

**TENURE AND PROMOTION
CRITERIA AND PROCEDURES**

**Approved by College Committee on Tenure and Promotion and College Faculty on
10/21/99**

The College maintains a leadership position in South Carolina by providing academic programs in Administrative Information Management; Hotel, Restaurant, and Tourism Administration; Retailing; Sport Administration; Interdisciplinary Studies; and the Transition Year. The faculty has a special responsibility to its constituencies, especially those within South Carolina.

Each program is responsive to the needs of the State; faculty members work closely with industry and graduates are readily employed. The role of the faculty member is to disseminate and advance knowledge within the discipline. It is the responsibility of the faculty member to synthesize the most authoritative information and expand the body of knowledge in the discipline by teaching, researching, and publishing. Faculty members apply their expertise to industry-related problems in their respective fields in order to advance knowledge and provide professional leadership and service. This advancement of knowledge includes the discovery of knowledge through original research, the synthesis of information, and its application to new problems. The dissemination of current knowledge to students is assisted through a very active partnership with the professions that provide valuable research opportunities for faculty. Faculty development is enhanced through active involvement and leadership in professional associations at the regional and national levels, and is demonstrated through scholarly activities, which include presentations and publications.

The authority of the faculty, in matters pertaining to the conduct of tenure and promotion criteria and procedures, is delegated by the Board of Trustees and is documented in *The Faculty Manual* under the section on Faculty Organization. The voting members of the

faculty of the University of South Carolina have approved general procedures governing faculty promotion and tenure. These approved procedures are detailed in *The Faculty Manual*. This document represents the policies and procedures developed by the faculty of this College.

The three prime missions of the University are teaching, research, and service. In any promotion process, consideration should be given to performance in all three of these areas. However, the three need not be treated equally and their application depends upon the definition of the position to which the individual has been appointed and to which the candidate is to be promoted.

The University is committed to achievement in all three areas of its mission. For many faculty members, service is a major function, interrelated with both teaching and scholarship. Collectively, the faculty profile of the University and of any academic unit should reflect a record of performance, consistent with major research universities, of high quality teaching, research, and service, but because it is generally recognized that the strength of any University lies in its diversity of talents, not every faculty member need demonstrate exemplary achievements or promise in each of them. Promotion and tenure will generally be awarded as long as the evidence presented shows that a candidate's research/scholarship/performance accomplishments are excellent and the candidate's teaching and service are also strong, or if a candidate's teaching accomplishments are excellent and the candidate's research/scholarship/performance and service accomplishments are also sufficiently strong to meet the requirements for promotion or tenure.

I. ORGANIZATION AND MEMBERSHIP OF THE TENURE AND PROMOTION COMMITTEE

- A. The Tenure and Promotion Committee shall consist of all tenured members of the faculty of the College of Hospitality, Retail, and Sport Management.
- B. The Dean is a full member of the Committee and participates in all of its activities except the discussions of the candidate for tenure and promotion (because of the dual responsibilities of the position).
- C. The Committee considering tenure shall include all tenured faculty members of equal or higher rank than that of the faculty member under consideration.
- D. The Committee considering promotion shall include all tenured faculty members of higher rank than that of the faculty member under consideration.
- E. The Chair of the Tenure and Promotion Committee shall be elected by a majority of the Tenure and Promotion Committee for a one-year term. The Chair must be eligible to vote on matters of both tenure and promotion. In addition to the Chair, a Secretary will also be elected and a Parliamentarian appointed by the Chair. Election of the Chair and Secretary shall take place prior to the end of the spring semester. The Chair and Secretary will assume their duties at the beginning of the academic year following their election.
- F. A quorum shall consist of two-thirds of the Tenure and Promotion Committee membership.

II. TENURE AND PROMOTION PROCEDURES

- A. Each year, non-tenured faculty members holding the rank of assistant professor or above are eligible to be considered for tenure.
- B. Each year, faculty members below the rank of professor are eligible to be considered for promotion without prejudice to time in rank.
- C. The Chair of the Tenure and Promotion Committee shall call the first meeting, and shall inform the members, in writing, of each subsequent meeting.
- D. At the beginning of each academic year the Dean and/or Department Chair shall meet with the new full-time faculty to discuss tenure and promotion requirements. At the end of each academic year the Dean and/or Department Chair shall meet with potential candidates to discuss the submission of files.
- E. Each faculty member eligible for tenure and/or promotion shall be given adequate notice, in writing, by the Dean. Such notice shall be given, each year, no later than one month in advance of consideration, so that the member may provide relevant material for the file to be available to the College Tenure and Promotion Committee.

- F. Faculty members may request, in writing, that the College Committee on Tenure and Promotion not consider them for promotion. Similarly, faculty members may decline, in writing, to be considered for tenure, except in the final-year decision. Intentions must be filed with the Dean, in writing, within ten days after the faculty member's notification.
- G. For a complete review of the file under consideration, the College will solicit evaluation letters from reviewers. The Committee will request advisory letters from a minimum of five external reviewers. The external reviewers will be experts in the candidate's field of study and should have no affiliation with USC. The external reviewers should have no professional or personal affiliation with the candidate (i.e., dissertation director, former teacher, former classmate, co-author, co-investigator, etc.). The candidate must submit five names for consideration by the Dean. The Committee Chair will select two names from the list. The Dean's office, in consultation with the Department Chair (unless the Department Chair is a candidate), will select the remaining three candidates who will be solicited to serve as external reviewers. The Dean will provide the candidate's file to the reviewers. It will be the responsibility of the external reviewer to provide an analysis of the candidate's productivity and achievements, particularly with respect to scholarly work.
- H. At the request of the Committee, the candidate may be asked to present, in writing, additional information and/or explanation of material in the file.
- I. The Committee will convene to discuss each candidate for tenure and promotion. The discussions will be held in confidence. After discussion of the candidates for tenure and promotion, the College Tenure and Promotion Committee shall vote by secret ballot. Voting shall be "yes" or "no" or "abstain." A simple majority of affirmative votes will be required for a favorable recommendation. Abstentions will not be computed in the determination of a majority; furthermore, proxy votes will not be permitted. A record of votes will be made in all instances and forwarded through appropriate channels. Written justification of all votes at the unit level shall be mandatory. The written justification may be presented on the ballot itself, or on a separate form. The justification need not be signed but must be clearly identified and must state how the faculty member voted.
- J. The Chair shall appoint a sub-committee of the College Tenure and Promotion Committee to count votes. In a scheduled meeting, the Tenure and Promotion Chair shall inform all members of the vote count. Members of the Committee are to hold the vote count in confidence.
- K. All files and recommendations from the College Tenure and Promotion Committee, including the recording of votes and all written comments, will be forwarded to the Dean. The Tenure and Promotion Chair will attach to the file written indication of how many eligible faculty members did not vote and their reasons for not voting.

- L. The Dean will inform a faculty member who is considered for tenure and/or promotion, whether the decision is favorable or unfavorable. The candidate will not be informed of the numerical vote. At the same time, the Committee Chair shall notify the College faculty of those members recommended for tenure and/or promotion and invite letters from the faculty regarding each candidate recommended. Such letters should be sealed and addressed to the Dean. The candidate's Department chair shall submit a recommendation to the Dean. The Dean will then review all materials, make a recommendation, and submit the file to the Provost.
- M. Members of the Tenure and Promotion Committee of the College may write letters of recommendation for faculty under consideration for tenure and/or promotion, after the Committee considers the file.
- N. The file of the candidate receiving an unfavorable decision will not be forwarded unless the candidate wishes to appeal. Any faculty member wishing to appeal (an unfavorable decision by the College Tenure and Promotion Committee) may request, in writing, to the Chair of the College Committee that the material be submitted to the Provost.
- O. In cases of appeal of a negative vote, the appropriate faculty are notified of the appeal and invited to submit additional letters. All recommendations of the College Committee and supporting files must be forwarded to the Dean who will forward these materials to the appropriate University official to be handled in accordance with University policy.
- P. The Committee shall be responsible for the development, implementation, and revisions of tenure and promotion criteria and procedures. Each year, the Committee may review its criteria and procedures for possible changes that must be approved by a two-thirds majority of the Tenure and Promotion Committee. The revised criteria and procedures shall be presented to the tenured and tenure track faculty of the College for comment and ratification by a majority of the members.

III. CRITERIA FOR TENURE AND PROMOTION

The College is committed to achievement in all three areas of its mission. Collectively, the faculty profile of the College and its departments should reflect a record of quality teaching, research, and service. When considering a candidate's qualifications in teaching, research, and service, the Committee shall exercise reasonable flexibility in balancing heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another.

The following criteria are applicable for all tenure and promotion decisions to the associate professor and professor ranks. Basic areas relevant for tenure and promotion are described below with a listing of various activities that may be applied toward the attainment of the criteria.

Criteria for tenure

The candidate should have a continuous record of achievement in teaching, research, and service. Achievement in research should be primarily in the area of publications and productive scholarship. There should be evidence that the candidate has established a reputation among peers within the candidate's discipline as a productive scholar.

Criteria for promotion to associate professor

The candidate should have a continuous record of achievement in teaching, research, and service. Achievement in research should be primarily in the area of publications and productive scholarship. There should be evidence that the candidate has established a reputation among peers within the candidate's discipline as a productive scholar.

Criteria for promotion to professor

Promotion to professor denotes a higher degree of accomplishment. The candidate should have a continuous record of achievement in research and teaching effectiveness, which has resulted in substantial scholarly contribution to the field and the establishment of a national reputation.

Examples

These lists are exemplary and represent only some of the many activities that will help the candidate to demonstrate achievement in teaching, research, and service.

A. Teaching

Teaching is a multifaceted activity that includes

- N Classroom instruction
- N Working with students outside the formal classroom setting
- N Advising students, and
- N Developing courses, curricula, and teaching materials

The evaluation of a candidate's teaching should include consideration of the candidate's instructional load, number of students and number of different courses taught, and other duties.

Evidence of a candidate's contribution to teaching must include:

- Student evaluations
- Peer review

Evidence of a candidate's contribution to teaching may include the following activities:

- Department chair evaluations
- Development of a comprehensive course syllabus
- Recognition by peers as having made substantial contributions to his or her academic specialty in teaching
- Receiving honors and awards for one's teaching
- Development of instructional material and methods including, but not limited to: instructional manuals, workbooks, cases and exercises, visual media, and computer software that are directly related to the candidate's teaching
- Provision of distance education classes and continuing education workshops
- Development of new course proposals that serve the mutual interests of the candidate's department, and/or College

- Supervision of graduate student research
- Supervision of undergraduate student research
- Development and supervision of student internships
- Advisement and counseling of students
- Substantive revision of existing courses
- Advising student organizations related to the academic field
- Developing and organizing international and enrichment experiences for students

B. Research

Research is scholarly inquiry, which includes

N Application of theories and knowledge to practical problems

N Analysis and synthesis of existing knowledge

N Generation of knowledge and theories

N Validation of theories

N Productive scholarship: dissemination of the results of scholarly inquiry

In order to evaluate research and scholarship, the Committee will examine the quantity and quality of a candidate's research. For the purposes of evaluation, quality is defined in terms of importance and relevance to the profession.

Evidence of a candidate's contribution to research may include the following:

- Publication of articles in reviewed academic journals including electronic journals with greater emphasis placed on highest quality journals
- Authorship of scholarly books
- Editing a scholarly book or books
- Authorship of scholarly book chapters or monographs

- Receiving honors and awards for one's research
- Submission of research grants and contract proposals, with emphasis on funded proposals
- Presentation of research papers at meetings of academic societies or associations
- Publication of reviewed proceedings
- Publication of articles in non-reviewed or professional journals
- Editing of professional journals and/or books
- Chairing research sessions and discussing research papers
- Reviews of books, manuscripts and proposals
- Presentations of scholarly work to academic or professional groups

C. Service

In order to be rewarded in the University, service must have a direct relationship to teaching, research, and professional knowledge. Service is defined as academic leadership that enhances the professional community, and stimulates the scholarship that emerges from the academy. Four types of professional service are identified:

N Student

N Institutional

N Discipline

N Industry and Public

Evidence of a candidate's contribution to service may include the following activities:

(1) Student Service

- Providing student seminars (professional development, job interviews, study habits)
- Supervising University student organizations

(2) Institutional Service

- Leadership of a department
- Leadership of a graduate or undergraduate program
- Leadership of a center or institute
- Providing the resources that enable faculty and students to achieve excellence in scholarship
- Creating new educational markets, both domestic and international
- Preparing accreditation studies and supervising the visitation review by accreditation agencies
- Making public presentations on behalf of USC
- Providing leadership in a faculty governance body
- Providing a meaningful contribution to meeting goals of a committee
- Making significant contributions to the activities of the alumni association
- Recruiting students

(3) Service to the Discipline

- Submitting service grants and contract proposals with emphasis on funding received
- Serving as an elected officer of a professional society at the state, regional or national level
- Planning and managing a conference
- Participation on an accreditation review panel
- Reviewing programs at other universities

(4) Industry and Public Service

- Evaluating programs, policies, or personnel for government agencies, companies, or foundations
- Communicating in popular media including newsletters, radio, television, and magazines
- Providing information to the industry

IV. SEQUENCE OF EVENTS:

1. Candidate meets with Department Chair to discuss plans to seek promotion and/or tenure.
2. Candidate prepares and submits file in accordance with the due date specified in the Tenure and Promotion calendar, which is prepared each year by the Provost's Office.
3. Dean collects all files from the College.
4. The Chair of the College Tenure and Promotion Committee calls initial meeting of College tenured faculty for discussion and voting on candidates.
5. Dean meets with candidate to give results of vote and to indicate whether the Dean will support the candidate.
6. The Dean forwards the complete file, the Dean's recommendations, and the vote count through appropriate University channels.

