Boise State University

COLLEGE OF BUSINESS AND ECONOMICS

PROMOTION AND TENURE GUIDELINES

Adopted December 1988
Revised January 2000
Revised May 2002
Revised May 2004
Revised May 2006
Revised May 2008
Revised December 2008
Revised May 2016

I. PREAMBLE

A. PURPOSE AND PHILOSOPHY

1. While there are many rewards for faculty at Boise State University, two of the most important are the awarding of faculty rank and tenure. The faculty reward structure in general, and the promotion and tenure criteria in particular, help determine the character of the institution. Both the substance and the perceived fairness of the promotion and tenure process influence faculty morale, faculty relationships with their students and colleagues, their perceptions of their role in the university and broader community, and their perceptions of themselves.

2. The guidelines governing the awarding of promotion and tenure must be consistent with the overall goals of the institution. Further, the guidelines must provide clear criteria both to those seeking promotion and tenure and the administrators and faculty committees who must evaluate their applications. Such criteria must be sufficiently specific to ensure that faculty members understand the nature of their responsibilities and that faculty promotion and tenure committees and administrators can make judgments that remain consistent even as different people occupy such positions of responsibility. However, the criteria must leave ample room for professional judgment on the part of faculty committees and administrators since each candidate for promotion or tenure presents a unique set of characteristics and services to the college and university.

3. Promotion and tenure guidelines must be perceived to be a mechanism for encouraging and rewarding excellence. They are based on the presumption that faculty members are already highly motivated and that they look to the promotion and tenure guidelines for direction as they seek to serve in ways most valuable to the college and university.

B. RELATION TO STRATEGIC PLAN

1. The College of Business and Economics (COBE) has developed a strategic plan, which sets forth the vision and values it will pursue. COBE faculty’s primary role is to contribute in three areas of professional activity: teaching; research, creative and scholarly activity; and service. The aspirations projected through the strategic plan imply that improved and enhanced efforts are anticipated in these three areas.

2. The purpose of this document is to set forth COBE’s Promotion and Tenure Guidelines, which, through their application, will contribute to the achievement of the College's
strategic objectives. Thus faculty members should be fully cognizant of the College's Strategic Plan.

C. RELATION TO UNIVERSITY PROMOTION AND TENURE GUIDELINES

1. The University guidelines for faculty promotion (4340 Faculty Promotion Guidelines) can be found in the Boise State University Policy Manual, located on the web at: http://policy.boisestate.edu/academic-affairs-faculty-administration/policy-title-faculty-promotion-guidelines/

2. The purpose of these COBE guidelines is to make more explicit the types of activities faculty members are expected to undertake in order to receive a favorable tenure and/or promotion recommendation (to the University) from the College of Business and Economics. Thus, the guidelines complement, but do not supersede, the University requirements.

D. RELATION TO UNIVERSITY LECTURER FACULTY POLICY

1. The University policy for appointment and promotion of Lecturer faculty (4250) can be found at: http://policy.boisestate.edu/academic-affairs-faculty-administration/lecturer-faculty/

The University policy identifies the following lecturer ranks and qualifications:

A. Lecturer I: Master’s degree with less than five years contractual experience.

B. Lecturer II: Master’s degree with more than five years contractual experience, or terminal degree within one’s discipline with less than five years contractual experience.

C. Lecturer III: Terminal degree within one’s discipline or Master’s degree with more than five years contractual experience.

D. Senior Lecturer: This is an honorary title reserved for those lecturers who have provided a record of exemplary service to COBE in the lecturer role. It requires a Terminal degree within one’s discipline and more than ten years teaching experience under a Boise State contract.

(1) Lecturers meeting the education requirement may apply after completing their 10th year of contractual experience. The application package, comprising a cover letter and vitae, is to be submitted to the department chair by October 1st. The chair will forward the application to the COBE Promotion and Tenure Committee by October 15th. The COBE Promotion and Tenure Committee will confirm the applicant’s qualifications and report their findings to the Dean’s office by December 15th.

E. RELATION TO COBE ACADEMIC WORKLOAD POLICY DOCUMENT

The College of Business and Economics has developed an Academic Workload Policy document that allows faculty, in consultation with department and College administrators to adjust the time and effort that they spend on teaching, research and service based on their desires and department and COBE needs. When a faculty member seeks tenure and/or promotion, his/her record should be viewed in light of the COBE Workload established for that faculty member.

F. RELATION TO DEPARTMENT TENURE AND PROMOTION GUIDELINES
1. Each department within COBE shall develop its own dean-approved tenure and promotion guidelines that are consistent with the University policy and COBE Tenure and Promotion Guidelines.

G. RELATION TO UNIVERSITY TENURE CLOCK EXTENSION POLICY

1. The University Faculty Tenure and Promotion Guidelines (BSU Policy 4340, section II. C.) describes procedures for granting extensions to the tenure probationary period.

II. EVALUATION AREAS

A faculty member's performance in the following three areas will be evaluated: teaching; research, creative, and scholarly activity; and service. Each of the areas is briefly described below.

A. TEACHING

Teaching, which can occur in a variety of forms and settings, is the act of imparting knowledge and motivating others to learn. In a university setting, teaching is naturally and inexorably linked with research and scholarly activities leading to knowledge acquisition and creation.

B. RESEARCH, CREATIVE, AND SCHOLARLY ACTIVITY

Research, creative, and scholarly activity are the pursuit of knowledge through critical and exhaustive investigation and experimentation as well as the analysis, synthesis, and application of existing knowledge. In a university setting, knowledge acquired and created through research and scholarly activity manifests itself through written and oral communication with peers as well as in an enhanced ability to impart knowledge through teaching. In the broadest sense of the term, scholarly activity reflects the faculty member's intellectual contribution.

C. SERVICE

Service consists of professional activities other than teaching and research and may be divided into three areas: 1) professional service, 2) institutional service, and 3) public or community service.

1. Professional service consists of service to academic and professional organizations, which have direct ties to a faculty member's academic areas of interest.

2. Institutional service consists of service to the University, the College of Business and Economics, and to the department.

3. Public or community service involves professional service (including consulting) to local, regional or national organizations, public or private.

III. PERFORMANCE CRITERIA AND ELIGIBILITY

To be recommended for promotion in rank and/or tenure, the applicant must demonstrate how he/she has contributed to achieving College of Business and Economics goals in the areas of teaching, research and scholarly activity, and service. What constitutes meeting or exceeding expectations for each of these areas shall be determined by committees and administrators relative to each candidate’s workload assignment.

A. GENERAL PROCEDURAL GUIDELINES

1. A faculty member wishing to apply for promotion and/or tenure must normally have an earned doctorate (or equivalent terminal degree or nationally-recognized excellence in his/her field). In addition, the candidate must have completed a specific number of years
of experience as defined in the University’s Faculty Tenure and Promotion Guidelines (Policy 4340).

2. A faculty member who is eligible for promotion and/or tenure shall, together with his/her department chair, compile pertinent data necessary for evaluation. All evaluation information, together with the department chair’s recommendation, shall be made available to the Promotion and Tenure Committee and administrators by October 15.

B. EXPECTATIONS FOR ACADEMIC RANK AND TENURE
The quality of a candidate's performance in the areas of teaching, research and scholarly activity, and service determines whether a candidate shall be recommended for promotion and/or tenure. This section describes the criteria for rank and tenure.

1. Appointment as Assistant Professor
   a. To be appointed an assistant professor, a candidate must have completed the relevant terminal degree and show promise in the areas of teaching, research and scholarly activity, and service. Assistant professor is an entry-level rank in which academics gain their initial experience and begin to establish themselves as teachers and scholars.

2. Promotion To Associate Professor
   a. To be promoted to associate professor, a faculty member must be an accomplished teacher. The candidate must have established an initial pattern of significant research and scholarly activity including publication in peer-reviewed and/or editorially-reviewed journals. These two criteria represent the most significant elements of the faculty member’s mission at Boise State University. The faculty member must also have a record of providing high quality service. However, service cannot be considered in place of or substituting for teaching and/or scholarly activities.

   b. An applicant must have five years of appropriate experience, and may apply for promotion during the sixth year. However, faculty may be hired at the level of Associate Professor without tenure, in which case the faculty may apply for tenure without promotion to Full Professor at the time specified in the hiring letter. In exceptional cases, a faculty member may apply for promotion to associate professor in his/her fifth year.

3. Promotion to Professor
   a. The rank of Professor represents the highest academic achievement which can be attained. A candidate for full Professor is expected to have achieved additional distinction clearly above that of an Associate Professor.

   b. Candidates for the rank of Professor shall be advanced for promotion only when their records clearly demonstrate outstanding performance and commitment to both teaching and scholarly activities; these two criteria represent the most significant elements of the faculty member’s mission at Boise State University. The candidate's research and scholarly activities, including peer-reviewed and/or editorially-reviewed publications, must demonstrate that he/she is an established scholar. The candidate must have a service record which shows leadership and dedication in taking on important roles in institutional maintenance and development and in the life of the wider community.
c. An applicant must have at least five full years of service as an Associate Professor. Except under extraordinary circumstances, at least three of these years must be acquired at Boise State University in the rank of associate professor.

4. **Granting Academic Tenure**
   a. The awarding of tenure commits University resources for extended periods. Tenure decisions affect the long-term quality of the institution. Thus, the tenure recommendation is based both on the candidate’s past performance in the areas of teaching, research and scholarly activity, and service, and on an assessment of the candidate’s potential for continued performance in these areas during future years. In addition, a tenure decision must involve questions about dedication, collegiality, and participation in a life of scholarship.
   
b. A candidate for tenure must have a clearly established record as an accomplished teacher. It must be clear that the dedication to students is a part of the faculty member’s established professional pattern and that this pattern will continue. Similarly, a pattern of research and scholarly activity must be an integral part of the candidate's professional life. A candidate must also have established a solid record of service and must demonstrate a commitment to continued service.

   c. A faculty member normally becomes eligible for promotion and tenure after his/her fifth year of service, applying in the sixth year. All tenure-track faculty members, regardless of rank, must apply for tenure no later than during the sixth year at Boise State University. Faculty may only apply for tenure once. Whether a faculty member applies for tenure in the sixth year or earlier, if tenure is denied, the faculty member will receive a terminal contract of one-year duration. A faculty member must be judged qualified for promotion to the rank of associate professor to be considered qualified for tenure. Since the criteria for tenure and for promotion to Associate Professor are the same, tenure may not be applied for independent of promotion to associate professor. In exceptional cases, the faculty member may apply for tenure and promotion to associate professor in his/her fifth year.
   
d. In compliance with BSU Policy 4340 (section II. B.), up to two years of appropriate experience outside BSU may be counted as a part of the above six.

IV. **EVIDENCE WHICH MAY BE USED IN SUPPORT OF AN APPLICATION FOR PROMOTION OR TENURE**
   It is the faculty member’s responsibility to compile the documentation supporting his/her application for promotion and/or tenure. This section illustrates the types of documentation which might be used to support a candidate’s application.

   A. **TEACHING**
      1. Faculty teaching assessments may be based on two categories of educational accomplishment:
         a. Teaching effectiveness
         b. Teaching development
      2. In the teaching assessment process, faculty should be credited for contributions in each area.
      3. For faculty with teaching responsibilities
(1) Evidence of teaching effectiveness must include:
   (a) Official evaluations by students
   (b) Department chair’s evaluations
   (c) Peer evaluations (if used by the department)

(2) Other evidence of teaching effectiveness and commitment may include, but are not limited to, the items below:
   (a) Efforts to increase teaching effectiveness; e.g., through use of innovation in teaching design, learning activities, use of technology
   (b) Flexibility in accepting teaching assignments; e.g., number of course preparations, overloads, directed student learning, providing honors course opportunities to students
   (c) Continuing professional development; e.g., participation in teaching conferences and workshops, development of technology skills pertinent to teaching, visiting comparison institutions.

4. Examples of the kinds of evidence that may be considered for each category include:

a. **Teaching Effectiveness**
   (1) Official student evaluations (required)
   (2) Evaluations by the department chairperson (required)
   (3) Peer evaluations (required if used by department)
   (4) Letters from former students or others who have knowledge of the candidate's teaching performance
   (5) Testing of students' abilities to carry out tasks indicated by course outcomes
   (6) Other examples of outcome measures of teaching effectiveness are acceptable

b. **Teaching Development**
   (1) Evidence of continuing professional development; e.g., participation in teaching conferences and workshops, development of technology skills pertinent to teaching, and visiting comparison institutions.
   (2) Evidence of activities designed to improve quality of teaching; e.g., through use of innovation in instruction/testing, learning activities, revising objectives, technology use, maintaining currency, and development of "immersion" learning opportunities.
   (3) Evidence of activities designed to improve quality of curriculum; e.g., participation in or cooperation with teaching related committees, coordinating/developing multisection courses, increasing accessibility and/or responsiveness, and reinforcing/building on student’s previous learning.

B. **RESEARCH AND SCHOLARLY ACTIVITY**

1. Both the quality and quantity of scholarly work will be considered. It is the candidate’s responsibility to demonstrate that the quality and quantity of research documented in his/her application merit promotion and/or tenure.
   a. Examples of the types of evidence which demonstrate research and scholarly activity include (but are not limited to):
      (1) Articles in refereed journals
(2) Books or research monographs
(3) Chapters in books or monographs
(4) Other published articles
(5) Papers presented at academic conferences and/or published in proceedings
(6) Published book reviews
(7) Participation as a paper discussant or panel discussant at academic conferences
(8) Grants and contracts for research and scholarly activities

b. Examples of the types of evidence which demonstrate the quality of research and scholarly activity include (but are not limited to):

(1) Peer review of the candidate’s scholarly work (This is required per B. 1. c. below.)
(2) Acceptance rates and stature of the academic journals in which the candidate’s work has been published
(3) Citation of candidate’s scholarly work or other recognition in the candidate’s discipline, as measured by the indexes or in Appendix II of the COBE Workload Policy for Tenured and Tenure-Track Faculty or other independent sources.
(4) Professional recognition by scholars in field area
(5) Professional reputation (both inside and outside the University)

c. External letters of reference are required for all reviews of tenure track faculty involving the granting of tenure and/or promotion. External letters are used by promotion and tenure committees as another input into the determination of the quality of the candidate’s research and scholarly activity. The following statements shall apply:

• The department chairperson is responsible for obtaining a minimum of three external letters for each candidate. The chairperson is responsible for determining which potential external referees are asked to provide letters of reference. The chairperson should attempt to obtain external reviewer names from the candidate, candidate’s department faculty, and dean.
• At least one of the external reviewers shall come from a recommendation other than the candidate.
• The candidate must be shown the final pool of external reviewer names and has the right to remove one of the names before the chairperson begins to contact potential reviewers.
• External reviewers must be tenured.
• For each external referee, the department chairperson shall provide to the Promotion and Tenure Committee the name, rank/title, institutional affiliation, brief summary of the referee’s qualifications or CV, name of the person who recommended the evaluator, and an assessment of the evaluator’s relationship to the candidate, including potential conflicts of interest.
• Candidates must notify their chairperson that they are applying for promotion and/or tenure by April 1 of the year they apply.

To standardize the materials sent to reviewers, all chairpersons should:
1. Send a letter to each potential reviewer. The letter may include a departmental mission statement if applicable.
2. Include the research expectations from the current Promotion and Tenure document.
3. Include the candidate’s workload assignments.
4. Include a current vita of the candidate.
5. Include copies of the refereed journal articles for the reviewer to examine.
6. At the option of the candidate for promotion and/or tenure, include a document in which the candidate explains his/her research interest and contributions. This might include a citation analysis showing a listing of research papers citing the candidate’s research.

The candidate may read the final packet before it is sent to reviewers. If the candidate wants certain changes to the final packet, but is unable to get the departmental chairperson to agree to the changes, an appeal may be made to the dean for final resolution.

A sample copy of a letter to send reviewers is found in Addendum One at the end of this document. Copies of the research expectations for promotion to associate professor and tenure, and promotion to full professor are in Addendum Two and Three at the end of this document.

C. SERVICE

1. Service consists of professional activities other than teaching and research and may include one or more of the following activities: 1) professional service, 2) institutional service, and 3) public or community service. Examples of service include:
   a. Professional Service:
      (1) Holding offices in a national, regional, or local academic organization
      (2) Organizing an academic conference
      (3) Reviewing books for publishers
      (4) Serving as editor or as referee for an academic journal in the candidate's discipline
   b. Institutional Service:
      (1) Chairing or participating in University, College, or department committees whose work has made a significant contribution toward improving the quality of the unit
      (2) Leadership or substantive contribution toward special projects or activities of the University, College, or department
      (3) Holding administrative positions in the University
      (4) Evidence of service to students outside of class; e.g., through advising or mentoring
   c. Public or Community Service:
      (1) Use of professional abilities to make a significant contribution toward the wellbeing of the larger community
      (2) Delivering speeches and serving on community discussion panels.
      (3) Consulting
V. PROCEDURE

A. There are several procedures and deadlines which must be followed when a candidate applies for promotion and/or tenure. The procedures and deadlines outlined in the next two sections of this document are taken from the Boise State University Tenure and Promotion Guidelines [BSU Policy 4340 located at: http://policy.boisestate.edu/academic-affairs-faculty-administration/policy-title-faculty-promotion-guidelines/]

B. In recommending the granting or denying of promotion and/or tenure to a faculty member, the following process shall be used:

1. The department or unit shall make the initial recommendation on promotion and/or tenure for an eligible member of that department. A departmental personnel committee reviews the candidate’s qualifications and the recommendations of department members for granting promotion and/or tenure. This committee shall then make its recommendation to the department chair.

2. The chair shall forward the application binders with the chair’s recommendation (and the departmental recommendation) to the College of Business and Economics Promotion and Tenure Committee.

3. The Promotion and Tenure Committee shall review the qualifications of the candidates for promotion and/or tenure and make its recommendation about promoting and/or granting tenure to each candidate.
   a. The committee’s chairperson shall notify the faculty member in writing of its recommendation within three working days of the decision.
   b. If the committee’s recommendation is to deny promotion and/or tenure, the faculty member may, within five working days of the notification, request a meeting with the committee.
   c. If requested, the committee must grant a meeting with the faculty member within five working days of the request for the purpose of appeal and/or clarification of the committee’s recommendation.
   d. Within three working days of meeting with the candidate, a written final recommendation shall be added to the application materials, with a copy to the candidate and forwarded to the Dean of the college.

4. The recommendations of the departmental personnel committee, the chair, and the college’s Promotion and Tenure Committee as well as application binders are then forwarded to the Dean.
   a. The Dean shall make his/her recommendation to grant or deny promotion and/or tenure. The Dean also shall notify the faculty member in writing of his/her recommendation within three working days of the decision.
   b. If the Dean’s recommendation is to deny promotion and/or tenure, the faculty member may, within five working days of the notification, request a meeting with the Dean. If requested, the Dean shall grant a meeting within five working days of the request for the purpose of appeal and/or clarification of his/her recommendation.
   c. The Dean then forwards his/her recommendations, along with the recommendations of the COBE Promotion and Tenure Committee, the department chairperson, and the
departmental personnel or promotion committee (if in use), to the Provost and Vice President for Academic Affairs who, in turn, forwards his/her recommendation to the President.

C. The President (in consultation with the Provost and Vice President for Academic Affairs) shall make his/her decision to grant or deny promotion and/or tenure. The President shall notify the faculty member of his/her decision. If the President’s decision is to deny promotion, the faculty member may request a meeting with the President. The President shall grant such a meeting within 30 days, if requested.

D. An early applicant for tenure or an applicant for promotion to professor may withdraw from the process at any time prior to October 15th without penalty.

VI. DEADLINES

A. In order to ensure the timely receipt of all external reviewers’ letters, candidates for tenure and/or promotion must notify their departments that they plan to apply no later than April 1 of the year they plan to put forward their application.

B. By September 15, the candidate shall submit the tenure and/or promotion binder to the department. The department chair shall make the binder available to the department personnel committee.

C. By October 7, the departmental personnel committee shall review the application binder, and make a recommendation to the department chairperson.

D. By October 15, the department chairperson shall forward the application binder and required recommendations to the Promotion and Tenure Committee.

E. By December 1, and within three working days of its decision, the Chairperson of the Promotion and Tenure Committee shall notify each candidate of the committee’s recommendation.

F. By December 15, the Promotion and Tenure Committee shall forward the application binders and all recommendations concerning the promotion and/or tenure decisions to the Dean.

G. By January 15, and within three working days of his/her decision the Dean shall notify each candidate of his/her recommendation.

H. By January 31, the Dean shall forward all promotion and/or tenure recommendations sent to him/her, together with his/her recommendation, to the Provost and Vice President for Academic Affairs.

I. By March 1, the President shall notify each candidate of his/her decision.

VII. FORMAT FOR CANDIDATE APPLICATION FOR PROMOTION AND/OR TENURE

A candidate for promotion and/or tenure shall provide two (2) application binders.

Binder 1

This binder contains information for COBE Promotion and Tenure, and is the binder that is forwarded to the Provost.

This binder contains only the following information in the order listed organized by tabs:

1. A table of contents, indicating where the information listed below can be found in the candidate’s binders.
2. A current vita containing the candidate’s professional preparation, professional experience, research and scholarly activity, teaching assignments for the past three academic years (including classes taught, credit hours, student load), and professional, community and university service. (Note: The candidate must calculate “student load” by multiplying the number of students in each class by the credit hours for that class.)

3. Annual evaluations by the department chairperson and the department personnel committee (if in use) for all academic years if going up for tenure and at least the past three academic for those going up for promotion. In the case of early consideration, evaluations for two years are required. Such evaluations should be presented in reverse chronological order (most recent evaluation first).

4. Letter with the Department’s or unit personnel committee’s recommendation (if in use).

5. Letter with the Department chairperson’s recommendation.

6. Letter with the College Promotion and Tenure Committee’s recommendation.

7. Letter with the Dean’s recommendation.

8. A summary of the official student evaluations for all courses for at the past three academic years. The summary for each course should include statistics for all quantitative questions used and all student responses to the open-ended questions. Summaries should be organized by course and by semester in reverse chronological order (most recent evaluations first).


**Binder 2**

This binder should contain only the following information in the order listed organized by tabs:

1. A table of contents, indicating where the information listed below can be found in the candidate’s binders.

2. General Application Material
   a. A cover letter expressing the desire to be considered for promotion and/or tenure and a statement confirming that prerequisites have been addressed.
   b. A copy of the Prior Years’ Experience Disclosure Form (see example of form at the end of this document).
   c. Overall summary to the committee regarding the significance of particular past accomplishments and potential for future achievements (e.g., in the areas of research and scholarly activity, teaching, and service).

3. Evidence of Teaching Effectiveness
   a. A statement of teaching philosophy, setting forth the candidate’s approaches to teaching and noting any teaching innovations that the candidate has implemented.
   b. For other examples of teaching effectiveness, see section IV of this document or the appropriate sections in BSU Policy 4340. For example, any solicited or unsolicited letters from students and/or peers that the candidate wishes to present should be provided here.

4. Evidence of Scholarly, Creative, or Research Activities. For examples of scholarly, creative, or research activities, see section IV of this document or the appropriate sections in BSU Policy 4340. Materials should be presented in the following order:
a. Statement of research accomplishments and plans for future scholarly activity.

b. A summary listing of research materials provided. Include any evidence of journal quality/standards (e.g., Cabell’s information, SJR, JCR or W&L scores as detailed in Appendix II of the COBE Workload Policy for Tenured and Tenure-Track Faculty).

c. Copies of research materials, presented in reverse chronological order (most recent publications first).

5. Evidence of university and public service. For example of service, see section IV of this document or the appropriate section in BSU Policy 4340.

VIII. COMPOSITION OF THE PROMOTION AND TENURE COMMITTEE

A. Composition and duties of the Promotion and Tenure Committee are stipulated in BSU Policy 4310.

B. The Committee shall be composed of five (5) or more official faculty members representing the departments of the college and one student.

1. The majority of the faculty shall be tenured and at least one (1) of the faculty shall be untenured.

2. The committee must contain at least one (1) tenured member from each candidate’s department.

3. Each member of the committee has one equal vote on all matters.

C. The Committee shall be appointed by the Dean or other appropriate administrator no later than October 15 from a list of faculty candidates elected by the departments/divisions in the college and one student picked by the appropriate student government officer from a list compiled by the Dean of the college from the names submitted by the department chairpersons/division managers.

D. At least one-third of the committee shall serve for a period of two (2) consecutive years to maintain a sense of continuity within the Committee.

E. Divergence from this composition must be approved by the Faculty Senate.

IX. BIENNIAL REVIEW OF PRE-TENURED FACULTY

A. The purpose of the biennial review is to provide meaningful feedback and direction to the faculty member to assist him/her in planning and organizing subsequent teaching, research, and service activities with a view to achieving a successful tenure and promotion outcome. The review should recognize areas of strength and suggest improvements. It shall be cumulative in nature, reflecting total progress toward promotion and tenure.

B. In addition to the University’s traditional missions of instruction, scholarship and service, the candidate also should have demonstrated a willingness to work with colleagues in supporting the goals and missions of the Department, College, and University.

C. Procedure.

1. The procedure for the biennial review is the same as that used for an application for promotion or tenure except that biennial reviews occur during the spring semester of the second and fourth years of appointment.
2. The biennial reviews shall be conducted by the designated department personnel committee comprised of tenured faculty from the candidate’s own department. The department is responsible for determining the membership of the personnel committee for each pre-tenured candidate. In departments with no tenured faculty, the department chair shall serve as the personnel committee. Departments are encouraged to identify a specific faculty member to serve as a mentor for the candidate.

3. The candidate must submit a complete biennial review version of the binder materials outlined in section VII. to the Department Chair by the second Monday in February during the second and fourth years of appointment.

4. The required materials for the biennial reviews are the same as those outlined in Section VII of this document with the following exceptions:
   a. Binder 1 exclusions:
      (1) the various letters of recommendation (items 4, 5, 6, and 7)
      (2) the external letters of reference (item 9)
   b. Binder 2 exclusions:
      (1) the cover letter (item 2. a.)

5. The Department Chair shall make the packet available to the departmental personnel committee upon the candidate’s submission.

6. The departmental personnel committee meets, reviews the packet and makes a majority recommendation that the candidate either is or is not making satisfactory progress toward tenure and promotion. The committee then prepares and signs a letter outlining its findings, including providing suggestions to assist the candidate in obtaining a favorable future tenure outcome. By the second Monday in March of the academic year in which the application is filed, the departmental personnel committee will have a conference with the candidate and review the committee’s recommendation, as described in its letter. The Committee shall notify the candidate, Dean, Associate Dean, and Chair of its recommendation within one week of this conference.

7. The faculty member shall then have ten (10) working days to prepare a written response to this recommendation if he or she desires to do so. The response is given to the Chair, and it will be added to the candidate’s packet along with the letter from the departmental personnel committee.
X. COBE Promotion and Tenure Guidelines: Excerpts

Prior Years’ Experience Disclosure Form

The Promotion and Tenure Committee of the College of Business and Economics at Boise State University (BSU) requires that the department chairperson complete this form at the time of hiring any person offered a tenure-track faculty position at BSU. The form must be signed by the faculty candidate, department chairperson, and the Dean. The purpose of this form is to make explicit the number of years of prior full-time experience at faculty rank at another institution that will count towards the years of service required for eligibility for promotion and/or tenure (as specified in Boise State University policies BSU 4340).

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<tr>
<th>Candidate's Last Name</th>
<th>First Name</th>
<th>Middle Name</th>
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Highest degree received (and year): ________________  Granting institution: ________________

List the accredited institutions, position titles, and dates of service comprising the candidate's prior full-time experience.

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<th>Institution</th>
<th>Position Title</th>
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<th>Ending Year</th>
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Years of prior experience at faculty rank that will be counted towards tenure eligibility: ________________

Years of prior experience at faculty rank that will be counted towards promotion eligibility: ________________

Academic year of initial tenure-track contract at BSU: ________________

Academic year when eligible to apply for tenure at BSU: ________________

Academic year when eligible to apply for promotion to Associate Professor at BSU: ________________

The applicant will be eligible to apply for promotion to Professor during the ____ year of service as an Associate Professor at BSU.

Signature of Candidate  Date

Signature of Department Chairperson  Date

Signature of Dean  Date
**Addendum One**

**Suggested Format for Outside Reviewers’ Letters**

Date

Name, Title and Address of Reviewer

Dear Dr. XXXX:

The Department of (name of your department) in the College of Business and Economics at Boise State University is in the process of evaluating Professor (name of candidate) for promotion (promotion and tenure). As part of our review process, I ask you to provide an external review of his/her scholarly accomplishments. Dr. (name of candidate) is presently an Assistant (Associate) Professor of (name the department and/or area of specialization) and has been with our university and department since (month and year). Dr. (candidate name) vita and samples of his published research are enclosed with this letter.

Your review should give an assessment of Dr. (candidate’s name) intellectual contributions to the field of (name the area of emphasis) including an analysis of the quality of his/her research. You are welcome to provide comments related to Dr. (candidates name) teaching and service, but the focus of the evaluation should be on scholarship. I have included four (all articles published if < four and maybe > four if appropriate) refereed journal articles to assist you in your evaluation. Would you please send a copy of your vita along with the evaluation?

To provide a context for your evaluation of his/her scholarship, I have included relevant portions of our college guidelines for promotion and tenure. Some additional background information about the college and faculty workload is provided in the following paragraphs.

The degree programs at the College of Business & Economics at Boise State University are accredited by the AACSBI-International and include bachelor’s degrees, an MBA and Master’s degree in Accountancy. The college does not offer a Ph.D. degree. The college is on a semester system and all full-time faculty teach both fall and spring semesters. Some faculty also teach on a voluntary paid overload basis in our Executive MBA and in summer school.

Dr. (candidate name) is a faculty member within the area of (name the discipline). The College of Business & Economics at Boise State University emphasizes a balance workload for it tenured and tenure-track faculty members. Faculty members normally teach four to six courses a year with generally two to three different course preparations during an academic year. Class size for undergraduate upper division (name the area of teaching) classes is approximately (average #) students. Faculty who want research support from a graduate level student may expect five to ten hours per week. Faculty are expected to participate in service activities equivalent to two committees that meet regularly through the year. The college has a centralized student advising center for lower division students, while faculty advise and mentor upper division and graduate students. Boise State University’s mission is to become a Metropolitan Research Institution of Distinction. Thus, professional service and consulting are encouraged. Dr. (candidate name) is expected to spend approximately 40% of his/her time on teaching, 40% on scholarship, and 20% on service activities. Faculty are encouraged to publish in both academic and practitioner-related journals.

All external peer review letters will become part of Dr. (candidate name) promotion/tenure packet to be reviewed in accordance with our personnel procedures. This includes review by the departmental Promotion and Tenure Committee, the department chairperson, the college Promotion and Tenure Committee, the college dean, and the university provost. To the extent we are permitted to do so by law, your letter will be held in confidence. But, a candidate may be provided access to your letter, upon request and at certain stages of the promotion/tenure review process. We will remove all identifying.
information (including name, title, institutional affiliation, and relationship to the candidate). The full text of the body of the letter would be provided to the candidate if so requested.

I would greatly appreciate receiving your review by September 10, 2008. Please send your review and a copy of your vita to the address on the letterhead or my email address.

Thank you in advance for providing assistance in this important evaluation of Dr. (candidate name). If you have any questions, please contact me. My email address is (address) and my telephone number is (phone number).

Sincerely,

Addendum Two

INTELLECTUAL CONTRIBUTION EXPECTATIONS:
Promotion and Tenure

B. EXPECTATIONS FOR ACADEMIC RANK AND TENURE
The quality of a candidate's performance in the areas of teaching, research and scholarly activity, and service determines whether a candidate shall be recommended for promotion and/or tenure. This section describes the criteria on which a recommendation for promotion to each rank and/or tenure will be based.

2. Promotion to Associate Professor
   a. To be promoted to associate professor, a faculty member must be an accomplished teacher. The candidate must have established an initial pattern of significant research and scholarly activity including publication in peer-reviewed and/or editorially-reviewed journals. These two criteria represent the most significant elements of the faculty member’s mission at Boise State University. The faculty member must also have a record of providing high quality service. However, service cannot be considered in place of or substituting for teaching and/or scholarly activities.

4. Granting Academic Tenure
   a. The awarding of tenure commits University resources for extended periods. Tenure decisions affect the long-term quality of the institution. Thus, the tenure recommendation is based both on the candidate’s past performance in the areas of teaching, research and scholarly activity, and service, and on an assessment of the candidate’s potential for continued performance in these areas during future years. In addition, a tenure decision must involve questions about dedication, collegiality, and participation in a life of scholarship.
   b. A candidate for tenure must have a clearly established record as an accomplished teacher. It must be clear that the dedication to students is a part of the faculty member’s established professional pattern and that this pattern will continue. Similarly, a pattern of research and scholarly activity must be an integral part of the candidate's professional life. A candidate must also have established a solid record of service and must demonstrate a commitment to continued service.

IV. EVIDENCE WHICH MAY BE USED IN SUPPORT OF AN APPLICATION FOR PROMOTION OR TENURE
It is the faculty member’s responsibility to compile the documentation supporting his/her application for promotion and/or tenure. This section illustrates the types of documentation which might be used to support a candidate’s application.

B. RESEARCH AND SCHOLARLY ACTIVITY
1. Both the quality and quantity of scholarly work will be considered. It is the candidate’s responsibility to demonstrate that the quality and quantity of research documented in his/her application merit promotion and/or tenure.
   a. Examples of the types of evidence which demonstrate research and scholarly activity include (but are not limited to):
      (1) Articles in refereed journals
      (2) Books or research monographs
      (3) Chapters in books or monographs
(4) Other published articles
(5) Papers presented at academic conferences and/or published in proceedings
(6) Published book reviews
(7) Participation as a paper discussant or panel discussant at academic conferences
(8) Grants and contracts for research and scholarly activities

b. Examples of the types of evidence which demonstrate the quality of research and scholarly activity include (but are not limited to):
(1) Peer review of the candidate’s scholarly work
(2) Acceptance rates and stature of the academic journals in which the candidate’s work has been published
(3) Citation of candidate’s scholarly work or other recognition in the candidate’s discipline
(4) Letters from respected professionals in the candidate’s discipline
(5) Professional recognition by scholars in field area
(6) Professional reputation (both inside and outside the University)
(7) Evidence provided by the measures of journal quality contained in Appendix II of the COBE Work Load for Tenured and Tenure-Track Faculty

Addendum Three

INTELLECTUAL CONTRIBUTION EXPECTATIONS:
Promotion to Full Professor

B. EXPECTATIONS FOR ACADEMIC RANK AND TENURE
The quality of a candidate's performance in the areas of teaching, research and scholarly activity, and service determines whether a candidate shall be recommended for promotion and/or tenure. This section describes the criteria on which a recommendation for promotion to each rank and/or tenure will be based.

3. Promotion to Professor
a. The rank of Professor represents the highest academic achievement which can be attained. A candidate for full Professor is expected to have achieved additional distinction clearly above that of an Associate Professor.
b. Candidates for the rank of Professor shall be advanced for promotion only when their records clearly demonstrate outstanding performance and commitment to both teaching and scholarly activities; these two criteria represent the most significant elements of the faculty member’s mission at Boise State University. The candidate's research and scholarly activities, including peer-reviewed and/or editorially-reviewed publications, must demonstrate that he/she is an established scholar. The candidate must have a service record which shows leadership and dedication in taking on important roles in institutional maintenance and development and in the life of the wider community.
c. An applicant must have at least five years of experience as associate professor. Except in extraordinary circumstances, at least three of these years must be acquired at Boise State University.

IV. EVIDENCE WHICH MAY BE USED IN SUPPORT OF AN APPLICATION FOR PROMOTION OR TENURE
It is the faculty member’s responsibility to compile the documentation supporting his/her application for promotion and/or tenure. This section illustrates the types of documentation which might be used to support a candidate’s application.

B. RESEARCH AND SCHOLARLY ACTIVITY
1. Both the quality and quantity of scholarly work will be considered. It is the candidate’s responsibility to demonstrate that the quality and quantity of research documented in his/her application merit promotion and/or tenure.
a. Examples of the types of evidence which demonstrate research and scholarly activity include (but are not limited to):
   (1) Articles in refereed journals
   (2) Books or research monographs
   (3) Chapters in books or monographs
   (4) Other published articles
   (5) Papers presented at academic conferences and/or published in proceedings
(6) Published book reviews
(7) Participation as a paper discussant or panel discussant at academic conferences
(8) Grants and contracts for research and scholarly activities

b. Examples of the types of evidence which demonstrate the quality of research and scholarly activity include (but are not limited to):

(1) Peer review of the candidate’s scholarly work
(2) Acceptance rates and stature of the academic journals in which the candidate’s work has been published
(3) Citation of candidate’s scholarly work or other recognition in the candidate’s discipline
(4) Letters from respected professionals in the candidate’s discipline
(5) Professional recognition by scholars in field area
(6) Professional reputation (both inside and outside the University)
(7) Evidence of journal quality as described in Appendix II of the COBE Work Load for Tenured and Tenure-Track Faculty