

Appendix 3 – Policies for Hiring, Review, Tenure, and Promotion

Policy on tenured faculty review

As approved at the faculty meeting of May 14, 2015, the faculty of the School of Business adopted the following revised process for Tenured Faculty Review for members of the School of Business faculty:

Annually, every faculty member submits to the Dean of the School of Business Administration a self-evaluation statement and meets with the Dean to discuss his/her performance in each of the evaluation areas outlined in the Faculty Handbook. This annual review should also include an assessment of the faculty member's performance relative to maintaining his/her qualified faculty status per the criteria adopted by the SBA to operationalize the AACSB faculty status categories.

Faculty members will undergo a more detailed review on a rotating three-year cycle in which they must also submit the following to the Dean of the School of Business Administration:

- Numerical university course evaluations for all courses taught since the last review, or some other course evaluation method via which all students have had the opportunity to provide feedback. (The inclusion of unselected written comments is optional.)
- A one-page reflection on the faculty member's teaching and his/her on-going efforts to maintain teaching excellence and effectiveness along with peer evaluation of the faculty member's teaching.
 - The subsequent performance review with the Dean will be particularly focused on these additional materials and thus, a more substantial conversation regarding one's teaching performance is expected.

Fixed-Term Faculty Criteria for Reappointment and Promotion

Adopted by Faculty of the School of Business Administration: February 11, 2010

The ability of the Gonzaga University School of Business to achieve its mission, objectives and, ultimately, its vision rests in the skills and efforts of its faculty. As such, the criteria for fixed-term faculty review, reappointment, and promotion are established to evaluate whether a faculty member's workplace activities are consistent with, and sufficiently contribute to, advancing the vision, mission, and objectives of the School of Business and of Gonzaga University.

General Criteria for Faculty Reappointment and Promotion

All faculty members undergoing review for reappointment or applying for promotion must first satisfy the requirements established in the Gonzaga University Faculty Handbook. These criteria are classified within four general areas: teaching, advising, professional development and service. (Section: 302.00) Such review is conducted by the Committee on Reappointment, Promotion and Tenure (CRPT).

*Gonzaga University School of Business Criteria for Reappointment and Promotion **

In addition to the criteria specified in the Gonzaga University Faculty Handbook, the School of Business has established the following criteria for reappointment and promotion. Consistent with the University's guidelines, these additional criteria are classified within the areas of teaching, advising, professional development and service.

Normally, fixed-term faculty will be professionally qualified as defined below. In cases in which the fixed-term faculty member is to be academically qualified, the criteria for reappointment and promotion will be the same as those outlined in this document, except for the area of professional development. For academically qualified faculty, the criteria for professional development will be defined by the Dean in collaboration with the Committee on Reappointment, Promotion and Tenure.

Professionally Qualified (PQ) Faculty:

Normally, for a faculty member to be considered professionally qualified, they will possess a master's degree and relevant professional experience in the field in which they teach. Faculty members who do not possess the master's degree may be considered professionally qualified at the undergraduate level only. A bachelors degree, licensed/certified professional, executive experience, combined with continued education (may include seminars, workshops, course work, advanced training and certificate programs), is counted as evidence of professional qualification.

Additionally, articles, manuscripts, books and chapters in books, in the field support professional qualification status. Professional experience may be indicated by, but is not limited to, level(s) of employment experience and time in the field(s). Services on boards, committees, and discipline-related professional organizations contribute to the overall professional qualification.

- At employment, specific job descriptions for fixed-term faculty members will be developed by the senior faculty members of the candidate's discipline in collaboration with the Dean.

Additional Teaching Criteria for Reappointment and Promotion within the School of Business Administration

The Gonzaga University School of Business defines an effective teacher as a faculty member exhibiting the following characteristics (items are not rank-ordered):

1. The faculty member is sufficiently prepared to convey course material in an effective manner.
2. The faculty member presents course material clearly in a manner that recognizes its complexity.
3. The faculty member presents course material in a manner that exemplifies the instructor's knowledge of the course material.
4. The faculty member displays a positive attitude toward students.
5. The faculty member challenges students to grow beyond their present capacities.
6. The faculty member displays enthusiasm while teaching.
7. The faculty member displays effective class management skills.
8. The faculty member, where appropriate, relates the subject matter to ethics, human values, issues of peace and justice, or other dimensions of the human condition commensurate with the University's Jesuit mission.
9. The faculty member introduces innovative teaching methodologies, supplemental readings, new teaching-related technologies or other pedagogical tools where appropriate to enhance student learning.

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities (items are not rank-ordered):

1. Classroom visits by members of the Committee on Reappointment, Promotion and Tenure or by members of the faculty member's discipline appointed by the Committee chair.
2. Written evaluation by other faculty members (including those from the Committee on Reappointment, Promotion and Tenure) supported by concrete evidence and examples.
3. Student evaluations of teaching effectiveness. (Note: if students' written comments are provided, they should all be submitted in their entirety).
4. Statements of teaching philosophy.
5. Evidence of continued development of pedagogical or teaching tools.
6. Continued preparation of new courses and/or course materials.
7. Evidence of incorporating innovation and/or new technology into the course material or in classroom activities where appropriate to foster learning.
8. Other relevant information as deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.
9. Faculty members can present evidence of items 2-8 within their yearly reappointment reports, and/or in their statements of self-evaluation.

Additional Advising Criteria for Reappointment and Promotion within the School of Business Administration

The Gonzaga University School of Business defines an effective advisor as a faculty member exhibiting the following characteristics:

1. The faculty member is genuinely concerned about the student's academic and personal growth.
2. The faculty member is committed to making him/herself available to students (whether formally assigned as an advisor or not) for consultation outside of the classroom.
3. The faculty member is sufficiently knowledgeable about services on campus designed to assist students in completing degree requirements, maintaining proper academic standing and finding post-graduation employment.
4. The faculty member is familiar with the University and School of Business requirements for degree completion in the faculty member's field of study.

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities: (items are not rank-ordered):

1. Statements of self-evaluation as they relate to advising effectiveness.
2. Written feedback from students, faculty, and/or administrators.
3. The number of advisees (both formal and informal) assigned to and advised by the faculty member.
4. Active participation in the Center for Teaching and Advising (CTA), that may include a certificate for completing the Advising Academy program.
5. Other relevant information as deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 1 through 5 within their yearly reappointment reports, and/or in their statements of self-evaluation.

Additional Professional Development Criteria for Reappointment and Promotion within the School of Business Administration

Normally, fixed-term faculty will be professionally qualified and the criteria below are applied. In cases in which the fixed-term faculty member is to be academically qualified, the criteria for professional development will be defined by the Dean in collaboration with the Committee on Reappointment, Promotion and Tenure.

The Gonzaga University School of Business defines effective professional development as a faculty member exhibiting the following characteristics:

1. The faculty member actively pursues her/his own professional development and participates in professional development activities for faculty and practitioners in her/his field.
2. The faculty member is committed to conducting professional activities in an ethical and responsible manner.
3. The faculty member is committed to upholding academic freedom and demonstrating respect for the positions of others.
4. Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities: (the items are not rank-ordered.)
5. Publication of books, articles or proceedings in the faculty member's discipline* or related areas that apply the discipline.
6. Presentations at regional, national or international conferences in the discipline or related areas that apply the discipline.
7. Publications in University mission-related areas.
8. Continuing education in the discipline (may include seminars, workshops, course work, advanced training and certificate programs).
9. Services on boards, committees, and discipline-related professional organizations.
10. Consulting work within the faculty member's discipline or related areas.
11. Obtaining grants or other funding for professional development within the faculty member's field or related areas.
12. Any additional information deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 1-8 by submitting a curriculum vita or information contained in their yearly reappointment reports, or in their statements of self-evaluation.

Additional Service Criteria for Reappointment and Promotion within the School of Business Administration

The Gonzaga University School of Business defines an effective academic citizen as a faculty member exhibiting the following characteristics:

- The faculty member is familiar with the missions of the University and the School of Business.
- The faculty member shares the University's commitment to justice, ethics, tolerance and academic freedom.
- The faculty member is actively involved in the life and governance of the School of Business and the University as a whole.
- The faculty member is involved in the civic community.

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities: (Item one is of primary, but not exclusive, importance. All other items are not rank-ordered.)

1. Active participation on School of Business and/or University committees.
2. Attendance at functions, including convocations, faculty meetings and commencement activities.
3. Pro-bono work within the faculty member's discipline or related areas for businesses or other organizations.
4. Participation in conferences and workshops on Jesuit and Catholic intellectual traditions and educational philosophies.
5. Involvement in on-campus activities, such as student or faculty organizations.
6. Service to the civic community.
7. Any additional information deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 1 through 7 in their yearly reappointment reports, or in their statements of self-evaluation.

Fixed-Term Faculty Criteria for Reappointment and Promotion

Adopted by Faculty of the School of Business Administration: October 13, 2017

Election of Committee Members

The Committee on Reappointment, Promotion and Tenure (the CRPT) will consist of five tenured faculty members, elected by the School of Business Administration (SBA) faculty. Faculty can self-nominate or be nominated by another faculty member for the CRPT. If a faculty member is nominated, the nominated faculty member can decline the nomination. The five elected members of the committee will select a chair each year, whose responsibility it is to coordinate all activities of the committee.

Committee members will serve a three-year term. Each April, the faculty will elect one or two new members to the committee, depending on the number of new members necessary to constitute a committee of five. The two faculty members with the highest number of votes not elected to the committee shall be alternates, with the alternate receiving the highest number of votes designated as First Alternate, and the other as Second Alternate. Alternates will serve if a regular member of the committee is not able to serve. Committee members going up for promotion must recuse themselves from the committee for the remainder of their term. In addition, committee members away from the university (e.g. participating in a study abroad program, on leave, on sabbatical, etc.) must recuse themselves from the committee for the entire period that they are away. Faculty members cannot serve on the CRPT for the two years after completion of a three-year term. In addition, faculty members recused due to going up for promotion cannot serve on the CRPT for one year after the year in which their promotion petition is considered.

Annually, the Dean will send a list of CRPT members to the Academic Vice President.

Initial Application Procedures

At least three months before materials are due to the CRPT, the Dean will make a general announcement of deadline dates to submit materials to the committee.

Reappointment reviews and tenure petitions will follow the schedule outlined in the contract between the university and the faculty. Reappointment reviews are conducted in the fall or spring, depending on the year of appointment. Tenure review is conducted in the spring semester.

- Faculty members who plan to apply for promotion should meet with the Dean before the end of the spring semester to review their eligibility for promotion and to make a realistic assessment of whether promotion criteria can be met. The candidate should review Sec. 302 of the Faculty Handbook, as well as the school's specific criteria for promotion relative to professional development and intellectual contributions, teaching, advising and academic citizenship. The promotion review is conducted in the fall semester.
- Faculty members who apply for promotion and tenure in the same year will submit a single petition in the spring semester, using the deadline for tenure petitions.
- By September 1, the Dean will send the Chair of the CRPT a list of faculty who will be evaluated for reappointment or promotion or tenure during the academic year.

- Faculty members seeking reappointment and/or tenure will receive from the Dean a list of documents for inclusion in the application file, as well as supplementary and other supporting materials which the applicant may want to include. In addition, faculty are directed to the “Guidelines Regarding Applications for Promotion or Tenure” on the Academic Vice President’s website, a document which provides the recommended structure and content of the petition.
- Faculty members seeking reappointment, promotion and/or tenure need only submit one hard copy and one electronic copy of their application materials. (In the case of promotion and tenure applications, the Dean’s office will produce sufficient hard copies as required by the university.)
- Application files for reappointment should not simply be a summary of the prior year’s activities, but should build from year-to-year so that the CRPT can get a complete picture of the faculty member’s record during the entire pre-tenure period for tenure-track faculty. For fixed-term faculty, work from the prior five years (or since the time of initial appointment, if less than five years) should be included.
- If credit toward the pre-tenure period has been given to the candidate from work at a prior institution, the faculty member should include a summary of this work in all reappointment, promotion, and tenure applications.
- For faculty members seeking reappointment, the Chair of the CRPT shall coordinate an anonymous survey of all faculty in the candidate’s discipline prior to the committee’s evaluation of the reappointment application. Individual faculty must indicate one of the following: “I have no reservations,” “I have some reservations,” or “I do not support the faculty member’s reappointment.” In the event that a faculty member indicates any choice other than no reservations, he/she must provide an explanation. Any reservations identified through this process must be shared with the candidate in the committee’s reappointment letter. This process is not meant to substitute for the evaluation and judgment of the CRPT. It is intended to gather input from the discipline regarding the suitability of the candidate for reappointment. For promotion and/or tenure applications, it is expected that all faculty in the candidate’s discipline will provide a separate letter to the CRPT.
- The Dean will invite other SBA faculty to participate in the review process and to give the committee feedback on each applicant’s performance in the areas of teaching, advising, professional development and academic citizenship. Letters of support are particularly important for faculty members seeking promotion and/or tenure. Therefore, these faculty members are encouraged to request letters representing as many of the following groups/perspectives as possible:
 - Former/current students at both the undergraduate and graduate levels (as appropriate)
 - Former/current advisees
 - Colleagues within one’s discipline
 - Colleagues within the SBA, outside of discipline (particularly those who can comment on contributions to SBA service work)
 - Colleagues within the university, outside of the SBA (particularly those who can comment on contributions to university service work)
 - Academic colleagues outside of the university (particularly those who can comment on research contributions—e.g., co-authors, journal editors, professional association leaders)
 - Others who can comment on professional development or service contributions (e.g., community organizations, consulting clients)
- All letters of support should be sent directly to the Chair of the CRPT, rather than to the candidate.
- Normally, any materials received after the established deadlines may not be added to the file without the approval of the candidate, the dean, and the University’s Committee on Rank and Tenure, as noted in the faculty handbook.

The SBA Committee's Review

The faculty members elected to serve on the committee will have the responsibility to review and recommend to the Dean candidates for reappointment, promotion and tenure.

- The faculty and committee members should review their responsibilities as outlined in Sec. 303 in the Handbook and the guidelines provided by the AVP in the aforementioned "Guidelines Regarding Applications for Promotion or Tenure" document.
- Upon receiving a candidate's application, the committee will proceed with the appropriate review, following the criteria outlined in the Handbook and the responsibilities and guidelines provided by the AVP. The committee can consult with the Dean if there are any questions about the procedures or findings. Candidates undergoing review are asked to direct their questions to the Dean rather than to any members of the committee.
- At the conclusion of the review, the committee will vote and record its total vote, not the specific votes of the committee members. It will then send to the candidate, in writing, its total vote along with a summary of its findings on the candidate's strengths and weaknesses and invite the candidate to respond within five working days. After five working days, the committee's final recommendation, record of the total votes, and its findings will be sent to the Dean, along with the candidate's response, if any.

The Dean's Review

Note: Any letters that the Dean receives regarding the candidate from faculty, students or others should be forwarded to the CRPT in advance of the established deadline for the committee's review of the candidate.

- Upon receipt of the committee's vote and findings, the Dean will conduct an evaluation of the candidate and inform the candidate of his/her findings in writing, inviting response in writing, if the candidate wishes, within five working days.
- In the event that the Dean's evaluation conflicts with that offered by the committee, the Dean will meet with the committee to discuss his/her recommendation.
- For tenure-track faculty, the Dean's recommendation and the committee's recommendation will both be forwarded to the AVP by the established deadline for university review. In the case of fixed-term faculty, the Dean makes the final recommendation regarding the candidate's reappointment or promotion.

University-Level Review

For faculty who will be reviewed for tenure or promotion, the Dean's office compiles and classifies all the documents received, prepares a table of contents and a cover sheet. The electronic and hard copy primary and supplementary materials are made available to the AVP before the established submission deadline. One copy is filed in the Dean's office.

Promotion for Fixed-Term Faculty (Faculty Handbook Section 300.05.d.3.c)

“Fixed-term faculty with long-term contracts have an alternate ranking system: initially they are given the rank of lecturer. After a seven-year period, an individual may submit to their department or division (or school, in the case of schools which do not have departments or divisions), an application for promotion to Senior Lecturer. The criteria for a successful promotion shall be determined on a per-position basis by the department, division or school in question. In no cases should this involve the University Rank and Tenure Committee.”

The general criteria for promotion are specified in the Faculty Handbook, Section 3002. Additional criteria for promotion are specified in the additional Criteria for Reappointment and Promotion for Fixed-Term Faculty in the School of Business Administration.

Tenure-Track Faculty Criteria or Reappointment, Promotion, and Tenure

Adopted by Faculty of the School of Business Administration: November 20, 2009

The ability of the Gonzaga University School of Business to achieve its mission, objectives and, ultimately, its vision rests in the skills and efforts of its faculty. As such, the criteria for faculty review, reappointment, promotion and tenure are established to evaluate whether a faculty member's workplace activities are consistent with, and sufficiently contribute to, advancing the vision, mission, and objectives of the School of Business and of Gonzaga University.

General Criteria for Faculty Reappointment, Promotion and Tenure

All faculty members undergoing review for reappointment or applying for promotion and/or tenure must first satisfy the requirements established in the Gonzaga University Faculty Handbook.

These criteria are classified within four general areas: teaching, advising, scholarship and service. (Section: 302.00) Such review is conducted by the committee on Reappointment, Promotion and Tenure (CRPT).

Gonzaga University School of Business Criteria for Reappointment, Promotion and Tenure

In addition to the criteria specified in the Gonzaga University Faculty Handbook, the School of Business has established the following criteria for reappointment, promotion and tenure.

Consistent with the University's guidelines, these additional criteria are classified within the areas of teaching, advising, scholarship and service.

Additional Teaching Criteria for Reappointment, Promotion and Tenure within the School of Business Administration

The Gonzaga University School of Business defines an effective teacher as a faculty member exhibiting the following characteristics (items are not rank-ordered):

1. The faculty member is sufficiently prepared to convey course material in an effective manner.
2. The faculty member presents course material clearly in a manner that recognizes its complexity.
3. The faculty member presents course material in a manner that exemplifies the instructor's knowledge of the course material.
4. The faculty member displays a positive attitude toward students.
5. The faculty member challenges students to grow beyond their present capacities.
6. The faculty member displays enthusiasm while teaching.
7. The faculty member displays effective class management skills.
8. The faculty member, where appropriate, relates the subject matter to ethics, human values, issues of peace and justice, or other dimensions of the human condition commensurate with the University's Jesuit mission.
9. The faculty member introduces innovative teaching methodologies, supplemental readings, new teaching-related technologies or other pedagogical tools where appropriate to enhance student learning.

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities (items are not rank-ordered):

1. Classroom visits by members of the Committee on Reappointment, Promotion and Tenure or by members of the faculty member's discipline appointed by the Committee chair.
2. Written evaluation by other faculty members (including those from the Committee on Reappointment, Promotion and Tenure) supported by concrete evidence and examples.
3. Student evaluations of teaching effectiveness. (Note: if students' written comments are provided, they should all be submitted in their entirety).
4. Statements of teaching philosophy.
5. Evidence of continued development of pedagogical or teaching tools.
6. Evidence of curriculum development.
7. Continued preparation of new courses and/or course materials.
8. Evidence of incorporating innovation and/or new technology into the course material or in classroom activities where appropriate to foster learning.
9. Other relevant information as deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 2-9 within their yearly reappointment reports, and/or in their statements of self-evaluation.

Additional Advising Criteria for Reappointment, Promotion and Tenure within the School of Business Administration

The Gonzaga University School of Business defines an effective advisor as a faculty member exhibiting the following characteristics:

- The faculty member is genuinely concerned about the student's academic and personal growth.
- The faculty member is committed to making him/herself available to students (whether formally assigned as an advisor or not) for consultation outside of the classroom.
- The faculty member is sufficiently knowledgeable about services on campus designed to assist students in completing degree requirements, maintaining proper academic standing and finding post-graduation employment.
- The faculty member is familiar with the University and School of Business requirements for degree completion in the faculty member's field of study.

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities: (items are not rank-ordered):

1. Statements of self-evaluation as they relate to advising effectiveness.
2. Written feedback from students, faculty, and/or administrators.
3. The number of advisees (both formal and informal) assigned to and advised by the faculty member.
4. Active participation in the Center for Teaching and Advising (CTA), that may include a certificate for completing the Advising Academy program.
5. Other relevant information as deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 1 through 5 within their yearly reappointment reports, and/or in their statements of self-evaluation.

Additional Scholarship Criteria for Reappointment, Promotion and Tenure within the School of Business Administration

The Gonzaga University School of Business defines an effective scholar as a faculty member exhibiting the following characteristics:

- The faculty member is actively involved in the discovery and pursuit of new knowledge.
- The faculty member actively pursues her/his own professional development and participates in professional development activities for faculty and practitioners in her/his field.
- The faculty member is committed to conducting scholarly activities in an ethical and responsible manner.
- The faculty member is committed to upholding academic freedom and demonstrating respect for the positions of others.

* *Throughout this section on scholarly activity, discipline refers to the faculty member's primary business doctoral area or the primary teaching area. Publications must be in discipline-specific journals or in journals that advance or apply the discipline content.*

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities: (With the exception of item one (see the caveat below) the items are not rank-ordered.)

1. Publication of peer-reviewed journal articles in the faculty member's discipline* or related areas that advance or apply the discipline.
2. Publication of books in the faculty member's discipline or related areas that advance or apply the discipline.
3. Publication of editorially-reviewed scholarly work in the faculty member's discipline or related areas that advance or apply the discipline.
4. Publication of conference proceedings in the faculty member's discipline or related areas that advance or apply the discipline.
5. Publication of articles on pedagogy or teaching in the faculty member's discipline or related areas that advance or apply the discipline.
6. Presentation of the faculty member's peer-reviewed scholarly work at regional, national or international conferences in the discipline or related areas that advance or apply the discipline.
7. Invited presentations to professional groups or other scholars within the faculty member's discipline or related areas that advance or apply the discipline.
8. Peer-reviewed publications in University mission-related areas.
9. Invited or other publications or presentations in University mission-related areas.
10. Editorships within the faculty member's discipline or related areas.
11. Journal article reviewer, conference paper reviewer, or session chair or discussant at academic conferences.
12. Consulting work within the faculty member's discipline or related areas.
13. Obtaining grants or other funding for scholarly activity within the faculty member's field or related areas.
14. Any additional information deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 1-14 by submitting a curriculum vita or information contained in their yearly reappointment reports, or in their statements of self-evaluation.

Applicants for tenure and promotion to the associate or full level are expected to have a minimum of three peer-reviewed journal publications in their discipline or related areas that advance or apply the discipline within the five years prior to their petition. Other evidence of scholarly activity, as noted in items 2-14 above, is necessary to strengthen the applicant's scholarly record. Normally, faculty members applying for tenure and promotion should demonstrate a continuous and ongoing record of scholarly activity (as evidenced in 1-14 above) during the five years prior to their petition.

According to the faculty handbook, faculty members applying for promotion to the rank of full professor are expected to "exhibit a substantial extension of the record on which the associate professorship was based" (Section 302.11.a), and "must have achieved recognition as a mature and established scholar or professional based on significant research and publication in the normal channels of the discipline" (Section 302.11.b). In addition, applicants for full professor must be sole or lead author on at least one peer-reviewed journal article within the five years prior to the petition for promotion. In cases where the order of authorship is determined alphabetically, the candidate should include a statement regarding the nature and the percentage of contribution to the publication.

Additional Service Criteria for Reappointment, Promotion and Tenure within the School of Business Administration

The Gonzaga University School of Business defines an effective academic citizen as a faculty member exhibiting the following characteristics:

- The faculty member is familiar with the missions of the University and the School of Business.
- The faculty member shares the University's commitment to justice, ethics, tolerance and academic freedom.
- The faculty member is actively involved in the life and governance of the School of Business and the University as a whole.
- The faculty member is involved in the civic community.

Faculty members can demonstrate their performance in regards to the above characteristics through any of the following activities: (Item one is of primary, but not exclusive, importance. Items two and three, as specified in the Faculty Handbook, are particularly relevant to the tenure decision. All other items are not rank-ordered.)

1. Active participation on School of Business and/or University committees.
2. "The faculty member has achieved a high level of performance, and will continue to grow, that the faculty member is and will continue to be a desirable permanent colleague, and that the faculty member will continue to make significant contributions to the university in the future" (Faculty Handbook, 302.12.a).
3. "The faculty member is a positive and responsible colleague who takes an active role in the life of the university community, as well as in the school and department" (Faculty Handbook, 302.12.b).
4. Attendance at functions, including convocations, faculty meetings and commencement activities.
5. Pro-bono work within the faculty member's discipline or related areas for businesses or other organizations.
6. Participation in conferences and workshops on Jesuit and Catholic intellectual traditions and educational philosophies.
7. Involvement in on-campus activities, such as student or faculty organizations.
8. Service to the civic community.
9. Any additional information deemed appropriate by the School of Business Committee on Reappointment, Promotion and Tenure.

Faculty members can present evidence of 1 through 9 in their yearly reappointment reports, or in their statements of self-evaluation.

Tenure-Track Faculty Procedures or Reappointment, Promotion, and Tenure

Adopted by Faculty of the School of Business Administration: May 11, 2010

In April 2000, the School of Business faculty approved a change to name the Committee on Reappointment to the Committee on Reappointment, Promotion and Tenure. This is in lieu of having three separate committees for each process.

Six tenured faculty members are elected by the SBA faculty to serve a three-year term on the Committee. Each April, the faculty will elect two new members to the Committee. Faculty members in the third and final year of their term will serve as co-chairs of the Committee. Up to four alternate members of the committee will be appointed by the Dean. Normally, these alternates will be comprised of faculty members not elected to the Committee, but who received the third most votes, fourth most votes, and so on.

Alternates serve for a one year term.

Annually, the Dean will send a list of Committee members to the AVP.

Initial Application Procedures

- Before April 15 of each academic year, the Dean will make a general announcement of deadline dates to submit materials to the Committee.
- Reappointment reviews and tenure petitions will follow the schedule outlined in the contract between the university and the faculty. Reappointment reviews are conducted in the fall or spring, depending on the year of appointment. Tenure review is conducted in the spring semester.
- Faculty members who plan to apply for promotion should meet with the Dean before the end of the spring semester to review their eligibility for promotion and to make a realistic assessment of whether promotion criteria can be met. The candidate should review Sec. 302 of the Faculty Handbook, as well as the school's specific criteria for promotion relative to professional development and intellectual contributions, teaching, advising and academic citizenship. The promotion review is conducted in the fall semester.

Faculty members who apply for promotion and tenure in the same year will submit a single petition in the spring semester, using the deadline for tenure petitions.

- By September 1, the Dean will send the Committee co-chairs a list of faculty who will be evaluated for reappointment or promotion or tenure during the academic year.
- Faculty members seeking reappointment and/or tenure will receive from the Dean a list of documents for inclusion in the application file, as well as supplementary and other supporting materials which the applicant may want to include. Deadlines for submission of all materials to the Committee will be announced.
- The Dean will invite other SBA faculty to participate in the review process and to give the Committee feedback on each applicant's performance in the areas of teaching, advising, professional development and academic citizenship.

Normally, any materials received after the established deadlines may not be added to the file without the approval of the candidate, the dean, and the University's Committee on Rank and Tenure.

The SBA Committee's Review

The faculty members elected to serve on the Committee will have the responsibility to review and recommend to the Dean candidates for reappointment, promotion and tenure.

The faculty and Committee members should review their responsibilities as outlined in Sec. 303 in the Handbook and guidelines provided by the AVP.

Upon receiving a candidate's application, the Committee will proceed with the appropriate review, following the criteria outlined in the Handbook and the responsibilities and guidelines provided by the AVP. The Committee can consult with the Dean if there are any questions about the procedures or findings. Candidates undergoing review will be asked to direct their questions to the Dean rather than to any members of the Committee.

At the conclusion of the review, the Committee will vote and record its total vote, not the specific votes of the committee members. It will then send to the candidate, in writing, its total vote along with a summary of its findings on the candidate's strengths and weaknesses and invite the candidate to respond within five working days. After five working days, the Committee's final recommendation, record of the total votes, and its findings will be sent to the Dean, along with the candidate's response, if any.

The Dean's Review

Note: Any letters that the Dean receives regarding the candidate from faculty, students or others should be forwarded to the CRPT in advance of the established deadline for the committee's review of the candidate.

- Upon receipt of the Committee's vote and findings, the Dean will conduct an evaluation of the candidate, make his recommendation and forward it to the Academic Vice President.
- The Dean will inform the candidate of his/her findings in writing, inviting response in writing, if the candidate wishes, within five working days.
- In the event that the Dean's evaluation conflicts with that offered by the Committee, the Dean will meet with the Committee to discuss his/her recommendation. The Dean's recommendation and the Committee's recommendation will both be forwarded to the AVP by the established deadline.

University-Level Review

For faculty who will be reviewed for tenure or promotion, the Dean's office compiles and classifies all the documents received, prepares a table of contents and a cover sheet. The original and nine copies are forwarded to the AVP before the established submission deadline. One copy is filed in the Dean's office. Supplementary materials, e.g., copies of articles, texts, etc. are sent with the bound copies to the AVP's office.