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DATE: April 12, 2012

TO: W. Michael Sherman
Senior Vice President, Provost and Chief Operating Officer


FROM: Chand Midha
Dean

SUBJECT: Reappointment, Tenure, and Promotion Guidelines and Criteria

The attached guidelines have been approved by the faculty of the Department of Public Administration and Urban Studies on March 27, 2012.

I have approved all attached guidelines and criteria.

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



Department Chair or Faculty Representative

4-12-12


Date



Dean, Buchtel College of Arts and Sciences

4-24-12

Date



Senior Vice President, Provost and Chief Operating Officer

4-30-12

Date

**PUBLIC ADMINISTRATION AND URBAN STUDIES
GUIDELINES FOR FACULTY
REAPPOINTMENT, TENURE, AND PROMOTION**

I. Introduction

The UA Akron AAUP Collective Bargaining Agreement (CBA) contains processes, time lines 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 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.

II. Materials for the RTP File

There are no materials required to be included in a candidate's RTP file other than those specified in the CBA.

III. Annual Reappointment

A. Non-tenured tenure-track faculty shall be evaluated in terms of research, teaching and service. The Reappointment Committee shall conduct its review of the candidate with an emphasis on the candidate's progress toward Tenure. In the early years the emphasis will mainly be on research and teaching with a lesser emphasis on service. Candidates shall be examined with greater scrutiny in each successive year of the Reappointment deliberations.

B. The Reappointment Committee's recommendation letters to the candidate and the Department Chair shall contain an explicit assessment of the candidate's strengths and weaknesses. In the event of a perceived weakness, the Committee shall recommend a plan to give the candidate an opportunity to address concerns and deficiencies before the time of application for Tenure.

C. It is the responsibility of a tenure-track candidate for Reappointment to provide evidence that he or she shall be able to meet the criteria for Tenure and Promotion to Associate Professor (if applicable) at the end of the probationary period.

IV. Promotion to Associate Professor

Clear and specific minimum criteria that a candidate must meet to be recommended for promotion to Associate Professor are as follows.

A. A candidate for applying for promotion to Associate Professor must provide evidence of teaching effectiveness, a productive, on-going research agenda, and service. A candidate for promotion to Associate Professor who is not also applying for tenure shall be evaluated according to standards that are different from tenure.

B. **Research Expectations.** Research expectations are the same as for tenure with the following changes: unlike tenure applications, work done elsewhere may be taken into consideration for Promotion to Associate Professor. Early promotion candidates must have some publications that bear The University of Akron address when applying for promotion. The research and publication points may be prorated.

C. **Teaching Expectations.** Teaching expectations are the same as for tenure with the change that teaching production points may be prorated.

D. **Service Expectations.** Service expectations are the same as for tenure.

V. Indefinite Tenure

Clear and specific minimum criteria that a candidate must meet since date of hire to be recommended for indefinite tenure are as follows. A candidate for tenure must provide evidence of **teaching effectiveness, research and publication, service, and an on-going research agenda.**

A. **Research Expectations.** Candidates must achieve a research and publication record during the probationary period sufficient to the “production point” minimums outlined below. Some of this productivity must be in the form of publications in professional and academic journals. Books and chapters in books should be published by recognized publishers of scholarly materials and will be evaluated in terms of their salience. Paper presentations at conferences are another type of productivity, and another is the application and receipt of grants and research funded through The University of Akron as well as the subsequent production of research grant reports. Consulting or grants that are not administered through the University are not recognized as productivity. Because of the interdisciplinary nature of the department, the spectrum of materials submitted by candidates may differ. Additionally, the scholarship of teaching and learning as applied to the field of scholarship of the department or of the faculty member is recognized as an appropriate area for research and publication. Various research and publication activities and the relative weights associated with them are included in Appendix A.

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1. The “benchmark” for recognition of faculty scholarship remains peer-reviewed “publication” (books, journal articles, book chapters, journal articles, encyclopedia entries, and review essays). Publications are weighted by authorship with sole authorship being most desirable and joint authorship being recognized as valuable. There are overall productivity goals in research activities as well as expectations of minimum target for publications.
2. Having a forward looking research agenda that is clearly explained.
3. Maintaining Graduate School Level II Graduate Faculty status.
4. The candidate is expected to develop a consistent and continuing record of research productivity since appointment.
5. Having achieved national visibility in their area of research concentration as reflected by paper presentations at regional and national conferences, number of publications, number of times the candidate’s works have been cited in the literature, efforts to obtain research grants, or other relevant materials.

The minimum “production goals” for tenure are a total of products equal to 10 which includes no fewer than 6 “publication points” from journal articles, book chapters, encyclopedia entries, and books. These production goals are illustrated below.

Example of faculty productivity to achieve and exceed minimum research productivity goal (example is for 11.5 points):

- 6 Publications in refereed journals (6)
- 1 sole authored peer-reviewed chapter in a book (1)
- 5 Presentations at national/international conferences (2.5)
- 1 Multi-year Grant (through the University of Akron) (1)
- 2 Single-year Grant Reports (1)

Attainment of 11.5 points for the research goal as noted in this example does not guarantee a positive recommendation for tenure.

B. Teaching Expectations. Candidates must provide evidence of teaching effectiveness. The various teaching activities and relative weights associated with them are included in Appendix A. The appendix is to be used as a guide and it is not exclusive. Other teaching activities included in RTP files will be considered by the committee as well. The minimum teaching production goals for tenure is the accumulation of 30 points of activities. The candidate's teaching effectiveness shall be evaluated using the criteria listed below.

1. Examination of Course Syllabi. At a minimum, each syllabus should

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include an overview of the course, learning outcomes, grading criteria and other expectations, and the schedule of readings.

2. Student Course Evaluations. The course evaluations shall be included; candidate faculty may include one or more questions to the standardized evaluation form to help assess learning outcomes stated in the syllabus.

3. Peer Review. The candidate faculty member has the option of being evaluated through a visit to his/her classroom. Faculty can invite a senior faculty member from the RTP Committee to visit his/her classroom and prepare a brief written report for inclusion in the candidate's RTP file.

4. Individual Student Contact. Faculty may also include the following information:

- Advising (number of graduate advisees)
- Supervising graduate research assistants
- Office hours
- Career Counseling
- Independent studies directed or in progress
- Theses directed or in progress
- Dissertations directed or in progress
- Service as member or chair of dissertation or program of study committees

5. There are a number of ways faculty can demonstrate and document the achievements in teaching to amass and exceed the 30 production points for tenure. Example of faculty productivity to achieve teaching productivity goal for tenure:

- New preparation for teaching a course (1 point each) (6 new courses = 6 points)
- For each class taught with syllabus meeting department standards of course learning objectives, list of books and readings, grading criteria and schedule of assignments (1 point each) (10 classes over 6 year period = 10 points)
- Preparation for teaching a course as a web-enhanced course (.5 points each) (3 courses developed and taught as web-enhanced = 1.5 points)
- Development of a New Course for the Curriculum (.5 points each) (2 new courses = 1 point)
- Courses taught where the course evaluation (IDEA) is above the average (.5 points each) (1 course each semester 12 courses = 6 points)
- Dissertation or Thesis Chair (1 point each) (2 dissertations chaired = 2 points)
- Dissertation or Thesis Committee member (.5 points each) (6 committees = 3 points)
- Peer Evaluation of Teaching Report (1 point each) (2 evaluations of different classes by different faculty = 2 points), Letters and testimonials

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from students and alumni about effectiveness of teaching and mentoring (may include nominations for teaching awards). Each letter equals .5 point (i.e. 3 letters from graduates = 1.5 points.)

- Course Portfolio developed by each candidate demonstrating how the class is taught and has evolved over a time period of at least three-years. Portfolio materials can include assignments, tests, or reflective essay by faculty. Portfolios may be classified under the "Other" production category and are equal to 5 points each. One portfolio approach might be to enhance a course by expanding subject content and innovative student assessment methods (5 points). Another portfolio may demonstrate a shift in teaching pedagogy such as from lecture to case study or from case study to web-based seminar (5 points) for a total of 10 points.

The total of teaching activities "products" for this example is 41 points, which exceeds the minimum for tenure. Attainment of 41 points for the teaching goal as noted in this example does not guarantee a positive recommendation for tenure.

C. Service Expectations. Service may be achieved in the University by service to the Department, College, and University, in the region by service to the Community, State, and Nation, in the academy by service in professional/academic associations and in practice. The various service activities and their relative weights are assigned are included in Appendix A. These are a guide to service activities and not an exhaustive list.

1. The minimum expected Service production goals for tenure is 7 points. There are a number of ways faculty can demonstrate and document achievements in service to amass the points towards promotion. Activities may be repeated during the period of time for which service is being evaluated for tenure in order to achieve the expected minimum number of points.

An example of combinations of service activities is:

- Department Representative to College or University Committee (e.g. BCC Representative) (.25 each year) (2 years = .5 points)
- Editor of Journal - Serve one year as editor in a national journal (1.5 points)
- Session Organizer at National Conference (1 point per year; e.g. organize 4 sessions over 4 years = 4 points)
- Serving on Board of a Professional Association or Non-Profit Organization (.5 points each; e.g. 2 boards for 3 years = 3 points)
- Faculty Advisor of a sponsored student organization (.5 points per year; 3 years = 1.5)

The completion of these activities would result in the accumulation of 10.5 points but does not guarantee a positive recommendation for tenure.

VI. Promotion to Professor

Clear and specific minimum criteria that a candidate must meet to be recommended for promotion to Professor based on activity since tenure are as follows.

A. A candidate for promotion to **Professor** must provide evidence of teaching effectiveness, a productive, on-going research agenda, and service. The evidence is based on ongoing activities and efforts since tenure, and more emphasis will be placed on activities completed closer in time to seeking promotion.

B. **Research Expectations.** The research expectations are the same as tenure with the following changes. The minimum research "production goals" for promotion to Professor must be met since tenure. The additional expectations are:

1. Total research product points equal to 14 with no fewer than "8 points" from publications; in addition there is a strong preference for writing a book that contributes to the field (including textbooks).
2. Having a research record that demonstrates consistent efforts and achievement of products in the candidate's area of research concentration over in the years between appointment and seeking promotion to Professor.
3. Having a forward-looking research agenda in the candidate's area of research concentration that is clearly explained.
4. Having achieved and maintained national visibility in their area of research concentration as reflected by efforts since tenure in the number of academic presentations at regional and national conferences, number of publications, number of times the candidate's works have been cited in the literature, the efforts to achieve research grants, or other relevant materials.

C. **Teaching Expectations.** Candidates must provide evidence of teaching effectiveness and the criteria is the same as for tenure with the following additional requirements.

1. The minimum teaching goals for promotion from Associate to Professor must be met since tenure. The minimum teaching production goals for promotion to Full professor is the accumulation of 40 points of activities.
2. For promotion to Professor, it is expected that faculty candidate has mentored students or served as chair of a thesis or dissertation committee.
3. For promotion to Professor, it expected that faculty take an active role in curriculum and program development (such as being involved in accreditation or program review).

D. Service Expectations. Candidates must provide evidence of service to the department, university and profession. The criteria are the same as for tenure with the following additional requirements.

1. The minimum service goals for promotion to Professor must be met since tenure. These expectations are a minimum of products equal to 10 points.
2. The candidate shall demonstrate consistent and responsible service to the department, university or the field during the 5 years prior to seeking the promotion.
3. In addition, for Promotion to Professor, Associate professors are expected to have demonstrated leadership in service to the department. This leadership service can be demonstrated by serving for at least two consecutive years in a responsible department leadership position such as Coordinator for a Masters or PhD program, as Coordinator for Graduate Assistantships, or in another similar leadership position.

VII. Supplemental Guidelines

Academic units may include supplemental guidelines that do not contradict the CBA. The RTP Committee shall conduct its deliberations in accordance with the following policies.

A. The points for various Research Teaching and Service activities and their relative weights are included in Appendix A. The tables presented in Appendix A are guides to the types of activities and are not exhaustive lists.

B. In the area of Research and Publications, the RTP Committee shall focus its attention primarily on scholarly work done by the candidate since joining The University of Akron, although in the case of early promotion, prior work may be taken into consideration and in the case of tenure for those hired at the rank of Associate or Full professor, prior publications may be taken into consideration. The RTP Committee is expected to critically review the materials submitted in deciding on promotion to ensure that the appropriate measures and venues for work output are achieved.

C. The candidate's Research and Publication credentials shall be evaluated with respect to quality and the contributions they make to the candidate's discipline and specialization.

D. In the area of Teaching, the RTP Committee shall focus its attention primarily on work done by the candidate since joining The University of Akron. In the case of early promotion, prior work may be taken into consideration. In the case of tenure for those hired at the rank of Associate or Full Professor prior teaching at the rank at hire may be taken into consideration. The RTP Committee is expected to critically review the

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teaching materials submitted in deciding on promotion or tenure.

E. At the conclusion of the discussion of the candidate's qualifications, the RTP Committee shall generate an assessment of the candidate, and vote by secret ballot regarding retention, promotion, or tenure.

F. If the committee approves an absentee ballot for a member of the RTP Committee under CBA, that absentee ballot cannot be submitted by proxy or another committee member. The absentee Faculty member has one day to submit the ballot to the teller and for the teller to report it to the committee as a whole.

G. After the RTP Committee reaches a decision, the Committee Chair shall promptly provide written notification to the candidate and the Department Chair of the Committee's recommendation.

VIII. External Review

A. Materials for External Review

The candidate shall select and put together a dossier for outside review. The materials that are included in the dossier shall be sent by the promotion committee chair to external reviewers. The materials include the following:

- A curriculum vita
- A narrative statement by the candidate addressing how s/he has met university-wide and department criteria.
- A narrative statement that explains the candidate's forward looking research agenda
- At least three but not more than five publications.
- The syllabi and teaching evaluations for each of three courses taught in the past 3 years.

B. Basis for Assessment by Reviewer

The chair of the Tenure and/ or Promotion Committee will write a cover letter for the candidate's materials for external review. The letter must explain the extent of the review and that promotion and tenure decisions at The University of Akron are based on several criteria. It should request that the reviewer not comment directly on whether the candidate would receive tenure or be promoted at his/her school or elsewhere.

The letter should request the external reviewer to restrict his/her evaluation to the candidate's record in relation to the four questions below:

1. What is the quality of her/his publications?
2. How would you evaluate her/his contribution to this domain of scholarship?

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3. How would you assess her/his professional development? Please provide examples of outstanding achievement or performance, if any, illustrate your assessment.
4. Do you have any other comments for us that you believe will aid in the department deliberations?

APPENDIX A
GUIDE TO RELATIVE WEIGHTS OF
RESEARCH, TEACHING AND SERVICE ACTIVITIES

Guide to Relative weights for Research Activities

For purposes of annual review and tenure and promotion decisions, the *relative* weight assigned to each of the **Research** “products” completed by a faculty member is as follows:

| Research and Publication Products | Point(s) per Activity |
|--|------------------------------|
| Book | 4-5 |
| Edited book | 2-3 |
| Chapter in a book | 1 |
| Contract for a book | 1 |
| Article in Peer Reviewed Journal | 1 |
| Review essay in journal | .5-1 |
| Paper or presentation at national conference | .5 |
| Final report of a multi-year grant | 1 |
| Annual report of a multi-year grant | .5 |
| Final report of a one-year grant | .5 |
| Grants that come through the University of Akron in amounts up to \$10,000 | 1 |
| Grants awarded through the University of Akron in amounts from \$10,001 - \$50,000” | 1-3 |
| Grants awarded through the University of Akron in amounts from \$50,001 to \$100,000 | 2-4 |
| Grants awarded through the University of Akron in amounts above \$100,000 | 3- 4 |
| Grants that provide funding for Graduate Assistantships | 1-3 |
| Research award | 1-3 |
| Other | 0-2 |
| Extraordinary performance | 0-3 |
| | |

The example of weights for research products is not complete. There is the possibility that other research and publication products will be part of a faculty member’s record.

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For purposes of annual review and tenure and promotion decisions, the *relative* weight assigned to each of the **Teaching Activities** is as follows:

| Teaching Activities and Accomplishments | Point(s) per Activity |
|--|-----------------------|
| For each class taught with syllabus meeting department standards set forth in the PAUS faculty handbook RTP guidelines | 1 |
| For each class bought out | 1 |
| For each class taught with above IDEA average in teaching evaluations | .5 |
| Development of a new course submitted to the University curriculum committee | .5 |
| New course preparation with syllabus meeting minimum standards (less than 5 years since teaching same course) | .5 |
| Development of a new web-based or web-enhanced course | .5 |
| M.A. Thesis Advisor | 1 |
| Ph.D. Program of Study Chair | 1 |
| Ph.D. Dissertation Committee Member | .5 |
| Ph.D. Dissertation Chair | 1 |
| Independent Study Advisor | .5 |
| Teaching Portfolio | 5 |
| Positive peer evaluation of teaching | 1 |
| University or external teaching award, or nomination for award | 1-3 |
| Other | 0-5 |
| Extraordinary performance | 0-3 |

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For purposes of annual review and tenure and promotion decisions, the *relative* weight assigned to different **Service Activities** is as follows:

| Service Activities and Accomplishments | Point(s) per Activity |
|---|------------------------------|
| International conference organizer | 1-3 |
| National conference organizer | 1-3 |
| Regional Conference organizer | 1-2 |
| Session organizer at regional or national conference | 1 |
| Roundtable or poster session participant | .5 |
| Chair or moderate a panel at conference | .5 |
| Federal agency review panel | 1 |
| State or foundation review panel | .5 |
| Reviewer, external manuscript | .25 |
| Reviewer for outside tenure | .25 |
| Associate Chair | 1 |
| MPA Coordinator | 1 |
| PhD. Coordinator | 1 |
| M.A. Coordinator - weight of .5 with enrollment < 5 | 1 |
| Pi Alpha Alpha Faculty Advisor | .5 |
| PAUSSA or DAASPA Faculty Advisor | .5 |
| Internship Coordinator | .5 |
| Graduate Assistant Coordinator | .5 |
| University or College Committee Chair | .5 |
| University or College Committee Member | .25 |
| Department committee or task force chair (excluding program committees chaired by program coordinators) | .5 |
| Member of external dissertation committee | .5 |
| Off-campus invited guest lecturer | .25 |
| Public relations work for college or university | .25 |
| Serving on non-profit, governmental or editorial board or committees | .5 |
| Presentation of workshop | .5 |
| Appointed or elected officer in professional organization | .5 |
| Editor of journal | .5-2 |
| Service award | 1-3 |
| Other | 0-2 |
| Extraordinary performance | 0-3 |