College of Business. The applicant must also demonstrate a collegial and respectful attitude toward colleagues and students.

Tenured or tenured-track faculty who are not classified as either Academically Qualified or Professionally Qualified according to AACSB standards will receive a zero for the research component of his or her performance review. Further, lack of Academically Qualified or Professionally Qualified classification means that the faculty member will not be considered for merit raises.

Full Professor:

To be promoted to the rank of full professor, the applicant must possess an earned terminal degree from an accredited university in the field of study in which he/she will teach (according to AACSB and SACS standards). The applicant must have a minimum of 5 years of full-time teaching experience at the level of associate professor. They must have a minimum of 8 intellectual contributions as defined by AACSB (3 of which must be in *business-related content refereed journal publications*) within the most recent five-year period. *No more than 3 of the intellectual contributions will be considered in the year prior to the application for promotion.* The faculty member should demonstrate acceptable teaching performance and active service to the University and College of Business. The applicant must also demonstrate a collegial and respectful attitude toward colleagues and students.

Tenured or tenured-track faculty who are not classified as either Academically Qualified or Professionally Qualified according to AACSB standards will receive a zero for the research component of his or her performance review. Further, lack of Academically Qualified or Professionally Qualified classification means that the faculty member will not be considered for merit raises.

School of Business Guidelines For Tenure

The procedure for tenure will be according to the process specified in the Faculty Handbook. The Tenure and Promotion Committee will meet, review the applications, and vote on the applicants based on the supporting documents submitted to the committee. The committee submits their recommendations for promotion to the Department Head, Director or Dean. With concurrence of the Dean, the applications for tenure are forwarded to the Vice President for Academic Affairs. The requirements for tenure as agreed upon by the Promotions and Tenure committee involve the candidate's:

- 1) Demonstrating excellence in carrying out responsibilities of the position in terms of teaching, research and service as outlined in the faculty handbook
- 2) Showing significant promise for continued achievement
- 3) Being academically qualified for accreditation purposes and
- 4) Demonstrating collegiality.

Timeline for tenure:

As stated in the University faculty handbook, non-tenured faculty members should apply for tenure only toward the end of the probationary period (sixth year). Application for tenure should be made at the time the faculty activity report is submitted in February. Normally, faculty members are not considered for tenure until the end of the prescribed probationary period. The probationary period for tenure consideration in the Board of Supervisors for the University of Louisiana System is six years. However, the School of Business Retention, Tenure and Promotion Committee may, in extraordinary cases, make a recommendation for tenure before the probationary period is complete. In this case, the recommendation must be accompanied by an accounting of compelling reasons for this action. Faculty members initially employed at the rank of professor may be granted tenure upon appointment or, may be required to serve a probationary period not to exceed four years. Faculty members initially employed at the rank of associate professor shall serve a probationary period of at least one year, but no more than four years.

Meeting the Requirements for Tenure:

1) Demonstrating excellence in carrying out responsibilities of the position in terms of teaching, research and service as outlined in the faculty handbook

This item is measured based on the guidelines provided in the faculty handbook:

Teaching Effectiveness

Teaching of the highest quality is given top priority at NSU in any assessment of a faculty member's overall performance.

All faculty are expected to be:

- (a) academically demanding in classes;

- (b) fully prepared, well organized, informative, and intellectually stimulating in teaching;
- (c) open to trying new teaching techniques;
- (d) most conscientious and prompt in evaluations of assigned student work during the term;
- (e) prompt in reporting of grades for students at the end of the term;
- (f) willing, outside of class, to discuss the special academic interests and problems which students may want to discuss; and
- (g) accessible, helpful, and responsible academic advisors.

METHODS OF EVALUATION:

(a) Student evaluations of teaching: The NSU Student Survey of Instruction (**Appendix J**) is administered in every class in both Fall and Spring no earlier than the 12th week of the term. This questionnaire gives students an opportunity to express anonymously views of the course and the effectiveness of instruction.

(b) Department Head/Coordinator, Director or Dean evaluation: In addition to the method of presentation of the material, the Department Head/Coordinator or Dean ascertains the currency of course material, the mastery of the subject, the fitness of instructional objectives, and the appropriateness of class standards, using such evidence as classroom visits, examination of grade distributions, course syllabi, examinations, assignments, and reading lists.

(c) Student Appraisal of Academic Advising: The NSU Student Appraisal of Academic Advising (**Appendix I**) is administered during registration for both Fall and Spring terms. Appraisals are considered valid if signed by the advising faculty member after advising the student and before the student completes the appraisal form. Student appraisals are to be done immediately after advising and submitted by the student to a designated third party within the department.

(d) Self-reported activities: The Faculty Activity Report (**Appendix C**) is filed annually. This report permits the description of new courses taught, revision of existing courses, innovative teaching projects, workshops, clinics, accomplishment of performance objectives, and other teaching-related activities. Self –reported activities also include any items the applicant wishes to be considered. As stated in the faculty handbook: “Evaluation items must include student appraisals of teaching and may also include, as appropriate, faculty activity reports; Department Head/Coordinator or Dean evaluations of teaching based on classroom visits; evaluation by advisees; course syllabi, reading lists, examinations, and/or assignments; grade distributions; evidence of scholarly productivity, publications and presentations; comments of committee service by committee chairmen; and/or documents indicating community and professional service and contributions to the Department, College, and the University.”

Scholarly and Professional Activities

NSU is committed to its role as a "teaching institution," to developing a faculty composed of teacher-scholars. For effective teaching, it is essential that faculty be actively and continuously engaged in some form of scholarship, remaining a student of their discipline throughout their careers. Scholarship is at the heart of the teaching profession. Teacher-scholars keep abreast of their fields, maintain intellectual vigor, and retain excitement for their disciplines.

Considerable emphasis is placed at NSU on scholarly and professional activities. These include the following types of activities:

- (a) publication of books;
- (b) publication of articles in refereed journals;
- (c) invited articles in journals or anthologies;

- (d) book reviews;
- (e) publication of creative works such as novels, short stories, poetry, dramatic works, musical compositions, etc.;
- (f) professional performances in the performing arts and exhibition of works of art such as paintings, sculpture, etc. in juried shows or selective galleries;
- (g) development of new areas or levels of academic competence;
- (h) refereed or invited presentations at professional meetings; participation in professional seminars or symposia;
- (i) participation in professional seminars or symposia;
- (j) attendance at professional meetings and official duties in professional organizations;
- (k) professional development through workshops and short courses;
- (l) pursuit, receipt, and fulfillment of grants, scholarships, and fellowships;
- (m) serving as a referee on grants, books, and articles; and
- (n) campus wide lectures, performances, or art exhibitions.

University and Public Service

The success of governance, maintenance of academic standards, and the day-to-day workings of the University depend on faculty participation. An important part of the mission of the University is public service through training and educational programs, cultural activities, technical assistance, consulting, clinical services, and applied research. University and public service activities include:

- (a) service on departmental, college and university committees, and all other activities that contribute to the smooth functioning of the NSU academic program;
- (b) involvement in activities that promote and enrich the life of the NSU community;
- (c) recruitment of prospective students;
- (d) participation in an organizational capacity in local, regional, and national conferences and symposia;
- (e) service to professional organizations as an officer or committee member;
- (f) service on local, state, and national governmental boards; and
- (g) service to the general public through activities related to the faculty member's field of professional expertise or to the university's mission.

2) Showing significant promise for continued achievement

The School of Business desires tenured faculty to continue the achievements that earn them tenure. They should continue to do a good job teaching, researching and providing service to the University. They should also continue to be academically qualified for AACSB accreditation purposes. Future promise is based on past achievements, works in progress, continuous performance, and, at the time of tenure, being academically qualified for accreditation purposes.

3) Being academically qualified for accreditation purposes

These requirements are determined by the accrediting agency that examines the School of Business, which is currently AACSB, and the School of Business at Northwestern State University. Normally, the main requirement for academic qualification involves a minimum number of publications in the previous five-year period.

4) Demonstrating collegiality and professionalism

The School of Business desires its faculty to demonstrate professionalism and collegiality. This includes getting along with students and other faculty members with which one is working. Also, the School of Business expects faculty to adhere to ethics required of all state employees and to follow state, university and departmental policies in the fulfilling of their contractual obligations.