

DEPARTMENT of MARKETING
College of Business Administration
THE UNIVERSITY OF AKRON

GUIDELINES
FOR
Reappointment, Tenure, and Promotion

Approved unanimously by the tenure-track/tenured Department of Marketing faculty on
February 26, 2021

Deborah L. Owens

March 1, 2021

Department Chair

Date

Susan C. Harlow

March 10, 2021

Dean, College of Business Administration

Date

John M. White

4/14/21

Provost

Date

RTP Guidelines & Criteria

In accordance with the Collective Bargaining Agreement, this document establishes guidelines as to measurable requirements for each of the evaluation criteria to be used in the Reappointment, Tenure, and Promotion (RTP) process for tenure-track and tenured (TT) faculty. For reappointment candidates, the satisfactory progress toward, and for tenure and promotion candidates, the satisfactory achievement of, any one or any group of the subcategories is not to be construed as accomplishment of all criteria. Outstanding performance in one area does not make up for less than satisfactory performance in another area. Rather, the subcategories indicate appropriate elements that shall be considered, weighed, and evaluated to determine the level of success in achieving the basic criteria. Candidates under review for reappointment, tenure, and promotion are also advised to consult all applicable Collective Bargaining Agreement guidelines.

Reappointment

The RTP committee is to return one of three possible recommendations after considering the materials submitted by a faculty member for review. The three possible decisions that can be reached by the committee are:

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

It is understood that initial appointments may be made at any academic rank and that there is no single timeline of progress that will fit all situations.

An earned doctoral degree (Ph.D. or DBA) is required for tenure.

1. Quality of Teaching

High quality teaching is a basic expectation of all candidates seeking RTP. Quality of teaching performance is judged using: [1] student evaluations and [2] teaching portfolio evaluations.

Student evaluations are accomplished through the use of a student-based teacher evaluation using the CBA's standardized teaching assessment instrument. Candidates for RTP are expected to achieve student assessments that demonstrate high quality teaching.

Candidates shall provide a self-assessment of teaching performance, based on numerical and written comments from the teaching evaluations. As feedback is given by the RTP committee, the candidate will develop a plan for continuous improvement. This may include peer-based classroom observation, consultation with peers, development of new teaching methods, meeting with publishers' representatives to obtain assistance on use of ancillary materials or new technology, or participation in professional development work in a particular facet of instruction (e.g., use of cases, simulations, or field projects).

Teaching portfolio evaluations consist of assessments of a collection of teaching materials submitted by the candidate and evaluated by the RTP committee. The content of the portfolio shall include, but is not limited to, the following:

- a statement of teaching philosophy,
- syllabi for all different courses taught
- representative samples of course materials

- examples of graded student work
- self-assessment of teaching performance
- additional optional materials may include: grading rubrics, lists of guest speakers, demonstrated use of field projects, site visits, technology such as pod-casts and simulations, or other methods of innovative teaching.

Continued study with regards to quality of teaching should be noted as appropriate. Examples of such activities include, but are not limited to:

- Training in new formats of instruction such as online or flipped classrooms
- Training to enhance teaching techniques and methodologies
- Training in the use of technology in the classroom

Any special recognition of the candidate's quality of teaching should be noted as appropriate. Such recognition includes teaching-related awards granted by the department, college, university, and academic and professional organizations. In addition, any teaching-related grants awarded to the candidate by the university, industry, or other entities should be noted as appropriate.

Based on an assessment of the student evaluation scores and the portfolio, the RTP committee will render a judgment of teaching quality.

2. Intellectual Contributions - Quality of Research and Scholarly Activity

A minimum of five peer-reviewed journal articles published or accepted for publication with the University of Akron listed as the candidate's affiliation is required to be considered for tenure and promotion. Thus, for reappointment the candidate must demonstrate successful progression toward meeting (or ideally exceeding) this minimum. The candidate should understand that attainment of the minimum standard is not to be construed as a guarantee of reappointment, tenure, or promotion.

In addition to peer-reviewed journal articles, scholarly books, book chapters, and case studies are considered acceptable forms of intellectual contributions. However, scholarly books, book chapters, and case studies do not substitute for the minimum five peer-reviewed journal articles but are considered as complementary intellectual contributions. In general, conference presentations and pieces published in conference proceedings will not be considered towards RTP.

An important factor will be an assessment of the quality of the peer-reviewed articles and other intellectual contributions. It should be clearly understood that five peer-reviewed journal publications is not the goal to reach for, but rather the minimum required to be evaluated for tenure. Also, candidates should note that publishing five or more peer-reviewed journal articles does not guarantee tenure if the publications do not meet standards of quality. The burden of persuasion regarding the quality and equivalence of all intellectual contributions is borne by the candidate.

While five peer-reviewed journal articles is the required minimum needed to be considered for tenure and promotion, the faculty member is strongly encouraged to support their intellectual contribution portfolio with additional refereed journal articles, as well as scholarly books, book chapters, and/or case studies.

While there are many dimensions of quality, the following factors will be considered in evaluating the quality of research and publications:

- citation counts, impact factors, and other related metrics (where available);

- ranking on the most recent version of the Department's list of journal ratings
- the nature of the review process used by the journal, with more selective review processes being considered more favorably;
- other factors such as rankings on widely used external journal rating lists (for example, the Australian Business Deans Council Journal Quality List) for journals not listed in the Department's list of journal ratings, journal acceptance rates, journal circulation, and journal editorial policy.

Continued study with regards to intellectual contributions should be noted as appropriate. Examples of such activities would include, but are not limited to:

- Training in new methods of data collection
- Training in new methods of data analysis

Any special recognition of the candidate's intellectual contributions should be noted as appropriate. Such recognition includes research-related awards granted by the department, college, university, scholarly journals, and academic and professional organizations. In addition, any research-related grants awarded to the candidate by the university, industry, or other entities should be noted as appropriate.

It is the responsibility of the RTP committee to judge the quality of the faculty member's intellectual contributions.

3. Quality of Service (Internal and External)

The faculty member should demonstrate involvement with the university and the profession. While it is important that external and internal service be a part of the candidate's portfolio, it is particularly critical that faculty be actively involved in their department. Examples include service on committees, student engagement, and participation in department meetings and activities.

Internal service comprises activities at the department, college, and university levels, and external service focuses broadly on service to the profession/industry/community.

Any special recognition of the candidate's quality of service should be noted as appropriate. Such recognition includes service-related awards granted by the department, college, university, and academic and professional organizations.

4. Professional Conduct

Faculty members are expected to demonstrate professionalism and collegiality in discharging their university responsibilities.

Tenure

It is expected that a candidate for tenure meet/exceed the criteria for reappointment and has addressed any concerns or areas in need of improvement as delineated in the annual reappointment letters.

An earned doctoral degree (Ph.D. or DBA) is required for tenure.

Faculty who hold the rank of Assistant Professor may be awarded tenure only if they are granted promotion to Associate Professor at the same time.

A candidate for tenure is required to submit a portfolio of his/her work which will be assessed by a minimum of three qualified evaluators outside of the University of Akron. In accordance with the Collective Bargaining Agreement, the candidate will submit a list of a minimum of three potential external reviewers. The RTP committee, Department Chair, and the Dean may also submit similar lists. Candidates should consult the Collective Bargaining Agreement for the most current requirements and procedures regarding external reviewers.

The portfolio will include the following materials:

- A. Teaching Statement
- B. Research/Scholarly Activity:
 - i. Vita
 - ii. Research/Scholarly Activity Statement
 - iii. Copies of All Publications that Are Part of the Applicant's File
- C. Service Statement
- D. Bases of Assessment: See example letter to external evaluators in Appendix A.

1. Quality of Teaching

High quality teaching is a basic expectation of all candidates seeking tenure and promotion. Quality of teaching performance is judged using: [1] student evaluations and [2] teaching portfolio evaluations.

Student evaluations are accomplished through the use of a student-based teacher evaluation using the CBA's standardized teaching assessment instrument. Candidates for RTP are expected to achieve student assessments that demonstrate high quality teaching.

Candidates shall provide a self-assessment of teaching performance, based on numerical and written comments from the teaching evaluations. Based on feedback given by the RTP committee in prior years' letters, the candidate should indicate efforts to address recommendations or concerns. This may include peer-based classroom observation, consultation with peers, development of new teaching methods, meeting with publishers' representatives to obtain assistance on use of ancillary materials or new technology, or participation in professional development work in a particular facet of instruction (e.g., use of cases, simulations, or field projects).

Teaching portfolio evaluations consist of assessments of a collection of teaching materials submitted by the candidate and evaluated by the RTP committee. The content of the portfolio shall include, but is not limited to, the following:

- a statement of teaching philosophy,
- syllabi for all different courses taught
- representative samples of course materials
- self-assessment of teaching performance
- additional optional materials may include: grading rubrics, lists of guest speakers, demonstrated use of field projects, site visits, technology such as pod-casts and simulations, or other methods of innovative teaching.

Continued study with regards to quality of teaching should be noted as appropriate. Examples of such activities include, but are not limited to:

- Training in new formats of instruction such as online or flipped classrooms

- Training to enhance teaching techniques and methodologies
- Training in the use of technology in the classroom

Any special recognition of the candidate's quality of teaching should be noted as appropriate. Such recognition includes teaching-related awards granted by the department, college, university, and academic and professional organizations. In addition, any teaching-related grants awarded to the candidate by the university, industry, or other entities should be noted as appropriate.

Based on an assessment of the student evaluation scores, and the portfolio, the RTP committee will render a judgment of teaching quality.

2. Intellectual Contributions - Quality of Research and Scholarly Activity

A minimum of five peer-reviewed journal articles published or accepted for publication with the University of Akron listed as the candidate's affiliation is required to be considered for tenure and promotion. The candidate should understand that attainment of the minimum standard is not to be construed as a guarantee of tenure and promotion.

In addition to peer-reviewed journal articles, scholarly books, book chapters, and case studies are considered acceptable forms of intellectual contributions. However, scholarly books, book chapters, and case studies do not substitute for the minimum requirement of five peer-reviewed journal articles for consideration but are considered as complementary intellectual contributions. In general, conference presentations and pieces published in conference proceedings will not be considered towards RTP.

The quality and overall contribution of the faculty member's work is an important factor in the evaluation of intellectual contributions. It should be clearly understood that five peer-reviewed publications is not the goal to strive for, but rather the minimum required to be evaluated for tenure. Also, candidates should note that publishing five or more peer-reviewed journal articles does not guarantee tenure and promotion if the publications do not meet standards of quality. The burden of persuasion regarding the quality and equivalence of intellectual contributions is borne by the candidate.

While five peer-reviewed journal articles is the required minimum to be considered for tenure and promotion, the faculty member is strongly encouraged to support their intellectual contribution portfolio with additional refereed journal articles, as well as scholarly books, book chapters, and/or case studies.

While there are many dimensions of quality, the following factors will be considered in evaluating the quality of the research and publication:

- citation counts, impact factors, and other related metrics (where available);
- ranking on the most recent version of the Department's list of journal ratings
- the nature of the review process used by the journal, with more selective review processes being considered more favorably;
- other factors such as rankings on widely used external journal rating lists (for example, the Australian Business Deans Council Journal Quality List) for journals not listed in the Department's list of journal ratings, journal acceptance rates, journal circulation, and journal editorial policy.

Regardless of whether the candidate is applying for tenure under the standard five-year period or

before the standard five-year period (i.e., early tenure), the candidate must have a minimum of five peer-reviewed journal articles published or accepted for publication with the University of Akron listed as the candidate's affiliation. Should the candidate have intellectual contributions that do not list the University of Akron as the candidate's affiliation, only peer-reviewed journal articles may be considered by the RTP committee. Peer-reviewed journal articles that do not list the University of Akron as the candidate's affiliation cannot substitute for the minimum five peer-reviewed journal articles required for tenure and promotion consideration. Non-Akron affiliated peer-reviewed journal articles may only be considered as supplementary intellectual contributions. The final decision regarding how many, which, and to what extent any non-University of Akron affiliated peer-reviewed journal articles are counted as supplementary intellectual contributions is at the discretion of the RTP committee. This policy regarding non-University of Akron affiliated publications is superseded by any explicit agreements specified in the candidate's initial appointment letter.

An application for early tenure should be contemplated with the understanding that not only has the candidate met the minimum standards for consideration for tenure and promotion but has exceeded them significantly.

Continued study with regards to intellectual contributions is highly encouraged and should be noted as appropriate. Examples of such activities would include, but are not limited to:

- Training in new methods of data collection
- Training in new methods of data analysis

Any special recognition of the candidate's intellectual contributions should be noted as appropriate. Such recognition includes research-related awards granted by the department, college, university, scholarly journals, and academic and professional organizations. In addition, any research-related grants awarded to the candidate by the university, industry, or other entities should be noted as appropriate.

It is the responsibility of the RTP committee to judge the quality of the faculty member's intellectual contributions.

3. Quality of Service (Internal and External)

The faculty member should demonstrate involvement with the university and the profession. While it is important that external and internal service be a part of the candidate's portfolio, it is particularly critical that faculty be actively involved in their department. Examples include service on committees, student engagement, and participation in department meetings and activities.

Internal service comprises activities at the department, college, and university levels, and external service focuses broadly on service to the profession/industry/community.

Any special recognition of the candidate's quality of service should be noted as appropriate. Such recognition includes service-related awards granted by the department, college, university, and academic and professional organizations.

4. Professional Conduct

Faculty members are expected to demonstrate professionalism and collegiality in discharging their university responsibilities.

Promotion

Promotion to Associate Professor

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 cannot be granted separately.

Promotion to Professor

The minimum criteria for promotion to the rank of Professor are:

1. Quality of Teaching

High quality teaching is a basic expectation of all candidates seeking promotion to Professor. Quality of teaching performance is judged using: [1] student evaluations and [2] teaching portfolio evaluations.

Student evaluations are accomplished through the use of a student-based teacher evaluation using the CBA's standardized teaching assessment instrument. Candidates for Professor are expected to achieve student assessments that demonstrate high quality teaching.

Candidates shall provide a self-assessment of teaching performance, based on numerical and written comments from the teaching evaluations. Candidates are encouraged to obtain feedback from several sources. This may include peer-based classroom observation, consultation with peers, development of new teaching methods, meeting with publishers' representatives to obtain assistance on use of ancillary materials or new technology, or participation in professional development work in a particular facet of instruction (e.g., use of cases, simulations, or field projects).

Teaching portfolio evaluations consist of assessments of a collection of teaching materials submitted by the candidate and evaluated by the RTP committee. The content of the portfolio shall include, but is not limited to, the following:

- a statement of teaching philosophy,
- syllabi for all different courses taught
- representative samples of course materials
- self-assessment of teaching performance
- additional optional materials may include: grading rubrics, examples of graded student work, lists of guest speakers, and demonstrated use of: field projects, site visits, technology such as pod-casts and simulations, or other methods of innovative teaching.

Continued study with regards to quality of teaching should be noted as appropriate. Activities would include, but are not limited to:

- Training in new formats of instruction such as online or flipped classrooms
- Training to enhance teaching techniques and methodologies
- Training in the use of technology in the classroom

Any special recognition of the candidate's quality of teaching should be noted as appropriate. Such recognition includes teaching-related awards granted by the department, college, university, and academic and professional organizations. In addition, any teaching-related grants awarded to the candidate by the university, industry, or other entities should be noted as appropriate.

Based on an assessment of the student evaluation scores, and the portfolio, the RTP committee will render a judgment of teaching quality.

2. Intellectual Contributions - Quality of Research and Scholarly Activity

For promotion to Professor, the candidate has to demonstrate thought leadership in his or her research area primarily through intellectual contributions.

In order to be considered for promotion to Professor, the candidate must have a minimum of five intellectual contributions published or accepted for publication, with the University of Akron listed as the candidate's affiliation, after tenure as Associate Professor. Only peer-reviewed journal articles, authored scholarly books, and editorship of scholarly books will count towards this minimum of five intellectual contributions for consideration of promotion to Professor. The candidate should understand that attainment of a minimum standard is not to be construed as guarantee of promotion to Professor but is a minimum to be considered for promotion.

Beyond the five minimum intellectual contributions required for consideration for promotion, candidates are strongly encouraged to support their intellectual contribution portfolio with additional peer-reviewed journal articles, scholarly authored and edited books, book chapters, and/or case studies. Conference presentations and pieces published in conference proceedings will not be considered towards promotion to Professor. In light of the fact that there is no time limit in applying for promotion to Professor, in general the RTP committee prefers a candidate to average one intellectual contribution per year (beginning from the year the candidate received tenure). However, quality of intellectual contributions is weighed more heavily than quantity.

Candidates should note that while thought leadership should be demonstrated primarily through intellectual contributions such as publications, other activities and accomplishments may also be highlighted when demonstrating thought leadership. Examples include, but are not limited to, editorship of prominent journals, invited speakership at academic and industry conferences, receiving substantial external grants, paid consulting for and serving on corporate boards of organizations, and expert witness testimony. The burden of persuasion regarding the quality and thought leadership of all intellectual contributions, activities, and accomplishments for consideration of promotion to Professor is borne by the candidate.

Intellectual contributions that do not list the University of Akron as the candidate's affiliation cannot substitute for the minimum five publications required for promotion consideration and may only be considered as supplementary intellectual contributions. The final decision regarding how many, which, and to what extent any non-University of Akron affiliated intellectual contributions are counted as supplementary intellectual contributions is at the discretion of the RTP committee. This policy regarding non-University of Akron affiliated publications is superseded by any explicit agreements specified in the candidate's initial appointment letter.

Continued study with regards to intellectual contributions should be noted as appropriate. Activities would include, but are not limited to:

- Training in new methods of data collection
- Training in new methods of data analysis

Any special recognition of the candidate's intellectual contributions should be noted as appropriate. Such recognition includes research-related awards granted by the department, college, university,

scholarly journals, and academic and professional organizations. In addition, research-related grants awarded to the candidate by the university, industry, or other entities should be noted as appropriate.

It is the responsibility of the RTP committee to judge the quality of the faculty member's intellectual contributions and thought leadership.

3. Quality of Service (Internal and External)

Internal service includes activities at the department, college, and university levels, and external service focuses broadly on service to the profession/industry. The faculty member must demonstrate leadership and engagement at the department, college, and university levels to be granted promotion to Professor.

For promotion to Professor, in addition to membership on a number of committees and other appropriate contributions, a candidate must have made at least one major contribution in a leadership position to the department, college, or university.

For promotion to Professor, a candidate shall demonstrate leadership in the profession or discipline. Examples include editorship of journals, membership on editorial review boards of prominent academic journals, or office bearers in an academic or professional association.

Any special recognition of the candidate's quality of service should be noted as appropriate. Such recognition includes service-related awards granted by the department, college, university, and academic and professional organizations.

4. Professional Conduct

Faculty members must demonstrate professionalism and collegiality in discharging their university responsibilities.

Appendix A: General Template of External Evaluator Letter

(Date)

(External evaluator's name and contact information)

Dear Professor (Evaluator's name):

Dr. (tenure candidate's name) has applied for tenure and promotion to the position of Associate Professor in the College of Business Administration at The University of Akron. Your name has been submitted as a person who could provide an independent, external review of the quality of his/her application.

The College of Business Administration is AACSB accredited at both the undergraduate and graduate levels. The normal teaching assignment is three courses per semester. Copies of Dr. (candidate's name) vita, his/her publications, and his/her statements regarding research, teaching, and service, are attached for your review.

We would appreciate receiving your review by (date). If you cannot provide this review, or if you feel that your prior relationship with Dr. (candidate's name) prevents an unbiased evaluation, please let me know as soon as possible (RTP committee Chair e-mail address). Your scholarly and professional judgments will play an important part in our evaluation of Dr. (candidate's name). Please review and evaluate the quality of the enclosed published scholarship in the context of the following questions:

- a) What are the candidate's strengths in terms teaching?
- b) What is your overall assessment of the candidate's research scholarship?
- c) What are the candidate's research strengths?
- d) What is the contribution of the candidate's research program to the field of marketing?
- e) How would you judge the degree of rigor of the candidate's research?
- f) Relative to the candidate's area of expertise, would you consider the candidate's research to be in the top third, middle third, or bottom third of the discipline?
- g) What are the candidate's service strengths at this stage of career?

Please submit your signed review along with your university affiliation. Please also include a copy of your vita and a statement regarding any possible association with Dr. (candidate's name). In keeping with Ohio law and Supreme Court rulings, please note that confidentiality cannot be guaranteed. However, the College's tenure and promotion processes include the following guidelines:

- a. The identity of the external reviewers and the review letters shall be deemed by the University and the candidate as confidential to the extent permitted by law. No letters of recommendation submitted by University personnel as part of the candidate's RTP process shall identify the names or affiliations of the external reviewers. In addition, any quotations from external review letters used in any University recommendation letter shall be carefully chosen or redacted so as to not identify the names or affiliations of the external reviewers.
- b. The reviewer shall be apprised that the review may be subject to disclosure under such circumstances including but not limited to subpoena, validly issued court order, or public records request.

Thank you for your input in this very important process. Considering your undoubtedly busy schedule, I appreciate your objectivity, expertise, and contribution to the tenure and promotion process at The University of Akron. Please direct any inquiries to me. I can be reached at 330.972.XXXX or by email at (RTP committee Chair e-mail address).

Respectfully yours, (RTP committee Chair's name and contact information)

Attachments: Dr. (candidate's name) Vita, Publications, and Research, Teaching, and Service Statements