

**TENURE AND PROMOTION CRITERIA AND PROCEDURES  
INTERNATIONAL BUSINESS DEPARTMENT  
THE DARLA MOORE SCHOOL OF BUSINESS**

Unit Approval – March 21, 2013  
*Approved by UCTP April 18, 2013*

**I. TENURE AND PROMOTION CRITERIA**

Promotion and/or tenure review and procedures for the International Business Department will be conducted in accordance with the provisions of the Faculty Manual, (December 13, 2011) the Guide to Criteria and Procedures (September, 2012) established by the University Committee on Tenure and Promotions (UCTP), and the criteria and procedures defined in this document. In the event of a conflict, the Faculty Manual (December 13, 2011) is to be considered the final authority.

Awarding of promotion and/or tenure is based on a candidate's performance in the areas of research and scholarship, teaching and student development, and service, and on his or her possessing the appropriate academic credentials. The specific criteria for each area are specified in greater detail below.

**I.A Tenure and Promotion Performance Definitions**

The following adjectives and general definitions are used to rate a candidate's performance, as set forth in the Faculty Manual (December 13, 2011):

Outstanding: The candidate's performance is far above the minimally effective level. In regard to research and scholarship, output is of very high quality, and a national/international reputation is evident.

Excellent: The candidate significantly exceeds the minimally effective level of performance. In regard to research and scholarship, output is already of high quality, and a national/international reputation is clearly possible, if not likely.

Good: The candidate's performance is clearly above the minimally effective level. In regard to research and scholarship, he or she shows promise of high quality in the future.

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

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

## **I.B Requirements for Promotion to the Rank of Associate Professor with Tenure, or Tenure at this Rank**

Criteria for all tenure and promotion decisions shall require a record of accomplishment indicative of continuing development of the faculty member in research, teaching, and service, and appropriate progress toward development of a national or international reputation in a field. Criteria for tenure at any rank must require evidence of consistency and durability of performance.

Unit criteria for promotion to associate professor and for tenure at the rank of associate professor shall require, at a minimum, evidence of excellence in research, accompanied by a record in the other areas that is at least good, and evidence of progress toward establishing a national or international reputation in a field. A record of accomplishment indicative of continuing development of the faculty member in research, teaching, and service, and appropriate progress toward development of a national or international reputation in a field is required. Evidence of consistency and durability of performance is required.

An assistant professor may apply for promotion to associate professor without applying for tenure if the faculty member is not in the penultimate year of the maximum probationary period. A faculty member may not be tenured at the rank of assistant professor.

## **I.C Requirements for promotion to the rank of full professor, or tenure at this rank**

Criteria for promotion from associate professor to professor and for tenure at the rank of professor shall require, at a minimum, evidence of excellence in research and teaching, accompanied by a record in service that is at least good. A record of accomplishment indicative of continuing development of the faculty member in research, teaching, and service is required. Evidence of consistency and durability of performance is required.

## **II. EVALUATION CRITERIA AND EVIDENCE OF RECORD**

### **II.A Research and Scholarship**

Research and scholarship can assume a variety of forms and represents contributions in the theoretical, conceptual, methodological, and empirical domains. Research contributions include: generating theories or developing methods; reporting substantive empirical findings; validating theories or testing methods; and analyzing and synthesizing existing knowledge.

Both the quantity and quality of a candidate's contribution are important to the evaluation of scholarly activity, with primary weight placed on the quality of the candidate's output. Quality is defined in terms of: (1) importance of results and discoveries, (2) sophistication and depth of analysis, and (3) methodological rigor. Original contributions in conceptual frameworks, conclusions, and methods are more heavily weighted than works exhibiting minor variations of prior work, or those repeating familiar themes in the

literature. Furthermore, original contributions that develop, or incorporate, interdisciplinary/multidisciplinary approaches are highly valued.

Evidence of quality may include: (1) the prominence of the peer-reviewed journal in which the work is published, (2) the degree to which the publisher of a book/monograph is considered as distinguished, (3) the citations or other impact measures of the candidate's work by other scholars, and (4) written evaluations on the contribution of the candidates' scholarly activity from nationally or internationally recognized scholars.

With regard to the written evaluations on the contribution of the candidates' scholarly activity from nationally or internationally recognized scholars, at least five evaluations must be obtained from impartial scholars at peer or aspirant institutions within the field, outside the University of South Carolina. The Unit Tenure and Promotion Committee is responsible for identifying and selecting at least five external reviewers. The Chair of the Unit Tenure and Promotion Committee is responsible for contacting the outside reviewers and securing their agreement to participate in the review process. 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; 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. All evaluators must be asked to disclose any relationship or interaction with the applicant.

Additional evidence of scholarly contribution includes, for example: (1) awards based on scholarship and publications, (2) publication of scholarly book chapters or monographs, (3) collections containing contributions by leading scholars in the candidate's scholarly domain, (4) acquisition of peer-reviewed research grants/contracts from outside the University, (5) publication of refereed proceedings, (6) presentation of research papers at meetings of academic societies or associations, (7) publication of articles in professional, policy and non-refereed journals, (8) chairing research sessions and discussing research papers at major conferences and other universities and colleges, (9) editorship and reviewing for scholarly journals, (10) affirmative acknowledgement of published work by other scholars, (11) reviews of published work and pre-publication review of works in press, and (12) book reviews in leading journals of the candidate's scholarly domain.

## **II.B Teaching and Student Development**

The evaluation of the teaching and student development component of the file must include peer and student evaluations and a summary and evaluation of the candidate's teaching and student development performance by a member of the Unit Tenure and Promotion Committee. The summary should provide appropriate context regarding teaching performance and student and peer evaluations. For example, evidence on a candidate's teaching and student development performance may include: (1) peer evaluations of the candidate's teaching, (2) students' evaluations of the candidate and the courses taught by the candidate, (3) participants' evaluations of the candidate's teaching in professional/executive programs, (4) teaching honors and awards, (5) development of

new courses and significant innovations in teaching techniques, (6) development of instructional material and methods including but not limited to texts, work books, cases and exercises, visual media, and computer software that are related directly to one's courses, (7) publications and presentations that describe pedagogical developments and curricula design, (8) supervision of Ph.D. students, (9) supervision of research or independent study by undergraduate or masters-level students, (10) involvement with students pursuing non-dissertation and non-theses research, (11) supervision of student consulting projects, internships, and field studies, and (12) advisement and mentoring of students. Performance in teaching across our portfolio of degree and non-degree programs is relevant.

Peer evaluations of teaching should incorporate teaching observation and consider a variety of factors, such as the course level, course content, the exam process, course rigor, class size, grade distribution, and efforts to provide creative and effective learning experiences. A minimum of three peer evaluations is required.

## **II.C Service**

Evidence of service includes, but is not limited to, the following activities within four primary areas:

(1) *To the Profession*: Includes activities such as leadership roles in administering professional organizations and conferences; editorial review board membership; journal editorship; review work for academic journals; review work for scholarly book publishers, reviews of papers for academic organizations; reviews for grant proposals; service as an external reviewer for promotion and tenure at other colleges and universities; and organizing and chairing research sessions and discussing research papers at conferences and other universities and colleges.

(2) *To USC and the Moore School*: Includes activities such as service and leadership roles on committees and task forces at USC, the Darla Moore School of Business, and the candidate's department; administrative responsibilities and functions; special projects for USC; development of programs for the Daniel-Mickel Center as well as other outreach activities; participation in activities sponsored by the school or centers; and advising student organizations.

(3) *To the State and Local Community*: Includes activities such as academically-based presentations to, and involvement with, community groups or government committees and task forces.

(4) *To the National and International Community*: Includes activities such as service or leadership roles with governmental organizations, international nongovernmental organizations, global public policy networks, etc.

### **III. OTHER MATTERS RELATED TO UNIT CRITERIA AND PROCEDURES**

- (1) Candidates for faculty appointments will be recommended for tenure on appointment by a favorable vote of the tenured faculty of equal or higher rank in the unit.
- (2) Time and accomplishments in a faculty position at another educational institution will be considered in evaluating a candidate for tenure and/or promotion.
- (3) There is no required minimum time of service at USC for faculty hired from another institution to be considered for tenure and/or promotion.
- (4) Candidates for faculty tenure will be recommended by a favorable vote of the unit's Tenure and Promotion Committee, which is comprised of the tenured faculty of equal or higher rank in the unit. Candidates for promotion will be recommended by a favorable vote of the unit's Tenure and Promotion Committee, which is comprised of the tenured faculty of higher rank in the unit. Faculty on leave (e.g., on sabbatical or for medical reasons) are eligible to serve on the Unit Tenure and Promotion Committee. If necessary, the Unit Tenure and Promotion Committee members eligible to vote shall select additional qualified members from other disciplines within The Darla Moore School of Business to achieve at least five (5) voting members. Each member eligible to vote shall vote "yes" or "no" or "abstain." A simple majority of those voting "yes" among those voting "yes" and "no" shall constitute a favorable recommendation.
- (5) Faculty Hired On or After January 1, 1995. Faculty members hired into the tenure track after January 1, 1995, shall be responsible within their probationary period for meeting the unit tenure and promotion criteria and university standards in effect at the time of their hiring unless the faculty member elects to be considered under the unit criteria and university standards in effect at the time of the application for tenure. For all subsequent promotions the faculty member shall be responsible for meeting unit criteria and university standards in effect at the time of their application for that promotion.
- (6) Faculty with Joint Appointments. The criteria for granting tenure or promotion to a jointly appointed faculty member shall be those of the primary unit. For faculty holding joint appointments, each secondary unit must be given an opportunity to propose outside evaluators and to comment on evaluators proposed by the primary unit. Primary and secondary units should work together to obtain a suitable, representative group of evaluators. In any event, an evaluation must be solicited from at least one evaluator nominated or approved by each secondary unit.

Any department or program that is the secondary unit for one or more faculty members with joint appointments must have in effect a written statement of procedures by which the views of all faculty eligible to participate in evaluation of the candidate will be solicited and provided for inclusion in the candidate's file. This procedure can be as simple as a summary of faculty comments. The written statement

of procedures may be included in the unit criteria, in faculty by-laws, in another document adopted by or with the approval of the affected faculty, or in a memorandum of understanding (MOU) approved as provided below.

Any department that is the primary unit for one or more faculty members with joint appointments must include in its criteria, or in a memorandum of understanding approved as provided below, processes for (1) involving each secondary department or program in the selection of outside evaluators; (2) making the candidate's file available to eligible faculty of each secondary unit; and (3) obtaining formal input from the eligible faculty of each secondary unit and placing it in the candidate's file at least five working days prior to the unit's vote on the application.

The memorandum of understanding (MOU) should include (1) identification of the tenuring unit; (2) teaching load and split of teaching load between the primary and secondary units; (3) formula and criteria for sharing indirect cost return (IDCR) among the units; and (4) service responsibility load and split between the units. The MOU should include signatures of the jointly appointed faculty member, the unit heads of the primary and secondary units, the deans of the colleges in which the units reside, and the provost. The teaching load for a joint appointment should not be greater than for a faculty member of the same rank in the primary unit. The service load for a joint appointment should be comparable to normal service load of a faculty member of the same rank in the primary unit.