

Criteria and Procedures for Promotion and Tenure

Marketing Area

A : *January 1998*

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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.

*Approved by the University Committee on Tenure and Promotion (John V. Skvoretz, chair) on February 2, 1998.

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:

- be rated as **superior** 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,
- have earned the doctorate degree.

In applying these criteria, candidates will be compared to faculty of their present rank. In other words, Associate Professors standing for Professor will be compared to other 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:

- be rated as **superior** 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,
- clearly possess strong potential for future promotion to Professor.

In applying these criteria, candidates will be compared to faculty at their present rank. In other words, Assistant Professors standing for Associate Professor will be compared to other 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.

Superior	Candidate's record of research ranks in quality and quantity 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 and quantity 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 and quantity 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 and quantity 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 (if available); (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) Publications and presentations that deal with pedagogy, curricula, or similar educational issues; (10) Student counseling and advisement; (11) Developing new courses and curricula; (12) Participation in student organizations; and (13) Reviewing text books.

Superior	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 whatever their performance is either superior to or above average with respect to these expectations:

Candidate Status	Expectations for an Average Level of Performance
<i>Promotion to professor and/or tenure at the rank of professor</i>	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) A record of active service on Ph.D. dissertations for the last three to five years. 5) Demonstration of the ability to chair Ph.D. dissertations.
<i>Promotion to associate professor and/or tenure at the rank of associate professor</i>	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)