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W. P. Carey School of Business

FACULTY EVALUATION POLICIES, GUIDELINES, AND PROCEDURES

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PART I: OVERALL PHILOSOPHY

I.1. The promotion, tenure, and retention guidelines contained in this bylaw should be applied in a manner consistent with overall faculty resource availabilities.

I.2. The procedures for promotion/tenure/retention and sabbatical leave evaluations are specified by the Academic Affairs Manual.

I.3. Each academic unit shall develop written guidelines concerning academic unit personnel committee procedures and actions.

I.4. Promotion and tenure embody earned rights, privileges, and obligations that are vested in recognition of achievement in scholarship and leadership in the academic area of relevance to the candidate’s discipline. The assessment of quality and the nomination to rank and tenure status is a faculty function and represents the ultimate responsibility in the concept of faculty governance.

I.5. Promotion is awarded on the basis of cumulative contributions to the institution and the profession, with the rank of professor reserved for those who have achieved scholarly distinction.

I.6. Tenure is awarded on the basis of both cumulative contributions to the institution and the profession and the anticipation of continued performance at a high level. Tenure is awarded at an earlier than normal time on the basis of superior performance and a high degree of confidence that this performance will be continued and enhanced to the benefit of the institution.

I.7. Each academic unit is responsible for nominating its respective candidate for promotion and/or tenure, based on school criteria and procedures and appropriate peer benchmarks as adapted to the needs of the academic unit, but in all cases recognizing that achievement in research and publication, teaching, and institutional service is an integral part of an acceptable record of performance.

I.8. School guidelines for promotion and tenure should not be regarded as rules that demand rigid adherence to a specific scheme or mold into which all must fit. While achievement is expected in each of the three areas of research and publication, teaching, and institutional service, it is not anticipated that successful performance resulting in recommendation for promotion and/or tenure will require identical records of all candidates.

I.9. While the guidelines contained in this document are not specifically intended for merit pay deliberations, it is anticipated that a faculty member’s performance in the areas of research and publication, teaching, and institutional service will be considered in the merit pay decision process. However, the relative importance of each category may vary significantly over the course of a faculty member’s career. For example, more senior faculty are often expected to increase their service contributions. Accordingly, the school’s merit pay system should recognize appropriate faculty contributions in each of the three areas of performance.
I.10. Deliberations relating to promotion, tenure, retention, and sabbatical reviews are highly sensitive, requiring openness and candor of all involved in the review process. Therefore, the confidentiality of these deliberations shall be maintained by each person involved in the review process.

I.11. The W. P. Carey School of Business seeks to hire, promote, and retain candidates who are either Academically Qualified (AQ) and Professionally Qualified (PQ), as those terms are defined by AACSB. AQ and PQ status will be determined by the department chair with input from the department personnel committee. The chair should request additional information from faculty if material submitted for annual performance evaluations is insufficient to make a determination consistent with the AQ/PQ document prepared for AACSB and maintained by the Dean’s Office.
II.1. OVERVIEW

Decisions concerning faculty promotion, tenure, retention, sabbatical leaves and clinical faculty ranks are of extreme importance to both the school and the individual faculty members involved. This section describes the criteria to be used by evaluative bodies within the school in reaching decisions relative to each of these types of actions. It is recognized that differences among the activities of individual faculty members are to be expected and are desirable from the perspective of the school and the university. However, it is also important that guidelines be developed that may be applied equitably to all faculty within the school.

II.2. PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR AND CONCURRENT GRANTING OF TENURE

Since tenure is conveyed with promotion to Associate Professor, it is essential that rigorous professional judgment be applied to each candidate’s petition. Concurrent granting of promotion and tenure involves a twofold evaluation of a candidate’s record. Promotion from Assistant to Associate Professor recognizes the candidate’s achievements in the areas of research and publication, teaching, and institutional service, with greatest emphasis on performance in research and teaching. Granting of tenure must take into consideration not only the candidate’s past performance but expectations regarding the candidate’s continued progress toward promotion to Professor.

II.2.1. Promotion and Tenure in Final Probationary Year

It is recognized that some faculty will achieve most in research and publication or other creative work of a professional nature, some in teaching, some in institutional service, and some in a combination of any or all of these areas. While effective teaching and institutional service are necessary, they are not sufficient conditions for promotion and tenure. A strong record of scholarly research and publication, or other creative work of a professional nature, as defined by academic units as appropriate for specific academic areas, must accompany achievement in the other areas if promotion and tenure are to follow. Promotion to Associate Professor implies that the faculty member has demonstrated proficiency in scholarly research and publication and/or other creative work of a professional nature, showing evidence of development of one or more research foci, has demonstrated continuing growth as an effective teacher, and has given evidence of institutional service and the potential for continued growth in this area.

II.2.2. Promotion and Tenure Prior to the Final Probationary Year

An Assistant Professor may apply for promotion prior to the final probationary year, which is the sixth year for persons without prior academic experience. Promotion and tenure will be granted if the faculty member has met established criteria for the full
probationary period. Promotion and tenure prior to the final probationary year will require superior performance on the part of the candidate, demonstrating achievement commensurate with that of a full probationary faculty member.

II.3. PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR

In the case of promotion to Professor, the individual must have demonstrated genuine and significant achievement, as embodies in original contributions in his or her areas of work, and must have shown a commitment to high scholarship. In addition, clear evidence of academic leadership that includes nationally recognized contributions will be essential to promotion to Professor.

Academic leadership may be shown through the number and quality of journal articles, as service as the principal investigator in join research projects, receipt of competitive, peer reviewed sponsored research grants and projects, leadership and participation in professional conferences, course and program development, and service as the chair of major committees. In addition, the number and quality of technical reports and presentations, leadership in professional and technical activities, etc., may serve as evidence of nationally recognized contributions.

The criteria set forth in this bylaw shall be rigorously applied on a consistent basis across the school. Accomplishment of the goals of achievement and scholarship associated with promotion to Professor must be fully realized and evaluated through the application of school and national standards for performance. Promotion from Associate Professor to Professor is not associated with a particular span of time.

II.4. GRANTING OF TENURE TO INDIVIDUALS HIRED AT THE RANKS OF PROFESSOR AND ASSOCIATE PROFESSOR

The granting of tenure to a faculty member hired at the rank of Professor or Associate Professor will be based on the candidate’s continued performance at a level commensurate with his or her rank and with the anticipation of continued performance at this level. Additionally, tenure for an Associate Professor requires evidence of progress toward promotion to Professor. Tenure of a Professor shall be based on both an individual’s record of scholarship and professional contributions and his or her anticipated role as a senior member of the faculty. Demonstration of academic leadership that includes nationally recognized contributions shall be especially important in considering tenure of a candidate holding the rank of Professor.

II.5. APPOINTMENT, RETENTION AND PROMOTION OF NON-TENURED FACULTY

Non-tenured faculty reviews will be performed in accordance with the schedule and guidelines established by the university. A favorable retention decision implies evidence of continued growth toward tenure, commensurate with the candidate’s rank and time of service. Growth may be evidenced through enhancement of the candidate’s research and publication record, continued development as a teacher, and expanded institutional service.
II.6. APPOINTMENT, RETENTION AND PROMOTION OF CLINICAL FACULTY, LECTURERS, SENIOR LECTURERS, AND OTHER FACULTY RANKS

Clinical faculty have an earned doctorate. In contrast, faculty without a doctorate who focus on a teaching career hold lecturer and senior lecturer ranks, and people with extensive business experience, either with or without doctorates, who plan to teach for only a few years are appointed as professors of practice. Clinical faculty, lecturers, senior lecturers, and professors of practice are not eligible for tenure. Contracts for these faculty may be either nine-month or twelve-month.

a. Initial appointment of advanced rank non-tenure track faculty should be recommended by the department chair to the dean who should seek input from the chair of the Dean’s Personnel Advisory Committee.

b. Initial appointment of other non-tenure track faculty ranks should be recommended by the department chair to the dean for approval.

c. Application for and promotion to advanced rank for non-tenure track faculty should follow W. P. Carey School promotion procedures and time schedules established by the university.

II.6.1. Minimum Criteria for Clinical Faculty

All clinical faculty in the W. P. Carey School must meet the following minimum criteria:

1) Earned doctorate in a related field.

2) Academic or Professional Qualification, as defined by the W. P. Carey School of Business for AACSB accreditation purposes and as assigned by the department head.

To maintain a clinical faculty designation, the minimum criteria must be maintained.

II.6.2. Specific Criteria for Clinical Professor (Full Professor)

In addition to meeting the minimum criteria for all clinical faculty, clinical full professors typically demonstrate all of the following:

1) The equivalent of 12 years of full-time teaching in higher education. A significant amount of this must be in courses at the four-year institution level in fields related to the W. P. Carey assignment of the faculty member. The guidelines of 12 years may be reduced on a case-by-case basis provided the candidate has significant scholarship research accomplishments within the discipline or substantial relevant professional experience in business.

2) Sustained long-term excellence and diversity in teaching, as demonstrated by such indicators as good teaching evaluations, preparing of innovative course materials, textbook or case publication, new course preparation, academic or practitioner-oriented publications and successful teaching in a variety of different types of courses.
3) Demonstrated leadership in curriculum development.

4) Demonstrated leadership in service roles related to teaching. This must include a) successful leadership roles in academic unit or school committees related to instruction and b) active participation in national professional activities related to the faculty member’s teaching (such as making presentations at relevant professional meetings or serving on relevant professional committees).

II.6.3. Specific Criteria for Clinical Associate Professor

In addition to meeting the minimum criteria for all Clinical faculty, Clinical Associate Professors typically demonstrate all of the following:

1) The equivalent of six years of full-time teaching in higher education. A significant amount of this must be in courses at the four-year institution level in fields related to the W. P. Carey assignment of the faculty member. The guidelines of six years may be reduced on a case-by-case basis provided the candidate has significant scholarly research accomplishments within the discipline or substantial relevant professional experience in business.

2) Significant excellence in teaching, as demonstrated by such indicators as good teaching evaluations, preparation of innovative course materials, textbook or case publication, new course preparation, academic or practitioner-oriented publications, and successful teaching in a variety of different types or courses.

3) Active participation in service roles related to teaching. This must include a) active participation in academic unit or school committees related to instruction and b) participation in national professional activities related to the faculty member’s teaching (such as attending relevant national meetings).

II.6.4. Specific Criteria for Clinical Assistant Professor

Must meet the minimum criteria for all Clinical faculty, but does not meet the criteria for a higher rank.

II.6.5. Minimum Criteria for Lecturer Ranks

All lecturers in the W. P. Carey School must normally hold a master’s degree and have teaching experience at the college level in a related field.

II.6.6. Criteria for Promotion of Lecturer to Senior Lecturer

A Lecturer may be considered for promotion to Senior Lecturer at any time during his/her appointment following a probationary year. However, consideration for promotion usually will not occur until at least three consecutive years of service have been successfully completed and reviewed.
Normally, candidates for promotion should present evidence of sustained and continuing excellent in teaching, service, and scholarship, including evidence regarding Academically-Qualified or Professionally-Qualified status. Academic units and the school may assign roles to Lecturers that vary in their emphasis on teaching, service, and scholarship contributions. The emphasis assigned to these roles by the Lecturer’s unit should be considered in the overall evaluation of the Lecturer’s performance.

1) **Teaching.** Candidates for promotion should present a record of sustained excellence in teaching. Evidence of sustained excellence includes, but is not limited to, student evaluations. Other evidence might include teaching awards, new course development, and course innovations. A record of continuing success in mentoring students, supervising honors theses, independent studies or internships, and advising students might also be considered. Candidates for promotion should summarize their record in the form of a teaching portfolio that describes their contribution to the teaching mission of their academic unit and the school, presents evidence of excellence in the areas noted above or other areas relevant to their teaching role, and includes a statement of teaching philosophy.

2) **Service – Internal and External Contributions.** Candidates for promotion should present evidence of sustained service contributions to the mission of the academic unit, school, and/or university (internal service) and to the profession and community at large (external service). The roles assigned the Lecturer within his/her unit may be considered in evaluating the magnitude of accomplishment expected in service overall, and in internal and external service. The emphasis in evaluation of service is on outcomes rather than process per se. Evidence of internal service contributions might include records of accomplishment in administrative roles, committee work, and advisement to student groups and individuals. Evidence of external service might include active participation and/or leadership in professional associations, representing the unit to external constituents, and professional service linking the university to the larger community.

3) **Scholarship of Teaching.** Candidates for promotion should present evidence of scholarship competence and accomplishment. Scholarly accomplishments expected of a candidate for promotion to Senior Lecturer may vary by the role assigned the Lecturer by his/her unit. However, all candidates should present evidence of a continuing commitment to the scholarship of teaching. Such evidence might include course development, instructional innovation, membership in professional associations, participation and presentation at professional meetings (particularly those relevant to pedagogical development), and continuing education.

**II.6.7. Requests for Promotion to Senior Lecturer**

Requests for promotion to Senior Lecturer should occur at the time of the normal review and are due in the Office of the Executive Vice President and Provost of the University by the date set by the university. If the promotion is awarded, it will become effective at the time the new appointment is offered. Materials to be sent forward for promotion review generally include:
1) The appropriate form provided by the Office of the Executive Vice President and Provost of the University along with any additional forms used by the academic unit and school.
2) Evaluations by personnel committees
3) Transmittal letters of the chair/director and dean
4) Summary of teaching effectiveness – teaching evaluations (both student and peer evaluations)
5) Self-assessment
6) Current curriculum vita

This file is reviewed by the Dean’s Personnel Advisory Committee which writes a memo to the dean with its recommendation. The dean then writes an independent review of the material. The entire packet is forwarded to the Office of the Executive Vice President and Provost of the University for final approval.

II.7. EVALUATION OF FACULTY HOLDING ADMINISTRATIVE POSITIONS

The research and publication or other creative work of a professional nature of administrators, produced while serving in that capacity, shall be evaluated in terms of the amount of their time allocated to teaching and research. While performance in an administrative capacity may affect the expected level of a candidate’s research output, the quality of that effort should not be diminished.

II.8. EVALUATION OF SABBATICAL LEAVE APPLICATIONS

Sabbatical leave applications will be evaluated in accordance with the criteria specified in the Academic Affairs Manual. Excerpts from the Academic Affairs Manual detailing the most relevant evaluative criteria are presented below:

a. A sabbatical leave should not be considered as deferred compensation to which a faculty member is automatically entitled after six years of service, but is granted or denied on the merits of the individual case.

b. Normally the applicant’s proposal must have merit according to one or more of the following criteria: potential value to the teaching program of the academic unit and/or school, probable enhancement of the applicant’s effectiveness as a faculty member, adding to the reputation of the institution, contributing to knowledge in the subject field, providing outstanding public or professional service at a local or national level.

c. The chair with the counsel of the appropriate faculty committee will review the material and recommend leave where 1) the proposal is judged worthwhile and 2) there is a reasonable probability that the faculty member will carry it out.
III.1. OVERVIEW

Promotion and tenure are based on achievement in research and publication, teaching, and institutional service. This section provides guidelines for the determination of achievement in each of these three areas. These guidelines do not preempt variety in the activities of individuals (not all faculty will teach in the same way, perform similar research, or be involved in the same service activities) nor eliminate an academic unit’s prerogative relative to evaluative criteria. However, they do provide a common framework for discussion of faculty achievement in each of the three areas.

III.2. RESEARCH AND PUBLICATION

Achievement in research and publication may be demonstrated through the development of a record of productive scholarship, supported by substantial publication and/or other original work of a professional nature. Specific types of research outlets are presented below. In some cases this listing may be too comprehensive, and in others not comprehensive enough. It records commonly used outlets for scholarly research. Each evaluative body is responsible for judging the quality of research done. This list does not imply weights regarding the value of one research outlet relative to another, beyond the preference given to recognized academic and professional journals.

The quality of a candidate’s research and publication record is best judged by his/her peers and is to be assessed by peers in the field, both from the school and from other universities, in accordance with university guidelines. While it is anticipated that individual faculty will seek a wide variety of appropriate research outlets, publication in recognized academic and professional journals in each candidate’s field is considered an integral element of an acceptable research and publication record.

In general, co-authorship shall not be viewed negatively. Assessment of the individual’s contribution to coauthored works is best achieved by the academic unit’s personnel committee.

III.2.1. Recognized Academic and Professional Journals

Recognition shall be given to both research and publications in academic and professional journals. The quality and relative importance of specific outlets will be determined within the candidate’s academic unit, but publication in leading outlets will be an integral part of all acceptable candidate records.

III.2.2. Books/Monographs

The quality of the book or monograph shall be a major criterion for evaluation. Special consideration will be given to scholarly books or monographs that extend the frontiers of knowledge as compared to textbooks that compile and organize existing knowledge. Readings, edited books, and proceedings shall be given less importance than standard
textbooks. In general, books and monographs are not essential for promotion and/or tenure. Textbooks, by themselves, are not sufficient for promotion and/or tenure.

III.2.3. Professional Reports

Professional publications, such as technical reports, shall be considered neither necessary nor sufficient for promotion and/or tenure. Still, their positive contribution to a candidate’s stature and reputation warrant consideration. The size and nature of a report’s audience shall be considered in evaluating its relative merit.

III.2.4. Professional Papers

Competitive papers shall be considered for promotion and tenure. The values assigned to professional papers are flexible and will be determined by such factors as: (a) the quality of the paper, (b) the nature of the competition, and (c) whether the paper was invited. In most cases, competitive or invited papers, even when published in proceedings, will not normally be considered as substitutes for articles in recognized academic and professional journals.

The actual presentation of professional papers at meetings may additionally be considered as evidence of professional service. Any overlap between the research and publication and service sections of a candidate’s vita should be clearly noted.

III.2.5. Other Publications

In some fields, case studies, prototypical software, and other types of publications provide vehicles for developing national reputations and should accordingly be considered in promotion and tenure deliberations. Such outlets, by themselves, shall be considered neither necessary nor sufficient for promotion and/or tenure.

III.2.6. Funded Research Grants

A funded research grant that is awarded on the basis of a competitive peer review process provides evidence of recognized scholarship, especially if the competition for grants is broadly based. Research awards shall carry more or less weight in evaluating a record of scholarship depending on the norms of the candidate’s field of study and the rigor of the grant program’s evaluation process. Decisions about the relevance of grants to the candidate’s research productivity are best made by department personnel committees and the importance of such grants may even vary within academic units. Research awards alone are not sufficient for promotion and/or tenure. Funded research is construed to mean grants that are explicitly awarded to further a candidate’s research productivity, and this category does not include awards for training, education or service projects, or projects funded under ‘sale of services’.

III.2.7. Research in Progress

Research in progress, in addition to research accomplished and published, is a barometer of research activity. Research in progress is obviously not a sufficient
contribution for promotion and/or tenure. However, research in progress, especially on-going work on funded projects, manuscripts currently undergoing review, and formal working papers, is a useful indicator of a candidate’s progress. Research in progress that can be supported by documented evidence will be viewed more favorably than that which cannot.

III.3. TEACHING EFFECTIVENESS

Effective teaching is expected of all faculty. The elements to be considered in judging teaching effectiveness may include, but not necessarily be limited to:

III.3.1. Student Evaluations and Other Inputs from Students

Formal student evaluations of teaching effectiveness provide evidence of teaching performance, recognizing the limitations of any evaluative instrument. Lack of formal evaluations will be viewed negatively.

III.3.2. Course Development, Outlines, and Innovative Practices

Evidence of course development will be viewed favorably. Evidence of development may include such things as course outlines and descriptions of innovative practices incorporated into classroom activities.

III.3.3. Facilitation of Student Development

Facilitation of student development may include activities such as advisement of individual students, service on graduate program committees, facilitation of student publications, attention to curriculum matters, maintenance of standards and fairness, service on dissertation committees, and Honors Program thesis and Master’s Program supervision.

III.3.4. Teaching Evaluations from Executive Education Courses

While teaching in continuing education programs such as those offered by the Center for Executive and Professional Development are generally considered as part of a faculty member’s service activities, teaching evaluations from such program offerings constitute additional evidence of teaching effectiveness.

III.3.5. Other Considerations

Several other factors contribute to the evaluation of a candidate’s teaching effectiveness. Some of these factors include: (a) course loads, (b) numbers of new and repeat course offerings, (c) graduate and undergraduate course levels, (d) class sizes, (e) the availability of grading assistance, and (f) the nature of the class (e.g., courses offered through the Center for Executive and Professional Development). The effect of these factors on a candidate’s overall teaching performance must be evaluated carefully.
III.4. INSTITUTIONAL SERVICE

Institutional service encompasses those activities of the faculty other than teaching and research. Contributions will generally fall into one of three areas: collegial, professional, and community and governmental service. Activities that enhance the reputation or effectiveness of an individual faculty member may indirectly benefit the university.

Typically, however, these activities are considered within the teaching and research dimensions of the university reward system and would not receive additional consideration under the institutional service dimension. When exceptions occur, it will be the responsibility of the faculty member to demonstrate that benefits to the university have occurred and that these benefits are outside the teaching and research dimensions of the university reward system so that they merit consideration as service to the institution or the profession.

Institutional service criteria should be performance related. That is, the results of a particular activity should be emphasized whenever possible.

Good citizenship is an admirable quality deserving of recognition within the community. Nonetheless, community or civic activities normally shall not qualify as institutional service. When exceptions occur, it will be the responsibility of the faculty member to provide evidence that such activities were of direct benefit to the university or profession.

III.4.1. Collegial Contributions

The decision-making bodies shall evaluate the individual’s collegial contributions not only on the basis of degree of participation, but also on the quality of contributions. The contributions shall include, but not be limited to:

1) Committee assignments within the academic unit, school and university
2) Committee chairperson director/chair assignments
3) Program and curriculum development
4) Generation of funds from non-research activities
5) Student counseling related to course and career development
6) Projects carried out for the school or university that receive no compensation
7) Service as faculty advisor to student organization

III.4.2. Professional Contributions – Professional Organizations

Service to local, regional, and national business and professional organizations shall be considered by the decision-making bodies.

Membership in professional organizations is not sufficient to warrant a significant evaluation. Direct participation and leadership roles through offices held, speeches given, committee assignments, etc. will be the type of criteria utilized by the decision-making bodies. Professional contributions are desirable at all levels of promotion but will be considered more important for the Associate Professor to Professor promotion than for the Assistant Professor to Associate Professor promotion. Examples include.
1) Editorial activities with academic and professional journals
2) Referee for academic journals
3) Reviewer of books for academic journals or textbook publishers
4) Serving as a moderator, panel member, discussant, paper presenter, or in some other capacity at a meeting of professional associations
5) Serving as an officer or board member of a professional association

III.4.3. Professional Contributions – Consulting Activities

Consulting activities are defined as any activity, normally compensated, performed for a public or private organization, institution or association at their request. This would include, but not be limited to:

1) Giving advice
2) Designing and/or implementing policies, procedures, or methods
3) Data gathering, analysis, and reporting when it is done at the request of the organization and the results are not made public
4) Expert testimony
5) Conducting training or educational courses or seminars

Consulting activities are acceptable as institutional service only if evidence is presented to show a direct, tangible benefit to the institution and/or profession. The burden for demonstrating such benefits is upon the individual submitting the request. While consulting activities may constitute evidence of a faculty member’s professional reputation, most consulting activities will not count as institutional service.

III.4.4. Community and Governmental Contributions

Community and governmental service shall be considered desirable for promotion and/or tenure, with more importance placed on such service at the Associate Professor/Professor levels. Since the scope of such service is broad, decision-making bodies will have discretion in determining the nature and importance of community service activities. Included among the more important activities are serving on working committees and boards of directors of significant community groups, and public service volunteerism to local/national governmental agencies. A key element is that the faculty member served in a capacity as a representative of the university, not just as an individual.
PART IV: PROMOTION, TENURE, PROBATIONARY, NON-TENURE TRACK FACULTY, AND SABBATICAL REVIEW PROCEDURES

IV.1. OVERVIEW

School promotion, tenure, and sabbatical review procedures will follow accepted university guidelines as specified in the Academic Affairs Manual. In the absence of specific school guidelines or in case of conflict, university guidelines will take precedence.

Deliberations relating to promotion, tenure, retention, and sabbatical reviews are highly sensitive, requiring openness and candor of all involved in the review process. Therefore, the confidentiality of these deliberations shall be maintained by each person involved in the review process.

IV.2 ACADEMIC UNIT PERSONNEL COMMITTEES

Each academic unit shall have a personnel committee to evaluate each candidate’s qualifications for promotion, tenure, retention, and sabbatical leave. This committee shall be structured as deemed appropriate by the academic unit faculty, but shall exclude the academic unit director/chair from membership. Faculty from outside the academic unit may serve as members when such membership is deemed appropriate by the academic unit faculty. Each academic unit shall develop written guidelines to direct committee procedures and actions.

IV.3. W. P. CAREY SCHOOL OF BUSINESS DEAN’S PERSONNEL ADVISORY COMMITTEE

IV.3.1. Minimum Qualifications of Members

1) Shall be tenured and hold the rank of Professor. Not more than two faculty members from any one academic unit may serve on the committee at any one time except that this limit does not apply for at-large committee members.

2) Shall not be an academic unit director/chair or administrator. An administrator shall be defined as a person holding a formal administrative position with the university. Administrative positions are defined as including such positions as Assistant or Associate Dean or Director of an academic unit or program but may not be limited to such positions.

3) Shall not be a member of any decision-making group that acts on matters that would be considered and acted upon by the W. P. Carey School of Business Dean’s Personnel Advisory Committee (DPAC).

4) Each academic unit in the school with five (5) or more tenured faculty members shall be represented on the committee, if possible. Lack of representation shall occur only if all Professors in the academic unit hold administrative positions or are for some other reason disqualified from membership on DPAC.
5) DPAC shall consist of nine (9) members. One member shall be elected from each academic unit, whenever possible, with the remaining members being elected from the school at-large. In the event that the number of academic units in the school increase beyond nine (9), the committee will be expanded as necessary to accommodate representation from all qualified academic units. If expanded beyond the original nine (9) members, at-large representatives will be added as necessary to maintain an odd-numbered total membership.

6) The Tellers Committee shall consist of those members of DPAC who are not candidates for re-election. Voting shall be by secret ballot, supervised by the Tellers Committee or its designee.

7) Initially, academic unit or at-large representatives were elected to one, two or three year terms decided by lot in such a way that one-third of the membership would be retired each year. All elections of representatives are for three-year terms, with the exception of members elected to fill an uncompleted term. For purposes of rotation, at-large representatives will be considered as one academic unit. The original intent of rotation with three-year terms should be adhered to as much as possible.

In the event that additional academic units become eligible for representation on the committee, their first elected representative will either take the place of one of the at-large representatives at the time of election for a full three-year term or fulfill the uncompleted term of an at-large representative. In the latter case, if two at-large representatives are currently members of the Committee, the one replaced by the new academic unit representative will be selected by lot by the remaining members of the Committee. Election of new academic unit representatives, as required, must take place prior to the beginning of DPAC deliberations for the current academic year.

8) The chair/director of each eligible academic unit shall prepare a list of faculty members willing and eligible to serve. This list shall be made available to the Tellers Committee or its designee. The academic unit faculty, by secret ballot, must select at least two nominees from the list of willing and eligible faculty, unless two or fewer academic unit members are eligible. The list of nominees shall be sent to the Tellers Committee for presentation to the faculty.

IV.3.2. Procedures for Election

1) A school ballot shall be prepared showing the candidates, their academic rank, and their academic unit. A vita of each candidate shall be available for review on a W. P. Carey School web site with its URL prominently displayed on the ballot.

2) At-large members of the committee shall be nominated by members of the Faculty Assembly. Only those who agree to serve and who are certified as eligible by the academic unit chair/director shall be considered valid nominees.
3) For a ballot to be counted there must be no more than one vote recorded for each vacant position. It is not necessary to vote for any specific number of candidates.

4) The candidate receiving the most votes cast on each academic unit slate, and the number of candidates to be elected from the at-large slate receiving the highest number of votes, shall be elected.

5) In the event of a vacancy on the Committee, the unexpired term or part-term for that portion of the term for which the incumbent may not be able to serve will be filled by special election. The replacement shall be nominated from the same source, academic unit or at-large, as was the member being replaced.

6) Nominations for the regular rotational replacements to this committee are due by March 1. The mail ballot shall be sent out as soon as nominations are received. The election results shall be announced to the faculty by the Tellers Committee or its designee.

IV.3.3 Committee Structure

1) A committee chairperson will be elected for a one-year term by the elected committee members.

2) The committee, when reviewing nominees for sabbatical leave requests, shall convene for official business when a quorum consisting of a majority of the committee is present. When the committee is reviewing requests for promotion, retention, or tenure, the quorum shall be three-quarters of the committee members. A committee member who is a nominee for sabbatical leave must absent himself/herself from the committee deliberations concerning all sabbatical leave requests.

3) A committee member who resigns or who is absent without excuse by the chairperson for three (3) meetings in any one academic year shall be replaced by an election held no longer than one month after the third absence or after the resignation. The replacement will be elected from the same source, academic unit or faculty at-large, for the remaining portion of the former member’s term and by the same balloting and nominating procedures as was the former member.

4) A member who accepts an administrative position with the university must resign from the committee. The replacement will be elected from the same source, academic unit or faculty at-large, for the remainder of the member’s term and by the same balloting and nominating procedures as was the former member.

IV.3.4 Procedure for Handling Petitions

1) Personnel actions handled by petition include promotion, tenure, retention, and sabbatical leave applications.
2) A petition may be initiated from one of the following sources, provided it falls within school and university guidelines and meets the prescribed deadline for submission of the petition class. The interested faculty member may submit a petition to the academic unit chair/director. The academic unit chair/director in consultation with the academic unit personnel committee may initiate a petition. A petition is deemed to be initiated at such time as the faculty member is aware of and approves that petition going to the academic unit personnel committee.

3) The academic unit personnel committee shall review each petition and make its recommendation in writing. The academic unit chair/director will add his or her written recommendations.

4) The initial petition and the academic unit recommendations must be submitted to the DPAC, unless withdrawn by the faculty member concerned according to the procedures contained in the Academic Affairs Manual.

5) The DPAC will review each petition presented, along with the academic unit recommendations, and will evaluate the petition applying the relevant criteria.

6) Each petition will be openly discussed among the members of DPAC in developing a recommendation for each case. Each case is to be evaluated on its own merit. This discussion and the committee’s recommendation are to be treated confidentially by the members.

7) The DPAC will then report its advisory recommendation for each petition, with written support for the recommendation, to the Dean. The DPAC recommendation, along with the recommendations of the academic unit personnel committee and the academic unit chair/director, shall be provided to the Dean for his recommendation to the Vice President for Academic Personnel. Committee minority opinions, where appropriate, will also accompany each petition.
PART V: MATERIALS TO BE SUBMITTED FOR PERSONNEL ACTIONS:
PROMOTION, TENURE, REVIEW OF PROBATIONARY FACULTY,
REVIEW OF NON-TENURE TRACK FACULTY, SABBATICAL LEAVE APPLICATIONS

V.1. OVERVIEW

This section details a list of materials that are to be submitted to the Office of the Executive Vice President and Provost of the University in support of faculty being considered for promotion and/or tenure, for faculty being reviewed during their probationary years, and for faculty being considered for sabbatical leave.

V.2. PROMOTION AND/OR TENURE

The file for a faculty member requesting promotion/tenure will generally include:

a. Request for Academic Personnel Actions Form (signed at each level)
b. Table of Contents (including the titles of the four publications or titles of other documents of research, scholarship, and/or creative activities)
c. Any additional forms used by the academic unit
d. Personal statement of not more than four pages to put past work into perspective and to outline future goals
e. Current curriculum vita detailing the candidate’s activities in teaching, institutional service, and research (refereed and non-refereed publications should be distinguished; joint authors of articles should be listed in the order in which they appear, and the nature of the candidate’s role in research projects and other joint efforts should be clearly described)
f. Copy of up to four publications or other material reflecting the research, scholarship and/or creative activities of the candidate
g. Review materials of teaching and instructional activity
   1) A summary table of courses taught, the number of students in each, and a summary of student evaluations including scale, mean and standard deviation
   2) A statement of teaching philosophy and any professional development activities undertaken in relation to teaching and instruction
   3) Peer evaluations if available
   4) Supplemental materials (optional)

Evaluation letters and committee recommendations as follows:

a. Academic unit personnel committee evaluation and recommendation
b. Academic unit chair/director’s independent evaluation and recommendation
c. Dean’s Personnel Advisory Committee evaluation and recommendation
d. Dean’s independent evaluation and recommendation
e. Grid of external reviewers’ evaluations from external reviewers in the candidate’s field of expertise and vitae for each external reviewer. These evaluators are to be persons other than ASU faculty. Letters for faculty who are being considered for promotion and tenure at the same time should include evaluation for both promotion and tenure. The academic unit chair/director shall be responsible for including a sample copy of the request letter sent to outside evaluators with the petition.
f. Department and school promotion and tenure criteria
V.3. PROBATIONARY OR CONDITIONAL FACULTY OR ACADEMIC PROFESSIONAL REVIEW

The file for a faculty member undergoing a probationary or conditional review will generally include:

a. Request for Academic Personnel Action form (signed at each level)
b. Any additional forms utilized by the academic unit
c. Table of Contents
d. Current curriculum vita
e. Self-assessment – goal statement (4 page limit)
f. Summary evidence of teaching and/or job effectiveness, but not limited to summaries of student evaluations
g. Publications or other material reflecting the scholarly or creative endeavors of the candidate
h. Current copy of the academic unit’s and school’s approved probationary review process criteria

Evaluation letters and recommendations as follows:

a. Academic unit personnel committee evaluation and recommendation
b. Academic unit chair/director evaluation and recommendation
c. Dean’s Personnel Advisory Committee evaluation and recommendation
d. Dean’s evaluation and recommendation

V.4. SABBATICAL LEAVE APPLICATIONS

The file for a faculty member requesting a sabbatical will generally include:

a. Application for Sabbatical Leave
b. Any additional forms utilized by the academic unit
c. Description of the proposed sabbatical project (not to exceed two pages)
d. Three letters from evaluators (inside or outside the department) who are impartial and competent to judge the proposal
e. Summary evidence of teaching and/or job effectiveness, but not limited to summaries of student evaluations
f. Report from candidate’s last sabbatical

Evaluation letters and recommendations, as follows:

a. Academic unit personnel advisory committee evaluation and recommendation
b. Academic unit chair/director evaluation and recommendation and letter indicating how the integrity of the program will be maintained during the applicant’s absence
c. Dean’s Personnel Advisory Committee evaluation and recommendation
V.5. RENEWAL AND/OR PROMOTION FOR CLINICAL FACULTY, LECTURERS, RESEARCH FACULTY, PROFESSORS OF PRACTICE

The file for a multi-year faculty member undergoing a renewal and/or promotion review will generally include:

a. Request for Academic Personnel Action Form (an applicant undergoing both a renewal review and a promotion review must include a separate form for each action)

b. Table of Contents

c. Current curriculum vita

d. Self-assessment/goal statement (up to 4 pages in length)

e. Summary of job or teaching effectiveness, including student evaluations (mandatory) and peer evaluations (optional at candidate’s preference)

f. Supplemental materials (e.g., publications or other pertinent information)

g. For promotion cases, a current copy of the academic unit’s promotion criteria and school’s promotion criteria

Evaluation letters and recommendations, as follows:

a. Academic unit personnel advisory committee evaluation and recommendation

b. Academic unit chair/director’s evaluation and recommendation

c. Dean’s Personnel Advisory Committee evaluation and recommendation

Renewals of multi-year academic appointments are approved by the dean. Promotion, non-renewal or termination cases must be reviewed by the Vice President for Academic Personnel.
APPENDIX A: SAMPLE VITA FORMAT

The sample vita format suggested in this appendix provides examples of the types of information that should be included in the vita that accompanies a petition for promotion, tenure, retention, or sabbatical leave. This format should not be interpreted as an inflexible standard to be followed exactly in all situations.

The vita should be cumulative, reflecting performance over the faculty member’s entire professional career.

1. General Information
   a. Name
   b. Rank, academic unit, date of initial appointment at ASU
   c. Degrees, dates conferred, institutions
   d. Prior academic, business, and other relevant experience

2. Research
   a. Publications (as examples) - giving full citations
      1) Journal article publication
      2) Monograph
      3) Book
      4) Textbook
      5) Chapter in a book
      6) Report resulting from a sponsored grant
      7) Paper in a proceedings
      8) Other publication
   b. Other (as examples)
      1) Paper presented at a professional meeting
      2) Research grant or proposal
      3) Submitted articles
      4) Work in progress

3. Teaching
   a. Summary of courses taught at ASU
   b. Evidence of teaching effectiveness at ASU (such as teaching evaluations, including those from the latest semester, if possible – raw evaluation data should not be submitted)
   c. Advisory committees (give cumulative numbers and numbers currently active)
      1) Doctoral dissertation committee (chair, member)
      2) Doctoral program committee (chair, member)
      3) Master’s committees – advisory, thesis (chair)
      4) Undergraduate advisees (number)
d. Special service (examples)
   1) Student manual
   2) Computer program
   3) Creative/innovative classroom techniques

4. Institutional Service

a. Internal service
   1) Administrative assignments – part-time or similar budgeted assignments
      i. Quantity (not quality) of academic service shall be proportionate to the time
         budgeted to academic service
      ii. Administrative performance shall be evaluated by administrative superiors
   2) Committee assignments (as examples) – note if chair
      i. Academic unit
      ii. School
      iii. University
   3) Student activities
      i. Special individual advisement
      ii. Group advisement
      iii. Job placement
      iv. Scholarship and fundraising
   4) Contributions to overhead and graduate student support from funded research
   5) Special assignments
      i. Task force
      ii. Acting academic unit chair/director
      iii. Faculty Senate

b. External service
   1) Invitational public service in faculty member’s area of expertise
   2) Speeches to service groups in faculty member’s area of expertise
   3) Consulting – if appropriate under school guidelines

c. Professional service
   1) Editorial activities
   2) Professional groups – national, regional, local – member, officer, committee service
   3) Reviewer – books, articles
   4) Professional meeting – moderator, panel member, discussant

5. Miscellaneous – honors and awards
APPENDIX B: SUMMARY OF TEACHING EVALUATIONS

The following format is preferred for presentation of summary data from student evaluation of teaching effectiveness.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Spring 2008</th>
<th>Tri 1 2008</th>
<th>Tri 1 2008</th>
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<tbody>
<tr>
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<tr>
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<td>ECN 502</td>
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<td>Platform</td>
<td>Undergrad</td>
<td>Evening</td>
<td>Online</td>
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<tr>
<td>On-load or overload</td>
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<td>On load</td>
<td>Overload</td>
</tr>
<tr>
<td>Respondents:</td>
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<td></td>
</tr>
<tr>
<td>Total enrolled</td>
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<tr>
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<tr>
<td>% responding</td>
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<td>55.56%</td>
<td>66.67%</td>
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</table>

<table>
<thead>
<tr>
<th>Category/Question:</th>
<th>Trimmed Averages¹</th>
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<tbody>
<tr>
<td>Course Structure</td>
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<tr>
<td>Learning Climate</td>
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</tr>
<tr>
<td>Instructor Involvement</td>
<td>Z</td>
</tr>
<tr>
<td>Academic Rigor</td>
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</tr>
<tr>
<td>Evaluation</td>
<td>Y</td>
</tr>
<tr>
<td>Overall Average²</td>
<td>Avg (X)</td>
</tr>
</tbody>
</table>

Describe your curriculum development efforts during this semester:

New preparation initiatives:

Major revisions to courses taught:

¹ Use the trimmed means as reported in the evaluation summaries generated by the School.
² Overall average to be the average of the five trimmed category means or simply the average of the untrimmed means (grand mean).