

Criteria and Procedures for Promotion and Tenure

Marketing Department

The Darla Moore School of Business University of South Carolina*

Promotion and/or tenure reviews in the Marketing Program Area will be conducted in accordance with the provisions of the faculty manual and the Criteria and Procedures defined in this document. In the event of a conflict, the faculty manual will govern. Awarding of promotion and/or tenure in the Marketing Area is based on a candidate's performance in the areas of research, teaching, and service, and on his or her possessing the appropriate academic credentials. The specific criteria in the areas of research, teaching, and service are specified in greater detail in the remainder of this document along with defining terms. Procedures for the promotion and tenure process are summarized in a concluding section. The Marketing Area places relatively greater emphasis on research and teaching than on service; therefore, in reaching decisions involving promotion and/or tenure, major emphasis will be placed on research and teaching.

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Criteria

Professor

The rank of Professor signifies that an individual has attained the status of senior scholar and is therefore well known and highly respected for his or her expertise in a particular specialty area of Marketing. To qualify for promotion and/or tenure at the rank of Professor, a candidate must satisfy the following evaluative criteria.

1. Be rated as **excellent** in either research or teaching, be rated at least **above average** in the second of the two previous categories, be rated at least **average** in service and have earned the doctorate degree.

In applying these criteria, candidates will be compared to faculty at the Associate Professor rank. In other words, all candidates standing for Professor and/or tenure at the rank of Professor will be compared to Associate Professors as detailed on pages 3, 4, and 6 of this document.

Associate Professor

The rank of Associate Professor signifies that an individual is an emerging scholar who is developing a national reputation in a particular specialty area of Marketing. To qualify for promotion and/or tenure at the rank of Associate Professor, a candidate must satisfy one of the following two conjunctions of evaluative criteria.

1. Be rated as **excellent** in either research or teaching, be rated at least **above average** in the second of the two previous categories, be rated at least **average** in the service category, have earned the doctorate degree, and clearly possess strong potential for future promotion to Professor.

OR

2. Be rated as **above average** in research, teaching and service, have earned the doctoral degree and clearly possess strong potential for promotion to professor.

In applying these criteria, candidates will be compared to faculty at the Assistant Professor rank. In other words, all candidates standing for Associate Professor and/or tenure at the rank of Associate Professor will be compared to Assistant Professors as detailed on pages 3, 4, and 6 of this document.

Research Definitions and Specifications

Academic marketing research assumes a variety of forms and represents contributions in the theoretical/conceptual, methodological, or substantive domains. Contributions to academic marketing research include generating theories, methods, and reporting substantive findings; validating theories or testing methods; and analyzing and synthesizing existing knowledge.

Both quality and quantity of a candidate's research are important. **Quality** is defined in terms of (1) importance of the information revealed, (2) conceptual/theoretical sophistication, and (3) methodological rigor. Original breakthroughs in conceptual frameworks, conclusions, and methods are considered of higher quality than works exhibiting minor variations or those repeating familiar themes in the literature.

Evidence of a candidate's contribution to research ranked in order of importance includes the following: (1) Publication of articles in refereed journals, with emphasis placed on the highest quality marketing and consumer research journals; (2) Publication of scholarly books; (3) Publication of scholarly book chapters or monographs; (4) Acquisition of peer-reviewed research grants/contracts from outside the University; (5) Publications of refereed proceedings; (6) Presentation of research papers at meetings of academic societies or associations; (7) Publication of articles in non-refereed or professional journals; and (8) Chairing research sessions and discussing research papers at conferences.

Excellent	Candidate's record of research ranks in quality, quantity, and consistency over time with that of the best scholars at the candidate's present rank in departments of marketing at like colleges of business.
Above Avg	Candidate's record of research is recognizably higher in quality, quantity, and consistency over time than that of most colleagues at the candidate's present rank at departments of marketing at like colleges of business.
Average	Candidate's record of research is equivalent in quality, quantity and consistency over time to that of most colleagues at the candidate's present rank in departments of marketing at like colleges of business.
Below Avg	Candidate's record of research is recognizably lower in quality, quantity and consistency over time when compared to that of most colleagues at the candidate's present rank in departments of marketing at like colleges of business.
Poor	Candidate's record of research is unsatisfactory in quality and quantity when compared to that of most colleagues at the candidate's present rank in departments of marketing at like colleges of business.

Teaching Definitions and Specifications

Teaching is a multifaceted activity that is composed of classroom teaching, working with students outside the formal classroom setting, advising students, and developing courses, curricula, and teaching materials.

Evidence of a candidate's contribution to teaching ranked in order of importance includes the following: (1) Evaluations of a candidate's teaching performance by students; (2) Evaluations of a candidate's teaching performance by members of the faculty (Peer Reviews); (3) Receiving honors and awards for one's teaching; (4) Amount of teaching as reflected by course load (number of courses taught per year), course level (undergraduate, masters, or doctoral), number of students (class size), and number of different courses taught; (5) Development of instructional material and methods including, but not limited to, textbooks, work books, cases and exercises, visual media, and computer software that are directly related to the candidate's teaching; (6) Chairing of dissertation and thesis committees; (7) Service on dissertation and thesis committees; (8) Involvement with students in non-dissertation research projects; (9) Student counseling and advisement; (10) Developing new courses and curricula; (11) Participation in student organizations; and (12) Reviewing text books.

Excellent	Candidate's achievement far exceeds what one would expect of a faculty member at the candidate's present rank.
Above Avg	Candidate's achievement exceeds what one would expect of a faculty member at the candidate's present rank.
Average	Candidate's achievement is basically what would be expected of a faculty member at the candidate's present rank.
Below Avg	Candidate's achievement is slightly below what one would expect of a faculty member at the candidate's present rank.
Poor	Candidate's achievement is more than slightly below what one would expect of a faculty member at the candidate's present rank.

With respect to application of these criteria, much of the decision making process is subjective in nature and cannot be reduced to a simple set of quantifiable criteria. However, in general the Marketing Area's expectations for an average level of performance are listed below. Candidates for promotion and/or tenure are evaluated to determine whether their performance is either outstanding to or above average with respect to these expectations:

Candidate Status

Expectations for an Average Level of Performance

*Promotion to professor and/or
tenure at the rank of professor*

- 1) The ability to teach a variety of courses offered by the Marketing Area at all levels (undergraduate, masters, Ph.D.).
- 2) A record of teaching a full load of classes unless excepted by administrative assignments for the last three to five years.
- 3) A record of receiving positive class evaluations.
- 4) Demonstration of the ability to chair Ph.D. dissertations.

*Promotion to associate professor
and/or tenure at the rank of associate
professor*

- 1) The ability to teach a variety of courses offered by the marketing department at either the undergraduate level or the masters level or the Ph.D. level.
- 2) A record of teaching a full load of classes unless excepted by administrative assignments for the last three to five years.
- 3) A record of receiving positive class evaluations.

Service Definitions and Specifications

There are many forms of service. Evidence of a candidate's contribution to service ranked in order of importance includes the following:

For the University of South Carolina and the State: (1) Performance on committees at the University, College, and Area level; (2) Continuing education programs; (3) Administrative responsibilities and functions; and (4) Special projects for the University and agencies of South Carolina state government.

For the Profession: (1) Leadership roles in the administration of professional organizations; (2) Editorial review board membership and review work for academic journals; (3) Reviews of papers for academic organizations; (4) Service on government committees or task forces; (5) Service as an external reviewer for promotion and tenure decisions at other colleges and universities; (6) Pro bono consulting work; and (7) Book reviews.

For Business and Not-for-Profit Organizations: (1) Pro bono consulting work for businesses; (2) Presentations to business and professional groups.

Excellent	Candidate's achievement far exceeds what one would expect of a faculty member at the candidate's present rank.
Above Avg	Candidate's achievement exceeds what one would expect of a faculty member at the candidate's present rank.
Average	Candidate's achievement is basically what would be expected of a faculty member at the candidate's present rank.
Below Avg	Candidate's achievement is slightly below what one would expect of a faculty member at the candidate's present rank.
Poor	Candidate's achievement is more than slightly below what one would expect of a faculty member at the candidate's present rank.

With respect to application of these criteria, much of the decision making process is subjective in nature and cannot be reduced to a simple set of quantifiable criteria. However, in general the Marketing Area's expectations for an average level of performance are listed below. Candidates for promotion and/or tenure are evaluated to determine whether their performance is either outstanding or above average with respect to these expectations:

Candidate Status

Expectations for an Average Level of Performance

*Promotion to professor and/or
tenure at the rank of professor*

- 1) A record of some service on university, college and program area committees during the entire period of employment at the University of South Carolina.
- 2) A record of service to the profession in some capacity (e.g., reviewing papers, serving on professional task forces).
- 3) A record of regular attendance at area committee meetings.

*Promotion to associate professor
and/or tenure at the rank of
associate professor*

- 1) A record of some service on program area committees during the entire period of employment at the University of South Carolina.
- 2) A record of regular attendance at area committee meetings.

Procedures

Selection of the Marketing Program Area Promotion and Tenure Committee Chair

The Marketing Program Area will follow the published university timetable for Promotion and Tenure. Generally in November of each academic year, the Marketing Area Program Director will solicit nominations for the Marketing Area Promotion and Tenure Committee Chair for the next calendar year. The Program Director will then conduct a mail ballot of all marketing area faculty. The ballot will list all candidates nominated. Only tenured full professors in the Marketing Area may be nominated to chair the Marketing Area Promotion and Tenure Committee. If a candidate receives a majority of the potential votes (i.e., more than 50% of the marketing faculty) that candidate will serve as Marketing Area Promotion and Tenure Committee Chair for the next calendar year. In the event that no candidate receives a majority of the unit votes, the Marketing Program Director will conduct a second mail ballot of all Marketing Area faculty. The ballot will list the two candidates from the first ballot who received the most votes. The candidate receiving the most votes on the second ballot will then serve as Marketing Area Promotion and Tenure Committee Chair for the next calendar year.

External Review of Candidates for Promotion and/or Tenure

In order to assist faculty members in evaluating a candidate's qualifications, the Marketing Area requires that these qualifications be examined by capable reviewers from outside the University. The responsibility for the timely conduct of this activity rests with the Marketing Area Promotion and Tenure Committee. The Marketing T&P Committee is responsible for identifying an appropriate list of external reviewers, and the Committee Chair is responsible for:

- contacting the outside reviewers and securing their agreement to participate in the process,
- furnishing the outside reviewers with the candidate's vita, representative samples of the candidate's work, and copies of the Marketing Area's promotion and tenure criteria,
- encouraging the reviewers to submit their reviews on time,
- placing copies of cover letters sent to all reviewers and the completed reviews in the candidate's file and designating those evaluators who were recommended by the candidate,
- summarizing the qualifications of the external reviewers and placing this summary in the candidate's file,

- if needed, placing in the file any justification for why the external review process was not conducted in accordance with those criteria.

At least five external reviewers should be secured from a field of scholars who have expertise in the candidate's field of research. The candidate will be asked to submit names of individuals to be considered as outside reviewers. However, all the reviewers will be selected by the Marketing Area T&P committee. At least one, but fewer than half of the total number of reviewers will be chosen from the list submitted by the candidate. Only external reviewers who do not have a personal relationship with the candidate (e.g., friend, former advisor or former doctoral student) will be chosen.

Internal Review of Candidates for Promotion and/or Tenure

At the time specified in the annual promotion/tenure calendar distributed by the Provost's office, the Marketing Area Promotion and Tenure Committee Chair will notify all eligible candidates for promotion and/or tenure of their eligibility and ask them to advise the Chair in writing as whether they intend to stand for promotion and/or tenure during that fiscal year. After receiving notification of candidates' intentions, the Promotion and Tenure Committee Chair will then advise in writing all Marketing Area faculty eligible to serve on the area promotion and tenure committee of candidates standing for promotion and/or tenure. Eligible faculty consist of tenured faculty serving an appointment for the current year. In this regard, faculty on leave (e.g., sabbatical, medical) are eligible to serve on the Marketing Area Promotion and Tenure Committee. Specific eligibility for candidates for different rank and/or tenure status are as follows:

Candidate Status	Marketing faculty eligible to serve on the marketing program area promotion and tenure committee
<i>Promotion to professor and/or tenure at the rank of professor</i>	All tenured marketing faculty at the rank of professor
<i>Promotion to associate professor and/or tenure at the rank of associate professor</i>	All tenured marketing faculty at the rank of professor or associate professor

Once candidates' promotion and/or tenure files are complete, the Marketing Area Promotion and Tenure Committee Chair will make them available in the Marketing Area office and advise all eligible members of the Marketing Area Promotion and Tenure Committee in writing of their availability. Next, the Committee Chair will schedule a meeting of eligible committee members for each candidate. At the meeting each eligible faculty member will vote on supporting or rejecting each candidate's petition for promotion and/or tenure and provide written justification for their votes. Unit support for a particular candidate's petition will consist of a majority (more than 50%) of the voting of marketing faculty members who are eligible to serve on the Marketing

Program Area Promotion and Tenure Committee and who vote either for or against Promotion and/or Tenure. In other words, abstentions and failures to vote will not be counted in determining a majority. The Marketing Area Promotion and Tenure Committee Chair will then forward all candidates' files with ballots and vote justifications to the Marketing Area Program Director who will advise all candidates in writing as to whether their petition was supported or not supported.