

UNIVERSITY OF SOUTH CAROLINA
College of Hospitality, Retail, and Sport Management
Approved by UCTP - October 2007
TENURE AND PROMOTION
CRITERIA AND PROCEDURES

The primary mission of the University of South Carolina, 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.

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

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 to improve the quality of life for South Carolinians.

Service

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

The College of Hospitality, Retail and Sport Management offers academic programs in Hotel, Restaurant, and Tourism Management; Interdisciplinary Studies; Retailing; Sport and Entertainment Management; and Technology Support and Training Management. Because each program 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, 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, 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 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 College.

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, indicate the level of importance or prestige of the various journals involved. All publications should be separated by refereed and non-refereed status. Candidates are encouraged to attend the Promotion and Tenure session that is led by the UCTP on reading day each spring semester.

I. 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 College of Hospitality, Retail, and Sport Management.
- 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.
- D. The Chair of the Committee shall be elected by a majority of the Committee for a one-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. Election of the Committee Chair and Secretary shall take place prior to the end of the spring semester. The Committee Chair and Secretary will assume their duties on May 1.
- E. A quorum shall consist of two-thirds of the Committee membership.
- F. A Chair-elect will work with the Tenure and Promotion Chair for one year. At the end of the 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 College for comment and ratification by a majority of the faculty members.

II. TENURE AND PROMOTION PROCEDURES

The tenure and promotion procedures to be followed by the College of Hospitality, Retail, and Sport Management (hereafter College) 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 *Guide to Criteria and Procedures* manual (informally referred to as the USC Goldenrod manual) should be used as a guide when preparing documents for tenure and promotion. The Faculty Manual and the College 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, 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 Chairs and Chair of T & P Committee shall meet with the new full-time faculty to discuss tenure and promotion requirements. At the end of each academic year the Dean and Chair of the T & P Committee shall meet with potential candidates to discuss the submission of files.
- E. 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 decision year. Intentions must be filed with the Dean, in writing, within ten days after the faculty member's notification.
- F. For a complete review of the file under consideration, the College will solicit evaluation letters from reviewers. The Committee will secure 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 nor should they have any professional or personal affiliation with the candidate (e.g., dissertation director, former teacher, former classmate, co-author, co-investigator, etc.). The candidate may submit two of the five names for consideration by the T & P Committee in consultation with the Department Chair. The Committee Chair will select two names from the list. The Committee Chair, in consultation with the Department Chair (unless the Department Chair is a candidate), will select the remaining three persons 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. External reviewers should be highly respected professors with outstanding research records and should be employed by similar or aspirant universities.

- G. The Committee will convene for confidential discussions on each candidate for tenure and promotion. 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. 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 and service.
- H. 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.
- I. The College Committee 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 evaluations.
- J. 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.
- K. The Chair will schedule a meeting of the committee members eligible to vote on each candidate in accordance with the University's Tenure and Promotion calendar. The Dean will notify all candidates, in writing, as to the results of the committee's actions. The vote count will not be revealed to the candidate. 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.
- L. Meetings at which candidates are considered for promotion and/or tenure are normally closed to everyone except those eligible to vote on the candidate.
- M. If the College 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 Dean.
- 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 College Committee. The Committee Chair will

inform 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. 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.
- P. All files and recommendations from the Committee, including the recording of votes and all written comments, will be forwarded to the Dean. The Committee Chair will attach to the file written indication of how many eligible faculty members did not vote.
- Q. 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 Committee Chair. The candidate's Department Chair shall submit a recommendation to the Dean. The Dean then reviews all materials, makes a recommendation, and submits the file to the Provost.
- R. 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.
- S. In cases of appeal of a negative vote, 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.

III. CRITERIA FOR TENURE AND PROMOTION

Awarding of promotion and/or tenure in the College of Hospitality, Retail, and Sport Management (HRSM) is dependent upon the candidate's performance. The Committee will review the candidate's productivity in research, teaching, and service, and the evaluation of appropriate academic degrees.

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.

Criteria for Assistant Professor

Assistant Professors work toward tenure and promotion to Associate Professor during the first five years. Although not restricted, it is atypical for Assistant Professors to apply for tenure and promotion early. Faculty members can elect to be considered at any time prior to their decision year without prejudice.

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” in either research or teaching;
- Earn a rating of “good” or “excellent” 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” in either research or teaching;
- Earn a rating of “good” or “excellent” 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;
- Earn a rating of “excellent” in research;
- Have compiled a body of research that is recognized for outstanding quantity and quality that impacts the discipline;
- Earn a rating of “excellent” in teaching; and
- Earn a rating of “good” or “excellent” in service;
- Establish a record of consistent and durable research and teaching;
- Show promise of continuing to grow and mature as a senior researcher, mentor, and leader.

A. Research

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

Research quality may include:

- Acceptance rate of the journal;
- Impact of the information revealed;
- Creativity of the thought processes; and
- Rigor of the methods utilized.

Evidence of a candidate's contribution to research is not considered equivalent in all venues.

- Research is most valued when the candidate is listed as the first or second author;
- Greater emphasis is placed on the highest quality journals; that is, publication of peer-reviewed articles in academic journals;
- Acquisition of external research grants;
- Application for external research grants;
- Publication of scholarly books is weighed in accordance with their impact on the discipline; and
- In all cases, the candidate should indicate his or her contribution to the article when multiple authors are listed.

The College recognizes the candidate's contribution to research when the results are disseminated in the following manner; they are, however, considered 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;
- Publication of book chapters or monographs that specifically focus on research;
- 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;
- Receipt of internal research 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.

Definition of Scholarship Ratings:

Excellent: The candidate has consistently published an average of two or more peer-reviewed journal articles annually. External evaluations conducted by referees attest to the national or international importance of the scholarship (e.g., citations, letters to the editors). The collective body of a candidate's publications demonstrates an impact on the discipline. The research record should demonstrate a stream of research that is durable and consistent.

Good: The candidate has published an average of one or more but less than two peer reviewed articles annually. The quality and significance of the candidate's scholarship efforts are documented through external referees (e.g., citations).

Fair: The candidate has published an average of less than one but no less than .5 peer-reviewed publications annually. External referees were unable to attest to the quality and significance of the candidate's scholarship efforts.

Unsatisfactory: The candidate has published fewer than six peer reviewed articles. External referees were unable to attest to the quality and significance of the candidate's scholarship efforts.

B. Teaching

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

Student evaluations will be among various indicators that will be examined to determine the teaching effectiveness of a faculty member.

Required documentation:

- Student evaluations from every course taught prior to tenure and/or since the last promotion;
- A summary of all teaching activities (e.g., incorporation of multimedia into the lectures) prior to tenure and/or since the last promotion; (these teaching evaluations are summarized and documented by the senior faculty member); and
- Annual peer evaluations (conducted by at least one faculty member at the full professor rank); one peer evaluation annually is recommended.

Optional sources:

- Annual evaluations by the Committee prior to tenure and/or since the last promotion; and
- Annual evaluations by the Department Chair prior to tenure and/or since the last promotion.

Definition of Teaching Ratings:

Excellent: The candidate generally receives an excellent rating in three of the four categories: student course evaluations, faculty peer evaluations, Department Chair evaluation, and annual evaluation by the Tenure and Promotion Committee.

Good: The candidate generally receives good rating in three of the four categories: student course evaluations, faculty peer evaluations, Department Chair evaluation, and annual evaluation by the Tenure and Promotion Committee

Note: A rating of “good” or higher in teaching is required for tenure and promotion.

Fair: The candidate generally receives a fair rating in three of the four categories: student course evaluations, faculty peer evaluations, Department Chair evaluation and annual evaluation by the Tenure and Promotion Committee.

Unsatisfactory: The candidate generally receives an unsatisfactory rating in three of the four categories: student course evaluations, faculty peer evaluations, Department Chair evaluation and annual evaluation by the Tenure and Promotion Committee.

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 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 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:

Excellent: The candidate shows a high level of service in at least two 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.

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.

Unsatisfactory: The record of the candidate is inadequate in all of the following areas: community, professional associations or the College, University, and Departmental levels.

IV. 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 College 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.

V. 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. Candidates should refrain from assembling extremely large supporting files.