

LCB POLICY ON FACULTY REAPPOINTMENT, PROMOTION AND TENURE

Statement of General Policy. The mission of the Charles H. Lundquist College of Business, a professional school within the University of Oregon, is both academic and professional. The college offers degree programs at the undergraduate, masters and doctoral levels. As an AACSB-accredited professional business school, the mission of the Lundquist College includes advancing the frontiers of knowledge in business and business-related disciplines, assisting students to initiate and sustain productive careers in business, helping businesses make sound and principled decisions, and aiding business and society to interact constructively. Recommendations for reappointment, promotion and tenure by the college must be directed toward achieving the college's mission, consistent with the expectations and standards of performance identified in II below.

Expectations and Standards. The college expects high quality scholarship and teaching from all faculty members. In addition, the LCB expects from all faculty service to the college and the community, and constructive collegiality in advancing the academic and professional goals of the college, in accord with the university's mission as a public institution and our commitment to being an inclusive learning community.

A. *Promotion and Indefinite Tenure*

Indefinite tenure is normally granted coincident with a faculty member's promotion from the rank of assistant professor to associate professor. However, occasionally a faculty member is hired at the associate professor rank without tenure. Lundquist College standards for recommending tenure are the same for untenured associate professors being considered for tenure and for assistant professors being evaluated for promotion to the rank of associate professor with tenure.

A favorable recommendation for the position of associate professor with tenure requires the candidate to have a significant record of high quality scholarly contributions to his or her field and of high quality, effective teaching. A significant record of high quality scholarship is interpreted to mean that the candidate's research is of a quality commensurate with work published in the top journals in the candidate's discipline, and that leading scholars in the candidate's field along with departmental colleagues attest to the importance of the overall contribution of the candidate's research. 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 teaching mission of the college across our programs. Furthermore, there must be the expectation that the candidate will within a reasonable period of time meet the requirements for promotion to full professor. Service contributions to the college, university and profession are of lesser importance than scholarship and teaching to the recommendation for tenure, but constructively collegial contributions and professional behavior in support of the college's goals are expected of all faculty.

B. *Promotion to Professor*

A favorable recommendation for promotion to professor with tenure requires a record of overall excellence that is expected to continue. Excellence in scholarship means the

candidate will have achieved national recognition for the quality of her or his research by leading scholars in the candidate's field. As with the requirements for associate professor with tenure, high quality effective teaching is expected. The ability to teach effectively across programs (undergraduate, masters, doctoral) and/or in a variety of courses, at least within the faculty member's main field of training and expertise, is a prominent expectation of a candidate for professor. The candidate is also expected to provide effective leadership in the department, college, or university as well as meaningful service to the candidate's academic discipline and/or liaison with the business practitioner community in ways that contribute to the college's goals.

The Lundquist College recognizes that excellence in *each* of the areas of scholarship, teaching and service is a challenging standard of performance, and further, that tenured faculty are expected to assume greater institution-specific responsibilities than are faculty not yet granted tenure. The mix of research, teaching and service accomplishments demonstrating a record of overall excellence will vary somewhat across individuals. However, the standards of excellence in each area articulated in the paragraph above will apply in all but the most unusual circumstances. Exceptions are appropriate only when achievements in one area are truly extraordinary by national and international standards, reflecting sustained contributions over a long period. Moreover, contributions in each of the areas of scholarship, teaching, and service must be significant and meritorious.

C. Reappointment (Third Year Review)

For a favorable reappointment recommendation for an additional three years, the college must reasonably expect that the candidate has the potential to achieve a favorable tenure decision in the future. This means either that:

- (i) the candidate's record as of the third-year review, if sustained, would likely meet the standards for a favorable recommendation for tenure, or
- (ii) the candidate's accomplishments as of the third-year review, while not sufficient if sustained at their current rate of achievement, show reasonable promise, based on demonstrated work in progress and/or a realistic set of goals and plan for achieving them, that the candidate will meet the standards for a favorable recommendation for tenure.

If the candidate's record does not meet either (i) or (ii) above, the college will usually recommend a terminal one-year appointment. In unusual circumstances, the college may, recommend reappointment for a period shorter than three years (with an additional review, comparable to a third-year review, required in the last year of the renewal appointment).

D. Merit Salary Increase

The standards applied for merit salary increases for faculty are to be consistent with the performance standards required for promotion identified above subject also to state and university directives. The first and second sections of this policy document contain a more detailed delineation of standards for determination of merit salary increases.

Procedures. The Office of Academic Affairs and the Provost makes promotion and tenure decisions as well as all reappointments, and Lundquist College of Business policies and procedures regarding these matters comply with University of Oregon guidelines and practices.¹ Evaluation of the records of all candidates for reappointment, promotion and tenure begin at the departmental level.

A. Tenure-Track Faculty

For tenure-track and tenured faculty, the main elements in the candidate's file for evaluation at the departmental level are the candidate's statement of scholarly accomplishments and goals, the papers that the candidate wishes to have evaluated, a record of the candidate's teaching, including a summary of student evaluations, and letters from outside reviewers. Outside reviewers are selected by the associate dean from lists of nominees provided by the candidate and by the department head. Reviewers are chosen based on their ability to provide rigorous and independent evaluation, of the candidate's research. Tenured faculty from the candidate's department holding rank at least equal to the position for which the candidate is being considered evaluate the candidate's file and submit a written recommendation.² The department head³ provides a separate evaluation and recommendation, and both the department's recommendation and the recommendation of the department head are included in the file that is forwarded to the College Personnel Committee. The College Personnel Committee evaluates the candidate's file and provides a written recommendation to the office of the dean. The dean and/or associate dean of the college in turn makes a recommendation to the provost on behalf of the college for all reappointment, promotion and tenure decisions.

B. Non-Tenure-Track Faculty

For reappointment of teaching faculty not on a tenure-track appointment, the main elements in the candidate's file for evaluation at the departmental level are a record of the candidate's teaching, including a summary of student evaluations, and a statement of the candidate's accomplishments and goals in teaching and scholarship, and in service. The department head provides a recommendation to the office of the dean. The dean and/or associate dean of the college in turn makes a recommendation to the provost on behalf of the college.

¹ Detailed information about University guidelines and practices is provided in (i) *A Faculty Guide to Promotion and Tenure at the University of Oregon* and (ii) *Timetable and Guidelines for Promotion and Tenure (current year)* published by the Office of Academic Affairs.

² See "Department Committee Recommendation" in *Timetable and Guidelines for Promotion and Tenure (current year)*.

³ For specific guidelines on the responsibilities of the department head in this process, see "Department Head Evaluation" in *Timetable and Guidelines for Promotion and Tenure (current year)*.