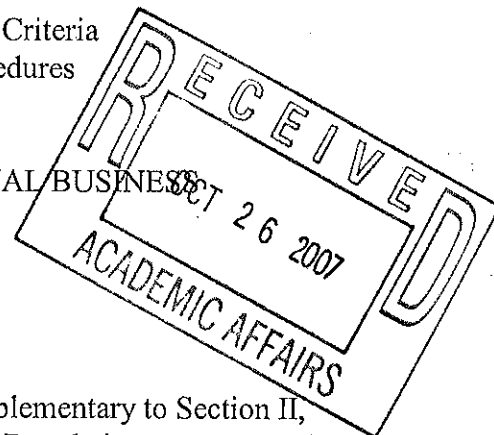


Date of Preparation: 4-19-07  
Date of Provost Approval: 10-29-07

Departmental Tenure, Promotion, and Reappointment Criteria  
and Annual Faculty Evaluation Guidelines and Procedures  
for 2007-2008

DEPARTMENT OF MANAGEMENT AND INTERNATIONAL BUSINESS



Section I. Appointment, Reappointment, Promotion and Tenure

A. Introduction

The criteria, guidelines, and procedures contained herein are supplementary to Section II, 4.00 of the Faculty Handbook and the WCU Tenure Policies and Regulations as approved by the Board of Governors.

B. Criteria for Appointment, Reappointment, Promotion, and Tenure

1. Earned Academic Degrees

At least a master's degree in a discipline germane to the teaching assignment is required for the position of Instructor. Fixed term appointments may be made at the Assistant, Associate, or Full Professor ranks. Normally, a doctoral degree is required in a discipline germane to the teaching assignment for tenure-track positions as Assistant, Associate, or Full Professor.

2. Professional Preparation and Experience

a. Years of College-level Teaching Experience

(1) For appointment/reappointment, or promotion in rank

The minimal departmental requirements are the same as those stated in the Faculty Handbook (Section II, 4.02).

(2) For tenure

The maximum number of years of continuous full-time probationary service shall be seven years, except as provided by the Faculty Handbook. A fixed term or probationary faculty member with professional rank will normally receive tenure either concurrent with or prior to promotion.

b. Other Experience and Professional Preparation

At the time of initial employment, any consideration of prior experience and achievement must be addressed and documented by the department head, in the case of teaching faculty, or by the Dean, in the case of a department head.

3. Criteria emphasis

Faculty members in the Department of Management and International Business will be evaluated on teaching, scholarship, and service. Teach is most important and will be given primary consideration. Within the other categories (scholarship and service), the department recognizes that individual faculty members will have different mixes in strengths and interests.

Teaching: Program Planning, Instruction, Evaluation, and Advisement

Teaching has seven components: content expertise, instructional delivery skills, instructional design skills, course management skills, evaluation of students, faculty-student relationships, and facilitation of student learning.

There are a multitude of activities concerned with teaching, including delivery of instruction, imparting knowledge outside the classroom, course development, advising, support of student academic activities, collaboration with colleagues to improve course instruction, syllabi preparation, ensuring appropriate rigor, and maintaining currency in the discipline.

Scholarly Activity: Research, Scholarship, and Creative Endeavor

To count within the category, the activity must lead to an artifact that is evaluated by discipline experts external to WCU who agree that the work is a quality expression of one of Boyer's forms of scholarship.

Scholarly activity has three components--research, scholarship, and creative endeavor--whose principal foci are oriented toward the academic program of the university and are carried out of individual faculty.

Scholarly activity includes, but is not limited to, publishing manuscripts in refereed business journals, presenting papers at meetings of professional organizations, writing cases and chapters that appear in textbooks, applying for and receiving research grants and other sources of research funding, and participating in seminars and workshops that are related to a faculty member's discipline.

### Service: Institutional, Professional, and Community

Service manifests itself in three areas: institutional service, professional service, and service to the community. Faculty activities are considered to be valid community service only when they are relevant to the faculty member's academic expertise.

Examples of institutional service, professional service, and service to the community may take any of the following forms:  
serving on an editorial board of a journal, reviewing papers and participating in meetings of professional organizations,  
serving on university committees, providing assistance to local, regional, or national organizations or communities, assuming administrative responsibilities for academic and support services, engaging in economic development activities within the local and regional communities, sponsoring student clubs, consulting, and involving students in outreach activities that aid local and regional organizations.

#### 4. Promise for Sustained Future Professional Achievement

In its consideration of each candidate, the department shall assess the individual's promise for sustained future professional achievement based upon the cumulative record in all of the categories listed in Section 1,B. 1,2,3 of this document.

#### 5. Institutional Needs and Resources

All recommendations on appointment and/or reappointment, promotion, and tenure shall be consistent with the needs and resources of the department.

C. Composition of the Departmental Advisory Committee. The Departmental Advisory Committee shall be constituted in a manner consistent with the Faculty Handbook.

#### D. Departmental Procedures

Faculty members who believe they are eligible for reappointment, promotion, and/or tenure shall notify the department head in writing of their intent to be considered by the Departmental Advisory Committee. The faculty member has the right to appear before the committee to make an oral presentation. Notice of planned appearance by the candidate should be stated in writing to the department head. The committee (by majority vote) may invite the candidate to appear before it to make a presentation or to respond to specific concerns. Questions or clarifications will be provided to the candidate in advance by the committee in writing. The candidate may accept or decline an invitation to appear before the committee.

**Section II: Annual Faculty Evaluation**

The AFE is a summary assessment of the effectiveness of a faculty member for the year indicated. The process and instruments used to arrive at this evaluation include: (1) student evaluations, (2) faculty activity report, (3) discussions with the faculty member, (4) departmental documents, including course syllabi, and (5) other available information that provides evidence of effectiveness. The instrument used to evaluate each faculty member in the Department of Management and International Business, and the performance norms for each category of the rating scale, are listed below:

**Teaching (60 to 75 percent)**

1	2	3	4	5
Unacceptable	Below Expectations	Meets Expectations	Exceeds Expectations	Excellent

Comments:

Rating: \_\_\_\_\_ x Weight Factor: \_\_\_\_\_ =

**Research (10 to 30 percent)**

1	2	3	4	5
Unacceptable	Below Expectations	Meets Expectations	Exceeds Expectations	Excellent

Comments:

Rating: \_\_\_\_\_ x Weight Factor: \_\_\_\_\_ =

Service (10 to 30 percent)

1	2	3	4	5
Unacceptable	Below Expectations	Meets Expectations	Exceeds Expectations	Excellent

Comments:

Rating: \_\_\_\_\_ x Weight Factor: \_\_\_\_\_ =

Overall Rating:

Recommendations:

Head, Department of Management and International Business

My signature below indicates that I have read the AFE summary statement. Rebuttals and/or comments are attached to the statement and should become a part of my permanent record.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## NORMS FOR 5 CATEGORIES OF INSTRUCTIONAL EFFECTIVENESS

**Excellent:** Is clearly one of the best professors in the department and College according to students and colleagues.

Syllabi and course materials are continually updated to ensure currency

Demonstrates innovation in teaching/learning methods

Is actively involved with student development outside class

**Exceeds Expectations:**

Is recognized as one of the better teachers in the department and College by students and colleagues

Syllabi and course materials are regularly updated to ensure currency

Evidence of some innovation in teaching/learning methods

Is often available for student development outside class

**Meets Expectations:**

Is recognized as an effective teacher by students and colleagues

Syllabi and course materials are not out of date

Meets posted office hours and appointments; provides basic academic advising

**Below Expectations:**

Is recognized as a below average teacher by students and colleagues

Syllabi and course materials are not regularly updated to ensure currency

Little evidence of innovation in teaching/learning methods

Little or nothing is done for student development outside class

**Unacceptable:**

Is recognized as a poor teacher by students and colleagues

Syllabi and course materials are outdated

No evidence of innovation in teaching/learning methods

Is often unavailable during posted office hours; misses appointments

Complaints are often voiced against this professor

Examples of evidence that may be used to support teaching rating: student evaluations, student written comments, student informal comments, classroom documents (such as syllabi, tests, cases), reading lists and supplementary materials, instructional materials, speakers or trips, research projects, attendance or presentations at teaching conferences, teaching awards (or nominations), dependability (reliability) as an advisor, openness to student concerns (academic, career, personal), and peer reviewers' comments.

## NORMS FOR 5 CATEGORIES OF RESEARCH

- A. Proceedings are customarily reduced to writing, with page numbers; however, some peer-reviewed proceedings may not be reduced to writing. In cases where proceedings are not published, the proposal, together with the reviewers comments and text of presentation shall be presented.
- B. *Other scholarly contributions* are those activities identified in the Management and International Business Departmental TPR and AFE "Guidelines and Procedures."

Excellent: Publication of at least three refereed journal articles over the current year and the previous two years, plus other evidence of scholarly activity in all years.

Exceeds Expectations:

Publication of at least two refereed journal articles over the current year and the previous two years, plus other evidence of scholarly activity in all years.

Meets Expectations:

Publication of at least one refereed journal article in the current year and the previous two years, plus other evidence of scholarly activity in all years. In addition, a faculty member must meet the requirements for being academically qualified to teach in the College of Business.

Below Expectations:

Publication of at least one refereed conference paper in a Proceedings in the current year, or evidence of other scholarly activity.

Unacceptable:

No publications and no conference papers or manuscripts were submitted for presentation/publication consideration.

## NORMS FOR 5 CATEGORIES OF SERVICE

Service manifests itself in three areas: institutional service (to the University, College, Department, and/or the university system), professional service (to professional societies or organizations, and to government or business organizations), and community service (to the local and regional communities in which the faculty member lives). A faculty member is not required to perform all of the activities listed in the norm to obtain the evaluation noted. Rather, the activities listed should be considered as examples of the type or level of activity that would justify the noted evaluation. In trying to create norms or standards for specific levels of evaluation, expected workload and impact, rather than status or perception of the position held, will be considered.

**Excellent:** Chair of a major or several minor committees at the college, university, or UNC System level. Officer of the college, General Faculty, or UNC system. Significant participation in an extraordinary activity that serves the University or a relevant professional, business, or community organization. National or regional officer in a recognized professional organization, or officer of a significant community organization. Advise and counsel senior executives of significant professional, business, or community organizations. Initiate and follow through with a major activity or project at the college, university, or UNC system level, or for a major professional, business, or community organization. Must meet all required department, college, and university responsibilities to be considered for this evaluation.

### Exceeds Expectations:

Some level of participation at the college or university level, such as being a member of a major committee (could be an *ad hoc* committee), chair of a minor committee, or serving on several committees. Department, college, or university representative to a community organization. Assumes more than the "normal" department-level duties, such as fulfilling the responsibilities of a faculty member who is ill or who otherwise fails to make the expected contributions. Initiate and follow through with a new department initiative. Conduct significant and ongoing consulting activities of a routine nature, such as advising or providing training services for middle management personnel of professional, business or community organizations. Must meet all department, college, and university responsibilities to be considered for this evaluation.

### Meets Expectations:

Carries a fair share of departmental responsibilities. Serves as an informed participant at department meetings. Completes agreed upon work in a timely and professional manner. Provides occasional consulting services to professional, business, or community organizations. Serves on an occasional college or university committee. Must meet all department, college, and university responsibilities to be considered for this evaluation.

Below Expectations:

Avoids department/college/university responsibilities. Unprepared for department/college/university meetings, or routinely fails to attend scheduled meetings. Fails to complete, or is routinely late in providing expected, requested, or required contributions to the department, college, or university.

Unacceptable:

Irresponsible in fulfilling the obligations of the position. Fails to participate in service activities or accomplish required department, college, or university responsibilities.

**Section III: Preparation and Implementation**

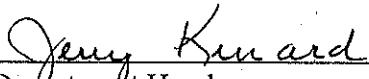
A. Preparation and Implementation

1. These departmental criteria, guidelines, and procedures shall be prepared or reviewed and revised each spring semester for the following academic year.
2. On the timetable announced by the dean, the departmental document shall be submitted to the dean for review. The dean shall endorse the document or recommend revisions. The dean should forward the approved documents to the Provost for review, only when the dean is satisfied as to the quality and completeness of the document. The Provost will approve the document or recommend revisions and return it to the dean and department head. When revisions are needed, the department head will resubmit the revised document for approval through channels as before.

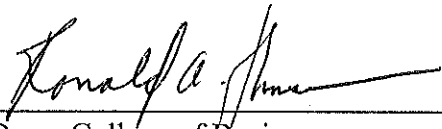
B. Implementation

1. This document becomes effective for the 2007-2008 academic year immediately following its preparation or revision upon endorsement by the dean and approval by the Provost.
2. This document shall guide the department's consideration of candidates during the year within the framework of the timetable announced by the Provost.

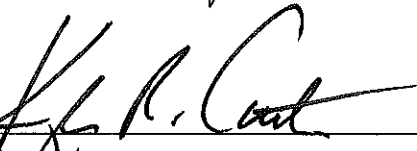
Approved:

  
Department Head

4-19-07  
Date

  
Dean, College of Business

10-26-07  
Date

  
Provost

10-29-07  
Date