

## **DEPARTMENT OF HOSPITALITY AND RETAIL MANAGEMENT**

### **Expectations of Scholarly, Teaching, and Service Activity**

#### **Tenured/Tenure-Track Faculty Scholarly Activity Expectation:**

To receive promotion and tenure, faculty members are expected to demonstrate, through published research, grant submission and funding, the ability to perform research relevant to their discipline, including conceptualization, theory building, and appropriate methodology. Published research is expected to conform to the following:

- Sole, lead, and/or second author on the majority of the published research
- Evidence of a clear, consistent, and readily identifiable stream of research
- Ideally, publications will be comprised of no more than four authors
- Cross-disciplinary research both within the Department, College, University, other US and International Universities, and institutes is encouraged if the applicant's discipline is clearly applied in the research
- Because promotion and tenure uses past performance as an indicator of future performance, evidence of a consistent pattern of ongoing research is required.

The following provides examples of scholarly productivity which may result in a positive evaluation of performance for tenure and/or promotion. However, these are not meant to be explicit guidelines representing either a minimum or an ideal. They are strictly to serve as examples. Achieving any of the combinations detailed herein should not be considered having met the criteria necessary to earn either tenure or promotion.

For faculty seeking tenure and promotion to Associate Professor, five (5) Level-5 journal publications or their equivalent on average in combination with other scholarly activities are recommended. Tenured faculty seeking promotion to Professor, would continue to follow the same rule of one (1) Level-5 journal every year on average. Research should be comprised primarily of scholarly publications with the potential to have a mix of publications and grants.

The journal publication equivalents can be found below:

- Level-4 Journal publication: 2 publications = 1 level-5 journal publication
- Level-3 Journal publication: 2 publications = 1 level-4 journal publication
- Level-2 Journal publication: 2 publications = 1 level-3 journal publication
- Level-1 Journal publication: 2 publications = 1 level-2 journal publication
- PR Journal publication: counts as a publication with no equivalent

Examples of equivalent combinations (for reference only) are as follows:

1. Eight (8) level-4 publications plus two (4) level-3 and other scholarly activities,  
or
2. Two (2) level-5 publication plus four (4) level-4 publications, plus four (4) level-3 publications, and other scholarly activities

3. One (1) level-5 publication with six (6) level-4 publications plus four (4) level-3 publications and other scholarly activities

Grant activity can be classified in terms of received funding as follows:

- Significant External Research Grant = \$100,000
- Substantial External Research Grant = \$50,000 - \$99,999
- Notable Research Grant = \$10,000 - \$24,999

Grants are highly prized for their ability to help foster high-level academic research outcomes. While they are given significant weight in the determination of high-achieving scholarly activity, they do not substitute for publications.

Other Scholarly activities include:

- Ad hoc journal reviewer
- Grants reviewer
- Submitted grant proposal(s)
- Published book (s) (scholarly or textbook)
- Published book chapters
- Presentations at regional, national, and international conferences
- Invited research presentation/panels
- Best paper awards
- Research awards
- Finalist for a research award
- Attended research-related seminars/workshops
- Attended research-related conference(s)

#### **Tenure-track Faculty Teaching Activity Expectation:**

- Prior to the tenure decision, all faculty members are expected to demonstrate teaching effectiveness in multiple courses and at multiple levels. We realize that teaching loads are determined by departmental needs and/or individual faculty administrative duties. Thus, deviations from this expectation are acceptable when dictated by resource constraints in the department.
- All faculty members are expected to view the design and delivery of multi-section courses as a collaborative effort and willingly contribute to coordination efforts for multi-section courses. Such coordination efforts might include covering jointly determined content, participating in common assessment techniques, and using jointly determined educational materials in multi-section courses. All faculty members are expected to fully embrace the University Assessment policies and procedures and support those that pertain directly or indirectly to their teaching assignments.
- All faculty members are expected to generate an acceptable pattern of student evaluations of teaching. Although it is impossible to specify completely what

constitutes an acceptable pattern of student evaluation, it is expected that (1) teaching evaluations are consistent with the departmental mean, or above 4.0 (on a scale of 5), (2) very few poor teaching evaluations, defined as below 3.5, and (3) at least some very good teaching evaluations, defined as 4.25 or above. Tenure-track faculty members are expected to improve their teaching as they gain experience, and, thus, longitudinal trends will be considered as patterns of student evaluation of teaching are interpreted. Student evaluations shall include evaluation scores and representative comments. Promotion and Tenure Candidates are allowed to provide responses to student evaluation comments but are not required.

- Teaching performance of HRM faculty members (Promotion and Tenure candidates) shall also be evaluated by the College of Human Sciences Teaching Effectiveness Committee members (COHSTEC). COHSTEC are required to evaluate all pre-tenure faculty members annually and serve as peer evaluators. Faculty members contemplating promotion should be evaluated regularly according to the annual review practice. In the sixth year before applying for promotion, faculty members may need to request an evaluation outside of standard rotation to be included in the tenure and promotion dossier. Faculty courses can be evaluated by TEC regardless of the mode of delivery. However, in-class delivery is preferred. On-line courses will be evaluated according to the guidelines developed by the HRM WOWED Committee. These evaluations shall be reported in the narrative statement provided by the Promotion and Tenure Candidate.

**Examples of other teaching activities are:**

- Taught Communication Literacy Course(s)
- Taught Study Abroad Course(s)
- Taught Service-Learning Course(s)
- Taught Online Course(s) (extra workload)
- Developed New Course Taught this Year
- Guest Lecture(s)
- Service-Learning Project(s)
- Organized a Faculty-led Student Trip(s)
- Accepted as a Member of Teaching Academy this year
- Active Teaching Academy Member
- Received a Teaching Award (nomination)
- Recipient of Teaching Grant or Gift (verifiable by development office)
- Attended Teaching Related Seminars/Workshops
- Supervise Teaching Assistant(s)
- Mentor Doctoral Student(s)
- Graduate Committee Membership (Chair, Member, etc.)

**Tenure-track Faculty Service Activity Expectation:**

- All tenured faculty members are encouraged to participate as PhD student committee chairs and members.
- All tenure-track faculty members are encouraged to participate as PhD student committee members.
- All tenure-track faculty members are discouraged from serving as a co-chair of a PhD student committee until they have successfully completed their third-year review.
- All tenure-track faculty members who wish to serve as a PhD student committee chair are required to seek Department Chair approval prior to obtaining tenure.
- All faculty members are expected to participate regularly in Department and College faculty meetings and other Department and College activities.
- Prior to tenure and promotion review, tenure-track faculty members are expected to serve on at least one College committee or taskforce.
- All faculty members are expected to be available on-campus or virtually for regular informal interactions with other department members and graduate students (when appropriate) as a demonstration of collegiality.
- Participation as an ad hoc reviewer of journals on the HRM journal list or for national conferences is highly desirable.
- Involvement and participation in interdisciplinary professional activities with those outside the HRM Department are encouraged.
- Faculty members are expected to make professional contributions through service to the Department, College, University, and discipline at large. These include service as advisers, committee members, task force members, and as actively participating members of the University.
- Discipline-related service to the state and region as well as society represents important contributions.
- Besides these traditional forms of service, community outreach and engagement has become an important focus of the university and are of particular value for a candidate.
- Service-Learning is an excellent way to connect academic areas and community outreach within the university setting.
- Participation in the activities of professional societies and organizations, especially through service in leadership roles, is a strong indication of professional commitment.
- Contributions through presentations and consultative services are regarded as further evidence of professional reputation.
- All such service and activities may include paid (compensated) as well as unpaid work on behalf of the profession. Annual disclosure of consultative service is required by the university.
- Other Service activities:
  - Serve as a Graduate Advisor
  - Associate Chairperson
  - Program/Center Director or Associate Director
  - Program Coordinator

- Board or executive committee member of a community organization
- Board or executive committee member of an industry trade organization
- Board or executive committee member of a national academic organization
- Participate in outreach and engagement activities
- Special assignments for program or department
- Serve as advisor to student organizations
- Serve as co-advisor to student organizations
- Graduate School Representative for Dissertation Defense(s)
- Engage in Consulting with Industry/Academia
- Received a Service-Related Award(s)
- Serve as Editor or Editorial Board for Refereed Journal(s)
- Serve as Guest Editor for a Refereed Journal(s)
- Serve as Editor to Non-refereed or Trade Journal(s)
- Serve as Reviewer for Refereed Journal(s)
- Serve as Reviewer for Refereed Conference(s)
- Serve as Reviewer for a Grant Application(s)
- Serve as Outside Reviewer for Other Department's Graduate Program
- Serve as Accreditation Site Visitor
- Serve as Outside Tenure and Promotion Reviewer for Faculty from Other Universities

## **ADDENDUM**

### **TRANSITION: NEW PROMOTION, TENURE POLICY AND JOURNAL LIST**

- The revised Promotion and Tenure Policy will be effective immediately upon approval by the Department faculty and the Dean of the College of Human Sciences.
- The current Department Promotion and Tenure Policy will be in effect for those faculty members seeking Promotion and Tenure prior to September 2022. Faculty members who were hired between September 2015 and September 2022, may use either the Promotion and Tenure Policy and Journal List approved by the faculty on September 16, 2022, or the tenure and promotion policy in- force at the point of their hire, or a combination of both. Faculty hired after the revised Promotion and Tenure Policy and Journal List was approved by the faculty on September 16, 2022, will follow the revised procedure.
- The Promotion and Tenure Policy in effect prior to September 16, 2022, will be in effect for those faculty members seeking Promotion prior to September 2022. Faculty members who earned tenure and promotion to Associate between September 2015 and September 2022, may use either the Promotion and Tenure Policy and Journal List approved by the faculty on September 16, 2022, or the tenure and promotion policy in force at the point of their last promotion, or a combination of both. Faculty who earned tenure in 2014 and earlier or will earn tenure after the Promotion and Tenure Policy and Journal List was

approved by the faculty on September 16, 2022, will follow the new procedure.