

**Merrick School of Business**  
**Guidelines for Promotion and Tenure**  
**May 27, 2022**

The purpose of this document is to provide guidelines for faculty members who are interested in applying for promotion and tenure in the Merrick School of Business (MSB). MSB considers the candidate's total record when making a promotion and tenure decision. However, the candidate must show continued accomplishment in teaching, research and service since joining the faculty (if applying for first promotion and/or tenure at the University of Baltimore) **or** since any prior promotions, whichever came last. The evaluation of a faculty member is based on actual contributions and, to a lesser extent, potential contributions, to research, teaching, and service to the professional, campus and community arenas.

**A. Guidelines for Tenure and Promotion to Associate Professor**

The following standards apply equally to tenure and promotion, whether considered together or separately.

***Teaching Standards***

High-quality teaching is an important factor in the promotion and tenure decision. Effective teaching includes superior pedagogical performance; organization, development, and articulate presentation of subject matter; an ability to motivate and involve students in the learning process; and an appropriate respect for the intellectual needs of students.

Student evaluations of teaching will be one of the important factors in determining teaching effectiveness. At the time of consideration for promotion to associate professor with tenure, a faculty member's average teaching scores will be evaluated relative to the average scores for the Merrick School of Business. Understandably, course evaluations may be affected by a faculty member's teaching experience, number of new course preparations and other factors. Evidence of improved teaching effectiveness over time will be given consideration in the promotion and tenure decision.

Candidates should support their teaching record considering other factors including, but not limited to, two or more of the following:

- student comments from teaching evaluations,
- creation of new courses, course material, and current and innovative pedagogy,
- the number of new course preparations required and whether the courses are at the undergraduate level or graduate level or are introductory or advanced courses,
- evidence of course rigor (i.e., thoughtful assignments, exams, projects)

- skillful use of technology
- responsiveness of faculty towards the needs of students, and
- peer evaluation observations when available.

### *Intellectual Contribution Standards*

For an untenured assistant professor to be awarded promotion to associate professor and/or tenure, the candidate is normally expected to have five articles in peer-reviewed<sup>1</sup> journals to be meritorious. While these articles may be in discipline-based, pedagogical, or practice-based outlets, it is expected that they will represent a substantial contribution to the discipline. The School values co-authored articles, but at least one single authored paper is desirable.

The standard of five peer reviewed journal articles is set in recognition that some journals are regarded as more prestigious than others by the School and are typically more challenging to the authors. Thus, fewer publications may be considered acceptable for faculty members with one or more papers in higher quality journals. Books (written, not edited) are considered to be of importance as well. However, books should not be the primary focus of IC activities for untenured faculty. Other intellectual contributions are expected, including external grants, peer-reviewed proceedings, conference presentations, etc.

In the case of peer-reviewed journal articles, for submissions after September 1, 2022, the committee will evaluate the quality of the publication by reviewing the journal rankings based on two lists: the Australian Business Deans Council (ABDC) Journal Quality List, and the Academic Journal Guide (published by the Chartered Association of Business Schools, previously called ABS). For each journal, the committee will consider the highest ranking from these two lists, effective at the time of first submission to the journal, or at the time of publication, whichever is higher, as documented by the candidate. If a journal is not ranked in any of the lists, the committee will consider it as "1." Prior to September 1, 2022, both acceptances and submissions may be ranked, if appropriate, based on rankings from the MSB List. After September 1, 2022, only the MSB Exceptions List that has been approved by the MSB Faculty Senate and uploaded to the University's shared drives will be considered for establishing a higher rank for a journal.

Intellectual contributions will be considered published when accessible to the public, that is, available in print or digital form with a Digital Object Identifier (DOI).

Meritorious intellectual contribution performance will be assessed by quantity, quality, or a combination thereof. For example, the intellectual contribution of a faculty member who has at least two publications in Level 3 or 4 journals (as defined by the Merrick School Journal Ranking system) will likely be rated as excellent.

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<sup>1</sup> The School of Business has adopted the following definition of peer-review from the AACSB: "Peer review is defined as a process of independent review prior to publication of a faculty member's work by an editorial board/committee widely acknowledged as possessing expertise in the field. The peer review should be independent; provide for critical but constructive feedback; demonstrate a mastery and expertise of the subject matter; and be undertaken through a transparent process notwithstanding that the individuals involved may be anonymous."

### *Service Standards*

Service is an integral component of a faculty member's responsibilities and is a relevant factor when considering promotion to associate professor with tenure. Because assistant professors must focus on developing their research programs during their initial years in MSB, there are modest expectations regarding the amount, but not the quality, of service activities.

A faculty member must demonstrate a record of active and consistent service to some combination of the following: the MSB, the University, the candidate's discipline and community.

In general, there are two overriding expectations regarding service by an assistant professor: (i) whatever the service activity, the faculty member's efforts should make a noticeable contribution to the success of that activity and (ii) as the assistant professor comes closer to the promotion and tenure decision, he/she should demonstrate some participation in reviewing papers or chairing sessions for conferences, and refereeing for academic journals.

The above types of service send important signals because they demonstrate actual investment on the faculty member's part in the mission of the MSB and of the profession, provide a sense of the faculty member's contribution to the profession, and offer an indirect measure of the respect outside peers have for the faculty member's achievements.

Please refer to the MSB Service Assignment Policy passed by the Faculty Senate on April 20, 2022.

## **B. Guidelines for Promotion to Professor**

Promotion to Professor requires a record that, taken as a whole demonstrates continued meritorious accomplishments in teaching, research and service since achieving tenure and Associate rank.

### ***Teaching Standards:***

High-quality teaching is an important factor in the promotion and tenure decision. Effective teaching includes superior pedagogical performance; organization, development, and articulate presentation of subject matter; an ability to motivate and involve students in the learning process; and an appropriate respect for the intellectual needs of students.

Student evaluations of teaching will be one of the important factors in determining teaching effectiveness. At the time of consideration for promotion to associate professor with tenure, a faculty member's average teaching scores will be evaluated relative to the average scores for the Merrick School of Business. Understandably, course evaluations may be affected by a faculty member's teaching experience, number of new course preparations and other factors. Evidence of improved teaching effectiveness over time will be given consideration in the promotion and tenure decision.

Candidates should support their teaching record considering other factors including, but not limited to, two or more of the following:

- student comments from teaching evaluations,
- creation of new courses, course material, and current and innovative pedagogy,
- the number of new course preparations required and whether the courses are at the undergraduate level or graduate level or are introductory or advanced courses,
- evidence of course rigor (i.e., thoughtful assignments, exams, projects)
- skillful use of technology
- responsiveness of faculty towards the needs of students, and
- peer evaluation observations when available.

### ***Intellectual Contribution Standards:***

Appointment to professor requires that the candidate have a substantial enough stream of published research that he/she has achieved a degree of national recognition within the discipline of business or one of the sub-disciplines (e.g., accounting, finance, management, marketing).

The candidate for promotion to Professor is normally expected to have five articles in peer-reviewed journals since promotion to Associate to be meritorious. While these articles may be in discipline-based, pedagogical, or practice-based outlets, it is expected that they will represent a substantial and ongoing contribution to the discipline. The School values co-authored articles, but at least one single authored paper is desirable.

The standard of five peer-reviewed journal articles is set in recognition that some journals are regarded as more prestigious than others by the School and are typically more challenging to the authors. Thus, fewer publications may be considered acceptable for faculty members with one or more papers in higher quality journals. Books (written, not edited) are considered to be of importance as well. Other intellectual contributions are expected, including external grants, peer-reviewed proceedings, conference presentations, etc.

In the case of peer-reviewed journal articles, for submissions and acceptances after September 1, 2022, the committee will evaluate quality of the publication by reviewing the journal rankings based on two lists: the Australian Business Deans Council (ABDC) Journal Quality List, and the Academic Journal Guide (published by the Chartered Association of Business Schools, previously called ABS). For each journal, the committee will consider the highest ranking from the two lists, effective at the time of first submission to the journal, or at the time of publication, whichever is higher, as documented by the candidate. If a journal is not ranked in any of the two above lists, the committee will consider it as "1." Prior to September 1, 2022, both acceptances and submissions may be ranked, if appropriate, based on rankings from the MSB List. After September 1, 2022, only the MSB Exceptions List that has been approved by the MSB Faculty Senate and uploaded to the University's shared drives will be considered for establishing a higher rank for a journal.

Intellectual contributions will be considered published when accessible to the public, that is, available in print or digital form with a Digital Object Identifier (DOI).

Meritorious intellectual contribution performance will be assessed by quantity, quality, impact or a combination thereof. For example, the intellectual contribution of a faculty member who has at least two publications in Level 3 or 4 journals (as defined by the professional lists adopted by the Merrick School) will likely be rated as excellent.

Impact will be considered as it has affected scholarship practice and direction, business practice and/or business school pedagogy. Refer to the calls for the Annual Faculty Performance Review (AFPR) for specific examples and definitions.

***Service Standards:***

A faculty member must demonstrate a record of significant, meaningful, and consistent service to some combination of the following: the MSB, the University, the candidate's discipline, and community. Within the Merrick School and the faculty member's department, a candidate for promotion to Professor must provide leadership in the life of the university and his/her discipline.

Activities that provide leadership in teaching, research and service may include, but are not limited to, the following:

- curriculum development
- mentoring of students
- contributions to the MSB maintenance of AACSB accreditation status
- chairing sections at conferences
- participating in editorial boards of journals
- editing a book
- serving as a leader in committees at the department, school or University levels
- participating in faculty governance initiatives
- leading projects aimed at improving local, regional or international communities

Please refer to the MSB Service Assignment Policy passed by the Faculty Senate on April 20, 2022.