

DEPARTMENT OF HOSPITALITY AND RETAIL MANAGEMENT
Standards and Procedures for Promotion and Tenure
Associate Professor

The policies provided in this document are based on, and in compliance with, the requirements described in Texas Tech University [OP 32.01](#), [31.02](#), [32.17](#), and the [Promotion and Tenure Standards and Procedures for the College](#). Should conflict arise between the Department and College policies, College policies regarding Promotion and Tenure shall take precedence. A clear statement of tenure expectations is valuable to both current and new faculty. Before articulating the expectations, guidance is offered about how this statement of expectations should be interpreted and applied.

1. The tenure and promotion guidelines set by **Texas Tech University** and/or **College** may change during a faculty member's probationary period. The faculty member will be notified of such changes and will be expected to meet any new guidelines unless otherwise notified in writing by the Dean.
2. The tenure and promotion guidelines set by the **Department** may change during a faculty member's probationary period. The faculty member will be notified of such changes and will have the option to use the guidelines enforced at the time of their hiring or the new guidelines.
3. These expectations are not a statement of minimum standards, but guidelines to help candidates prepare for successful applications. Failure to meet the expectations may result in a negative tenure recommendation. However, meeting or exceeding the expectations does not automatically guarantee a positive tenure recommendation. Instead, these expectations are intended to guide performance and decision making, considering all relevant factors.
4. These expectations are designed for faculty applying for tenure and promotion to the rank of Associate Professor at the beginning of the sixth year following their date of hire. Factors such as previous employment at Texas Tech University or tenured/tenure-track employment at other universities may create exceptions to the presented guidelines. Exceptions to the tenure-track timelines as specified in University OPs must be specified in the initial offer letter, which has the approval of the Dean and Provost. Beyond these instances should a tenure-track faculty seek to apply for tenure prior to the start of their sixth year following their date of hire, the faculty member would need to visit with the Department Chair to determine the likelihood of success.

Review

The Department of Hospitality and Retail Management (HRM) Standards and Procedures for Promotion and Tenure will be formally reviewed by the faculty and administration every five years unless significant change is made to the University and/or College policy. This

document presents policies that were approved by the Department faculty and the College in 2022. The next formal review will be scheduled for 2027-28.

Rationale

Developing tenure and promotion expectations is important for a variety of reasons. Some of the more important reasons include:

- A clear statement of research expectations is important to the HRM Department's effort to continue to raise its level of national and international recognition in correspondence with the University's recognition as a Carnegie R-1 University.
- Teaching excellence remains central to our mission. A clear statement of teaching expectations reaffirms our commitment to teaching excellence.
- Documentation of clear tenure and promotion expectations is an important factor in the Department's ongoing continuous improvement efforts.
- A clear statement of tenure and promotion expectations will guide the performance of both tenure-track and tenured faculty.

Adopted by the Faculty on September 16, 2022

GENERAL CRITERIA

Guidelines for Scholarly Activity, Teaching, and Service

Scholarly Activity Expectations for Tenure-track Faculty

The research expectations for tenure-track faculty members nearing the end of their probationary period at the beginning of their sixth year are to have achieved, *at the minimum*, the research expectations or their equivalents in accordance with the guidelines found in the approved; Expectations of Scholarly, Teaching, and Service Activity document, at the time they are preparing their tenure packet. Scholarly activities shall be reflected in Faculty Success (Formerly, Digital Measures). Should the impact factor of a journal change considerably in a negative direction, the candidate may provide historical data for the impact factor for this journal within the last five years to provide appropriate context. The quality of research is valued over the quantity of publications.

The evaluation of research will include an external review from peers of the rank being sought or higher, from outside the University, preferably from identified peer or aspirational institutions. The Department Chairperson is responsible for the solicitation of the external reviewers. The Department Chairperson will consult with the faculty member on potential reviewer candidates and may choose to use some or all of those reviewers identified during the consultation. Letters from outside reviewers are available to the applicant and are included in the applicant's dossier.

The standards for tenure exceed the standards for promotion to Associate Professor. Thus, someone may be hired as an Associate Professor. Rarely would a faculty member be granted tenure without promotion to Associate.

These expectations assume the faculty member is within their six-year probationary period and thus, the research considered is work done while at Texas Tech University as evidenced by the institution attribution in the publication. In the case that a faculty member is hired with credit towards tenure, their research published prior to joining HRM may be considered in addition to work completed at Texas Tech University. Any such consideration must be articulated in writing in the offer letter or a separate agreement at the time of hire approved by the Department Chairperson, Dean, and Provost.

Journal Lists

The impact of faculty research is measured in the quality of the journals in which the faculty publish. This is determined using journal lists categorized by independently created and academically recognized impact factors. The journal lists should be used by faculty members to guide their publication goals, associated with their individual research agendas. There are significant differences across the various academic interests represented within the Department of Hospitality and Retail Management. Therefore, the Journal List Committee establishes a ranked listing of journals reflecting the diversity of interest found in the Department utilizing the Department approved impact metric. The specific impact metric and the category cutoffs must be approved by the HRM Faculty. The Department Chair will retain final approval. The impact metric is used to rank the journals by discipline into categories of 5 (highest) to 1 (lowest). Journals without any identified impact factor, limited history, or without a listing in Cabell's International Journal Listing will be listed as PR (peer reviewed only). The journal lists will be evaluated annually unless a request is presented to the committee for an exception prior to the annual review and will be revised as appropriate. Publication in non-academic journals (e.g., trade publications) is also encouraged. Trade journal publications serve as outreach to the industry and community and can help disperse research insights which can benefit the industry and consumers more quickly. Journal Lists can be found in a separate HRM Journal List document.

NOTE: The Journal List utilized in the evaluation of Promotion and Tenure is reviewed no less than annually by the Department's standing Journal List Committee.

Teaching Expectations

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, labs, the supervision of internships, and creation of instructional materials, significant restructuring of existing courses, and the design of new courses.

All faculty members seeking tenure and promotion are expected to have demonstrated

teaching competency in multiple levels of a department's course offerings. Tenure-track faculty members should regularly receive acceptable teaching evaluations from students. Tenure-track faculty members often develop as teachers gain experience. Thus, student evaluations received in later years may be weighed more heavily than those received in earlier years. Faculty members are also encouraged to engage in innovative teaching practices. Not all innovations will be successful. Thus, decisions will be based on an overall pattern of teaching evaluations rather than on the evaluations received from any single course or section. Tenure-track faculty are also required to receive at least one peer evaluation from the College of Human Sciences Teaching Effectiveness Committee(COHSTEC) annually. It is explicitly recognized that there are many ways to evaluate teaching effectiveness and that demonstrating teaching effectiveness may involve data from sources other than students. Thus, new faculty members are encouraged to develop a teaching dossier with multiple indicators of teaching success. Faculty may also submit observations of teaching from peers.

Teaching Expectations for Tenure-track Faculty

The Hospitality and Retail Management Department values excellence in teaching. All faculty members are expected to be quality teachers who are well organized, creative, regularly update their course materials, and who demonstrate a genuine desire to facilitate student learning. Further, that they should be prepared to deliver a quality education experience at both the undergraduate and graduate levels and in multiple formats such as; in-class, hybrid, and online.

It is recognized that there is not a generally accepted definition of teaching excellence. Thus, the Department is open to alternative methods of demonstrating teaching effectiveness. Teaching activities shall be reflected in Faculty Success (Formerly, Digital Measures). These activities can include faculty development activities attended; fellowships, scholarships, and awards related to teaching; teaching certifications; academic advising; course coordination; and items related to scheduled teaching such as delivery types, grade distributions, course preparation, pedagogical innovations and activities, teaching material developments, and syllabi. In addition, more traditional measures of teaching effectiveness will be examined, including course level (undergraduate and/or graduate), online, in-person, rigor and content, assessment techniques, and student evaluations of teaching.

All faculty members receive an Annual Faculty Review which is provided by the Department Chairperson and reviewed by the Dean's Office. Teaching is a part of this review and may cover SCH production, new preparations, new courses, overloads, etc., in addition to student and peer evaluations. Teaching expectations are detailed in the separate Expectations of Scholarly, Teaching, and Service Activity document.

Service, Outreach and Engagement Expectations for Tenure-track Faculty

Service is anticipated to vary across the probationary period of a tenure-track faculty member's career. Generally, new faculty members should expect the Department

Chairperson to help shield new faculty from significant service commitments during their first year or two (depending on departmental needs) and to engage in limited service activities prior to tenure. External professional service activities that bring recognition to the HRM Department, such as review activities for major journals or conferences and participation in professional organizations, are encouraged.

As a faculty member moves toward review for tenure and promotion, their service contribution should increase. However, internal service commitments should not detract from research, teaching, or external service that enhances the reputation of the Department or the College of Human Sciences. Leadership service to relevant academic societies and ad hoc reviewing for major journals is valued. Service expectations are detailed in the separate Expectations of Scholarly, Teaching, and Service Activity document. Service activities shall be reflected in Faculty Success (Formerly, Digital Measures).

Collegiality Expectations

HRM promotes strong collegiality. All faculty are expected to demonstrate collegiality. An ongoing and systematic effort to engage in collegial behavior is a requirement for tenure and promotion.

A significant part of collegiality is an open environment supporting diversity, equity, and inclusion for our faculty, staff, and students. HRM defines collegiality as: “Collegiality addresses such issues as the candidate’s compatibility with department missions and goals, an ability and willingness to work cooperatively within the department and College, a willingness to engage in shared governance, and a high standard of professional integrity in dealing with colleagues and students”.