

**TENURE AND PROMOTION CRITERIA AND PROCEDURES**  
**FOR THE MANAGEMENT SCIENCE DEPARTMENT**  
**OF THE MOORE SCHOOL OF BUSINESS**

**1. CRITERIA**

The evaluation of a candidate for promotion and tenure in the Management Science Department of the Moore School of Business is based on the candidate's total contribution to the mission of the department. The criteria set forth below are not intended to substitute a formula for judgment in the evaluation of a candidate's contribution, rather the criteria provide a basis for forming that judgment. The major areas of contribution for a candidate have been grouped into the categories of Scholarship, Teaching, and Service. Activities, which may be considered in each of these categories and guidelines for judging the level of performance by the candidate, are given. Some activities may be included in more than one area.

**1.1 Scholarship**

Management Science faculty members are expected to be continually involved in scholarly activities that help keep them abreast of advances in their specific disciplines. Both the quality and quantity of a candidate's research are important. Quality is defined in terms of: (1) importance of the revealed information, (2) conceptual/theoretical sophistication, and (3) methodological rigor. Original breakthroughs in conceptual frameworks, models, methods, and conclusions are considered to be of higher quality than works exhibiting minor variations or those repeating familiar themes in the literature.

The primary evidence of scholarship is a record of publication in quality refereed journals. In addition, the following activities may serve to supplement and enhance the candidate's overall record of scholarship: (1) publication or editing of scholarly books, (2) publication of scholarly book chapters or monographs, (3) acquisition of research grants or contracts, (4) receipt of honors or awards for research activities, (5) publication of non-refereed journal articles, (6) publication of proceedings papers (refereed proceedings carry more weight than non-refereed proceedings and proceedings of international or national meetings carry more weight than those of regional or local meetings), (7) presentation of papers at professional meetings (presentations at international or national meetings carry more weight than those at regional or local meetings), and (8) presentation of research lectures, workshops, or colloquia.

A candidate's record of scholarship will be evaluated by eligible department faculty and by a group of external reviewers. External reviewers will be selected as specified in Section 4.3. Evaluation will be on a scale from superior to unsatisfactory as specified below.

<b>Superior</b>	The candidate's record of scholarship ranks with that of the best scholars at the candidate's present rank at comparable institutions.
<b>Excellent</b>	The candidate's record of scholarship is better than that of most colleagues at the candidate's present rank at comparable institutions.
<b>Good</b>	The candidate's record of scholarship is equivalent to that of most colleagues at the candidate's present rank at comparable institutions.
<b>Unsatisfactory</b>	The candidate's record of scholarship is worse than that of most colleagues at the candidate's present rank at comparable institutions.

## **1.2 Teaching**

The Management Science Department expects its faculty members to be effective and enthusiastic teachers. Teaching is a multifaceted activity that encompasses classroom instruction, student development, and pedagogical and curriculum development.

A candidate will prepare a teaching portfolio to provide evidence of the quality of teaching activity in these areas. The portfolio will consist of items and documentation of activities such as the following: (1) a statement of teaching goals and philosophy, including the rationale for one's teaching approach and progress toward teaching goals, (2) teaching honors and awards, (3) peer evaluations of teaching, (4) department chair's annual performance review of teaching, (5) student teaching evaluations and grade distributions, (6) course syllabi and samples of examinations, quizzes and assignments, (7) chairing of, or membership on, dissertation, thesis, and examination committees, (8) student counseling and advisement, (9) involvement in student organizations, (10) development of new courses, curricula and innovative teaching methods, and (11) a list of publications and presentations that deal with pedagogy, curricula, or similar educational issues.

A candidate's record of teaching will be evaluated by eligible department faculty on a scale from superior to unsatisfactory as specified below. Teaching will be evaluated on the basis of absolute performance, rather than relative to other department faculty. That is, it is possible that all department faculty could meet or exceed expectations. In this evaluation, due consideration will be given to the amount of teaching as reflected by course load (number of courses taught per year), course level (undergraduate, masters, doctoral), course type (elective, required), number of different courses taught, and number of new preparations.

<b>Superior</b>	The candidate's record of teaching far exceeds department expectations at the candidate's present rank.
<b>Excellent</b>	The candidate's record of teaching exceeds department expectations at the candidate's present rank.
<b>Good</b>	The candidate's record of teaching meets department expectations at the candidate's present rank.
<b>Unsatisfactory</b>	The candidate's record of teaching does not meet department expectations at the candidate's present rank.

With respect to application of these criteria, much of the decision making process requires expert judgment and cannot be reduced to a simple set of quantifiable criteria; however, the Management Science Department's general expectations are listed below.

**Teaching performance expectations for promotion to Professor and/or tenure at the rank of Professor**

- 1) The ability to teach a variety of courses.
- 2) A record of receiving positive teaching evaluations as evidenced by items 2-5 in the candidate's teaching portfolio.
- 3) A record of student and pedagogical development as evidenced by items 6-11 in the candidate's teaching portfolio.

**Teaching performance expectations for promotion to Associate Professor and/or tenure at the rank of Associate Professor**

- 1) The ability to teach a variety of courses.
- 2) A record of receiving positive teaching evaluations as evidenced by items 2-5 in the candidate's teaching portfolio.

**1.3 Service**

There are many ways in which a faculty member can make service contributions. Evidence of a candidate's contribution to service ranked in order of importance includes the following:

**Service to the University, School, and Department includes contributions such as:** Administrative responsibilities and functions; committee service at the Department, School, and

University level; special projects for the Department, School, and University; continuing education programs, including those conducted through the Daniel Management Center and the Division of Research.

**Service to the Profession includes contributions such as:** Leadership in the administration or activities of professional organizations; editorial and review work for academic and professional publications and organizations; service as session chairperson or discussant at professional meetings.

**Service to the Community-at-large includes contributions such as:** Presentations to business, civic, and professional groups; service on government committees or task forces; leadership in civic and not-for-profit organizations; consulting that contributes to the candidate's professional growth.

A candidate's record of service will be evaluated by eligible department faculty on a scale from superior to unsatisfactory as specified below.

<b>Superior</b>	The candidate's record of service far exceeds department expectations at the candidate's present rank.
<b>Excellent</b>	The candidate's record of service exceeds department expectations at the candidate's present rank.
<b>Good</b>	The candidate's record of service meets department expectations at the candidate's present rank.
<b>Unsatisfactory</b>	The candidate's record of service does not meet department expectations at the candidate's present rank.

Evaluation of the candidate's service record is largely subjective in nature and cannot be reduced to a simple set of quantifiable criteria; however, the Management Science Department's general expectations are listed below.

**Service expectations for promotion to Professor and/or tenure at the rank of Professor**

- 1) A record of service on University, School, and Department committees during the entire period of employment at the University of South Carolina.
- 2) A record of service to the profession.

**Service expectations for promotion to Associate Professor and/or tenure at the rank of Associate Professor**

- 1) A record of service on Department committees during the entire period of employment at the University of South Carolina.
- 2) A record of service to the profession.

In addition, community service may be used to enhance a candidate's overall record of service.

## **2. TENURE**

Tenure is granted only at the ranks of, or coincident with promotion to, Associate Professor and Professor. A recommendation for tenure at any rank will require performance at the level specified for the rank at which tenure is being sought. The normal time in rank for tenure coincident with promotion to Associate Professor is six years (submission at the end of five). Normal time in rank for tenure as Associate Professor or Professor is four years (submission at the end of three).

## **3. PROMOTION**

### **3.1 Promotion to Associate Professor**

The rank of Associate Professor signifies that an individual has demonstrated the potential to become a well-known and respected faculty member in a particular academic area. Such a person will normally hold an earned doctoral degree and will have demonstrated a capacity for future development as a teacher and a scholar. Specifically, a candidate must be rated as:

Excellent or better in Scholarship and Good or better in Teaching and Service.

### **3.2 Promotion to Professor**

The rank of Professor signifies a senior faculty member who is well known and respected for his or her contribution and expertise in a particular academic area. Such a person will normally hold an earned doctoral degree and will have four or more years of service as an Associate Professor. Specifically, a candidate must be rated:

Superior in either Scholarship or Teaching, Excellent or better in the other, and Good or better in Service; or

Excellent or better in Scholarship, Teaching and Service.

## **4. PROCEDURES**

These procedures define how the tenure and promotion review process is to be conducted, subject to requirements of the Faculty Manual.

#### **4.1 Management Science Tenure and Promotion Committee**

The Management Science Tenure and Promotion Committee shall supervise all matters related to tenure and promotion, including employment and revision of criteria and procedures. All tenured faculty of the Management Science Department are members of this Committee. The Committee shall select its own chair annually, not including the current Department chair.

A Unit Committee will evaluate each individual application for tenure or promotion. The Unit Committee is a sub-committee of the Tenure and Promotion Committee and shall consist of all members qualified to vote on the candidacy. Members are qualified to vote if they: (a) hold the same, or higher, rank as a candidate for tenure, (b) hold a higher rank than a candidate for promotion, (c) are not required to make a recommendation at a higher administrative level, and (d) are not related to the candidate. The Tenure and Promotion Committee chair shall chair the Unit Committee if he or she is a member of the Unit Committee. Otherwise, the Unit Committee shall elect a chair. The Unit Committee shall contain at least five members. The Department chair shall serve on the Unit Committee only if it would otherwise contain fewer than five members and he or she meets qualifications (a), (b) and (d) above. The Unit Committee shall recruit additional qualified members from other disciplines within the School, if necessary, to achieve a membership of five.

#### **4.2 Candidacy**

Annually, the Department chair shall ask all faculty eligible for tenure or promotion in writing whether they wish to be considered for either, indicating appropriate deadlines in the Tenure and Promotion Calendar. Eligible faculty shall respond in writing prior to the indicated deadlines stating whether or not they wish to be considered. Candidates may withdraw at any time.

#### **4.3 Tenure and Promotion File**

The Unit Committee chair shall convene the Committee as soon as practicable after candidacy is determined in order to select external referees. Candidates may nominate up to three referees and the Committee shall nominate up to six additional referees. No nominee shall have published as a co-author with the candidate, served on the candidate's dissertation committee, or be directly related. After ascertaining nominee availability and willingness to serve, the Committee shall select a total of at least five nominees to serve as referees. The Committee may exclude no more than one of the candidate's nominees, but the majority of the referees must be nominated by the Committee. The Committee chair will provide referees with appropriate material for review (the candidate's curriculum vita, a subset of the candidate's scholarly work as selected by the candidate, and a copy of these Tenure and Promotion Criteria), and request evaluation of the candidate's scholarship based

on the Criteria. Each referee will be asked to provide a brief biographical sketch and a statement of any special relationships that exist with the candidate.

The candidate will prepare a file in accordance with the Faculty Manual and Department schedules. The Unit Committee chair shall provide advice in the assembly of the candidate's file. The Committee chair will add material from referees. A Unit Committee member selected by the Committee will add a teaching evaluation summary. All material, including referee letters, shall remain in strictest confidence and be available only to those entitled to access the file.

#### **4.4 Unit Committee Recommendation**

The Unit Committee chair shall (a) make the candidate's file available to the Committee prior to the vote, (b) call a Unit Committee meeting to discuss the candidate's case, and (c) conduct a timely and secret vote of the Unit Committee. All votes shall include written justification referencing the tenure and promotion criteria of this document. Unless the Department chair is a member of the Unit Committee as outlined in section 4.1 above, the Department chair shall not vote at the Unit Committee level, but instead shall provide a separate written recommendation.

If a simple majority of the voting Unit Committee members, excluding abstentions, vote in favor of tenure or promotion, the recorded votes and candidate's file shall be forwarded through the Department chair to the Dean of the School for further consideration. Otherwise, the candidacy will not be considered further except upon written appeal by the candidate. Candidates not recommended shall be informed of appeal procedures in accordance with the Faculty Manual. The candidate and all tenure track faculty of the Department shall be informed of the recommendation, but not the vote count or individual vote justifications.