

**Lundquist College of Business**  
**Non-Tenure Track Faculty Review and Promotion**

Approved by the Office of the Provost and Academic Affairs: 03/03/17

**I. Preamble**

Non-tenure Track Faculty (Instructors, Senior Instructors I & II, Lecturers, Senior Lecturers I & II, Professors of Practice and Clinical Professors) and Pro-Tem Non-Tenure Track Faculty (NTTF) play a vital role in the Lundquist College of Business (LCB). Although their primary mission is to teach undergraduate and graduate students, they also make significant service, professional, administrative and other contributions to further the mission. The LCB is part of an AAU member institution and accredited by the AACSB. As such, teaching in all courses for which students receive business credit and service/professional development is held to high standards of performance. Teaching and service/professional development performance at a level that just meets minimum expectations, but is lacking in merit, excellence, or distinctiveness, does not automatically result in contract renewal, nor does such performance justify promotion for Career NTTF who meet the time requirements to be eligible for promotion.

This document addresses processes for review and promotion for Career NTTF and for review of Pro-Tem NTTF. Specifically it addresses (1) regular reviews associated with contract renewal for Career NTTF and Pro-Tem NTTF, and (2) promotion reviews for Career NTTF. The aim of this document is to define the policy and to ensure consistent, fair, equitable and transparent implementation of the policy in accordance with the CBA between the University of Oregon and United Academics. This policy applies to all represented faculty and is intended to comply with all provisions of Article 19 of the CBA. To the extent there are any discrepancies or inconsistencies, CBA Article 19 controls for represented faculty. This policy also applies to all unrepresented faculty, unless a university-wide policy exists that contradicts the terms of this policy.

**II. Policies and Procedures Overview**

**A. Development of Promotion and Review Policies**

All TTF and Career NTTF in the LCB shall have the opportunity to participate in the development of LCB's NTTF review and promotion policies. At the outset of its formation, the faculty will first consider any input provided by the Dean or designee. The faculty will then submit their recommended policy to the Dean or designee for review. The Dean will provide a written explanation to the faculty and an opportunity to discuss any alterations they make to the recommended policy before submission to the Provost or designee. The Provost or designee will have final authority to establish policy for the LCB.

**B. Promotion and Review Policy Procedures**

The NTTF promotion policy with criteria for promotion and review will be available for review upon request to the Dean's office, posted on the LCB intranet, and published on the Office of Academic Affairs website. Career NTTF faculty members will be evaluated only by the criteria approved and made available to the faculty member. If a faculty member wants a promotion review in the year when a contract review is due, only a single review must be completed. The decision on whether to promote and the decision on whether to renew will be made independently. If criteria for renewal and promotion change during the course of the employment contract, the Career NTTF member may elect between the new criteria and any of those in effect during the six years prior to the initiation of a given review or promotion process. The promotion process includes an evaluation by the LCB Promotion and Tenure (P&T) Committee. Up to two Career NTTF at or above the rank sought by the candidate will be added to the LCB P&T committee by the Dean or designee.

### **III. Contract Renewal Reviews**

#### **A. Process**

Career NTTF are reviewed in each contract period or every three years, whichever is soonest, and the review considers performance since the last review. If a career NTTF member has multiple contracts in a year, only one review per fiscal academic year is required. The purposes of this review are (1) to ensure that teaching and service/professional development meet the standard of excellence appropriate to a major research university and an AACSB accredited college of business and (2) to help Career NTTF grow as scholars and educators by identifying areas of strength and areas that need improvement in accordance with the LCB's strategic goals and objectives.

Career NTTF will be afforded an opportunity to (1) submit a personal statement with information relevant to their performance prior to a contract review, and (2) meet with their Department Head at least once during the contract period to discuss efforts, performance and development opportunities.

Career NTTF will be evaluated in conformance to their contract and in proportion to the FTE in their job descriptions. The typical contract for a 1.0 FTE appointment carries weights of 80% for Teaching and 20% for Service/Professional Development. Some Career NTTF may have research expectations stated in their contract and others may have administrative assignments stated in their contract. To the extent applicable, the evaluation of scholarship, research, and creative activity will include an assessment of work quality, impact on the field nationally and internationally, and overall contribution to the discipline or program. All Career NTTF are expected to contribute to the institutional priorities of equity and inclusion as appropriate. However, these contributions are not explicitly evaluated for contract renewal. Refer to the "Career NTTF Assignment of Professional Responsibilities Policies" for further clarification and explanation of contracted expectations.

#### **B. Teaching**

Teaching in all courses where students receive business credit (i.e., all courses with ACTG, BA, BE, FIN, MKTG, MGMT, OBA, SBUS and SPM prefixes) will be evaluated holistically at least once each contract period using:

- (1) Information provided by the faculty member in their annual Faculty Activity Report (FAR) – a short 1-2 page report on their teaching responsibilities and activities for the relevant period, which is available on the LCB's intranet site
- (2) Quantitative LCB student evaluations in classes of five or more students,
- (3) Signed student comments as part of student evaluations,
- (4) At least one peer review<sup>1</sup> of classroom teaching according to peer review templates established by LCB governance policy,
- (5) Rigor and content of course syllabi,
- (6) Rigor of representative course assignments, quizzes, and exams,
- (7) Nature of teaching assignments, (e.g., number of different course preparations, number of large enrollment classes and availability of support for them, number of courses across course levels - lower division, upper division, and graduate; number of new course preparations, etc.),
- (8) Rigor in student evaluation and grading, and
- (9) Teaching that contributes to the strategic objectives of LCB (e.g., appropriate use of experiential learning activities, executive education, etc.)

All Career NTTF are expected to be current in the fields in which they teach. If a review of information described above clearly demonstrates that a Career NTTF is not current in the fields in which they teach, the NTTF may not be eligible for contract renewal.

Using criteria articulated in the LCB Merit Pool Distribution Policy and approved by the Provost, each Career NTTF will be given a rating in teaching of one of the following:

- 1 = Unsatisfactory
- 2 = Less than satisfactory
- 3 = Satisfactory
- 4 = Superior
- 5 = Outstanding.

Ratings between categories (e.g., between Satisfactory and Superior) are allowed, but should be used sparingly and clearly justified when used.

Barring unforeseen circumstances, an overall rating of "1" or "2" would not meet expectations and would typically result in non-renewal. In the unusual circumstance that a faculty member has their contract renewed despite an overall rating of "1" or "2",

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<sup>1</sup> Peer reviews in this policy refer to only those that are understood by all (including the faculty member) to be for formal evaluative purposes. Career NTTF will be given at least one-week notice before a formal peer review is conducted. It is good practice for faculty members to engage in informal peer reviews with colleagues that are understood to be only for developmental purposes, not as part of a faculty member's evaluative materials.

they will be given written guidelines for improving their performance to at least meet expectations.

A rating of “3” would meet minimum expectations, but is lacking in merit, excellence, or distinctiveness, and does not automatically result in contract renewal. A rating of “4” or “5” would exceed expectations and based on funding, curricular and enrollment needs of the LCB would most likely result in contract renewal.

Satisfactory teaching by an NTTF is assumed in the *absence* of:

- (1) Recurring low teaching evaluations (University common questions #1 and #2 on quality of course and quality of instruction),
- (2) Numerous negative comments by students on signed student evaluations (or as a result of other evaluation processes in accordance with University policy)
- (3) Poor peer review of in-class teaching,
- (4) Lack of rigor and out-of-date content in course syllabi, and
- (5) Other common indicators of poor teaching performance.

Above average teaching performance worthy of a rating of Superior or Outstanding can be established on the basis of:

- (1) Favorable student evaluations to University common questions #1 and #2,
- (2) Numerous positive signed comments by students and peer evaluation,
- (3) Teaching awards,
- (4) High degree of rigor and up-to-date content in course syllabi,
- (5) Demanding nature of teaching assignments, (e.g., number of different course preparations, number of large enrollment classes and availability of support for them, number of courses across course levels - lower division, upper division, and graduate; number of new course preparations, etc.),
- (6) Teaching that contributes to the strategic objectives of the LCB (e.g., appropriate use of experiential learning activities, executive education, etc.), and
- (7) Excellent peer reviews

### **C. Service/Professional Development**

Service contributions by Career NTTF will be evaluated based on the Service goals established through consultation with the appropriate Department Head and in conformance with the Career NTTF’s contract. In addition to service contributions, Career NTTF on 1.0 FTE appointments are expected to engage in professional development by remaining intellectually active and current in the fields in which they teach, in accordance with AACSB standards.

Participation in both service and professional development are expected in order to meet minimum expectations. In evaluating the performance of required professional development activities, the review will consider the availability of professional development funds, opportunities for professional development, and the Career NTTF faculty member’s efforts to secure funding. Using criteria articulated in the LCB Merit

Pool Distribution Policy and approved by the Provost, each Career NTTF will be given a rating in service/professional development of:

- 1 = Unsatisfactory
- 2 = Less than satisfactory
- 3 = Satisfactory
- 4 = Superior
- 5 = Outstanding

Ratings between categories (e.g., between Satisfactory and Superior) are allowed, but should be used sparingly and clearly justified when used.

An overall rating of “1” or “2” would not meet expectations and may result in non-renewal. In the unusual circumstance that a faculty member has their contract renewed despite an overall rating of “1” or “2”, they will be given written guidelines for improving their performance to at least meet expectations. A rating of “3” would meet minimum expectations, but is lacking in merit, excellence, or distinctiveness, and does not automatically result in contract renewal. A rating of “4” or “5” would exceed expectations and based on funding, curricular and enrollment needs of the LCB would most likely result in contract renewal.

Failure to participate in any appropriate service/professional development activities during the contract/review period would not meet minimum expectations in this area and would result in ratings of “1” or “2”. Some degree of participation in appropriate service activities in combination with professional development activities which keeps the faculty member current in the fields in which they teach would meet the minimum expectations in services/professional development and would be rated as a “3”. A rating of “4” or “5” would reflect a continued record of proactive service participation in strategically relevant areas for the LCB, the University, and one’s profession; and activities in professional development which demonstrate acquisition of academic and professional skills beyond those required to keep current in one’s field.

Service contributions may take the form of:

- (1) Membership on department/college/university committees and task forces,
- (2) Membership and leadership roles in professional organizations,
- (3) Service on committees and boards in the business community,
- (4) Advising student clubs
- (5) Taking on temporary administrative roles associated with strategic initiatives with the LCB, and
- (6) Other forms of services consistent with the examples listed.

Professional Development may include activities such as:

- (1) Attendance at academic and/or teaching conferences and workshops,
- (2) Paid and unpaid consulting,
- (3) Development of new skills and expertise related to business education, and
- (4) Giving talks and presentations.

#### **D. Research**

In a few cases, Career NTTF in the LCB may have expectations for research. This would be explicitly stated in their contract with an appropriate weight (e.g., 0.7 FTE teaching, 0.2 FTE service/professional development and 0.1 FTE research). Research expectations are based on consultation with the appropriate Department Head and approved by the Dean or designee, and depend on funding and the curricular and enrollment needs of LCB. As articulated in the LCB Merit Pool Distribution Policy and approved by the Provost, the primary evidence of research excellence by faculty will be their ability to share the results of their research with others. This is determined primarily by the quantity and quality of publications in recognized top-tier journals. Consideration also is given to presentation of papers to interested groups (e.g., papers delivered at conferences, other universities, public lectures, etc.), research grants, and research oriented books. Number of publications is not to be taken as an end in itself. Of greater importance is the assessment of the work quality (e.g., journal impact rating) and impact on the field (citation counts and impact ratings such as the “*h*”-index).

#### **E. Internal Appeal**

Career NTTF who are turned down for contract renewal may appeal internally to the Dean or designee. Additionally, a grievance opportunity exists through the CBA process if the NTTF believes that they were not renewed due to illegal discrimination or some other violation of the CBA.

### **IV. Promotion Reviews**

#### **A. General Standards**

Throughout the promotion review process, teaching, service/professional development, and research, if applicable, will be judged in the context of the LCB being part of an AAU member institution that is accredited by the AACSB. High quality, effective teaching is interpreted to mean that students and faculty peers evaluate favorably the candidate’s teaching, organization and selection of course materials, and contribution to the strategic teaching goals of the college across our programs.

#### **B. Eligibility**

Career NTTF with appointments as Instructor, Lecturer, Professor of Practice or Clinical Professor are eligible for promotion (i.e., from Instructor/Lecturer to Senior Instructor/Lecturer I, from Senior Instructor/Lecturer I to Senior Instructor/Lecturer II, from Assistant Professor of Practice to Associate Professor of Practice, from Associate Professor of Practice to Full Professor of Practice, from Assistant Clinical Professor to Associate Clinical Professor, or from Associate Clinical Professor to Full Clinical Professor) after accumulating six years of service in rank at or above 0.3 FTE annualized per year. Service will be accrued at no greater than three terms per academic year for bargaining unit faculty on 9-month contracts, and at four terms per year for bargaining unit faculty on 12-month contracts.

Promotion is elective and not “up or out.” Career NTTF can continue employment at their current rank as long as eligible under Article 16 of the CBA. A faculty member may request an accelerated review in particularly meritorious cases. Such cases are determined by the Provost or designee.

Candidates for positions at LCB will be informed of the option to negotiate for credit for prior service during the interview process. Credit for prior service will be determined at the time of hire and will state the number of years of credit granted and earliest date of promotion eligibility. Prior teaching and other activities during the period of prior service will be fully considered, unless the Career NTTF chooses to delay promotion review until completing six years at the UO. If the Career NTTF completes six years at the UO, then prior activity will be of secondary consideration. If the faculty member uses some but not all of their credit for prior service, then the focus of the promotion review will be adjusted.

In case of multiple or joint appointments, a memorandum will be completed at the time of hire specifying expectations for promotion and identifying the process among the multiple units. The Career NTTF and the Provost or designee must sign the memorandum for it to be valid.

### **C. Career NTTF Promotion Process**

Career NTTF with the rank of Instructor, Lecturer, Professor of Practice or Clinical Professor, wishing to be considered for promotion should notify the appropriate Department Head by the spring term of the academic year *prior* to the year in which promotion is sought (i.e., in the fifth year of eligibility, including credit for prior service). The decision to be considered for promotion is elective and responsibility lies with the Career NTTF to notify their Department Head in a timely manner.

Career NTTF seeking promotion must provide the following material to the Dean or designee no later than October 15<sup>th</sup> in the year of review,

- (1) A current curriculum vitae summarizing current research (if applicable), scholarly activities and accomplishments, publications (if applicable), appointments, presentations, and similar activities and accomplishments,
- (2) A personal statement between three and six pages evaluating their own performance against the criteria for promotion including contributions in teaching, service, professional development, research (if applicable), and institutional equity and inclusion,
- (3) A teaching portfolio with representative copies of course syllabi, exams and other relevant material that can be used to evaluate teaching performance,
- (4) A service/professional development portfolio with evidence of service contributions to their department, the LCB, the UO, external organizations and their profession.

Additionally the portfolio should include evidence of professional development activities designed to keep the candidate current in the fields in which they teach.

- (5) If applicable based on an individual's contract, a research portfolio with examples of publications and presentations, book chapters, books, working papers, papers under review and other evidence of research performance,
- (6) The names of three qualified reviewers external to the LCB who could comment on the candidate's teaching, service, professional development, and research (if applicable),
- (7) Awards and other formal recognition,
- (8) Supervised papers, theses, and /or dissertations, and
- (9) Any other materials relevant to professional development activities.

The materials supplied by the candidate will be supplemented with teaching evaluations consisting of student responses to the University's common questions and signed student comments for all courses taught with five or more students. Additionally, peer reviews of in-class teaching during the period being evaluated will be included.

NTTF will submit the names and contact information of up to three qualified reviewers external to the LCB (but possibly internal to the University of Oregon) who could comment on the candidate's teaching, service, professional development and research (if applicable). The purpose of external letters is to provide unique information that is relevant to the promotion decision. External reviewers should be selected by the candidate based on an ability to present a knowledgeable and objective evaluation of the candidate and their qualifications. All candidate-nominated reviewers will be solicited for a review (if three nominations or less), and each reviewer will be provided with the candidate's personal statement and curriculum vitae.

Career NTTF may choose, in advance, to waive, in writing, access to evaluative materials in order to allow reviewers to provide a candid evaluation. Waiver does not preclude the use of redacted evaluation materials in a denial review process. Reviewers and all others involved in the candidate's evaluation will be aware of a signed waiver and the signed waiver will be included in the promotion file sent to external reviewers.

The candidate's completed evaluation file will include:

- (1) A signed letter indicating if the candidate has waived access to the materials,
- (2) A statement of duties and responsibilities and conditions of employment (e.g., the employment contract),
- (3) A current curriculum vitae,
- (4) A personal statement including a teaching portfolio, a service/professional development portfolio and, if applicable, a research portfolio,
- (5) Names and CVs of external reviewers
- (6) Letters provided by external reviewers
- (7) Student evaluations and written comments plus peer reviews of classroom teaching,
- (8) A letter of evaluation and recommendation from the appropriate Department Head,
- (9) A letter of evaluation and recommendation from the LCB Promotion and Tenure committee with voting results noted,



- (10) A letter of evaluation and recommendation from the Dean, and
- (11) The recommendation from the Provost or designee.

The appropriate Department Head will then review the file (including items 1-7 above), including letters by external reviewers, and will prepare a report on the merits of the case and a recommendation. The Promotion and Tenure committee (P&T) will then review the candidate's file, including the letter from the Department Head and prepare a report on the merits of the case and a recommendation. For this purpose, up to two Career NTTF at or above the rank sought by the candidate will be added to the LCB P&T committee by the Dean or designee. The Dean or designee will then review the file and prepare a separate report and recommendation that is shared with the candidate. The candidate has ten days from the receipt of the report to provide responsive material or information, which shall be added to the file. The Dean or designee then will submit the completed evaluation file to the Provost or designee. The Provost or designee reviews the completed evaluation file, with input from Academic Affairs, and decides whether to grant the promotion. The candidate will be notified of the Provost's decision in writing.

Successful candidates for promotion will assume their new rank beginning with the next academic or fiscal year or the nearest next term of employment should their contract not begin with fall term. Unsuccessful candidates for promotion may continue at their current rank as long as eligible under the CBA agreement. They may reapply after employment by the university for an additional three years at an average of 0.3 FTE or greater, accrued at no greater than three terms per academic year. If promotion is denied, the candidate may appeal as provided by Article 21 (Tenure and Promotion Denial Appeal) in the CBA. The candidate can withdraw their application for promotion in writing to the Provost and the Dean at any time before the Provost's decision.

#### **D. Advanced Promotion Criteria**

Promotion to Senior Instructor/Lecturer Level I and to Associate Clinical Professor will be based on:

- (1) Quality of teaching (e.g., student evaluations; classroom peer reviews; syllabi; awards)
- (2) Professional growth, scholarly activities (e.g., publications, industry involvement, outreach, and, if applicable, conference participation/presentations)
- (3) Leadership in academic and administrative service (e.g., professional, college, university committees)
- (4) Service and other activities on behalf of the larger community.

In addition to the criteria used for promotion to Level I or Associate Clinical Professor, promotion to Senior Instructor/Lecturer Level II and Clinical Professor will be based on:

- (1) Ongoing contributions to the professional practices in the field (e.g., developing and publishing teaching or clinical materials, publishing in the practice literature, writing grant applications)
- (2) Regional/national recognition for professional and/or scholarly activities
- (3) Leadership in the College and/or University

(4) Success in taking responsibility for program coordination or program development

Successful candidates for promotion at all levels will demonstrate the ability to teach a variety of courses and to make service contributions in support of the strategic goals of LCB. In the area of research, if applicable, excellence means the candidate will have achieved recognition for the quality and impact of their scholarship by publishing their work in the top journals of their field, and that leading scholars and departmental colleagues attest to the importance of the overall contribution of the candidate's research.

#### **V. Pro-Tem Faculty**

Pro-Tem NTTF are hired on a temporary contract that is intermittent and of limited duration. Pro-Tem NTTFs only have teaching responsibilities. The purpose of a review associated with contract renewal is to ensure that those offered renewal are meeting the teaching standard of excellence appropriate for a major research university and an AACSB accredited college of business. Prior to being given a new temporary contract, the teaching performance of the Pro-Tem NTTF member will be reviewed by the appropriate Department Head. At a minimum, this review will consist of an examination/evaluation of:

- (1) Quantitative LCB student evaluations for each course taught
- (2) Signed student comments as part of the student evaluations
- (3) The rigor and content of the syllabus for each course, and
- (4) The rigor of course assignments, quizzes and exams.

In addition, it is preferred for someone without a demonstrated history of teaching success to be observed and evaluated the first time they teach a course. This will provide opportunity for coaching and professional development.

Contract renewal for Pro-Tem NTTF members will depend on curricular and enrollment needs, availability of funding, and teaching performance as evaluated in the review. If no current or recent student evaluations are available at the time a renewal contact is prepared, the Department Head will use all other available information to evaluate that Pro-Tem NTTF member's teaching prior to recommending a renewal contact.