*On August \_\_\_, 2021, the Promotion and Tenure Committee of the College of Business submitted a revised Appendix J for consideration and approval by the faculty of the College of Business. A majority of the committee recommended that any untenured faculty member as of August 16, 2021 shall be subject to the version of Appendix J in effect at the beginning of the 2020-21 academic year. All untenured faculty who begin employment on or after August 16, 2021 or who attain the rank of associate on or after August 16, 2021 shall be governed by this document.*

Appendix J

**COLLEGE OF BUSINESS (COB)**

**PROMOTION AND TENURE PROCEDURES**

This appendix contains the criteria and the procedures for faculty evaluation for promotion and tenure within the College of Business. These provisions supplement those in Section 7 of the University Faculty Handbook as revised effective April 12, 2019. Candidates must familiarize themselves with the General University requirements for promotion and tenure as found in the University Faculty Handbook. Candidates must first meet the University requirements and then must meet the criteria set forth by the College of Business in this appendix.

**J.1 Individual Criteria for Promotion**

*The University uses four ranks for its full-time tenured or tenure-track faculty: instructor, assistant professor, associate professor, and professor. In addition the ranks of lecturer and senior lecturer are used for renewable term appointments. Promotion to a higher rank is a decision made on an individual basis and is no way related to tenure or any other contractual relationship between the individual faculty member and the University. The University’s promotion policy and procedures for full-time teaching faculty indicate that promotion is not automatic and is made subject to the only two conditions: the performance of the individual teacher and the needs of the University (University Faculty Handbook, § 7.1).*

Faculty performance in the College of Business is evaluated in three areas:  teaching, research, and service to the University and the College.

**J.1.1 Criteria for Promotion to the rank of Senior Lecturer (Renewable Term Appointments ONLY)**    The candidate must:

**.1**  demonstrate effective teaching by showing that he or she has exhibited effort, skill, reflection, dedication to student learning, flexibility, and current knowledge of the discipline.  Effective teaching is, in and of itself, a significant achievement, and the University gives it first priority in evaluating every faculty member’s performance.  The candidate must demonstrate a pattern of effective teaching during the evaluation period, as indicated by evidence from multiple sources, including (but not limited to):  student feedback, colleagues’ testimonials, quality of syllabi, assignments, and tests. The University also recognizes the value of substantial contributions to the curriculum, course improvement through revision of content and method, development of new courses, and development of across-the-curriculum courses.

**.2**  demonstrate a consistent substantive, sustained service contribution to the College of Business, University, profession, or community.

**.3** demonstrate that he or she has engaged in research, scholarship and professional development that goes beyond the expected reading one must do and the conferences and workshops one must attend to maintain currency in one’s profession or discipline. The candidate and his or her College shall provide information about the kinds of activities that have accomplished the research appropriate for a faculty member seeking promotion to this rank. Examples of research, scholarship and professional development include but are not limited to: teaching development and/or participation in professional credential development activities; public presentations, active involvement in professional societies, associations, boards, or groups; pre-approved consulting activity; and scholarly activity (e.g., publications or book reviews in scholarly and/or professional journals and presentations at scholarly and/or professional conferences). Research published (online or in print) during the evaluation period will count toward the promotion or tenure decision

**J.1.2 Criteria for Promotion to the rank of Associate Professor**

Successful candidates for promotion to associate professor must demonstrate achievement in teaching, a pattern of solid research, and service to the College and University. The candidate must:

**.1**  demonstrate effective teaching by showing that he or she has exhibited effort, skill, reflection, dedication to student learning, flexibility, and current knowledge of the discipline.  Effective teaching is, in and of itself, a significant achievement, and the University gives it first priority in evaluating every faculty member’s performance.  The candidate must demonstrate a *pattern* of effective teaching during the evaluation period, as indicated by evidence from multiple sources, including (but not limited to):  student feedback, colleagues’ testimonials, quality of syllabi, assignments, and tests.  The University also recognizes the value of substantial contributions to the curriculum, course improvement through revision of content and method, development of new courses, development of writing and speaking intensive courses and innovative teaching methods.

**.2** demonstrate a consistent substantive, sustained service contribution to the College of Business, University, profession, or community. The University also recognizes the value of effective leadership in service, including substantial contribution to a committee’s work. It is paramount that faculty members perform substantive service on the standing College committees, or University committees requiring College representation or College or University ad hoc committees. As these committees are vital to the functioning of the College, candidates must demonstrate an ongoing contribution to these committees before service to the profession and community. The term “committee” encompasses official College or University committees and/or College or University task forces. External professional and community service while encouraged shall not substitute for service internally to the College or University. Other valuable service activities include advising student organizations and clubs, organizing events, or lending one’s professional expertise to the community beyond the University.

**.3**  demonstrate that he or she contributed to his or her discipline and/or profession through activities that are directed toward professional peers beyond the campus. The University expects to see a *pattern* of producing research. Research published (online or in print) during the evaluation period will count toward the promotion or tenure decision. Discipline-appropriate research appearing in blind peer reviewed journals will constitute a *necessary* condition for promotion to associate professor. Other intellectual contributions such as books, book chapters, articles in non-peer reviewed, editorship or editorial review board service, and external grants certainly contribute to a pattern of research but shall not substitute for blind peer reviewed journal publications. Quality indicators of the candidate’s research might include indexed/listed journals that are included in ABDC rank list, Google Scholar, EBSCO, Scopus, Cabell’s, etc. Candidates should provide the Promotion and Tenure Committee with evidence of published research in blind peer reviewed journals and any other intellectual contributions to support a pattern of research.

**J.1.3  Individual Criteria for Promotion to the rank of Professor**

The path to promotion to professor requires a long-term record of excellence in teaching, research and service. The standard to achieve this rank is higher than that of associate professor or tenure in keeping with this high honor. No one shall be promoted to professor who is merely average in one of the areas. Successful candidates for promotion to professor must:

**.1**  demonstrate sustained effective teaching by showing that he or she has exhibited effort, skill, reflection, dedication to student learning, flexibility, and current knowledge of the discipline.  Effective teaching is, in and of itself, a significant achievement, and the College gives it first priority in evaluating every faculty member’s performance.  The candidate must demonstrate a pattern of effective teaching during the evaluation period, as indicated by evidence from multiple sources, including (but not limited to):  student feedback, quality of syllabi, assignments, and tests.  The University recognizes the value of substantial contributions to the curriculum, course improvement through revision of content and method, development of new courses, and development of across-the-curriculum courses.

**.2** demonstrate a consistent substantive, sustained service contribution to the College of Business, University, profession, or community. The University also recognizes the value of effective leadership in service, including substantial contribution to a committee’s work. It is paramount that faculty members perform substantive service on the standing College committees, or University committees requiring College representation or College or University ad hoc committees. As these committees are vital to the functioning of the College, candidates must demonstrate an ongoing contribution to these committees before service to the profession and community. The term “committee” encompasses official College or University committees and task forces. External professional and community service while encouraged shall not substitute for service internally to the College or University. Other valuable service activities include advising student organizations and clubs, organizing events, or lending one’s professional expertise to the community beyond the University.

The candidate may also show substantive service activities that impact student recruitment, retention or placement; that result in program development or redesign; or service to the professional and academic community in broad ways leading to notable accomplishments. Generally, the candidate must go beyond mere committee membership to demonstrate leadership and notable impact of the service. Candidates for professor show the expected service internally to the College and University plus external-to-the-University service to the profession and/or community.

**.3** demonstrate the sustained achievement in research within the discipline. As with promotion to associate professor, work appearing in quality blind peer reviewed journals will constitute a necessary condition for sustained achievement in research. Research published (online or in print) during the evaluation period will count toward the promotion or tenure decision. Other intellectual contributions such as books, book chapters, articles in non-peer reviewed outlets, editorship or editorial review board service, winning external grants and serving as principal investigator (PI) certainly contribute to a pattern of research but shall not substitute for blind peer reviewed journal publications.

Candidates should provide the Promotion and Tenure Committee with evidence of published research in blind peer reviewed journals and any other intellectual contributions to support a pattern of research. Sustained excellence in research should be supported by quality indicators might include indexed/listed journals that are included in ABDC rank list, Google Scholar, EBSCO, Scopus, Cabell’s, etc. The University expects to see recognition within the discipline established by a pattern of producing research as defined abovewithin the evaluation period. Mentoring students and colleagues resulting in blind peer-reviewed journal publications would be another indicator of excellence in research. Developing ideas that significantly impact student learning as evidenced by inclusion in textbooks, cases, professional and practitioner articles may also support a candidate’s promotion to professor.

Finally, the successful candidate for the rank of professor will demonstrate, as well as support with argument and other evidence, that he or she has sustained achievement or excellence in research over the evaluation period. The candidate will include in the file three or more letters from external evaluators (solicited by the Chair/Associate Dean from outside the University) that address this issue of sustained excellence in research.

**J.3 Criteria for Tenure**(See University Faculty Handbook §7.6 and 7.7 for eligibility criteria)

The award of tenure is a commitment to continuous employment subject to the needs of the College of Business and the University. Because the decision involves projecting lifetime performance from a few years of the faculty member’s career, tenure must be awarded as a result of a diligent evaluation of the faculty member’s documented accomplishments, ability and likelihood of sustained productivity. In addition, collegiality and participation as a citizen of the College and University are integral parts of the tenure decision. All persons involved in the tenure determination process are expected to weigh with care all of the institutional (see University Faculty Handbook) and individual criteria (Appendix J) in arriving at each tenure recommendation.

**J.3.2  Individual Qualifications for Tenure**Possession of the doctorate, special competence, or a terminal degree appropriate to the teaching field.

**J.3.3 Individual Performance Criteria for Tenure** Faculty performance is evaluated in three areas: teaching, research, and service to the College and University. In order to be granted tenure, the candidate must:

**.1**  demonstrate effective teaching by showing that he or she has exhibited effort, skill, reflection, dedication to student learning, flexibility, and current knowledge of the discipline.  Effective teaching is, in and of itself, a significant achievement, and the University gives it first priority in evaluating every faculty member’s performance.  The candidate must demonstrate a *pattern* of effective teaching during the evaluation period, as indicated by evidence from multiple sources, including (but not limited to):  student feedback, colleagues’ testimonials, quality of syllabi, assignments, and tests.  The University also recognizes the value of substantial contributions to the curriculum, course improvement through revision of content and method, development of new courses, development of writing and speaking intensive courses and innovative teaching methods.

**.2** demonstrate a consistent substantive, sustained service contribution to the College of Business, University, profession, or community. The University also recognizes the value of effective leadership in service, including substantial contribution to a committee’s work. It is paramount that faculty members perform substantive service on the standing College committees, or University committees requiring College representation or College or University ad hoc committees. As these committees are vital to the functioning of the College, candidates must demonstrate an ongoing contribution to these committees before service to the profession and community. The term “committee” encompasses official College or University committees and task forces. External professional and community service while encouraged shall not substitute for service internally to the College or University. Other valuable service activities include advising student organizations and clubs, organizing events, or lending one’s professional expertise to the community beyond the University.

**.3**  demonstrate that he or she contributed to his or her discipline and/or profession through activities that are directed toward professional peers beyond the campus. The University expects to see a *pattern* of producing research. Research published (online or in print) during the evaluation period will count toward the promotion or tenure decision. Discipline-appropriate research appearing in blind peer reviewed journals while the candidate has been a faculty member at UMW will constitute a *necessary* condition for tenure. Other intellectual contributions such as books, book chapters, articles in non-peer reviewed, editorship or editorial review board service, and external grants certainly contribute to a pattern of research but shall not substitute for blind peer reviewed journal publications. Quality indicators of the candidate’s research might include indexed/listed journals that are included in ABDC rank list, Google Scholar, EBSCO, Scopus, Cabell’s, etc. Candidates should provide the Promotion and Tenure Committee with evidence of published research in blind peer reviewed journals and any other intellectual contributions to support a pattern of research. Generally, **professional service activities** are **not** considered research, scholarship or professional development. Organizational and managerial activities while holding office in professional organizations would be considered service to the profession.

**J.4 Tenure Procedure (Please see University Faculty Handbook §7.8 for Calendar)**

**.1**  By May 1, the candidate must submit a letter to the Dean requesting consideration for promotion in the next academic year.  Additionally by May 1, in order for the Chair/Associate Dean to review material and write his or her recommendation letter in a timely fashion, candidates for promotion and/or tenure will submit to their Chair/Associate Dean documents that demonstrate the candidate’s record of teaching effectiveness, research, and service to the University and College by including:

(1) current Curriculum Vitae,

(2) all Faculty Annual Activity Reports to date,

(3) performance evaluations to date,

(4) course evaluations to date, and

(5) any other pertinent information.

Also by May 1, candidates for promotion shall submit to their Chair/Associate Dean a list of University colleagues (not in the College of Business) from which to solicit letters of recommendation. This list shall include at least three but no more than five individuals who are faculty or professionals outside the College of Business or University. The Chair/Associate Dean will solicit letters from the candidate’s list and other individuals.

Additionally for those being considered for promotion to professor, the Chair/Associate Dean shall solicit three letters of recommendation from external reviewers in the candidate’s discipline that are not on the candidate’s list.  All of the letters solicited shall be from individuals knowledgeable about the candidate’s teaching, research, and service to the University, College or professional discipline.   The Chair/Associate Dean’s request for letters of recommendation shall include the College of Business criteria for promotion.  Letters of recommendation should clearly identify accomplishments of the candidate that substantiate specific criteria for promotion.  All persons asked to write letters of recommendation shall be informed that these letters will be accessible to the faculty member.  The Chair/Associate Dean shall promptly provide the candidate with a list of those from whom letters have been requested.  The deadline for receipt of letters is August 22.  The Chair/Associate Dean shall be responsible for transmitting these recommendations to the candidate for inclusion in the candidate’s promotion file.

**See University Faculty Handbook §7.8 for the remaining important dates for the Promotion and Tenure procedure.**

**J.5  Contents of the Promotion And Tenure File**

The file that accompanies a candidate’s request for tenure and/or promotion must contain specific evidence and supplementary materials that will enable the committee to read, understand, and act on the request. The candidate is responsible for ensuring that the file is complete and that it clearly communicates to the committee all evidence of meeting the relevant criteria.

The file should contain:

(1) Table of Contents;

(2) letter of application to Chair/Associate Dean/Dean;

(3) personnel data sheet;

(4) *curriculum* *vitae*;

(5) Faculty Annual Activity Reports and Annual Performance Reviews;

(6) letters of recommendation;

(7) rationale; and

(8) appendices.

The amount of material should fit within one two-inch binder.  The candidate should not use plastic sleeves and folders with pockets.  Pages should be numbered in an organized fashion, and the file should be organized into sections with appropriate section dividers.

**.1** **Letter of Application to Chair/Associate Dean/Dean**    This should be no longer than one paragraph, describing the basic criteria that have been met (i.e. the length of service here or in the rank, the completion of degree requirements, etc.).

**.2  Personnel Data Sheet**    This is inserted by the Dean’s office and carries your signature.

**.3 *Curriculum* *Vitae***The *CV* should be recent, complete, and organized in a conventional format appropriate to one’s discipline.

**.4  Faculty Annual Activity Reports (FAARs) and Annual Performance Reviews (APRs) by the Chair/Associate Dean/Dean**    All FAARs and APRs must be signed.If any are missing or late,  the Chair/Associate Dean/Dean must address this in his/her letter.

**.5  Letters of Recommendation**    Letters should be from multiple sources (chair, faculty colleagues, professional colleagues) clearly substantiating specific claims related to the criteria.

**.6  Rationale**    The candidate should explain as clearly and concisely as possible (in no more than ten pages) how he or she meets all the general (§7.2) and specific (§7.3) criteria for promotion and/or tenure.  In many instances the explanation could be as short as a sentence.  Discussion of performance in the areas of teaching, research, scholarship and professional development, and service will normally be fairly lengthy.

**.7  Appendices**Include representative materials that attest to effectiveness and achievement, not merely meeting normal expectations of the faculty.

**.8  Student Evaluation Computer Sheets from the Dean’s Office and/or Tables Providing Descriptive Evidence**    Because teaching is very difficult to evaluate, the candidate should make a concerted effort to include other useful sources of information about quality of teaching.  Such sources might include classroom visitation reports, awards, publications or presentations about teaching, and formal involvement in programs focused on improving teaching.  The candidate should present converging lines of evidence instead of depending upon a single measure.  If the candidate includes student comments, he or she should provide a clear interpretation of them. The inclusion of selected favorable student comments is unpersuasive.

**.9  Representative Syllabi, Tests, and Assignments**    The candidate should provide select *examples* that, with appropriate annotation, will help the committee understand his/her goals, expectations and process in the classroom.

**.10  Proof of Achievement in Research** The candidate should include only the material relevant to the period under review at the University (for tenure) or at the current rank (for promotion). Photocopies of the first page of an article or a table of contents from a book (rather than an offprint or photocopy of the full text) is sufficient. Visual work produced in media other than print can be represented by photographs. The candidate should describe electronic or digital products clearly, explaining what they do and their design. The file should not include books, videotapes, films, or computer programs.

**J.6  Expectations for the Constituents in the Promotion And Tenure Process**

**.1** **Chair/Associate Dean**    The Chair/Associate Dean’s letter should explain the candidate’s role in the College. The Chair/Associate Dean should take extra care to explain the College’s style of operation, so that the candidate’s important roles can be more adequately understood. The Chair/Associate Dean’s letter should also explain the significance and quality of the candidate’s research, scholarship and professional development.  The Chair/Associate Dean’s letter should then give an honest summative evaluation of the candidate’s work in all three areas. The committee asks for the Chair/Associate Dean’s best, most careful judgment of the candidate’s work over an extended time. That judgment should be based on specific information reported in the letter and (usually) reflected in the series of evaluations that the file contains.  Finally, the committee assumes that the Chair/Associate Dean has verified the accuracy of all substantive claims on the candidate’s *curriculum* *vitae*.

**.2** **Institutional Colleagues**    Institutional colleagues should explain the specific contexts in which they have worked with the candidate and evaluate her/his performance in those areas. Recommendations should be based on specific information that is reported in the letter.

**.3** **Colleagues in the Discipline**    Candidates should see that these references address the context in which the candidate’s work has become known and the standing of the candidate’s work within the discipline or the profession.

**.4**  **Dean**    The Dean should verify that materials are submitted on time and, on the specified date, close the file. The Dean should make files available to the committee promptly in a way that facilitates the committee’s work and protects the confidentiality of the files. The Dean should brief the committee clearly on relevant institutional constraints before it begins deliberating and assist both the committee and the candidates in protecting the confidentiality of the process. After the committee forwards its recommendations, the Dean may meet with them to clarify the recommendations. In reaching her/his own recommendations, the Dean should consider first whether or not the candidate’s record of achievement as represented in the file satisfies the relevant criteria. The Dean may also consider two other factors: institutional constraints on promotion or tenure; and additional information about the candidate’s performance which s/he has learned through formal processes and which is clearly represented in the candidate’s personnel folder. In no case is the Dean to grant any credence to anonymous or informal claims about the candidate’s performance.

**.5**  **Provost**    The Provost shall review the recommendation letter from the promotion and tenure committee along with the recommendation letter from the Dean, and may also consider institutional constraints that may bear on promotion or tenure decisions.  As necessary during this stage of the process, the Provost may examine the candidate’s record of achievement as represented in the file when formulating his or her recommendation that will be submitted to the President.

**J.8  COB Promotion and Tenure Committee** (see G.9 .2.5 for Membership Requirements)

The committee consists of **five** faculty members elected by the College of Business faculty. If feasible, four of the five members will be from the College of Business with one external member (from either CAS or COE). All members must have attained the rank of associate professor or above with tenure, at least three of whom shall have attained the rank of full professor, by the date of election. **If** there are not enough available ranked faculty members from within the College of Business, the College of Business may – at the discretion of the College of Business faculty – elect College of Business faculty who do not meet the normal qualifications and/or elect a second external member from faculty who meet these criteria. All members will serve staggered 3-year terms. The committee’s duties are to:

**.1** make recommendations in the matters of promotion and/or tenure according to College and University faculty promotion policy and procedures. In making its recommendations, the primary responsibility of the committee is to evaluate all candidates’ applications according to the criteria stated in the *Faculty Handbook*§7 and in Appendix J*.*

**.2**recommend changes in promotion and tenure policy or procedure to the College of Business Faculty Council.