

**UNIVERSITY OF BALTIMORE**  
**ROBERT G. MERRICK SCHOOL OF BUSINESS**  
**PROMOTION AND TENURE POLICY AND PROCEDURES**

*Approved by:*  
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*President 8/9/11*  
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## I. APPOINTMENTS

The Merrick School of Business (MSB) will adhere to all University System of Maryland (USM) guidelines or regulations relating to appointment, tenure, and promotion. The following policies and procedures supplement and are affixed to the "Policy on Appointment, Rank, and Tenure of the Faculty" approved by the University System of Maryland Board of Regents. These guidelines are meant to inform faculty of the standards to be used in considering appointment, promotion, and tenure. All faculty members shall be appointed to an appropriate rank as described in the USM and University of Baltimore (UB) guidelines.

- A. Tenure Track Appointments. In general, to be considered for a tenure-track appointment the candidate must possess at a minimum the qualifications listed for that rank. Faculty of all ranks are responsible for teaching, scholarship, and service to their department, the college, and the university. The weight accorded to each of the elements of faculty achievement may vary. However, in all cases, clear evidence of potential for excellence in teaching must be a primary consideration. Within the criteria articulated, the following standards should be applied fairly and consistently to all candidates for promotion and tenure.
- B. Appointment with Tenure. When authorized by the dean to hire at the senior rank, all appointments with tenure shall be reviewed by the Department, MSB Promotion & Tenure Committee, the dean, the provost and the president.

## II. QUALIFICATIONS BY RANK

Faculty of all ranks are responsible for teaching, scholarship, and service to their department, school, and the university. Faculty members are expected to perform those administrative, supervisory, and other duties as may be assigned to them by the school or university authorities. Faculty shall have the responsibility for maintaining the academic vitality of the academic programs in which they teach. One of the principal means of exercising this responsibility shall be to support on-going program and peer evaluation, with special attention to the professional growth of all faculty. Senior faculty shall make themselves available to junior faculty for such consultation and assistance in the areas of teaching, scholarship, and professional development. The only faculty ranks which may involve a tenure commitment at the University are: Professor, Associate Professor, and such other ranks as the Board of Regents may approve and the

University adopts. Effective April 5, 1989, appointments to all other ranks, including any qualified rank, other than an honorific qualification, in which an additional adjective is introduced, are for a definite term and do not involve a tenure commitment. Those granted tenure in such a rank before April 5, 1989, shall continue to hold tenure in that rank.

The following shall be the minimum qualifications for appointment or promotion to the academic ranks in use by the University. Exceptions to the following criteria may be recommended by the provost and approved by the president of the University.

A. Instructor

The appointee shall hold the master's degree in his or her field of instruction. If the master's degree is not the terminal degree, evidence of pursuit of the doctoral degree or comparable professional achievement or recognition by a professional peer group is preferred. There shall be evidence also of potential for excellence in teaching. The rank of Instructor does not carry tenure.

B. Assistant Professor

The appointee shall hold the doctorate or recognized terminal degree in the field of specialization. A candidate who has completed all but the doctoral dissertation (ABD) will be considered if available evidence indicates that the degree will be completed. The appointee should show potential for excellence in teaching, superior scholarly activity and service. He or she must also demonstrate a willingness to cooperate with others for the good of the institution. Although the rank normally leads to review for tenure and promotion, persons appointed to the rank of Assistant Professor after the effective date of this policy shall not be granted tenure in this rank.

C. Associate Professor

In addition to having the qualifications of an Assistant Professor, the appointee shall have a record of effective teaching and shall have demonstrated academic leadership, significant research, scholarship, or creative performance in the field, recognized by his or her peers outside the school, and shall have shown promise of continued productivity. Six (6) years of full-time college teaching experience are required (as of the end of the application year), exclusive of summer or part-time teaching, at least five (5) years of which must be in the Assistant Professor rank.

D. Professor

In addition to having the qualifications of an Associate Professor, the appointee shall have established reputation for outstanding research, scholarship or artistic creativity, and a distinguished record of teaching and a record of leadership in service. Ten years of full-time college teaching experience are required (as of the end of the application year), exclusive of summer or part-time teaching, at least five (5) years of which must be in the Associate Professor rank.

### III. PROMOTION AND TENURE CRITERIA

The criteria to be followed in all promotion and tenure decisions include teaching effectiveness, scholarship, and service. The initial hiring contract of each Assistant Professor, Associate Professor, and Professor shall state the year for tenure consideration and the number of years' credit for prior experience given toward promotion and tenure, if any. Upon appointment, each new tenure track faculty shall be provided the applicable criteria for tenure and promotion.

A. Teaching Effectiveness. Tenure appointments and promotions shall be made only when there is clear evidence of the individual's ability and commitment as a teacher. Evidence of effectiveness may include information from:

- 1) Classroom and online teaching performance, as evidenced by:
  - a) course materials and course content,
  - b) student evaluations,
  - c) a systematic process of peer review of teaching as prescribed by the school;  
and
  - d) innovations;
- 2) academic advisement;
- 3) curriculum development and student learning outcomes assessment;
- 4) program management and assessment;
- 5) supervision of independent study, capstone projects, and honors projects;
- 6) supervision of internships;
- 7) supervision of master's and doctoral theses.

B. Scholarship – Research, Publications, and Creative Activity. Evidence of scholarship and professional growth shall be sought in the work submitted by the candidate. When work is a product of a joint effort, it is the responsibility of the candidate to establish his or her role in the joint effort as clearly as possible. It is also the responsibility of the candidate to indicate the extent to which published work is original, overlapping, or closely related to other work and to provide a candid assessment of the contribution of each listed work to the relevant academic or creative field. In its review of a candidate's work, the DP&T Committee shall evaluate quality as well as quantity and shall obtain evaluations of the work from peers and professionals outside the university. The department must provide evaluation of journals, publishers and other outlets for scholarly work. Outside scholarly reviews are required. The procedure for obtaining outside scholarly reviews is detailed in the Format for Promotion and Tenure Dossiers—MSB.

The following distinctions shall ordinarily be recognized in classifying a candidate's scholarly contributions so as to assess its relevance to the candidate's role in the department and in MSB.

- 1) Basic Research - directed by the faculty member toward expanding the knowledge base or creative parameters of an academic discipline or of his or her area of individual expertise.

- 2) Applied/Professional Research - directed by the faculty member toward applying the existing knowledge base in a discipline to solving practical or business problems, influencing policy or business debates, or furthering the public interest.
- 3) Pedagogical Research – Learning and Pedagogical research contributions influence the teaching-learning activities of the school. Preparation of original instructional materials for use in courses, creation of teaching aids, and research on pedagogy all qualify as learning and pedagogical contributions. Examples would include articles on teaching innovation, textbooks and chapters, and peer reviewed and published instructional cases.

C. Service. To count toward merit, or tenure and promotion consideration, service should be related to a candidate's professional activity or academic expertise.

Internal service may include academic and other professional contributions to the mission and effectiveness of the department, the MSB, the University, or the USM.

External service may include service to the community; professional organizations, businesses, non-profit organizations, government agencies; or to the profession.

#### IV. PERIODIC REVIEW OF FACULTY

The MSB annually reviews all new faculty members' progress toward tenure as part of the contract renewal process. The primary purpose is to provide developmental feedback. The review serves to identify opportunities to improve teaching effectiveness, evaluate the quality and quantity of scholarly activity, and ensure appropriate levels of service. The basis for the review will be the documentation prescribed in the Format for Promotion and Tenure Dossiers—MSB submitted by the faculty member to the department chair by April 1.

- A. The department chair will carry out the first year review of these materials and will render a report. The department chair will discuss his/her report with the faculty member and forward the report to the dean for review by May 1 of each year with copy to the faculty member. The faculty member may forward independent comments to the dean by May 10th.
- B. In the second year of a three-year initial contract term for an Assistant Professor, the Department Promotion and Tenure (DP&T) Committee will review the documentation and prepare a report to the department chair with an evaluation for each area (teaching, research, and service). The department chair will use this report in preparing his/her own evaluation with a chair's report forwarded to the dean for review by May 1 of each year. The faculty member will receive copies of the department chair and the tenured faculty reports by May 1 and may forward independent comments to the dean by May 10th.

- C. In the last year of an Assistant Professor's initial three-year contract, a comprehensive report on progress toward tenure will be prepared by the dean and department chair and forwarded to the Provost for review by June 1. The report shall contain a recommendation for renewal or termination of the faculty member's initial contract.
- D. Tenured Associate Professors shall have the option of requesting a similar progress toward promotion review in advance of applying for promotion to Professor. This review shall be carried out by the department chair and the departmental faculty who hold the rank of tenured Professor. Where there are fewer than two tenured Professors in a department, the dean, in consultation with the department chair, shall appoint necessary additional Professors drawn from the school as a whole. This committee shall be assembled as described in Section V below.
- E. Tenured faculty shall have a post tenure review as defined in the USM, UB, and college/school Policies on Comprehensive Review of Tenured Faculty, which can be found in the online UB Policy Guide/Faculty Affairs/Review of Tenured Faculty.

## V. PROCEDURES FOR PROMOTION AND TENURE: OVERVIEW

The principle to be followed in all reviews is one of in-depth evaluation of strengths and weaknesses so that a positive or negative recommendation takes into account all aspects of the candidate's abilities and accomplishments.

- A. All reviews begin at the departmental level. The Departmental Promotion & Tenure (DP&T) Committee, consisting of eligible senior faculty (tenured Associate Professors and Professors), performs the promotion and tenure functions described in Section VII.E. of this policy. Candidates are to be evaluated by their department on the basis of both their professional accomplishments and their potential contributions to the future evolution of the department's curriculum and mission. Departmental recommendations are to be treated beyond the department as the product of careful assessment by informed professional peers.
- B. The School shall have a School-wide Promotion & Tenure (SP&T) Committee consisting of eligible senior faculty. The SP&T Committee shall make recommendations to the dean on matters of tenure, including initial appointments that carry tenure. The role of the SP&T Committee is primarily to evaluate the qualifications of their colleagues for tenure and/or promotion. The SP&T Committee can also review the reports of departmental committees for thoroughness, consistency, and conformity with the guidelines provided in this policy. The SP&T Committee should also safeguard the interests of all faculty and the University by seeking proof of the fitness of each candidate to be tenured and/or promoted.
- C. A faculty member on either the DP&T Committee or the SP&T Committee whose relationship with any candidate presents a conflict of interest is obliged to recuse himself/herself from the review of that candidate's application. A candidate may not

disqualify a member of either Committee, but may express in writing to either the DP&T or SP&T Committee chair the reasons for his/her discomfort with specific committee members, and this letter will become part of the record in the case.

- D. The role of the dean is to consider not only the record of the candidate and its relationship to the department's mission and curriculum, but also the application of consistent standards to faculty selection, retention, and development. At the same time, the dean's responsibility extends to the broad range of institutional considerations that shape the ongoing growth and direction of the school as a whole.
- E. The candidate has the right to respond in writing to the recommendations at each level in the process. The candidate will be given seven (7) calendar days from the date of the recommendation at each level to submit a written response. These written responses will become part of the package as it moves to the next level of consideration. Final appeal procedures may be found in the online Faculty Handbook
- F. It is the responsibility of the department chairs to ensure that all new tenure-track faculty members are provided with written copies of these criteria, plus any changes that may be adopted during the probationary period.

## VI. STRUCTURE OF THE PROMOTION AND TENURE REVIEW SYSTEM

- A. Department Level. This is the first level of the promotion and tenure process. The DP&T Committee membership is restricted to faculty who have the sought-after rank or higher and cannot include the department chair. The chair of the Committee shall be selected by its members.

In cases where there are fewer than two eligible senior faculty members (tenured Associate Professors or Professors) in the department, the dean, in consultation with the department chair, shall appoint qualified additional faculty members drawn from the school as a whole.

- B. School Level. This is the second level of the review process. The SP&T Committee shall consist of at least one senior faculty member from each department. Members shall be elected by majority vote of the tenured faculty in their department. Department chairs are not eligible to serve on the committee. Each department will also elect an alternate. If a regular departmental representative cannot participate in a substantial portion of the committee's activities, as determined by the committee chairperson, the alternate will replace the regular member. A vacancy will be created if a department fails to elect a member. Vacancies shall be filled by the MSB faculty senate.

The SP&T members will be elected in April of the preceding academic year. Members of the SP&T Committee may serve two (2) three-year staggered terms. The Department chairs will report results of the departmental vote to the President of the MSB Faculty Senate and the committee will be constituted before May 1. Members may not serve

during the year in which they are candidates for promotion and will be replaced during that year.

A quorum of the SP&T Committee shall be a majority. The Committee shall elect a chair and a secretary. The Chair will preside over Committee meetings and communicate with outside parties on behalf of the Committee. The Secretary will record minutes on administrative and procedural matters. No minutes on specific candidate deliberations will be taken.

Voting for tenure shall be limited to tenured faculty members. Voting for promotion shall be limited to faculty of the same rank or higher than the one to which the candidate is seeking promotion. An application for promotion to Professor shall be considered only by those members of the SP&T Committee holding the rank of Professor. If a department's representative does not hold the rank of Professor, the chair of that department, the SP&T Committee chair, and the dean may together select a representative from the faculty who is a Professor and who will replace the department's representative for the purpose of considering that application to Professor. In the event that the SP&T Committee Chair does not hold the rank of Professor, an acting chair shall be selected by the SP&T Committee as constituted for considering that application for promotion to Professor.

## VII. THE PROCESS FOR PROMOTION AND TENURE REVIEW

- A. Stage One: Application. By April 15 of the academic year prior to a candidate's scheduled tenure review year, the dean shall notify the candidate, provide this document and the Format for Promotion and Tenure Dossiers and shall request a written application. The candidate for tenure and/or promotion shall forward a written application to the department chair no later than May 1. By May 15, the department chairs shall inform the dean of the names of those faculty to be considered for tenure and/or promotion in the next academic year. By June 1, the dean will confirm the candidates to be reviewed for tenure and/or promotion in the upcoming academic year and will send written notice, including the Format for Promotion and Tenure Dossiers, to those candidates, to the candidate's Department Chair, and to the SP&T Committee.

*Early Review.* A faculty member may request an early review for tenure. Such request must be submitted in writing through the candidate's department chair and the dean, and approved by the provost prior to May 1. An agreement to allow a candidate to be considered early is not an endorsement of the candidate's potential success in attainment of tenure or/and promotion. If an early tenure review results in a negative decision, the candidate, barring exceptional circumstances, shall receive no further consideration for tenure, but will have a one-year terminal appointment.

- B. Stage Two: Convening of Department Promotion and Tenure Committee. By September 1, the Chair of the department in which reviews will take place shall provide a list of candidates to the DP&T Committee Chair.

- C. Stage Three: Submission of Materials. By August 15, the candidate shall submit to the department chair his/her list of potential external reviewers and his/her scholarly materials for this external review. If scholarly materials have been accepted for publication but have not yet been published, candidates may include the works in pre-publication form for use by external reviewers, and may add the published version if it becomes available by the time the completed dossier must be submitted.<sup>1</sup> By September 1 (or the first business day following, should the date fall on a weekend or a holiday), the candidate will submit documentation of his/her eligibility to the department chair. The documentation must adhere to the format and criteria set out in the Format for Promotion and Tenure Dossiers—MSB. No new information or material may be added to the dossier by the candidate after September 1, except at the discretion of the department chair.
- D. Stage Four: Use of External Reviews. Each dossier of a candidate's application for tenure or promotion shall be accompanied by a minimum of three external reviews evaluating the candidate's scholarship.

The department chair, in consultation with the members of the DP&T Committee, shall select the reviewers. The department chair shall request the external reviews and keep them separate from the rest of the dossier. The department chair will ensure that at least one (but no more than half) of the reviewers is from the candidate's list. External reviews should be received by October 15.

The department chair will oversee the duplication and dissemination of each candidate's materials to the chosen external reviewers by September 1. Reviewers will be provided with the candidate's CV, personal statement, a list of dossier materials relating to scholarship, and publications as appropriate. The department chair shall assist external reviewers in obtaining any additional materials they may request.

The identities of the reviewers are highly confidential and should not be shared with the candidate or others who will not be voting on or evaluating the candidate's case for tenure or promotion. The reviews, however, shall be shared with the candidate after all references and indicators of the reviewer's identity have been redacted by the Department Chair. The reviews should not be shared with those who will not be voting on or evaluating the candidate's case for tenure or promotion. If more than three officially solicited external reviews are received, all of them must be included in the dossier.

The confidential external reviews shall be delivered separately by the department chair to the SP&T Committee chair along with the Chair's letter. All members of the SP&T Committee shall preserve the confidentiality of the external review materials in the same manner as the department chair. When the SP&T Committee has completed its report, the external review materials shall be transmitted to the office of the dean, who shall

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<sup>1</sup> Scholarship that has been accepted for publication but not yet published and is counted in support of an application for tenure and/or promotion may not be counted in future promotion applications as a new "publication."



retain custody thereafter except as requested by the provost, the president, or the University Appeals Committee as part of this review process.

E. Stage Five: Recommendations at the Department Level.

1) Recommendation of the DP&T Committee.

- a) Every candidate may request a personal appearance before the DP&T Committee to present his/her case. The committee may also request that the candidate appear personally. Either request must be in writing.
- b) The DP&T Committee shall consider the merits of the candidate with respect to teaching effectiveness, scholarship, and service. Following a rigorous evaluation, the DP&T Committee shall vote on whether to recommend the candidate for tenure and/or promotion. It is the duty of faculty on the DP&T who are eligible to vote to participate in promotion and tenure decision. The vote must be taken by secret ballot. Faculty members may vote yes (aye), no (nay), or abstain. An abstention does not count as a vote. The total number of yes and no votes and abstentions must be recorded. A recommendation for or against promotion and tenure shall be based on a simple majority. Consistent with the principle of one person, one vote, if a faculty member serves on the SP&T Committee, he/she may participate in the deliberations but will not vote at the departmental level.
- c) The DP&T Committee chair shall write a recommendation report that summarizes the votes and addresses in detail the rationale for the recommendation. After the DP&T Committee members review and sign the report, it shall be forwarded to the SP&T Committee, the dean, and the candidate no later than November 1.
- d) Any member or members of the DP&T Committee who do not support the majority report shall have the option of writing a minority report that shall detail his or her rationale for the dissent or abstention.

2) Recommendation of the Department Chair.

The department chair shall have access to the candidate's materials and shall conduct an individual evaluation of the candidate's teaching, scholarship and service. The department chair will forward a written recommendation to the SP&T Committee no later than November 1.

3) Candidate's Response.

Upon receipt of the DP&T's recommendation report, the candidate has the option to submit written comments to the next level in the promotion and tenure process within seven (7) calendar days from the date of the recommendation. The response shall be limited to clarification of information or factual data. These written comments become part of the promotion and tenure package.

F. Stage Six: Submission of Materials and Recommendations to the SP&T Committee Chair.

- 1) By November 1, the DP&T Committee chair shall submit all materials to the SP&T Committee chair and that shall include:
  - a) Candidate's dossier.
  - b) Recommendation letter of the DP&T Committee.
  - c) Minority report of the DP&T Committee (if any).
- 2) By November 1, the department chair shall submit his/her recommendation to the SP&T Committee chair along with confidential material related to external reviews. A copy of the recommendation shall be sent to the candidate.
- 3) By November 8, the candidate shall submit his/her written response (if any) to the SP&T Committee chair.

G. Stage Seven: Recommendation of the SP&T Committee.

- 1) The SP&T Committee shall consider the candidate's dossier, the external reviews, the DP&T report(s), the department chair's report and any response written by the candidate.
- 2) The SP&T Committee has the option of requesting clarification from the candidate or other interested party at least two weeks prior to review of the Candidate. This may be in the form of a presentation or written testimony. The Candidate must respond completely and at one time, within two weeks, unless the letter states otherwise.
- 3) The candidate may also request a personal appearance before the committee. All such requests must be submitted in writing to the SP&T Committee Chair before November 3. The Committee will provide two weeks minimum notice of the optional date of appearance of the Candidate, and any other person(s) appearing at the discretion of the Candidate.
- 4) Following a rigorous evaluation, the SP&T Committee shall vote on whether to recommend the candidate for tenure and/or promotion. The vote must be taken by secret ballot. Faculty members may vote yes (aye), no (nay), or abstain. An abstention does not count as a vote. The total number of yes and no votes and abstentions must be recorded. A recommendation for or against promotion and tenure shall be based on a simple majority.
- 5) Any member or members of the SP&T Committee who do not support the majority report shall have the option of writing a minority report that shall include the rationale for their dissent and shall be signed by those members.
- 6) The recommendation report signed by all SP&T Committee members, along with any minority report, shall be forwarded to the dean of the school, the candidate's

department chair, and the candidate no later than January 15 of the academic year in which the candidate applies. The SP&T Committee Chair shall be responsible for submitting the letter to all parties.

- 7) Upon receipt of the SP&T Committee recommendation, the candidate has the option to submit written comments to the next level (dean) in the promotion and tenure process within seven (7) calendar days from the date of the recommendation. The response shall be limited to clarification of information or factual data. These written comments become part of the promotion and tenure package.
- 8) A Candidate for *promotion only* has the option of withdrawing his/her application prior to the dean issuing his/her recommendation. A request for withdrawal shall be sent in writing to the dean. In the case of withdrawal, the recommendations preceding the withdrawal shall be destroyed and shall not be considered in future promotion applications.

#### H. Stage Eight: Recommendation of the Dean.

- 1) After receipt of all material submitted in the earlier stages, *e.g.* reports, recommendations, and responses, the dean shall consider the candidate's application. At his or her option, the dean may request clarification from the candidate or other interested party. This may be in the form of a presentation or written testimony.
- 2) The dean shall prepare a written recommendation either for or against tenure and/or promotion. In this recommendation, the dean shall set forth in reasonable detail the rationale for his or her recommendation, including but not limited to the candidate's record, the department's curriculum and mission, institutional considerations and any other relevant matters concerning the candidate's application.
- 3) The dean's recommendation, along with all material submitted in earlier stages, shall be forwarded to the provost. Copies of the report shall also be sent to the SP&T Committee chair, the candidate's department chair, and the candidate no later than February 15.
- 4) Upon receipt of the dean's report, the candidate has the option to submit a written response to the next level in the promotion and tenure process (provost) within seven (7) calendar days from the date of the recommendation. The response shall be limited to clarification of information or factual data. These written comments become part of the promotion and tenure package.

#### I. Stage Nine: Recommendation of the Provost. The provost shall prepare a written recommendation for or against promotion and tenure. In this report, the provost shall set forth in reasonable detail the rationale for his or her recommendation.

The provost's recommendation, along with all material submitted in earlier stages, shall be forwarded to the president. Copies of the recommendation shall also be sent to the

dean, the SP&T Committee chair, dean the department chair, and the candidate no later than March 7.

Upon receipt of the provost's report, the candidate has the option to appeal within 10 days from the date of the recommendation. Procedures can be found in the UB Promotion and Tenure Policy.

- J. Stage Ten: Decision of the President. The candidate will be notified in writing by the president of the University by April 30 of his/her decision concerning candidacy for tenure and/or promotion.

### VIII. TIMELINE FOR PROMOTION AND TENURE REVIEW DECISIONS

In order to facilitate this process, it is understood that the decisions will be rendered by the following dates:

November 1	Department Promotion & Tenure Committee
November 1	Department Chair
January 15	School Promotion and Tenure Committee
February 15	Dean
March 7	Provost
April 30	President

*If any of the above dates falls on a weekend, the due date will be the following Monday.*