




Office of the Executive Vice President and Provost
Akron, OH 44325-4703

May 2, 2022

MEMORANDUM

TO: R. J. Nemer, Dean of the College of Business

FROM: John M. Wiencek 

RE: **Reappointment, Tenure, and Promotion Guidelines**

COPY: Debmalya Mukherjee, Chair

In accordance with the Collective Bargaining Agreement, please be aware of the following:

These guidelines take effect for applications submitted Spring 2023 (Article 13, Section 6, A.3).

Candidates who are applying for reappointment, tenure and/or promotion to associate professor shall be evaluated under the academic unit criteria in effect at the time of the candidate's official appointment date to the tenure track position. If the criteria have been revised since the date of the initial appointment, the candidate shall have the option to choose the original or amended criteria under which he/she shall be reviewed. Once a choice is made, the candidate may not reverse his/her decision. However, the candidate may choose each time criteria are revised and are approved by the Provost. It is the responsibility of the candidate to inform the committee in the letter of intent of the criteria set the candidate has elected to be used (Article 13, Section 6, D.6).

Candidates who are applying for promotion but not for tenure shall be evaluated under the academic unit criteria in effect either at the time of the candidate's last official promotion or the academic unit criteria in effect five (5) years prior to the candidate's application, whichever is more recent (Article 13, Section 6, D.7). This includes faculty who are seeking promotion to full professor.

Your guidelines are approved and will be added to this website:

<https://www.uakron.edu/oaa/faculty-affairs/rtp-guidelines>



College of Business

DATE: March, 2022

TO: John Wiencek
Executive Vice President and Provost

FROM: Robert J. Nemer
Dean, College of Business

SUBJECT: Reappointment, Tenure & Promotion Guidelines and Criteria


The attached guidelines have been approved by the faculty of the Department of Management on March 4, 2022.

I have approved all attached guidelines and criteria.


If you concur, we ask that you also approve the guidelines and criteria.

Debmalya Mukherjee, March 4, 2022
Department Chair or Faculty Representative

Date


Dean

4/18/2022
Date


Senior Vice President, Provost & Chief Operating Officer

05/02/2022
Date

**Department of Management
College of Business
The University of Akron**

**Guidelines for Recommendation of
Reappointment, Promotion, and Tenure**

Approved by the Department of Management on March 4, 2022

Introduction

The UA-Akron AAUP Collective Bargaining Agreement (CBA) contains processes, timelines and procedures for the Retention, Tenure and Promotion (RTP) of Bargaining Unit members and should be referred to for such matters. This document serves to enumerate the normal minimum criteria for tenure/promotion relevant to the discipline(s) represented in the academic unit listed above. These criteria may include quantitative and/or qualitative measures and meeting these minimum criteria does not guarantee a positive recommendation. Nothing contained in this document can conflict with the CBA or University rules. Candidates under review for reappointment and promotion should consult applicable Collective Bargaining Agreement guidelines. The primary purpose of this document is to provide guidelines to faculty for navigating the tenure and promotion process.

1) Material for the RTP File

- a. As part of the faculty member's submissions to the appropriate RTP committee, he/she should submit a comprehensive dossier reflecting the entire spectrum of teaching, research, and service activities along with all appropriate supporting documents.
- b. The format of the RTP dossier must comply with Appendix A.
- c. It is the responsibility of an RTP candidate to provide appropriate evidence that he or she satisfies criteria for reappointment, tenure, or promotion, as applicable.

2) Annual Reappointment

- a. Normally, tenure-track candidates shall have the terminal degree by the date of their hire. If an appointment is made prior to the completion of the terminal degree, the candidate must have the terminal degree by the first reappointment evaluation, or in accordance with any agreement that might have been made with the dean at the time of hiring.
- b. In an annual review of the candidates, the Reappointment committee is to return one of three possible recommendations regarding a faculty member on a tenure track after considering the information submitted by the faculty member for review. At the conclusion of the discussion of the candidate's qualifications, the RTP Committee shall generate an assessment of the candidate and shall vote by secret ballot. The candidate will receive written feedback from the RTP chair summarizing his/her strengths and weaknesses, along with recommendations to improve perceived weaknesses. The three possible decisions that can be reached by the committee are:
 - i. Reappointment recommended; satisfactory progress toward tenure
 - ii. Reappointment recommended; unsatisfactory progress toward tenure
 - iii. Reappointment not recommended; unsatisfactory progress
- c. Each candidate shall be academically qualified based on the AACSB standards.
- d. Quality of Teaching
 - i. All non-tenured faculty must administer the college teaching evaluation form in each of the classes that they teach except when a form is not required due to the nature of the class, e.g., Independent Study. Beginning with the candidate's second year in the department, it is expected that the faculty member seeking reappointment for a tenure track position obtain at least 3.25 on question 11 and an average of 3.25 (on questions 2-10 of the COB Student Evaluations form.

- ii. The faculty member must submit evidence (course syllabi, exams and other appropriate instructional material) that the courses they teach are current and contain proper rigor.
 - iii. The faculty member's teaching must reflect the objectives of the course, and well as the mission and the accreditation needs of the department, college and university. It is expected that the faculty member meet all classes and administer final exams in accordance with university policy. Faculty need to be accessible to students.
- e. Quality of Research
 - i. In general, to be considered for tenure a minimum of five peer-reviewed journal articles are required at the end of five years. Peer-reviewed publications of high quality are preferred. Failure to produce the minimum number of publications is sufficient justification to deny reappointment, tenure, or promotion. However, meeting the minimum number of publications does not guarantee a favorable decision.
 - ii. Factors that might be used in judging publication quality include internal and external ratings of the publications, acceptance rates, circulation, and impact factors. The burden of demonstrating quality is on the faculty member under review.
 - iii. The Department recognizes the scholarship of teaching and learning as a legitimate and important research area. High quality peer-reviewed publications related to teaching will merit consideration for RTP.
 - iv. To be eligible for reappointment, the faculty member must annually demonstrate research progress that would result in reaching or exceeding the minimum publication requirements above.
- f. Service
 - i. Faculty are expected to find ways to provide service. Areas that might be served include The University of Akron, the college and department, student organizations, the professional community, and the community at large.
 - ii. It is anticipated that candidates for reappointment after the first year will be involved in some departmental service (such as serving on at least one administrative committee), but only minimally involved in community, college, university, or national service. The relative involvement of service is expected to increase along with years spent in the department.
- g. Professional Conduct and Intangible Factors
 - i. Behaviors and activities reflecting professional and ethical conduct, collegiality and ability to work with colleagues, as well as the professional and business community, are highly significant at all ranks and will be considered by the Committee in evaluating candidates for reappointment.
 - ii. A faculty member who is formally disciplined by the University for violation of policies shall be considered as being deficient in this category.

3) Indefinite Tenure and Promotion to Associate Professor

- a. Candidates will be considered for tenure and promotion to Associate Professor simultaneously.
- b. Each candidate shall be academically qualified based on AACSB standards.
- c. Quality of Teaching
 - i. All non-tenured faculty must administer the college teaching evaluation form in each

of the classes that they teach except when a form is not required due to the nature of the class, e.g., Independent Study. At a minimum, it is expected that the faculty member seeking tenure obtain at least 3.25 on question 11 and an average of 3.25 on questions 2-10 of the COB Student Evaluations form.

- ii. The faculty member must submit evidence (course syllabi, exams and other appropriate instructional material) of the faculty member's rigor and quality of instruction in the areas that they teach.
- iii. The faculty member's teaching should reflect the objectives of the course, as well as the mission and the accreditation needs of the department, college and university.

d. Quality of Research

- i. In general, to be considered for tenure a minimum of five peer-reviewed journal articles are required. Peer-reviewed publications of high quality are preferred. Failure to produce the minimum number of publications is sufficient justification to deny reappointment, tenure, or promotion. However, meeting the minimum number of publications does not guarantee a favorable decision.
 - ii. Factors that might be used in judging publication quality include internal and external ratings of the publications, acceptance rates, circulation, and impact factors. The burden of demonstrating quality is on the faculty member under review.
 - iii. The Department recognizes the scholarship of teaching and learning as a legitimate and important research area. High quality peer-reviewed publications related to teaching will merit consideration for RTP.
 - iv. Because issues like the impact of the research on the field and the programmatic nature of the research are to be carefully considered, it should be stressed that meeting the minimum numeric guidelines does not guarantee a favorable tenure and promotion outcome. Furthermore, faculty members are encouraged to exceed this minimum.
 - v. In situations where a faculty member is a Principal Investigator or Co-Investigator on externally funded research contracts or grants of a programmatic and scholarly nature, that information will be considered as important research activity.
 - vi. Books and book chapters that can be demonstrated to be of high quality, if professional and relevant, are considered appropriate publications.
 - vii. For individuals that are hired into the department with year(s) of experience at other institutions, previous publication credit might be negotiated on a case-by-case basis with the dean and with department chair consent.
- e. For candidates applying for early Tenure and Promotion to Associate Professor, it is expected that the candidate's record be as strong as what is expected of a candidate's record when he or she requests tenure in the normal time-frame. Because a tenure decision is based on a five-year record, candidates who go up early for tenure and promotion to associate professor may normally include up to five consecutive years of evidence of post-doctoral degree scholarly activity, with as many as three of those years occurring prior to appointment at The University of Akron.
- f. Service
- i. Faculty are expected to find ways to provide service. Areas that might be served include The University of Akron, the college and department, student organizations, the professional community, and the community at large.

- ii. Candidates for tenure need to demonstrate their contributions to departmental, community, university, and national service.
 - iii. For tenure, specific discipline-oriented activities such as committee membership, organizations chaired, consultations rendered (to industry and government), workshops given, memberships in professional organizations, conference leadership, manuscript reviewing, and editorial board membership are expected.
- g. Professional Conduct and Intangible Factors
- i. Behaviors and activities reflecting professional and ethical conduct, collegiality and ability to work with colleagues, as well as the professional and business community, are highly significant at all ranks and will be considered by the Committee in evaluating candidates for reappointment.
 - ii. A faculty member who is formally disciplined by the University for violation of policies shall be considered as being deficient in this category.

4) Promotion to Professor

- a. Each candidate shall be academically qualified based on AACSB standards.
- b. Quality of Teaching
 - i. It is expected that the faculty member seeking advancement to Professor demonstrate high quality teaching abilities. Documented summaries of teaching evaluations should be an at least 3.50 on question 11 and an average of 3.50 on questions 2-10 of the COB Student Evaluations form since tenure and promotion to Associate Professor.
 - ii. The faculty member must submit evidence (course syllabi, exams and other appropriate instructional material) of the faculty member's rigor and quality of instruction in the areas that they teach.
 - iii. The faculty member's teaching must reflect the objectives of the course, and well as the mission and the accreditation needs of the department, college and university. It is expected that the faculty member meet all classes and administer final exams in accordance with university policy. Faculty need to be accessible to students.
- c. Quality of Research
 - i. The candidate for professor is expected to have produced a minimum of twelve peer-reviewed published and accepted for publication papers in order to be considered. A minimum of five peer-reviewed journal publications (or equivalent) are expected since tenure.
 - ii. It is expected that at least one of these published works appear in a top level journal. The burden of demonstrating the top level quality is on the faculty member under review.
 - iii. Factors that might be used in judging publication quality include internal and external ratings of the publications, acceptance rates, circulation, and impact factors. The burden of demonstrating quality is on the faculty member under review.
 - iv. The Department recognizes the scholarship of teaching and learning as a legitimate and important research area. High quality peer-reviewed publications related to teaching will merit consideration for RTP.
 - v. Books and book chapters that can be demonstrated to be of high quality, if professional and relevant, are considered appropriate publications.

- vi. In situations where a faculty member is a Principal Investigator or Co-Investigator on extramurally funded research contracts or grants of a programmatic and scholarly nature, that information will be considered in support of research.
- vii. Publication citations and professional external peer reviews will be used as an aid in evaluating the candidate.
- d. Service
 - i. Candidates for promotion to Professor are expected to be service leaders at the department, university, and national level.
 - ii. These individuals should be active leaders and chairs of committees while also taking a leadership role within the university and within the profession (e.g., editorship, membership in review boards of respectable academic journals, or office bearers in an academic or professional association).
 - iii. These candidates should be recognized across campus by colleagues as leaders and solid organizational citizens.
- e. Professional Conduct and Intangible Factors
 - i. Behaviors and activities reflecting professional and ethical conduct, collegiality and ability to work with colleagues, as well as the professional and business community, are highly significant at all ranks and will be considered by the Committee in evaluating candidates for reappointment.
 - ii. A faculty member who is formally disciplined by the University for violation of policies shall be considered as being deficient in this category.

5) External Review

- a. External reviewers will be sent a packet of materials including:
 - i. A copy of the candidate's current curriculum vitae.
 - ii. A research narrative provided by the candidate that outlines the candidate's program (or programs) of research, bringing together published works, works in progress, and descriptions of relevant external funding
 - iii. Copies of all relevant published, in-press, and in progress manuscripts, as provided by the candidate.
- b. External reviewers will be sent a packet of materials including a copy of the Department Criteria for RTP. The letter of request to the reviewer will indicate: (a) the role external reviewer reports play in the tenure decision; (b) an indication of the relevant sections of the Criteria for RTP that should be addressed in evaluating the candidate's research productivity and service; (c) how issues of confidentiality and disclosure will be handled, and (d) when the reviewer's letter is due. A sample letter is included in Appendix B.

D) Promotion to Distinguished Professor

The minimum criteria for promotion to the rank of distinguished professor are as described in the collective bargaining agreement.

Appendix A: Format and Content of Dossiers

All RTP candidates must prepare a comprehensive dossier to support their application. Dossiers must be formatted as follows:

Tab 1 – Letter and summary from the candidate delineating the candidate’s case for retention, tenure, or promotion. Include a description of efforts taken to address any concerns or areas in need of improvement as specified in annual reappointment letters. The summary should provide overview information on teaching, research, and service activities.

Tab 2 – Current and past letters of recommendation. These letters should clearly document how the candidate satisfies each of the department’s RTP criteria, and point out areas of concern and suggestions for improvement.

Tab 3 – Curriculum Vita.

Tab 4 – Quality of Teaching. Include a teaching portfolio to document the quality of teaching. A candidate is advised to include a table summarizing section-wise teaching scores on q11 and overall mean for questions 2-10 for all the courses taught during the review period.

Tab 5 – Quality of Research. Describe past and current research projects and activities. Include copies of all published materials and works in progress. The candidate is advised to include a summary table detailing published/accepted research and evidence of impact.

Tab 6 – Service. Describe all activities related to University, College, Department, and Public Service. Include appropriate documentation.

Tab 7 – Professional Conduct and Intangible Factors. Include documentation regarding professional conduct, cooperation in Departmental, College, and University matters, ability to relate satisfactorily to colleagues and students, adherence to professional ethics and responsibilities.

Appendix B:

Sample Letter to External Reviewers

DATE

Reviewer 1

XXXX

XXXX

Dear Dr. XXXX:

Thank you for your willingness to evaluate Assistant Professor XXXX's publication record as part of our evaluation for her request for tenure and promotion to Associate Professor in the XXXX Department at The University of Akron.

Our promotion and tenure decision for XXXX will be based upon a set of multiple criteria as described in our retention, promotion, and tenure guidelines, as well as our collective bargaining agreement. Please familiarize yourself with the relevant, marked portions of these documents which are enclosed. Because your evaluation should address only one of the performance dimensions – "Quality of Research" – we ask that you do not comment directly about Dr. XXXX's overall worthiness for promotion in your assessment. Instead, your substantive appraisal of her scholarly contributions will be used by our committee to help us evaluate whether she meets the standard for scholarship as specified in our departmental bylaws which states:

Quality of Research

- i. In general, to be considered for tenure a minimum of five peer-reviewed journal articles are required. Peer-reviewed publications of high quality are preferred. Failure to produce the minimum number of publications is sufficient justification to deny reappointment, tenure, or promotion. However, meeting the minimum number of publications does not guarantee a favorable decision.
- ii. Factors that might be used in judging publication quality include internal and external ratings of the publications, acceptance rates, circulation, and impact factors. The burden of demonstrating quality is on the faculty member under review.
- iii. The Department recognizes the scholarship of teaching and learning as a legitimate

and important research area. High quality peer-reviewed publications related to teaching will merit consideration for RTP.

- iv. Because issues like the impact of the research on the field and the programmatic nature of the research are to be carefully considered, it should be stressed that meeting the minimum numeric guidelines does not guarantee a favorable tenure and

promotion outcome. Furthermore, faculty members are encouraged to exceed this minimum.

- v. Books and book chapters that can be demonstrated to be of high quality, if professional and relevant, are considered appropriate publications.

The enclosed packet of material includes a narrative describing Dr. XXXX's research focus and publication record, a copy of his/her vita, citation count information, and copies of his/her publications. I have also included Dr. XXXX's letter of hire.

As you examine Dr. XXXX's record of scholarly contributions, we would like you to address the following questions: What is your assessment of the quality of his/her publications? How would you rate the candidate's contribution to scholarship in the domain of XXXX?

Please note that your identity, and the original of the review that you provide, will be deemed as confidential to the extent permitted by law. In other words, we will not voluntarily disclose or make your review available to Dr. XXXX. However, your review may be subject to disclosure under certain circumstances including, but not limited to, subpoena, a validly issued court order, or a public records request. You may request that the candidate signs a release and waiver.

We very much appreciate your efforts to review Dr. XXXX's materials. We would like to add your review to his/her tenure and promotion folder at the start of our Fall semester which is due on XXXX [insert date here]. If this will pose a problem for you, please let me know as soon as possible.

Please send your review directly to me: XXXX. I can be reached by email at XXXX or by phone at (330) 972- XXXX. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

XXXX

Chair of the Retention, Tenure, and Promotion Committee