

Department of Management Supplemental Faculty Personnel Guidelines

(Approved by the Department of Management, April 21, 2017)

The Department of Management is a diverse multidisciplinary department with several areas of expertise represented including: entrepreneurship, hospitality and tourism, human resource management, international management, organizational behavior, strategic management, and sustainable business. The Department of Management is supportive of management-related teaching, research, and service across broad areas of the management discipline and encourages collaboration among faculty members.

The Department of Management follows the Walker College of Business Faculty Personnel Guidelines approved by WCOB Faculty on January 15, 2016. Management faculty should consult the college guidelines for specific information about the full range of activities for instruction, intellectual contribution, and service and other specifics about tenure, promotion, and annual review. This Supplemental Faculty Personnel Guidelines document clarifies and makes explicit the expectations for the Department of Management.

I. Contract Renewal for Tenure-Track Faculty in the Department of Management

Department of Management Supplemental Faculty Personnel Guidelines state:

Tenure-track faculty in the Department of Management on a “4-3” contract sequence will be evaluated by Promotion and Tenure Committee (PTC) members at the time of the contract renewal recommendation. At that time, the faculty member will be given written feedback from the PTC on their status toward meeting subsequent tenure expectations for instruction, intellectual contribution, and service.

Per the WCOB Faculty Personnel Guidelines (Section I.B Career Development, Tenure, and Promotion, p. 7), “the receipt of satisfactory annual performance evaluations is necessary, but not sufficient, for positive recommendations with regard to promotion and tenure.”

Additionally, it should be emphasized that contract renewal is not sufficient for, and is no assurance of, a positive tenure decision.

II. Tenure

II.A. Tenure Instruction

The criteria for tenure include recognized skill in teaching. With regard to these criteria, the Department of Management follows the WCOB Faculty Personnel Guidelines (Section I.B.2 Tenure, p. 8), which state:

“Recognized skill in teaching means the candidate has attained teaching effectiveness. To

earn the recommendation for tenure, candidates must demonstrate that they:

- have attained teaching effectiveness, with evidence provided by meeting numerous Examples of Performance Criteria in Instruction as outlined in Section I.A.1 [of the WCOB Faculty Personnel Guidelines],
- are committed to, and can reasonably be expected to, sustain teaching effectiveness.”

II.B. Tenure Intellectual Contributions

The criteria for tenure include recognized accomplishment in intellectual contributions, and the Department of Management follows the WCOB Faculty Personnel Guidelines (Section I.B.2 Tenure, p. 9) on intellectual contributions, which state:

“Recognized accomplishment in intellectual contributions means a strong record of publications in refereed journals. Quality and quantity both matter. Other scholarly contributions (e.g., conference presentations and proceedings, book chapters, works in progress, awards of funded research grants, etc.) may provide support for the candidate’s commitment to research or potential for further contributions, but the primary focus in the tenure review is on the record of refereed journal articles. In addition to the record of publications, candidates bear the burden of clearly demonstrating that there is a reasonable expectation they:

- will maintain an on-going commitment to intellectual contributions,
- will produce a record of continuing refereed journal publications, and
- will maintain the appropriate faculty qualification (e.g., Scholarly Academic) throughout their career.”

Further, the Department of Management’s Supplemental Faculty Personnel Guidelines state:

- 1) In adherence to the WCOB guidelines, quantity and quality both matter for intellectual contributions. With regard to quality, for the Department of Management, “quality” publications for tenure-track faculty are journal articles that are subjected to a documented peer and/or editorial review process that impact the theory, practice, and/or teaching of business and management, and that are publicly available in a written form (either physically or electronically).
- 2) In selecting journals for publication of their research, it is the faculty member’s responsibility to ensure that the journals meet the requirements for “quality” publications as expressed in the previous point.
- 3) It is the faculty member’s responsibility to provide evidence of the journal’s review process at the time of acceptance, in order to present such evidence to the Promotion and Tenure Committee at the time of the tenure decision.
 - a. In identifying potential journals for publication of their research, a useful resource is the AACSB’s compilation. The department does not endorse any particular resource or publication included therein. See:
<http://www.aacsb.edu/knowledge/resources/indexes/journal%20rankings>.

- b. The department acknowledges that journals in emerging fields may not yet be included in established listings or rankings of journals. In all cases, it is the author's responsibility to provide evidence of the journal's review process at the time of acceptance.
- 4) Consecutive annual reviews concluding that expectations of intellectual contributions have been met while serving in a probationary status is no assurance of a positive tenure decision.

II.C. Tenure Service

The criteria for tenure include recognized accomplishment in service. With regard to these criteria, the Department of Management follows the WCOB Faculty Personnel Guidelines (Section I.B.2 Tenure, p. 9), which state:

“Recognized accomplishment in service means the candidate has engaged in sufficient service activities to the institution, the profession, or the public to demonstrate his or her professional citizenship, and has demonstrated a willingness to participate in the affairs of the department, the college, the university, and the profession. Since junior faculty are expected to focus principally on attaining teaching excellence and a strong record of publications, the qualitative and quantitative aspects of the service record are less important than the inference it supports regarding the potential for future service as a senior colleague.”

Further, the Department of Management's Supplemental Faculty Personnel Guidelines state: All department members are expected to demonstrate a clear willingness to participate in departmental, college, and institutional affairs, as needed and appropriate. Prior to contract renewal, service expectations for tenure-track faculty members are approximately 10% of effort allocation, and activities should be focused primarily on service to the department. After contract-renewal, service expectations increase to approximately 15% of effort allocation, and activities should be focused primarily on service to the department and college.

II.D. Tenure Decisions

Per the Appalachian State University Faculty Handbook (Section 3.7.2): “The conferral of tenure requires: (a) an assessment of the faculty member's demonstrated professional competence; (b) potential for future contributions; (c) commitment to effective teaching, research, and public service; and (d) the needs and resources of the institution.”

In accordance with these multiple requirements, the Department of Management views tenure decisions as being holistic in nature. Faculty members must demonstrate effectiveness and

accomplishment in all three areas of teaching, research, and service. Additionally, faculty will be assessed on overall professional competence, collegiality, and the potential for future contributions.

Further, per the WCOB Faculty Personnel Guidelines (Section I.B Career Development, Tenure, and Promotion, p. 7), “the receipt of satisfactory annual performance evaluations is necessary, but not sufficient, for positive recommendations with regard to promotion and tenure.”

III. Annual Performance Standards

III.A. Annual Performance Standards Instruction

Regarding minimum expectations for instruction, the Department of Management follows the WCOB Faculty Personnel Guidelines (Section I.D.1 Instruction, p. 13), which state:

“All faculty members, full-time and part-time, will be evaluated against the following basic standard containing these elements: 1) Receive positive quantitative and qualitative feedback from students through course evaluations and other means that demonstrate a pattern of quality instruction; 2) As mandated by the ASU Faculty Handbook, hold a minimum of 1.5 office hours per week for every three (3) student credit or instructional workload hours during the academic year, and be generally available to students outside of class contact periods. Part-time faculty must be available to meet with students for appropriate periods based on teaching load; 3) Provide course instruction which conforms to the catalog description, and which includes current knowledge of the subject; 4) Hold all classes as scheduled, including the final exam period, except for infrequent incidents of sickness, personal emergencies, or other professional obligations where substitute learning experiences are provided; 5) Provide a syllabus that details objectives, a course outline, work expected of students, and instructor policies for each course taught; 6) Provide evidence of rigorous and equitable grading.

Faculty who satisfy the basic standard will have met expectations on this performance dimension. Faculty who fail to meet any element of the basic standard will have failed to meet expectations on this performance dimension. Meeting minimum expectations in instruction is a necessary, but not sufficient, component in merit compensation, promotion and tenure decisions.”

Further, with regard to performance ratings “above expectations,” the Department of Management may use the following items, as outlined in the WCOB Faculty Personnel Guidelines (Section I.D.1 Instruction, p. 14), as a basis to determine if a faculty member has exceeded expectations in instruction:

- Develop innovative course materials or instructional methods during the year under review;

- Develop a new course;
- Work with external constituencies (businesses, agencies, etc.) to develop and carry-out class-related projects;
- Create and carry out a team-taught course;
- Chair a thesis or direct significant independent student work;
- Organize and lead other significant off-campus class learning experiences such as class field trips;
- Receive a teaching award;
- Attain the basic standard while undertaking instructional efforts above the minimum. For example, carrying an unusually heavy teaching load, teaching graduate coursework, teaching in off-campus programs, or undertaking three preparations in the same semester;
- Other items may also be considered as indicators of exceptional instruction at the discretion of the department chair.

III.B. Annual Performance Standards Intellectual Contributions

The Department of Management follows the WCOB Faculty Personnel Guidelines (Section 1.D.2 Intellectual Contributions, p. 15), which state:

“To meet minimum expectations, performance evaluation in the area of intellectual contribution will be based on a faculty member’s tangible output **in the most recent five-year period**. Subject to these college guidelines, each department will set standards with regard to quality and quantity of intellectual contribution needed to meet minimum expectations. Department standards must be sufficiently rigorous to assure that a faculty member maintains his/her appropriate qualification status as defined in AACSB standards and college guidelines. Meeting annual minimum expectations in intellectual contribution is a necessary, but not sufficient, component in merit compensation, promotion, and tenure decisions.”

Further, the WCOB Faculty Personnel Guidelines (Section 1.D.2 Intellectual Contributions, p. 15) on exceeding expectations state:

“Performance above expectations requires more than meeting the minimum effort expectations described above. Each department will determine the appropriate qualitative and quantitative standards for tangible output for achieving performance above expectations. Some items that may contribute to performance above expectations include:

- Manuscript published in a leading journal
- Multiple articles published during the relevant evaluation period
- Winning a “best paper” award
- Invited paper to a professional society

- Completion of a research report from a significant funded grant proposal through ASU
- Textbook or other peer-reviewed teaching materials
- Scholarly book or chapter in a scholarly book
- Receiving a research award.”

The Department of Management Supplemental Faculty Personnel Guidelines state:

- 1) The Department of Management defines “quality” publications as indicated in Section II.B above.
- 2) Quality publications will be considered in the annual review based on the time of formal acceptance rather than the date of publication.

With regard to annual performance standards for tenure-track faculty:

- 3) “Intellectual Contribution” for the annual review for tenure-track faculty will be considered over a 2-year rolling window.
- 4) A rating of “meets expectations” for intellectual contributions requires:
 - a. A qualification status of Scholarly Academic (SA) as a necessary, but not sufficient, component;
 - b. Two quality publications during the preceding 2-year window.
- 5) A rating of “exceeds expectations” for intellectual contributions requires quality or quantity beyond the minimum. The following items may be used as a basis to determine if a tenure-track faculty member has exceeded expectations in intellectual contributions:
 - More than two quality publications during the 2-year window;
 - Any of the quality publications being exceptional in nature, e.g., a manuscript published in a top-tier journal or sole authorship of a publication;
 - Receipt of a best paper award or other research award;
 - Other indications of exceptional quality or quantity as determined by the department chair.

With regard to annual performance standards for tenured faculty:

- 6) “Intellectual Contribution” for the annual review for tenured faculty will be considered over a 3-year rolling window.
- 7) A rating of “meets expectations” for intellectual contributions requires the appropriate qualification status as defined in AACSB standards and college guidelines (in most cases, Scholarly Academic [SA] status). That is, tenured faculty with the appropriate qualification status will be determined to have met minimum expectations for intellectual contributions in the annual review.
- 8) A rating of “exceeds expectations” for intellectual contributions requires quality and/or quantity beyond the minimum. The following items may be used as a basis to determine if a tenured faculty member has exceeded expectations in intellectual contributions:

- Three or more quality publications in the 3-year window;
- Two quality publications in the 3-year window plus one or more peer-reviewed book chapters;
- Publications that are exceptional in nature, e.g., a manuscript published in a top-tier journal, sole authorship of a manuscript, an edited book, or a scholarly textbook;
- Receipt of a best paper award or other research award;
- Completion of a research report from a significant funded grant proposal;
- Other indications of exceptional quality or quantity as determined by the department chair.

III.C. Annual Performance Standards Service

The Department of Management follows WCOB Faculty Personnel Guidelines (Section 1.D.3 Service, pp. 15-16) on minimum service expectations, which state:

“Each faculty member in the College of Business is expected to participate in the affairs and activities of the department, college, and university. Some examples of basic opportunities for participation include: (1) attending and participating constructively in the deliberations of departmental and general faculty meetings, (2) attending commencement and convocation ceremonies, (3) attending CEO Lecture Series activities, and (4) participating on an as-needed basis in other activities (i.e., Open House, Parents Weekend).”

The Department of Management Supplemental Faculty Personnel Guidelines state:

All department members are expected to demonstrate a clear willingness to participate in departmental, college, and university affairs, as needed and appropriate.

Expectations for service vary depending upon tenure and rank.

1. Tenure-track faculty:
 - a. For tenure-track faculty, prior to contract renewal (i.e., mid-tenure review), faculty are expected to allocate approximately 10% of their effort toward service activities. Activities during these years should be focused primarily on service to the department.
 - b. For tenure-track faculty, after contract renewal (i.e., mid-tenure review), expectations for service activities increase to an allocation of approximately 15% of effort. Activities during these years should be focused primarily on service to the department and college.
2. Tenured faculty: Post-tenure, expectations for service activities increase to an allocation of approximately 20% of effort. Service activities post-tenure should include service to the department, college, university, community, and/or profession.
3. Deviations from these expectations may occur, in consultation with the department

chair.

4. Service contributions significantly above these expectations, as determined by the department chair, will warrant a rating of “exceeds expectations.”