

## College of Business Faculty Handbook

### Section 8 Promotion and Tenure

#### Quick links:

[8.1 THIRD YEAR PRE-TENURE REVIEW](#)

[8.2 POST-TENURE REVIEW](#)

[8.3 PROMOTION AND TENURE REVIEW](#)

Refer: [OSU Faculty Handbook](#), [Promotion and Tenure Guidelines](#), [Academic Affairs Dossier Guidelines](#) and [Guidelines for Post-Tenure Review of Faculty](#))

#### **8.1 THIRD YEAR PRE-TENURE REVIEW**

[Top](#) Refer: [Policy for Mid-term Reviews for Tenure Track Faculty](#) and [Promotion and Tenure Guidelines](#)

##### **Purpose**

The primary purpose of the third year, pre-tenure review is to assess each tenure-track faculty member's performance relative to university promotion and tenure guidelines.

##### **Process**

Each faculty member on a tenure-track appointment will undergo a third year, pre-tenure review. The review will be carried out during the third year of full service in a tenure-track position at the College of Business. The review will be discussed with each eligible faculty member by the Associate Dean for Faculty during the winter or spring of the academic year prior to the planned review.

The review will consist of the following steps:

1. A dossier will be prepared by the tenure-track faculty member consistent with the Oregon State University [Promotion and Tenure Guidelines](#). The faculty member under review must provide the following documents for the Third Year Review:
  - i. Position Description (current and prior, as appropriate)
  - ii. Candidate's statement
  - iii. Promotion & Tenure Vita.  
The initial content and format of the vita is provided by the Faculty Reporting System. The initial report includes sections on Education and Employment, Teaching Assignments and Evaluations, Scholarship Activity, Service and Awards.
    - a. The vita must include information on all research published or presented, all work currently under review, and all work in progress. The faculty member's scholarship information must include:
      - o Complete citations for all publications, including journal articles, books, proceedings, sections in books, monographs, and other

- peer reviewed activities. Non-peer reviewed material must be listed separately.
      - o Identification and brief description of material accepted for publication.
      - o Identification and brief description of material under formal review.
      - o Description of current research projects including research objectives, time lines for activities, resources, targeted journals, review procedures, if any (such as working paper, conference presentation), etc.
      - o Description of research projects planned for implementation within a year.
    - b. The faculty member under review must include a statement of scholarship contribution for each published paper and working paper under review. Descriptions of manuscripts in development can be included.
2. An assessment of teaching will be carried out by the Peer Review of Teaching Team, and a written report of its findings will be made a part of the dossier. Input from outside constituents regarding teaching and curricular activities may be solicited, if relevant. For example, some tenure-track faculty members teach courses in the joint Oregon Executive MBA program in Portland. Performance in these “outside” areas may be relevant to the review.
- In addition to its assessment report, the committee may also make specific recommendations regarding improvements to the Assistant Professor’s performance as a teacher.
3. The College Promotion and Tenure Committee will review the tenure-track faculty member’s record in scholarship. It will prepare a written report of its evaluation of the tenure-track faculty member’s record of performance, including an assessment of progress toward promotion and tenure. The report will be made part of the dossier. The Committee’s evaluation will take into consideration relevant factors such as the tenure-track faculty member’s teaching assignments, service activities, release time in support of scholarship, and level of grant support.
- In addition to its assessment report, the Committee will also make recommendations with regard to the tenure-track faculty member’s research program, involving such matters as focus, level of productivity, resources in support of the research program, and strategies for publication.
4. The Associate Dean for Faculty will review the dossier and prepare a letter of evaluation on all aspects of the tenure-track faculty member’s performance. The evaluation will include an assessment of progress toward promotion. The letter will be added to the dossier. The faculty member under review will be provided a copy of the complete dossier.
5. The Associate Dean will schedule a meeting with the faculty member to discuss the outcome of the review and initial recommendations. The Chair of the Promotion and Tenure Committee is also invited to participate. The performance of the faculty member relative to university Promotion and Tenure Guidelines will be discussed in the form of a dialogue among all parties present. Promotion and Tenure guidelines and procedures are reviewed to ensure that the faculty member is informed about the process and criteria for evaluating faculty for granting indefinite tenure, or promotion. The faculty member may attach comments, explanations, or rebuttal to the review before signing to indicate that the document is complete. The complete dossier is then submitted to the Dean for review.

6. The Dean and the Associate Dean for Faculty will meet to determine if the tenure-track faculty member is making satisfactory progress toward promotion and tenure.
7. The outcome of the third year, pre-tenure review will be shared with the faculty member under review for comment, and included in the individual's personal file.

**Note:**

Letters of evaluation should provide evidence of a candidate's record and not merely be letters of endorsement or advocacy. Letters should address both strengths and weaknesses in a candidate's record.

**Procedures for the Third-Year Review process:**

- Not later than April 15, the Associate Dean for Faculty forwards the dossier of the faculty member under review to the Chair of the Promotion and Tenure Committee. The dossier, at a minimum, will identify all research published or presented, all work currently under review, and all work in progress.
- The Chair of the Promotion and Tenure Committee circulates the dossier to committee members. The Committee will meet to discuss the faculty member's scholarship and progress toward promotion and tenure.
- If there is consensus, one member of the Committee – the Chair, if the number of candidates is reasonably small – prepares a first draft of the letter of evaluation. That letter is circulated to the Committee for its approval; at this point, committee members have the opportunity to suggest whatever changes they feel are appropriate, both as to the substance and presentation of the evaluation.
- If consensus does not emerge, the Chair will convene a personal meeting of the Committee to resolve the disagreements. In the event that convergence does not occur, a majority vote will determine the Committee's recommendation but areas of disagreement will be reflected in the letter of evaluation.

**Third-Year Pre-Tenure Review Timeline**

<b>Review</b>	<b>Responsible Party</b>	<b>Due Date During Third Year</b>
Dossier	Assistant Professor	February 15
Teaching	Peer Review Team	March 1
Scholarship and overall performance	College Promotion and Tenure Committee	April 15
Overall evaluation	Associate Dean for Faculty	May 1
Outcome	Dean and Associate Dean for Faculty	May 15

**Outcomes**

If the Dean and the Associate Dean for Faculty determine that the tenure-track faculty member is making satisfactory progress toward promotion, then the faculty member will be encouraged to “stay on track.” A decision that satisfactory progress is being made does not guarantee that the tenure-track faculty member will be promoted with tenure. Based upon exemplary performance and/or years in service at OSU and another university, a tenure-track faculty member could be considered for early promotion.

If the tenure-track faculty member has not made satisfactory progress toward promotion, and deficiencies are not severe, the following actions will take place:

- The tenure-track faculty member will be provided opportunities to work with scholarship and/or teaching mentors.
- The tenure-track faculty member's teaching and scholarship will be reassessed by the Dean and Associate Dean for Faculty during the fourth year of service. If this assessment indicates that the tenure-track faculty member is still not making satisfactory progress, then timely notice will be given to the faculty member at the end of the fourth year.

If the tenure-track faculty member has not made satisfactory progress toward promotion, and the deficiencies are severe, timely notice will be given to the faculty member at the end of the third year.

## **8.2 POST-TENURE REVIEW**

### **[Top](#) Purpose**

The University recognizes that faculty renewal, development and improvement are of critical importance in its pursuit of excellence. To that end, the University provides for post-tenure review of its faculty to identify and help underachieving faculty fulfill the potential that was recognized upon hiring and reaffirmed upon the award of tenure.

### **Process**

Refer [Guidelines for Post-Tenure Review of Faculty](#)

## **8.3 PROMOTION AND TENURE REVIEW**

**[Top](#)** Refer [OSU Faculty Handbook](#), [Promotion and Tenure Guidelines](#) and [Academic Affairs Dossier Guidelines](#)

### **Process**

Refer the [Promotion and Tenure Guidelines](#) .

The Associate Dean for Faculty initiates the review of faculty members to be considered for promotion and/or tenure. It is the faculty member's responsibility to provide and gather the data for the dossier in accordance with OSU Promotion and Tenure Guidelines. The Associate Dean for Faculty provides information and guidance regarding the preparation of the dossier. The Associate Dean will ensure that the final dossier is complete and conforms to university guidelines.

Under current University policy, the Associate Dean for Faculty is responsible for asking the candidate to consider signing the voluntary "Waiver of Access to Submitted Evaluation Materials from Reviewers" form prior to beginning the review process.

External letters of evaluation are solicited in accordance with [OSU's Promotion and Tenure Guidelines](#). All external evaluations will be requested and coordinated by the Associate Dean for Faculty.

As required by the Oregon State Board of Higher Education, students will be invited to participate in the review of faculty for promotion and/or tenure. Evaluations from students will be requested by the Associate Dean for Faculty.

A letter from the Peer Review of Teaching Team that summarizes all peer teaching reviews over the evaluation timeframe will be included in the dossier.

The dossier is forwarded to the Discipline committee, which consists of four members at or above the rank for which the candidate is being considered. Members of this committee are identified by the Associate Dean for Faculty and the candidate at the beginning of the academic year. The Discipline committee consists of tenured faculty and under normal circumstances will include strong representation from the candidate's discipline. The Associate Dean for Faculty may also select a tenured faculty member from an Oregon State University college other than business to serve on this committee. Up to two members of the College Promotion and Tenure Committee may be chosen to serve on the Discipline committee. In such cases these members will be recused from the College Promotion and Tenure Committee's review of the candidate.

In the case of promotion to full professor, there will be at least three full professors serving as voting members on the Discipline committee and the College Promotion and Tenure Committee. A maximum of two full professors from the Promotion and Tenure Committee may be chosen to serve on the Discipline committee. In such cases, these members will be recused from the College Promotion and Tenure Committee's review of the candidate. The Associate Dean for Faculty may select and assign full professors from Oregon State University to serve on these committees in order to satisfy the minimum membership requirements for each committee. Prior to such selection, the Associate Dean will meet with the candidate to identify full professors in related fields at Oregon State University, who may be eligible to serve on these committees for the duration of the candidate's review.

The Discipline committee reviews the dossier of the candidate and prepares a letter of evaluation and recommendation to the Associate Dean for Faculty. The Associate Dean reviews the dossier and prepares a letter of evaluation and recommendation to be included in the dossier. The Associate Dean will meet with the candidate to share the outcomes of these reviews. The candidate may add a written statement regarding these reviews, to be included in the dossier.

The dossier is forwarded to the College Promotion and Tenure Committee. The Committee reviews the file, prepares a letter of evaluation and recommendation that becomes part of the dossier, and submits the file to the Dean. The Dean reviews the file and prepares a letter of evaluation and recommendation. The candidate may add a written statement regarding these reviews, to be included in the dossier. The completed dossier is then forwarded for review at the University level.

**Notes:**

- Letters of evaluation should provide evidence of a candidate's record and not merely be letters of endorsement or advocacy. Letters should address both strengths and weaknesses in a candidate's record.
- The Discipline committee process is intended to ensure that the candidate's contributions to his or her field and program are properly recognized and evaluated.

**Procedures:**

- Not later than October 15, the Associate Dean for Faculty submits the completed candidate dossier to the Discipline committee.
- Not later than November 5, the Discipline committee prepares a letter of evaluation that is transmitted to the Associate Dean for Faculty.
- Not later than November 15, the Associate Dean for Faculty prepares a letter of evaluation that is forwarded, with the complete dossier, to the Chair of the College

Promotion and Tenure Committee. The dossier also includes the evaluation written by the Discipline committee, and evaluations written by all external reviewers.

- The Chair of the Promotion and Tenure Committee circulates the dossier to committee members. The Committee meets to discuss the candidate's record.
- If there is consensus, one member of the Committee – the Chair, if the number of candidates is reasonably small – prepares a first draft of the letter of evaluation. That letter is circulated to the Committee for approval; at this point, Committee members have the opportunity to suggest whatever changes they feel are appropriate, both as to the substance and presentation of the evaluation.
- If immediate consensus does not emerge, the Chair will convene a personal meeting of the Committee to resolve the disagreements. In the event that convergence does not occur, a majority vote will determine the Committee's recommendation but areas of disagreement should be reflected in the letter of evaluation.
- Not later than January 15, the College Promotion and Tenure Committee prepares a letter of evaluation that is transmitted, together with the entire dossier, to the Dean.
- Not later than February 15, the Dean prepares a letter of evaluation and forwards the dossier to Academic Affairs. The candidate may add a written statement regarding these reviews, to be included in the dossier

#### **Time Lines**

June 1	Associate Dean for Faculty initiates review.
July 15	Associate Dean for Faculty solicits external review.
Sept. 15	Target date for outside review completion.
Oct. 15	Associate Dean for Faculty submits the completed dossier to the Discipline committee.
Nov 5	Discipline committee prepares a letter of evaluation and recommendation that is transmitted to the Associate Dean for Faculty.
Nov. 15	Associate Dean for Faculty prepares a letter of evaluation and recommendation and submits the candidate's file to the College Promotion and Tenure Committee.
Jan. 15	College Promotion and Tenure Committee prepares a letter of evaluation and recommendation and forwards the file to the Dean.
Feb. 15	Dean prepares a letter of evaluation and recommendation and forwards dossier to Academic Affairs.