

Statement on Retention, Promotion and Tenure  
Department of Economics and Finance

THE RETENTION, PROMOTION AND TENURE PROCESS

The purpose of this policy statement is to establish the retention, promotion and tenure process for members of the Department of Economics and Finance. This process specification includes the procedures that are to be followed for the requesting of retention, promotion, or tenure, and data that must be submitted for review.

1. The tenure committee is made up of all tenured members of the department. At the beginning of each academic year they meet and elect among themselves the committee chairperson, who may or may not be the department chairperson. The committee chairperson will convene the meetings. Roberts Rules of Order shall apply.
2. Decisions of the committee are to be arrived at by secret balloting.
3. After each of its meetings the committee shall furnish each applicant with a copy of its written recommendation.
4. Candidates for retention, promotion, or tenure have to demonstrate adequate performance in each of three areas of teaching and advising, research, and service. Extraordinary performance in any one of these areas can not substitute for inadequate performance in other areas. Further, the maximum weight allowable for service in the tenure and promotion to associate professor decisions is 5%, while the maximum for service is 10% for decisions regarding promotion to full professor. All procedures, policies and guidelines with regard to retention, promotion, and tenure which have been adopted by the university are adhered to by the department.
5. Candidates for retention, promotion, or tenure should request consideration by the committee by September 15 for Fall decisions or February 1 for Spring decisions. Such requests should be in writing and must be accompanied by completed dossiers.
6. Retention, promotion and tenure recommendations by the committee that have to be made to the dean in the fall semester must be made by October 31, while similar recommendations for the spring semester must be made by March 15.
7. Ordinarily, recommendations on promotion and tenure will be made in the fall semester while retention recommendations will ordinarily be made in the spring semester. Exceptions to this schedule must be authorized by the Academic Vice President.
8. Appointment to the rank of assistant professor is conferred upon individuals who possess an earned doctorate degree and may be made on the basis of potential rather than performance. Reappointment to the assistant level is warranted if the candidate's record evidences promise. If no promise exists, non-issuance of a contract is recommended.

Appointment to the rank of instructor is conferred upon individuals who are verified doctoral candidates or who possess a Master's Degree.

## RETENTION FOR NON-TENURED FACULTY MEMBERS

1. The Committee requires written expression from the non-tenured faculty member that he/she wants to be retained.
2. An instructor must demonstrate progress towards his/her doctoral degree in order to be retained.
3. The Committee requires a statement of past achievements in terms of teaching and advising, research, service, and future goals, to include specific plans in each of these areas from the candidate expressing, what he/she plans to achieve in the upcoming, year.
4. The statement of the candidate's past achievements and future goals shall be acceptable to the committee in order for the candidate to receive a favorable recommendation to be retained.
5. Progress toward promotion is expected for instructors, assistant professors, and associate professors.
6. Only tenured faculty may vote and otherwise participate in departmental retention decisions.
7. In accordance with Appendix M of the Faculty Handbook, 66 a 50% vote is required for a recommendation of continuance."

## PROMOTION TO ASSOCIATE PROFESSOR

1. Written expression from the assistant professor faculty member that he/she wants to be promoted to associate professor is required.
2. Research evidence must include articles published in refereed, professional journals. A minimum of three (3) refereed articles is required, at least two (2) of which have been accepted while the candidate has been on tenure track at John Carroll. The committee will give greater emphasis to solely authored articles, and greater emphasis to higher quality journals.
3. Publication of articles in non-refereed journals will be considered as research evidence. Presentation at professional meetings and seminars also may be noted as supporting evidence.
4. To be promoted to associate professor the candidate shall be an effective classroom teacher.
5. To be promoted to associate professor the candidate must demonstrate that he/she is a valued member of the University through service.
6. Only tenured associate or tenured professors shall vote or otherwise participate on a candidate's promotion to associate professor. A majority vote is required for promotion to associate professor.

## TENURE

1. The Committee requires written expression from the faculty member that he/she wants to receive tenure.
2. At the time a tenure-track faculty person is hired, the department chairperson will learn from the Academic Vice President the date by which the final tenure decision must be made, and inform the tenured faculty of that date.
3. A review of progress toward tenure will take place annually in the spring, starting with the faculty member's first year of service.
4. Following the final tenure review by the tenured faculty of the department, the committee will submit in writing to the Dean of the Boler School of Business a recommendation for or against tenure. This recommendation will reflect decisions of the members and will be the final definitive statement on the matter from the tenured faculty.
5. All final tenure reviews will follow the same procedure. Each tenured faculty member of the department may request from the committee chairperson any usual documentation deemed necessary by that faculty member.
6. Before the final tenure review, the untenured faculty member will submit his/her formal statement and any documentation he/she considers pertinent to the chairperson of the committee.

The portfolio of information and documentation supporting tenure should include evidence of teaching effectiveness, research activities and goals and service to the Department, School, University and Community. This supporting material should report on his/her employment at John Carroll University; the burden of proof of tenurability is with the faculty member.

Evidence must be provided to convince the reviewers that the faculty member is an effective teacher. Suggested inputs are letters from students, colleagues, etc. Examples of exams, syllabi, and other materials developed for teaching may also enhance the argument of effective teaching. This review may include classroom visits by members of the Committee.

Effective teaching, without question, is a difficult concept to grasp; however, some notion of it exists. This notion includes a commitment to excellence and achievement of learning. The effective teacher strives to impart knowledge by being knowledgeable and current in issues and concepts, by striving to motivate students to achieve understanding and appreciation of academic topics and by offering a challenging class, high standards and constructive evaluations. The effective teacher is actively involved, on a regular basis, in student counseling/advising.

A faculty member seeking tenure must demonstrate a commitment to professional development through research by stating specific research direction, interests and expected outcomes for the next few years. It is imperative that the faculty member provide measurable research results for AACSB accreditation.

Service to the Department, School, University and Community is expected and is to be documented. This evidence may include committee memberships, special assignments, and other activities of the faculty member.

This documentation of effective teaching, research achievements and direction and service is the minimum that should be submitted for review. Other contributions deemed pertinent by the faculty member are to be included in the tenure review portfolio.

7. The committee chairperson will present this material to the members of the committee at least three school days before tenure review. After the committee meeting, the committee chairperson will meet with the untenured faculty member and inform him/her in writing of the committee's decision.
8. Except in extraordinary circumstances, explicitly stated in the recommendation of the tenure committee, to be recommended for tenure the candidate must currently hold, or be recommended for promotion to, at least the rank of associate professor. Moreover the candidate must demonstrate through teaching, research, and service at JCU his/her suitability for promotion.
9. Research evidence must include articles published in refereed, professional journals. For positions where there is an expectation of significant scholarly output, we require a minimum of three (3) refereed articles, at least two (2) of which have been accepted while the candidate has been on tenure track at John Carroll. The Committee will give greater emphasis to solely authored articles, and greater emphasis to higher quality journals.
10. As specified in Appendix M of the Faculty Handbook, a 2/3 vote is required for tenure.

## PROMOTION TO THE RANK OF PROFESSOR

1. The Committee requires written expression from the associate professor faculty member that he/she wants to be promoted to the rank of professor.
2. Only tenured faculty with the rank of professor shall vote or otherwise participate on a candidate's promotion to the rank of professor. A majority vote is required for promotion to the rank of professor.
3. The tenured professors will select a chairperson of this sub-committee for promotion to the rank of professor.
4. Assessment of the quality of the candidate's research will include letters of recommendation by at least 3 well respected scholars from outside the University. The procedure for securing these letters is the following: The candidate shall supply, by the preceding April 15 th or November 10 th for fall and spring promotion decisions respectively, a list of no less than six potential referees from which the committee chairperson, in consultation with other members of the committee, shall select three. The candidate shall supply 4 copies of a package consisting of a resume and at least 3 reprints of scholarly publications of the candidate's choice that can be sent with the letters from the chairperson requesting these letters of reference. The candidate shall also specify in writing if he/she has waived his or her right to review these letters.
5. Subsequent to achievement of the rank of associate professor a minimum of 3 scholarly books or 3 refereed articles, or any combination thereof shall be presented as evidence of scholarship. At least one refereed journal article or scholarly book must be solely authored during the candidate's career to date.
6. To be promoted to the rank of professor, the candidate shall be an effective classroom teacher. The candidate shall provide evidence of growth and development in teaching since the last promotion.
7. To be promoted to the rank of professor the candidate must demonstrate he/she is a valued member of the University through service.

Approved by Dr. F. Travis, April 6, 1999

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