

THE UNIVERSITY OF AKRON  
COLLEGE OF BUSINESS  
DEPARTMENT OF FINANCE

GUIDELINES FOR APPOINTMENT RETENTION AND PROMOTION

Approved by the Department of Finance

February 6, 2023

**Date**

James  
Thomson

Digitally signed by James  
Thomson  
Date: 2023.02.20 12:39:23  
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Department Chair

February 20, 2023

**Date**



CoB Dean

February 20, 2023

**Date**



University Provost

February 21, 2023

**Date**

## **Section I. Introduction**

- A. This document sets forth the procedures and criteria to be applied in the Finance Department of the College of Business Administration of The University of Akron dealing with Retention, Tenure and Promotion (hereinafter 'RTP') of Tenure-track faculty within the department. The guidelines specified in this document are faculty driven and intended to be consistent with the procedures and standards established under Article 13 of the Collective Bargaining Agreement (hereinafter the 'Contract') between The University of Akron and The University of Akron Chapter of the AAUP. In situations of conflicts (procedural or criteria) the Contract will prevail.
- B. For purposes of this procedure, membership of the Department Committee making retention, tenure and promotion evaluations and recommendations (the 'RTP Committee') may be modified as necessary to comply with the requirements of the Contract. It is the intent of this policy and procedure to comply with RTP procedures set forth in Article 13 of the Contract.
- C. Tenure-track candidates must provide a file to include the materials specified in Contract Article 13, Section 3.
- D. Criteria used to evaluate an application for RTP shall be those criteria in effect as of the time of the candidate's original appointment, unless some circumstance should arise which would justify the application of some modified criteria.
- E. Faculty are expected to make significant contribution to the mission and vision of the department, college and university.

## **Section II. Criteria for Evaluation**

### **A. Teaching**

1. Excellent teaching is expected of all candidates and is required for a favorable RTP recommendation. Although student evaluations provide important evidence of teaching effectiveness, faculty members are required to document their performance with additional evidence as follows:

Each faculty member must submit a teaching portfolio which includes the following information:

- a. Statement of teaching philosophy.
- b. Course syllabi and exams or graded assignments.
- c. Evidence of integration of contemporary business theory and practice into classroom instruction.
- d. Innovative course materials and technologies, including use of multimedia or other innovative teaching techniques.
- e. Evidence of integration of student oral presentations, writing assignments, and computing assignments, etc.
- f. Evaluations and assessments by students, chair, and peer.
- g. A summary (inclusive of a–e) of no more than four pages should precede the teaching portfolio.

### **2. Teaching Observation**

- a. In addition to measures of teaching effectiveness as described above, all non-tenured faculty to whom this RTP document applies shall be observed in the conduct of a class by a tenured professor or associate professor during the fall or spring semester, so that a total of one observation will have occurred in each academic year. At the start of the fall semester, tenured

faculty shall meet to determine observation assignments in conjunction with the department chair. Each shall observe different courses.

- b. Non-tenured faculty to be observed shall be notified by the assigned observer, who shall reach agreement concerning the course and time with the faculty to be observed.
- c. A written report on a form to be approved by the tenured faculty shall be completed by the observer with a copy provided to the non-tenured faculty member within three days of the observation. The form shall report observation on the following items: Professional demeanor, knowledge of the subject matter, audibility, understandability, cohesiveness of the material, and student involvement.
- d. Completed observation forms shall be conveyed to the department chair who shall make the observations a part of the observed faculty member's file. It is incumbent upon the faculty applying for RTP to include said observation report in his or her application folder.
- e. Written observations shall become a part of the faculty's file and shall be subject to review in all matters of RTP by all appropriate persons.

3. A high level of teaching performance is expected and failure to attain this level will result in a negative RTP review. A failure of a faculty member to respond to concerns expressed during previous reviews will be viewed negatively. A consistently substandard record of teaching will prevent a positive recommendation on the application of the faculty member.

## **B. Intellectual Contributions**

1. As appropriate to a particular candidate, intellectual contributions must demonstrate the ability to contribute significant and scholarly work to the faculty member's discipline.

2. Faculty members are encouraged to develop an intellectual contributions program of research performed at The University of Akron that will lead to publication in peer-reviewed academic and/or professional journals. This is necessary for a positive RTP recommendation.

3. Proceeding papers and working papers can also provide evidence that a faculty member is involved in intellectual contributions. However, these papers are evidence of ongoing current intellectual contribution efforts rather than an end in themselves. Although viewed positively, a large quantity of proceedings and working papers will not result in a positive recommendation if the faculty member fails to publish articles in peer-reviewed journals. Faculty members who do not appear to be following a course which will lead to publications in such peer-reviewed academic and professional journals will be so advised during annual faculty evaluations.

4. It will be the responsibility of the persons reviewing the application to judge the quality of a faculty member's intellectual contributions; also, the burden of proof is on the candidate to establish journal quality. Consideration of journal quality should also include factors demonstrating objectivity and independence of the review process.

5. Consistent with criteria applicable to legal scholarship both within, and external to, The University of Akron, the department recognizes that the primary outlets for Legal Research and Scholarship are the various Law Reviews and Law Journals published on a regular basis by various Universities and other organizations. While the number of blind, peer-reviewed Journals is very small, the Department recognizes that even student-edited law Reviews and Journals involve a highly discriminatory selection process, which is usually actively monitored by, if not directly involving, supervising members of the Faculty of the School sponsoring the publication. In considering the quality of such publication, the committee can consider such factors as: the journal's acceptance rate; the importance of the Law Review/Journal outlet historically; the independence and objectivity of the

selection process; citations, and the reputation and/or ranking of the sponsoring organization.

6. As a minimum requirement over a five-year period, only one article with more than four authors may receive full credit.

7. It is necessary that a faculty member show substantial evidence of an ongoing active intellectual contributions program addressing research questions of significance in the faculty member's discipline.

8. For a favorable tenure decision, a minimum of five publications in peer reviewed journals are required. Consideration will be given to tradeoffs between quality and quantity. High quality publications will be considered more favorably and will be assessed by the citations in professionally recognized top tier journals.

9. Single authored publications are not required for promotion to associate professor and tenure. However, the faculty member should be able to provide evidence that he or she made a significant contribution on the research reported in joint publications.

10. Completed textbooks are not sufficient for promotion and tenure.

11. To maintain a quality standard relative to comparable universities and colleges, review of intellectual contributions external to the university (as set forth in Article 13 of the Contract) is required for promotion and tenure.

### **C. Service**

1. All fulltime faculty are expected to fulfill various internal service obligations to the Department, College, and University community. These activities may include membership on assigned committees, involvement in recruiting activities, support of departmental workshops, student counseling and advising, department curriculum development and departmental events requiring faculty attendance.

#### **2. External Service**

- a. All faculty members are encouraged to become active in professional organizations. Activities that are viewed positively include serving as moderator or discussant at regional and national meetings, refereeing articles for journals, publishing book reviews in academic and professional journals, and serving as an officer of a professional organization.
- b. Other external service activities can include, but are not limited to, the following:
  - (i) Service to alumni, the business community, and economic development of the service region
  - (ii) Contract research with government or other nonprofit agencies;
  - (iii) Testimony before national or state legislative bodies;
  - (iv) Donated professional efforts on behalf of governmental or nonprofit agencies;
  - (v) Consulting activities may be included if evidence is provided by the faculty member to demonstrate that a direct benefit to the institution, the profession, or the classroom resulted.

#### **3. Professional Conduct**

Faculty shall comply with professional conduct as indicated in the Contract. A candidate who is formally disciplined by the University for violation of University policies, especially regarding sexual harassment,

conflict of interest, scholarly misconduct, etc. shall be considered as being deficient in this category.

### **Section III.RTP Reviews**

#### **A. Retention: Tenure Track**

The tenure process is cumulative, and not all criteria need be met every reappointment year. However, all criteria must be addressed by the time the bargaining unit faculty member applies for tenure and promotion.

Candidates are expected to make continuous progress in teaching, research and service, as those criteria are set out above. The RTP committee will review the candidate's file and presentation and, based on simple majority voting procedure, make one of the following three possible recommendations:

- 1) Reappointment recommended; satisfactory progress toward tenure
- 2) Reappointment recommended; unsatisfactory progress toward tenure
- 3) Reappointment not recommended; unsatisfactory progress

The completion of a doctorate or equivalent terminal degree is expected by the time of the candidate's first reappointment review.

#### **B. Awarding of Tenure**

Recommendation for tenure must not only take into account the faculty member's past performance, but also the likelihood that the faculty member will continue to show progress toward promotion. In evaluating petitions for tenure, emphasis will be placed on achievements in the areas of teaching, intellectual contributions, and service.

With respect to a candidate's Intellectual contributions, an unconditional letter of acceptance of an article for publication will allow the article to be considered on the same basis as a published article. External reviews, as set forth and described in Article 13, Section 4 of the Contract, shall be considered in evaluating the candidate's application for tenure.

#### **C. Promotion to Associate Professor with Tenure**

The minimum criteria to be considered for promotion to the rank of associate professor are the same as for a recommendation for the granting of tenure, and these actions cannot occur separately.

#### **D. Promotion to Professor**

Years of service, per se, are not a requirement for promotion to Professor. It is possible for a faculty member to apply for promotion after only two years in the Associate Professor rank. However, the faculty member normally will have held rank of Associate Professor for a minimum of five complete years, or shall have demonstrated equivalent experience, before the petition is submitted. Those submitting early promotion petitions (i.e. prior to achieving at least five years of service as associate professor) should be aware that, because of the reduced time interval for the development of a record to support such petitions, especially clear evidence of achievement of intellectual contributions and excellence in teaching and service will be required for favorable action.

In evaluating petitions for promotion to Professor, emphasis will be placed on achievement in intellectual contributions since the last promotion. The minimum achievement will include publication of five peer review refereed journal articles beyond achieving tenure and the rank of Associate Professor or over the previous five years, whichever is shorter. The publication of at least five refereed journal articles is not to be interpreted/construed as a guarantee of promotion since evidence of significant scholarship and intellectual contribution is also expected. The Committee will form a judgment about the quality of the faculty member's publications, however the burden of proof is on the candidate to establish journal quality.

Other achievements that would be viewed positively include substantial funded research efforts and significant contributions of applied research relevant to the business community.

In evaluating achievements in the area of service, those at the rank of Professor are expected to assume significant leadership responsibilities within the Department, College and/or University, and external professional community. Candidates desiring promotion should have clearly demonstrated capacity for assuming and successfully exercising such responsibilities.

#### **E. Promotion to Distinguished Professor**

Pursuant to Article 22, Section 1, of the Contract, the title of Distinguished Professor shall be awarded only to one already at the rank of Professor at the University for five (5) or more years. To achieve the title of Distinguished Professor, the nominee:

- a) Shall excel in teaching at the University at a level significantly beyond the current expectations for the rank of Professor, as demonstrated by recognition as an outstanding teacher at the University or College level.
- b) Shall excel in scholarly activity (pedagogical or discipline specific) performance at the University, at a level significantly beyond the current expectations for the rank of professor.
- c) Shall have made sufficient contribution to the discipline to be nationally recognized beyond mere involvement in a professional organization.
- d) Must have made substantial commitment to service to the University, College and community.