Criteria and Procedures for Post Tenure Review

April 8, 1999

Marketing Area
The Darla Moore School of Business
University of South Carolina

Post Tenure review in the Marketing Area will be conducted in accordance with the provisions of the faculty manual and the criteria and procedures defined in this document. In the event of a conflict, the faculty manual will govern. The post tenure review will be based on a tenured faculty member's performance in the areas of research, teaching and service. The specific criteria in the areas of research, teaching and service are specified in greater detail in the remainder of this document along with defining terms. The Marketing Area places greater emphasis on teaching and research than on service; therefore in conducting post tenure reviews of tenured faculty members, major emphasis will be placed on teaching and research.

CRITERIA

For the purposes of post tenure review, performance will be rated by the Post Tenure Review Committee as either superior, satisfactory, or unsatisfactory in each of the performance categories of teaching, research and service.

In addition, the Post Tenure Review Committee will provide an overall performance rating of superior, satisfactory or unsatisfactory. A faculty member will be superior overall if he/she is rated superior in teaching and research and satisfactory or superior in service. A faculty member will be satisfactory overall if he/she is rated satisfactory in teaching and satisfactory in either research or service. In order for performance to be unsatisfactory overall, a faculty member must either be rated unsatisfactory in teaching or if satisfactory in teaching, unsatisfactory in research and service. In addition, for a finding of unsatisfactory overall to be made, it is necessary that the Post Tenure Review Committee adjudge that taking into considerations all relevant factors, including the degree to which performance is superior, satisfactory or unsatisfactory in the three categories of performance such a conclusion is warranted.

In judging performance on each performance category, the Post Tenure Review Committee will utilize the following definition of terms which are based on the definitions contained in the faculty manual.

- Superior on a performance category – performance at the very highest level with respect to area standards.
- Satisfactory on a performance category – performance that meets the standards of the area.
- Unsatisfactory on a performance category – performance that does not meet the standards of the area.
- Unsatisfactory overall – performance that, taken as a whole, fails to meet the area's post tenure review standards in teaching, research and service.

In applying these criteria, candidates will be compared to faculty of their present rank. In other words, associate professors will be compared to other associate professors and professors will be compared to other professors as detailed on pages 3-7 of this document.

Research Definitions and Specifications

Academic marketing research assumes a variety of forms and represents contributions in the theoretical/conceptual, methodological, or substantive domains. Contributions to academic marketing research include generating theories, methods, and reporting substantive findings; validating theories or testing methods; and analyzing and synthesizing existing knowledge.

Both quality and quantity of a candidate's research are important. **Quality** is defined in terms of (1) importance of the information revealed, (2) conceptual/theoretical sophistication, and (3) methodological rigor. Original breakthroughs in conceptual frameworks, conclusions, and methods are considered of higher quality than works exhibiting minor variations or those repeating familiar themes in the literature.

Evidence of a candidate's contribution to research ranked in order of importance includes the following: (1) Publication of articles in refereed journals, with emphasis placed on the highest quality marketing and consumer research journals; (2) Publication of scholarly books; (3) Publication of scholarly book chapters or monographs; (4) Acquisition of peer-reviewed research grants/contracts from outside the University; (5) Publications of refereed proceedings; (6) Presentation of research papers at meetings of academic societies or associations; (7) Publications of articles in non-refereed or professional journals; and (8) Chairing research sessions and discussing research papers at conferences.

Superior	Candidate's record of research ranks in quality and quantity with that of the best scholars at the candidate's present rank in departments of marketing at like colleges of business.
Satisfactory	Candidate's record of research is equivalent in quality and quantity to that of most colleagues at the candidate's present rank in departments of marketing at like colleges of business.
Unsatisfactory	Candidate's record of research is unsatisfactory in quality and quantity when compared to that of most colleagues at the candidate's present rank in departments of marketing at like colleges of business.

Teaching Definitions and Specifications

Teaching is a multifaceted activity that is composed of classroom teaching, working with students outside the formal classroom setting, advising students, and developing courses, curricula, and teaching materials.

Evidence of a candidate's contribution to teaching ranked in order of importance includes the following: (1) Evaluations of a candidate's teaching performance by students; (2) Evaluations of a candidate's teaching performance by members of the faculty (if available); (3) Receiving honors and awards for one's teaching; (4) Amount of teaching as reflected by course load (number of courses taught per year), course level (undergraduate, masters, or doctoral), number of students (class size), and number of different courses taught; (5) Development of instructional material and methods including, but not limited to, textbooks, work books, cases and exercises, visual media, and computer software that are directly related to the candidate's teaching; (6) Chairing of dissertation and thesis committees; (7) Service on dissertation and thesis committees; (8) Involvement with students in non-dissertation research projects; (9) Publications and presentations that deal with pedagogy, curricula, or similar educational issues; (10) Student counseling and advisement; (11) Developing new courses and curricula; (12) Participation in student organizations; and (13) Reviewing text books.

Superior	Candidate's achievement **far exceeds** what one would expect of a faculty member at the candidate's present rank.
Satisfactory	Candidate's achievement is basically what **would be expected** of a faculty member at the candidate's present rank.
Unsatisfactory	Candidate's achievement is **far below** what one would expect of a faculty member at the candidate's present rank.

With respect to application of these criteria, much of the decision making process is subjective in nature and cannot be reduced to a simple set of quantifiable criteria. However, in general the Marketing Area's expectations for a satisfactory level of performance are listed below. Faculty members are evaluated to determine whether their performance is either superior or unsatisfactory with respect to these expectations:

Expectations for a Satisfactory Level of Performance

1. The ability to teach a variety of courses offered by the Marketing Area at either the undergraduate level or the masters level or the Ph.D. level.
2. A record of teaching a full load of classes unless excepted by administrative assignments during the review period.
3. A record of receiving positive class evaluations.

Service Definitions and Specifications

There are many forms of service. Evidence of a candidate's contribution to service ranked in order of importance includes the following:

For the University of South Carolina and the State: (1) Performance on committees at the University, College, and Area level; (2) Continuing education programs; (3) Administrative responsibilities and functions; and (4) Special projects for the University and agencies of South Carolina state government.

For the Profession: (1) Leadership roles in the administration of professional organizations; (2) Editorial review board membership and review work for academic journals; (3) Reviews of papers for academic organizations; (4) Service on government committees or task forces; (5) Service as an external reviewer for promotion and tenure decisions at other colleges and universities; (6) Pro bono consulting work; and (7) Book reviews.

For Business and Not-for-Profit Organizations: (1) Pro bono consulting work for businesses; (2) Presentations to business and professional groups.

Superior	Candidate's achievement **far exceeds** what one would expect of a faculty member at the candidate's present rank.
Satisfactory	Candidate's achievement is basically **what would be expected** of a faculty member at the candidate's present rank.
Unsatisfactory	Candidate's achievement is **far below** what one would expect of a faculty member at the candidate's present rank.

With respect to application of these criteria, much of the decision making process is subjective in nature and cannot be reduced to a simple set of quantifiable criteria. However, in general the Marketing Area's expectations for an average level of performance are listed below. Faculty members are evaluated to determine whether their performance is either superior or unsatisfactory with respect to these expectations:

Expectations for a Satisfactory Performance

1. A record of some service on university, college and program area committees during the review period.
2. A record of regular attendance at school and area general meetings and committee meetings.

PROCEDURES

General Procedures and Calendar

The procedures described in this document are in compliance with the regulations on post tenure review established in the faculty manual. If any question should arise between the procedures given in this document and the regulations stated in the faculty manual, the faculty manual will govern. The Marketing Area post-tenure review calendar will follow the calendar established for this purpose by the office of the Provost.

Faculty Participating in Post Tenure Review

Each tenured faculty member, regardless of rank and including those in administrative positions (other than dean or associate dean positions) will be reviewed every six years with the following exceptions:

- Faculty members who have been reviewed for promotion and/or tenure during the previous four years. Those faculty members will be reviewed in the sixth year after their last review.
- Chaired professors.
- Faculty members appointed to dean or associate dean positions.
- Faculty members scheduled for review who notify the Marketing Area Program Director in writing that they will retire within three years of their scheduled post tenure review. This three year period begins at the end of the fiscal year in which the post tenure review would have taken place.

The post tenure review process will be initiated annually by a notice from the Marketing Area Program Director to the faculty members scheduled to be reviewed. This notice will be given no later than September 1 of the year in which the reviews are to take place. If a faculty member normally scheduled for post tenure review is excluded from post tenure review due to being in one of the excluded categories listed above, this will not affect the review schedule of other faculty members.

The Post Tenure Review Committee

The Post Tenure Review Committee will consist of all tenured Marketing Area faculty members including the Marketing Area Program Director. In this regard, faculty on leave (e.g., sabbatical, medical) are eligible to serve on the Marketing Area Post Tenure

Review Committee. Tenured faculty members scheduled for post tenure review will not participate in their own review but will participate in review of other faculty members scheduled for post tenure review. Post tenure reviews of associate professors will be done by all tenured marketing faculty at the rank of professor or associate professor. Post tenure review of professors will be conducted by all tenured marketing faculty at the rank of professor. The Post Tenure Review Committee will be chaired by the Marketing Area Promotion and Tenure Committee chair. If the chair of the Marketing Area Promotion and Tenure committee is being evaluated for post tenure review then the Post Tenure Review Committee will elect a different individual as chair. In this regard only tenured Marketing Area full professors other than the Marketing Area Program Director may chair the Marketing Area Post Tenure Review Committee.

Evidence of Performance to the Considered By the Post Tenure Review Committee

Evidence of performance in the various categories of performance will be that which is appropriate for judging the categories for purposes of promotion and tenure under the Marketing Area's promotion and tenure criteria and procedures. In making these judgements as to associate professors, the Marketing Area Post Tenure Review Committee will consider in so far as they are available all annual administrative reviews and peer reviews since the faculty member's last review (e.g., post-tenure review, promotion review); in making these judgments as to full professors, the committee will consider in so far as they are available, all annual administrative reviews.

Additionally, the faculty member who is being reviewed will submit a post tenure review file to the Post Tenure Review Committee. While the faculty member being reviewed may include any documentation he/she believes to be pertinent, the faculty member must include the following:

- Teaching – A list of all classes taught and class sizes during the review period. Additionally the file should include copies of all available student course evaluations and all available peer reviews of teaching.
- Research – A listing of research and scholarship activities during the review period. Research/creative activities will be evaluated by peers outside the unit when necessary (although not necessarily outside the university) in addition to members of the post tenure review committee. In this regard, refereed publications or other reviewed research/creative endeavors will be considered as having been peer reviewed outside.
- Service – A listing of all service activities during the review period.
- A current copy of the faculty member's vita.
- Sabbatical report (if relevant).

Evaluation Procedures

After review of the faculty member's file (including annual peer and/or administrative reviews), each member of the Post Tenure Review Committee will complete a written evaluation form. The form will rate the faculty member's performance in the areas of teaching, research, service and overall. In each area, committee members will rate the faculty member's performance as superior, satisfactory or unsatisfactory. Each committee member will provide a written justification for his/her evaluation in each performance category and sign his/her evaluation form. In a meeting of the Post Tenure Review Committee, the chair will collect the performance evaluation forms from the Post Tenure Review Committee members and tally the ratings in each evaluation area. The performance evaluation forms will be retained by the chair and made a part of the post tenure report on the reviewed faculty member. A complete copy of the Post Tenure Review file along with evaluations and the Post Tenure Report will be retained in the Marketing Area files. A determination by the Post Tenure Review Committee that performance is superior or unsatisfactory whether on a particular performance category or overall, must be reached by an affirmative vote of a two-thirds majority of the Post Tenure Review Committee. Failing a two-thirds majority vote for a finding of either superior or unsatisfactory, the finding will be that performance is satisfactory. In the event that there are fewer than three Marketing Area faculty members eligible to serve on the committee, the chair of the Marketing Area Post Tenure Review Committee will solicit a sufficient number of tenured faculty of the appropriate rank from other program areas in the Darla Moore School of Business to bring the Post Tenure Review Committee membership to three.

At the conclusion of its review, the Post Tenure Review Committee will provide to the Faculty Member a written report giving specific evaluative information on the faculty member's performance in each of the categories of performance. If the evaluation is either Superior or Satisfactory Overall, this result will be noted in the Faculty Member's personnel file and reported to the Dean of the Darla Moore School of Business.

An evaluation of Unsatisfactory Overall will be forwarded to the Dean together with the Post Tenure Review Committee's Report. The Post Tenure Review Committee's Report will include recommendations for restoring performance to a Satisfactory level. A Faculty Member who receives an Unsatisfactory Overall evaluation may, within 30 days after his/her receipt of a Post Tenure Review Committee Report unsatisfactory finding, appeal this evaluation to the Darla Moore School of Business Dean's Promotion and Tenure Advisory Committee.

When a faculty member is finally determined to receive an Unsatisfactory Overall evaluation, a Development Plan will be put together by the Post Tenure Review Committee in consultation with, and with the concurrence of, the faculty member. Normally the time frame for the development plan will not be less than one year and not more than three years. In the event that the faculty member and the Post Tenure Review

Committee are unable to agree on the content and time frame of the Development Plan, the Dean will make this determination. Where it is judged to be appropriate, the Post Tenure Review Committee will appoint a Development Committee to assist the faculty member in improving his/her performance. The Development Plan will form the basis for evaluation of the faculty member's performance until satisfactory performance is achieved in the judgment of the Post Tenure Review Committee and the Dean. The Dean will forward Unsatisfactory Reviews and the associated Development Plans to the Provost.

At the next annual review following the year in which the development plan has been completed, the Program Director and the Development Committee, if any, will make an assessment of the progress of the faculty member and forward a report of this to the unit Tenure and Promotion Committee. The unit Tenure and Promotion Committee will review the assessment of the Program Director (and Development Committee, if there is one) and state in writing its concurrence or dissent. The Program Director's assessment and the response of the unit Tenure and Promotion Committee will be sent to the Dean for final determination as to the faculty member's progress and whether further measures are necessary.