

Performance Expectations for Tenured Faculty Members
College of Business Administration

Approved November 11, 1998
Revisions Approved April 15, 1999

This document establishes minimum standards of performance for tenured faculty members. It is expected that most faculty members will exceed these standards. This document does not define the standards for the granting of tenure.

Faculty members are expected to make sustained, significant contributions to the teaching, research, and service missions of the University. However, there are multiple standards for contributions, including the traditional 40% research, 40% teaching, and 20% service model. Tenured faculty members are expected to meet accreditation requirements for status as academically qualified, but the distribution of effort and the standards of performance will vary with the faculty member's comparative advantage, career stage, leave status, and distribution of responsibilities as agreed upon between the faculty member and the unit administrator. Faculty members should be evaluated on their long-term and continuing total contribution to the University and not on any single criterion.

Academic departments must provide customary and usual support to the faculty member to satisfy his or her responsibilities. Chronic and substantial deficiencies with respect to these standards may trigger a post-tenure review. Post-tenure review focuses on the professional development and performance of faculty members and shall not be used as a means of disciplining faculty for the expression of unpopular ideas or opinions.

Teaching: Tenured faculty members with teaching responsibilities are expected to be able, with reasonable preparation time, to competently teach classes at the undergraduate, masters, and Ph.D. levels. Tenured faculty members are expected to be willing to serve on Ph.D. dissertation committees. Tenured faculty members also are expected to meet all classes and be available to students in their classes for several scheduled and announced office hours each week, except for unusual circumstances. Tenured faculty members are expected to make students in their classes aware of current ideas, theories, and methods in their fields appropriate to the level of those classes. In carrying out their teaching responsibilities, faculty members retain all traditional academic rights, including academic freedom and the right to determine the manner in which they present the subject matter.

Research: Assessment of research productivity must take into account the depth and quality of research activities as well as the number of publications. Tenured faculty members should have ongoing research activities which could include: scholarly publications in refereed journals, books, monographs, presentations at scholarly meetings, grant proposals and/or reports, or scholarly research projects with graduate students. It is recognized that some streams of research are long-term or outside the existing paradigms in a field. In these cases, the faculty member should be able to document consistent effort towards completion of research, reasonable attempts at publication in an appropriate time frame, and other scholarly activities referred to above.

Service: Tenured faculty members are expected to execute a reasonable number of service assignments, both external and internal to the University. These may include professional service to local, state, or national governmental units, practitioner groups (financial analysts, accountants, etc.), or other community organizations in areas of the faculty member's expertise. Faculty members will contribute service to the Department, College, and University as assigned by the department chair, dean, or chancellor's office, or as elected by the faculty members, and consistent with the faculty member's distribution of responsibilities.

Tenured faculty members are also expected to contribute service to scholarship over the long term. This contribution may be made through activities such as one or more of the following: chairing sessions at conferences, organizing scholarly activities, acting as discussant at conferences, editorships, associate editorships, editorial board memberships, book and software reviews, article reviewerships for scholarly journals, grant application reviewerships, officer responsibilities in scholarly organizations, or other activities that contribute to scholarly visibility for the College. Faculty members may contribute through such professional activities as service work at the local, regional, national, or international level including editorial work, refereeing, holding offices in organizations, organizing meetings/sessions, and committee work. Faculty members can also contribute through the organizing of seminars, teaching in non-credit instructional programs, involvement in student job-placement functions, giving talks to (or consulting with) community, business, and industrial organizations, and serving on corporate boards and government commissions.

Notification and appeal of post-tenure review: A faculty member subject to post-tenure review must be informed of all of his or her rights of appeal by the unit administrator. Prior to any employee action taken by the Dean of the College of Business Administration as a result of Post-Tenure review, the tenured members of the General Committee request the opportunity to review recommendations by the review committee and unit administrator, and provide a recommendation on employee action to the Dean.

Changes: Changes to this document must be approved by a majority vote (of voting faculty members) by secret ballot of the tenured and tenure-track faculty members of the College of Business Administration.