

University of South Carolina
College of Hospitality, Retail, and Sport Management
Department of Sport and Entertainment Management
Approved UCTP March 28, 2018

TENURE AND PROMOTION
CRITERIA AND PROCEDURES

The primary mission of the University of South Carolina (USC), a multi-campus public institution serving the entire state of South Carolina, is the education of the state's diverse citizens through teaching, research and creative activity, and service.

I. INTRODUCTION

The Department of Sport and Entertainment Management offers undergraduate, master's, and doctoral degrees. Because the department is responsive to the needs of the State, faculty members are expected to work closely with industry in order to ensure that our graduates continue to be readily employed.

The role of the faculty member is to advance and disseminate knowledge within the discipline. The responsibility of the faculty member is to expand the body of knowledge and synthesize the most authoritative information through research and creative activity, teaching, and publishing efforts. 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 and creative activity, the synthesis of information, and its application to new problems. The dissemination of current knowledge to students is assisted through an active partnership with professions that provides valuable faculty research and creative activity opportunities. Faculty development is enhanced through active involvement and leadership in professional associations at the regional, national, and international levels, and is demonstrated through scholarly activities, which include publications and presentations.

The authority of the faculty, in matters pertaining to 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. Voting members of the faculty of the University of South Carolina have approved general procedures governing faculty promotion and tenure. Approved procedures are detailed in The Faculty Manual. The Faculty Manual is the final authority on all matters pertaining to tenure and promotion. This document represents the policies and procedures developed by the faculty of this Department. It is consistent with the USC faculty manual dated June 9, 2017.

II. EVALUATION COMPONENTS

TEACHING

The University is committed to providing its students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world. A particular strength of the University of South Carolina is the excellence, breadth, and diversity of the institution's faculty.

RESEARCH AND CREATIVE ACTIVITY

Convinced that research and scholarship, including artistic creation, are essential for excellent teaching, the University pursues aggressively an active research and scholarship program. The University is dedicated to using research and creative activity to improve the quality of life for South Carolinians.

SERVICE

Another important facet of the University's public mission is service and outreach to the community, state, nation, and world.

Service should be reflected in the collective faculty profile of the University and any constituent academic unit, although these three areas are not necessarily weighted equally in any given case of faculty tenure or promotion. In each case, prioritization of the three areas depends on the definition of the position to which the individual has been appointed and to which the candidate is to be promoted.

III. ORGANIZATION AND MEMBERSHIP OF THE TENURE AND PROMOTION COMMITTEE

- A. The Tenure and Promotion Committee (here after referred to as the Committee) shall consist of all tenured members of the faculty of the Department of Sport and Entertainment Management (here after referred to as the Department) except for the Department Chair.
- B. The Committee considering tenure shall include all tenured faculty members of equal or higher rank than that of the faculty member under consideration.
- C. The Committee considering promotion shall include all tenured faculty members of higher rank than that of the faculty member under consideration. In the case of a candidate for full professor, if there are not enough full professors (5) required to review and vote, the full professors in the Department of Sport and Entertainment Management will select, via majority vote, an additional full professor(s) within the College of HRSM to fulfill the 5-person voting requirement.
- D. The Chair of the Committee shall be elected by a majority of the Committee for a two-year term. The Committee Chair is eligible to vote on matters of both tenure and promotion. In addition to the Committee Chair, a Chair-Elect will be elected and a Parliamentarian may be appointed by the Committee Chair. The Chair-Elect will act as Committee Secretary. Election of the Committee Chair and Chair-Elect shall take place prior to the end of the "second" spring semester. The Committee Chair and Chair-Elect will assume their duties on May 1.
- E. A quorum shall consist of two-thirds of the Committee membership.
- F. At the end of the Chair-Elect's second year, the Chair-Elect becomes the Committee Chair.

- G. The Committee shall be responsible for the development and implementation of revisions of tenure and promotion criteria and procedures. The Committee must have a quorum. The Committee will review its criteria and procedures for possible changes that must be approved by two-thirds of the Committee members. The revised criteria and procedures shall be presented to the tenured and tenure track faculty of the Department for comment and ratification by a majority of the faculty members.

IV. TENURE AND PROMOTION PROCEDURES

The tenure and promotion procedures to be followed by the Department of Sport and Entertainment Management are described below. These procedures are subject to requirements described in The Faculty Manual of the University of South Carolina, Columbia Campus. The procedures are designed to ensure that the evaluations and recommendations for tenure and promotion are based on professional merit. The Committee shall supervise all matters related to tenure and promotion and revision of tenure and promotion criteria and procedures. The pamphlet, “*A Guide to USC-Columbia Tenure and Promotion Procedures*,” is helpful to candidates for tenure and/or promotion as they prepare their files for review. The *UCTP Guidelines for Units: Preparing Criteria and Files* (informally referred to as the USC Goldenrod manual) should be used as a guide when preparing documents for tenure and promotion. Candidates are encouraged to attend the Promotion and Tenure session that is led by the University of South Carolina Committee on Tenure and Promotion (UCTP) on reading day each spring semester. The Faculty Manual and the Department criteria and procedures are the controlling authorities.

- A. Tenure-track and tenured faculty members’ distribution of efforts will be evaluated on a basis of 40 percent research/creative activity, 40 percent teaching, and 20 percent service.
- B. Each year, potential candidates for tenure and/or promotion will be advised in writing by the Chair of the Committee according to the University’s tenure and promotion calendar.
- C. The Chair of the Committee shall call the first meeting, and shall inform the members, in writing, of each subsequent meeting. Questions regarding Tenure and Promotion guidelines should be directed to the T & P Committee Chair.
- D. At the beginning of each academic year the Dean, Department Chair and T & P Committee Chair shall meet with the new full-time faculty members to discuss tenure and promotion requirements. At the end of each academic year the Dean and Chair of the T & P Committee Chair shall meet with potential candidates to discuss the submission of files.
- E. Faculty members may request, in writing, that the Department 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 decision year. Intentions must be filed with the Dean, in writing, within 10 business days after the faculty member's notification.
- F. For a complete review of research and creative activity output of the candidate, the Department will solicit evaluation letters from reviewers. The Committee will secure

advisory letters from a minimum of five external reviewers. The external reviewers will be impartial scholars at peer or aspirant institutions within the field, outside the University of South Carolina. If a person can be shown to be one of the leading scholars in a particular field, that person may be used as an outside evaluator even if he or she is at an institution that is not peer or aspirant. Non-university specialists may be used as outside evaluators if allowed by unit procedures; however, the majority of evaluators normally must be persons with academic affiliations. Persons who have co-authored publications, collaborated on research, or been colleagues or advisors of the applicant normally should be excluded from consideration as outside evaluators. The Committee Chair 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.

- G. The Department Chair is responsible for providing a summary of evaluations of the candidate's teaching performance and a summary of supporting evidence for the candidate's file which will include both peer and student teaching evaluations.
- H. Once the candidate's tenure and/or promotion file is complete, the Chair of the Committee will notify, in writing, the eligible members of the Committee that the files are available for review.
- I. In accordance with the University's Tenure and Promotion Calendar, the Committee will convene for confidential discussions on each candidate for tenure and promotion. All deliberations of the Committee and materials, including external reviewers' letters and written justifications of the Committee, shall remain in strictest confidence and be available only to those entitled to access the candidate's file. Meetings at which candidates are considered for promotion and/or tenure are normally closed to everyone except those eligible to vote on the candidate.
- J. 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.
- K. After discussion of the candidates for tenure and promotion, the Department 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. Abstentions can only occur for valid reasons (conflict of interest, close personal relationship, etc.) and should not be used as a mechanism to avoid voting. Proxy votes will not be permitted. A record of votes will be made in all instances and forwarded through appropriate channels. A comprehensive 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 and should assess teaching, research/creative activity and service.
- L. The Chair shall appoint a sub-committee of the Department 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.

- M. If the Department Committee vote is in support of tenure and/or promotion, the Chair of the Committee will place the recorded votes and written justifications in the candidate's file and forward the file to the Department Chair.
- N. If the unit vote does not support tenure and/or promotion, the candidate may request in writing that the file be sent forward as in the prior paragraph. Otherwise, the candidacy will not be considered further beyond the Department Committee. The Committee Chair will inform the Department Chair and the Dean of the negative vote. Candidates not recommended shall be informed of appeal procedures by the Dean and the Chair of the Committee as specified in The Faculty Manual of the University of South Carolina, Columbia Campus. Upon written request from a candidate who is dissatisfied with a negative decision of the Committee, the Committee will send that candidate's file through appropriate channels.
- O. The Committee Chair shall notify the Department faculty of the completion of the vote and invite letters from the faculty regarding each candidate recommended or for those faculty members not recommended who appeal. Such letters shall be sealed and addressed to the Committee Chair.
- P. The Department Chair shall evaluate the materials and submit a recommendation to the Dean. The Dean then reviews all materials, makes a recommendation, and submits the file to the Provost.

V. CRITERIA FOR TENURE AND PROMOTION

Awarding of promotion and/or tenure in the Department of Sport and Entertainment Management is dependent upon the candidate's performance. The Committee will review the candidate's productivity in research/creative activity, teaching, and service. Research/creative activity and teaching are weighed most heavily in tenure and promotion decisions. Service is necessary but not sufficient for tenure and promotion. In addition, the Department of Sport and Entertainment Management places high value on working and functioning as a team. To that extent, faculty are expected to honor and exemplify the values and principles expressed in the *Carolinian Creed*.

It is important that the candidate's file is documented in relation to discipline-specific features. Listing of co-authors is to be explicit as is the candidates' contributions to co-authored work. Citations to such work are to list co-authors in the same order as they were published. When possible, candidates should indicate the level of importance or prestige of the various research outlets (journals, etc.) involved. All publications should be separated by refereed and non-refereed status.

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

Faculty members hired from other institutions who have a sufficient number of years of experience and have demonstrated proficiency as noted in this document may be considered for tenure and/or appointment at the rank of associate or full professor.

Faculty members appointed at the rank of associate professor or professor who have not previously held tenure-track positions at another institution of higher learning normally will not be recommended for tenure until they are in at least their third year at the University of South Carolina.

Criteria for Assistant Professor

Assistant Professors work toward tenure and promotion to Associate Professor. Faculty members appointed at the rank of assistant professor who have not previously held tenure-track positions at another institution of higher learning normally will not be recommended for tenure until they are in at least their fourth year at the University of South Carolina.

Criteria for Tenure

To be eligible for tenure, a faculty member must:

- Hold an earned doctorate or its equivalent in a discipline appropriate to his or her academic specialty area; hold an earned doctorate with supporting coursework appropriate to the academic specialty area; or hold a terminal degree and have extensive industry experience in the field in which he/she is teaching;
- Demonstrate an emerging national reputation as a scholar;
- Earn a rating of “excellent” or “outstanding” in either research/creative activity or teaching;
- Earn a rating of “good” or “excellent” or “outstanding” in the other categories; and
- Possess a strong potential for future promotion to Professor.

Criteria for Promotion to Associate Professor

To be eligible for promotion to the rank of Associate Professor, a faculty member must:

- Hold an earned doctorate or its equivalent in a discipline appropriate to his or her academic specialty area; hold an earned doctorate with supporting coursework appropriate to the academic specialty area; or hold a terminal degree and have extensive industry experience in the field in which he/she is teaching;
- Demonstrate an emerging national reputation as a scholar;
- Earn a rating of “excellent” or “outstanding” in either research/creative activity or teaching;
- Earn a rating of “good” or “excellent” or “outstanding” in the other categories; and
- Possess a strong potential for future promotion to Professor.

Criteria for Promotion to Professor

To be eligible for promotion to the rank of Professor, a faculty member must:

- Hold an earned doctorate or its equivalent in a discipline appropriate to his or her academic specialty area; hold an earned doctorate with supporting coursework appropriate to the academic specialty area; or hold a terminal degree and have extensive industry experience in the field in which he/she is teaching;
- Have reached status as a senior scholar with a national or international reputation; in most cases, the faculty member should have at least nine years of effective, relevant experience to be considered for promotion to professor;
- Earn a rating of “excellent” or “outstanding” in research/creative activity;
- Have compiled a body of research/creative activity that is recognized for outstanding quantity and quality that impacts the discipline;
- Earn a rating of “excellent” or “outstanding” in teaching; and
- Earn a rating of “good” or “excellent” or “outstanding” in service;
- Establish a record of consistent and durable research/creative activity and teaching; and
- Show promise of continuing to grow and mature as a senior researcher/scholarly artist, mentor, and leader.

The entire career of a faculty member will be evaluated when determining promotion to professor; however, an emphasis will be placed on activities occurring since the candidate’s last promotion.

A. Research and Creative Activity

When the Committee evaluates the file of a faculty member, the quantity and quality of a candidate's research efforts and creative activity are considered.

Quality of research and creative activity may include:

- Acceptance rate of the journal;
- Reputation of the journal;
- Department journal rank;
- Favorable reviews of the creative activity;
- Impact of the information revealed;
- Receipt of research/creative activity funding; and
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- Rigor of the methods utilized.

Evidence of a candidate's contribution to research or creative activity is not considered equivalent in all venues. Research/creative activity is most valued when the candidate is listed as the first or second contributor. The “most valued” categories of research and creative activity include:

- Greater emphasis is placed on the highest quality journals; that is, publication of peer-reviewed articles in academic journals, particularly those rated as “A+” or “A” in the Department’s internal rankings;

- For creative activity, greater emphasis is placed on expert-reviewed, extended, complex works that are made available internationally or nationally (e.g., published, broadcast) or performed, produced, or directed in a high-profile international or national setting. Greater emphasis is also placed on guest artist or conducting appearances in other states and premieres of new works;
- Greater emphasis is placed on external (outside College) research/creative activity funding as principal or co-principal investigator;
- Application for external (outside College) research/creative activity grants;
- Publication of scholarly books is weighed in accordance with their impact on the discipline.

The Department also recognizes the candidate's contribution to research and creative activity outlets when the results are disseminated in the following manner. Research and creative activity in these categories, including those involving students, are valued, however, at a lesser weight:

- Publication of peer-reviewed articles in academic journals in which the candidate is listed as third or subsequent author. In such a case, the candidate shall indicate the nature of his/her contribution in the file;
- A consistent record of on-campus or in-state creative activities;
- Publication of book chapters;
- Expert-reviewed creative activities that are made available locally or regionally;
- Receipt of honors and awards;
- Publication of refereed proceedings;
- Presentation of research papers at meetings of academic societies or associations;
- Publication of articles in non-refereed or professional journals;
- Application and receipt of internal (within College) research/creative activity grants;
- Receipt of a patent or trademark; and
- Serving as Chair of research sessions or as a discussant of research papers, or panel presented research.

In all cases, the candidate should indicate his or her contribution to the article or creative activity when multiple contributors are listed.

Definition of Ratings of Scholarship and Creative Activity:

Outstanding: To receive an outstanding rating in research and creative activity, a candidate is expected to show a sustained program of research, creative activity, and grant application and receipt as demonstrated through an extensive and long-standing output in the most-valued categories, particularly as a lead contributor. The candidate's body of work as a whole must demonstrate evidence of significant importance in her/his field of specialization or interdisciplinary area and show promise of increasing significance. It should be evident that the candidate has clearly achieved a national or international reputation in her/his field. External evaluations conducted by referees attest to the national or international importance of the scholarship or creative activities (e.g., citations, letters to the editors, reviews).

Excellent: To receive an excellent rating in research and creative activity, a candidate is expected to show a sustained program of research, creative activity, and grant application and receipt as demonstrated through either a focus in the most-valued category or spread across the most-valued and lesser-valued categories with stronger representation in the higher-valued category. In either category, quantity and quality of the work are both important, with quality emphasized. The candidate should have most of their research and creative activity be as the lead or second contributor. The candidate's body of work as a whole must demonstrate evidence of importance in her/his field of specialization or interdisciplinary area and show promise of increasing significance. It should be evident that the candidate can achieve a national or international reputation in her/his field. External evaluations conducted by referees attest to the national or international importance of the scholarship or creative activities (e.g., citations, letters to the editors, reviews).

Good: To receive a good rating in research and creative activity, a candidate is expected to show an emerging program of research, creative activity, and grant application as demonstrated through some elements in the most-valued category and the majority in the lesser-valued category. In either category, quantity and quality of the work are both important, with quality emphasized. The candidate's body of work as a whole must demonstrate evidence of importance in her/his field of specialization or interdisciplinary area and show promise of increasing significance. It should be evident that the candidate can achieve a national or international reputation in her/his field. External evaluations conducted by referees attest to the national or international importance of the scholarship or creative activities (e.g., citations, letters to the editors, reviews).

Fair: To receive a "fair" rating in research and creative activity, a candidate demonstrates little output in the most-valued categories and some output in the secondary categories. The candidate's body of work as a whole does not demonstrate evidence of importance in her/his field of specialization or interdisciplinary area and demonstrates limited potential for increasing significance in the future. External evaluations conducted by referees attest to the lack of national or international importance of the scholarship or creative activities (e.g., citations, letters to the editors, reviews).

Unsatisfactory: To receive a rating of "unsatisfactory" in research and creative activity, a candidate demonstrates little output in the most or lesser-value categories. The candidate's body of work as a whole does not demonstrate evidence of importance, both now or in the future.

B. Teaching

Definition of Teaching: Teaching includes activities such as regularly scheduled classes, classes delivered online or in other flexible delivery modes, the supervision of independent studies, advisement and mentoring of students, the supervision of student research/creative activity, the supervision of internships, participation on undergraduate and graduate thesis/dissertation committees, creation of instructional materials, significant restructuring of existing courses, design of new courses, and the creation of new programs.

Required Documentation:

- Student evaluations from every course taught prior to tenure and/or since the last promotion (this includes a summary of teaching evaluations documented by a senior faculty member); and
- Annual evaluations by the Department Chair prior to tenure and/or since the last promotion; and
- Annual peer evaluations (conducted by at least one faculty member at the full professor or associate professor rank); one peer evaluation annually is recommended; and
- A summary of all teaching activities, as listed in the “Definition of Teaching”, (prior to tenure and/or since the last promotion).

Definition of Teaching Ratings:

Outstanding: The candidate’s performance is far above the minimally effective level.

Excellent: The candidate significantly exceeds the minimally effective level of performance.

Good: The candidate’s performance is clearly above the minimally effective level.

Fair: The candidate meets the minimally effective level of performance.

Unsatisfactory: The candidate has accomplished less than the minimally effective level of performance.

C. Service

Service and outreach activities are required of all faculty members and should be completed in a diligent and ongoing manner. Involvement in one’s professional discipline adds to the quality of research/creative activity and teaching efforts. Faculty expertise can benefit members of other institutions, the community, and its constituents; faculty members are expected to provide their expertise to these entities.

The degree and quality of professional activity and service locally, regionally, nationally and internationally will be evaluated. Service to the Department, College and University (including faculty governance), and consulting will be evaluated.

Documentation

Examples of service to the University of South Carolina, profession, and community include (not ranked in order of importance):

- Participation on committees at the University, College, and Department levels.

- Assistance to faculty colleagues in their work.
- Administrative responsibilities.
- Special projects for the University and agencies of South Carolina state government.
- Acquisition of gifts.
- Media coverage.
- Leadership roles in professional organizations.
- Editorial and review work for academic publications.
- Book reviews.
- Reviews of papers for academic organizations.
- Service on government committees or task forces.
- Service as an external reviewer for tenure and promotion decisions
- Membership on thesis examinations at other colleges and universities.
- Acquisition of external contracts and service grants.

Definition of Service Ratings:

Outstanding: The candidate shows a high level of service through either volume or leadership in at least four of the following areas: community, professional associations or the College, University, and Departmental levels.

Excellent: The candidate shows a high level of service through either volume or leadership in at least three of the following areas: community, professional associations or the College, University, and Departmental levels.

Good: The candidate shows an adequate level of service in two of the following areas: community, professional associations or the College, University, and Departmental levels, with at least one of those levels being the College, University or Department.

Fair: The record of the candidate is adequate in only one of the following areas: community, professional associations or the College, University, and Departmental levels. In addition, if the candidate refuses to serve on either College or Departmental committees, a rating of “fair” may be appropriate.

Unsatisfactory: The record of the candidate is inadequate in all of the following areas: community, professional associations or the College, University, and Departmental levels. In addition, if the candidate refuses to serve on both College and Departmental committees, a rating of “unsatisfactory” may be appropriate.

VI. SEQUENCE OF EVENTS:

- A. Candidate meets with Department Chair to discuss plans to seek promotion and/or tenure. The candidate is responsible for presenting the files in a comprehensive, orderly manner. It is the responsibility of the candidate to make a case for promotion and/or tenure. The Chair of the Committee is available for assistance and advice.

- B. Candidate prepares and submits file in accordance with the Tenure and Promotion calendar.
- C. The candidate submits the file to the Office of the Dean.
- D. The Committee Chair calls meeting of Department tenured faculty for discussion of the candidates. The Committee Chair prepares the ballots and establishes the time for the submission of the votes.
- E. The Dean will notify each candidate, in writing, the outcome of the results of the committee's action.
- F. The Dean forwards the complete file including Department Chair's vote, the Dean's vote and the vote count through appropriate University channels.

VII. RESPONSIBILITY FOR THE CANDIDATE'S FILE

- A. The candidate bears primary responsibility for preparation of the file on which the decision will be based. The candidate must maintain the records and documentation that will be needed for the file.
- B. In addition to the tenure and promotion file, the candidate will also provide specific materials requested by the Committee Chair that will be required by the external reviewers.
- C. Candidates will be responsible for assembling their files in accordance with the format distributed by the Office of the Provost. This format is developed in accordance with The Faculty Manual of the University of South Carolina, Columbia Campus and the University Tenure and Promotion Committee Guidelines.
- D. The candidate is responsible for delivering the completed file to the Office of the Dean by the required date.
- E. The Committee Chair may advise the candidate in matters relevant to the assembly of the file, but the ultimate responsibility belongs to the candidate for all documentation and organization.