

UNIVERSITY OF SOUTH CAROLINA
SCHOOL OF HOTEL, RESTAURANT AND TOURISM MANAGEMENT
TENURE AND PROMOTION CRITERIA AND PROCEDURES

Approved March 7, 2018 – University Committee on Tenure and Promotions

The primary mission of the University of South Carolina, a multi-campus public institution serving the entire state of South Carolina, is the education of the state's diverse citizens through teaching, research and creative activity, and service. The School of Hotel, Restaurant and Tourism Management (HRTM) faculty are selective in areas of subject interest and in disciplinary focus (e.g., lodging, foodservice, clubs, tourism, and meetings/events). Each faculty member is expected to generate consistent and significant academic and service contributions toward the specific advancement of his/her respective disciplinary focus. Thus, benchmarks and criteria must be adaptable to respect these differences. No benchmarks and criteria shall be fixed in immutable norms that can be applied to every situation. The criteria and benchmarks in this document are considered as guidelines and not norms. Furthermore, the procedures contained within this document are consistent with the Faculty Manual in force at the time of the University Committee on Tenure and Promotion (UCTP) approval of the unit criteria.

The authority of the faculty, in matters pertaining to tenure and promotion criteria and procedures, is delegated by the Board of Trustees and is documented in The Faculty Manual under the section on Faculty Organization. Voting members of the faculty of the University of South Carolina have approved general procedures governing faculty promotion and tenure. Approved procedures are detailed in The Faculty Manual. The Faculty Manual is the final authority on all matters pertaining to tenure and promotion. This document represents the policies and procedures developed by the faculty of the HRTM School.

Teaching

The University is committed to providing its students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world. A particular strength of the University of South Carolina is the excellence, breadth, and diversity of the institution's faculty.

Research

Convinced that research and scholarship are essential for excellent teaching, the University pursues aggressively an active research and scholarship program. The University is dedicated to using research to improve the quality of life for South Carolinians.

Service

Another important facet of the University's public mission is service and outreach to its community, state, nation, and the world.

DEFINITION OF TERMS

The following terms are used in this document and defined below:

- Unit: The School of HRTM as recognized by the University
- Committee: All tenured faculty in the School of HRTM

I. ORGANIZATION AND MEMBERSHIP OF THE TENURE AND PROMOTION COMMITTEE

- A.** The Tenure and Promotion Committee (here after referred to as the Committee) shall consist of all tenured members of the faculty of the School of Hotel, Restaurant and Tourism Management.
- B.** The Committee considering tenure shall include all tenured faculty members of equal or higher rank than that of the faculty member under consideration.
- C.** The Committee considering promotion shall include all tenured faculty members of higher rank than that of the faculty member under consideration.
- D.** Regarding other issues of faculty eligibility for voting on tenure and/or promotion, the rules of conduct for public employees contained in the South Carolina Ethics, Government Accountability, and Campaign Reform Act prohibit a public employee from causing the employment, appointment, promotion, transfer, or advancement of a family member to a state or local office or position supervised or managed by the public employee. In addition, a public employee may not participate in an action relating to the discipline of the public employee's family member. See also University Policy HR 1.27 Nepotism. Thus, any otherwise eligible faculty member who has a conflict of interest or a family or other close personal relationship with the candidate that could affect his or her objectivity shall not vote or otherwise participate in the process.
- E.** Regarding joint appointments, the criteria for granting tenure or promotion to a jointly appointed faculty member shall be those of the primary unit. For faculty holding joint appointments, each secondary unit must be given an opportunity to propose outside evaluators and to comment on evaluators proposed by the primary unit. An evaluation must be solicited from at least one evaluator nominated or approved by each secondary unit. The candidate's file must be made available to eligible faculty of each secondary unit in the same manner as the eligible faculty of the primary unit. Formal input from the eligible faculty of each secondary unit is to be placed in the candidate's file at least five working days prior to the unit's vote on the application. Faculty who are members of both the primary and secondary unit can only vote in the primary unit.
- F.** The Chair of the Committee shall be elected by a majority of the Committee for a one-year term. The Committee Chair is eligible to vote on matters of both tenure and promotion. In addition to the Committee Chair, a Secretary will be elected and a Parliamentarian may be appointed by the Committee Chair. Election of the Committee Chair and Secretary shall take place prior to the end of the spring

semester. The Committee Chair and Secretary will assume their duties on May 1. The committee Chair and Secretary must hold the rank of Professor.

- G. A quorum shall consist of simple majority of the Committee membership.
- H. The Secretary will keep minutes of Committee meetings and work with the Tenure and Promotion Chair for one year. At the end of the year, the Secretary becomes the Committee Chair.
- I. The Committee shall be responsible for the development and implementation of revisions of tenure and promotion criteria and procedures. The Committee must have a quorum. The Committee will review its criteria and procedures for possible changes that must be approved by a quorum of the Committee members. The revised criteria and procedures shall be presented to the tenured and tenure track faculty of the HRTM School for comment and ratification by a majority of the faculty members.

II. TENURE AND PROMOTION PROCEDURES

- A. The tenure and promotion procedures to be followed by the School of Hotel, Restaurant and Tourism Management (hereafter School) are described below. These procedures are subject to requirements described in The Faculty Manual of the University of South Carolina, Columbia Campus. The procedures are designed to ensure that the evaluations and recommendations for tenure and promotion are based on professional merit. The Committee shall supervise all matters related to tenure and promotion and revision of tenure and promotion criteria and procedures. The pamphlet, "A Guide to USC-Columbia Tenure and Promotion Procedures," is helpful to candidates for tenure and/or promotion as they prepare their files for review. The UCTP Guidelines for Units: Preparing Criteria and Files (informally referred to as the USC Goldenrod manual) should be used as a guide when preparing documents for tenure and promotion. Candidates are encouraged to attend the tenure and promotion and tenure that is led by the UCTP.
- B. Tenure-track and tenured faculty members' distribution of efforts will be evaluated more on the basis of research and teaching, but service is expected.
- C. Each year, potential candidates for tenure and/or promotion will be advised in writing by the Chair of the Committee according to the University's tenure and promotion calendar.
- D. Faculty members may request, in writing, that the Committee on Tenure and Promotion not consider them for promotion. Similarly, faculty members may decline, in writing, to be considered for tenure, except in the final decision year. Intentions must be filed with the Dean, in writing, within ten days after the faculty member's notification.
- E. Tenure-track faculty members will be automatically granted an extension of the probationary period in the event of the birth or adoption of a child, or the death of the faculty member's spouse/partner or child if notice is provided in accordance with applicable university policy. An extension of the probationary period may also be

granted upon request in the case of serious illness of a spouse/partner, child or close family member, the placement of a foster child or other circumstances or commitments creating a need for additional time for the faculty member to demonstrate fully his or her professional qualifications for reappointment or tenure. Notification and documentation are required for both automatic and requested extensions. Complete procedures for obtaining an extension are set forth in University Policy ACAF 1.31, Extension of Faculty Tenure-Track Probationary Period and Scheduled Post-Tenure Review issued by the Provost's Office.

- F.** The following actions regarding movement of faculty between tenure and non-tenure tracks may not be taken without approval of the tenured and tenure-track faculty of the affected unit: (1) movement of a non-tenure track faculty member to the tenure track without a competitive search; or (2) movement to a non-tenure track faculty position of a tenure- track faculty member who withdraws from the tenure track during the penultimate year without applying for tenure.
- G.** Faculty appointed at the rank of associate professor or professor, who have previously received tenure at the equivalent rank at other institutions of higher learning and wish to be considered for tenure, must submit the appropriate materials as described in the Tenure & Promotion document for consideration by the Tenure and Promotion Committee. Faculty members appointed at the rank of assistant professor who have not previously held tenure-track positions at another institution of higher learning normally will not be recommended for tenure until they are in at least their fourth year at the University of South Carolina.
- H.** The Chair of the Committee shall call the first meeting, and shall inform the members, in writing, of each subsequent meeting. Questions regarding Tenure and Promotion guidelines should be directed to the T & P Committee Chair.
- I.** At the beginning of each academic year the School Director and Chair of T & P Committee shall meet with the new full-time faculty to discuss tenure and promotion requirements. At the end of each academic year the Chair of the T & P Committee shall meet with potential candidates to discuss the submission of files.
- J.** For a complete review of the file under consideration, the School will solicit evaluation letters from external reviewers. The Committee will secure evaluation letters from a minimum of five external reviewers at the rank of professor at peer or aspirant universities. The external reviewers will be impartial scholars at peer or aspirant institutions within the field, outside the University of South Carolina. If a person can be shown to be one of the leading scholars in a particular field, that person may be used as an outside evaluator even if he or she is at an institution that is not peer or aspirant. Non-university specialists may be used as outside evaluators, however, the majority of evaluators normally must be persons with academic affiliations. The Committee Chair, in consultation with the School Director (unless the School Director is a candidate), will select five persons who will be solicited to serve as external reviewers. The Committee Chair will provide the candidate's file to the reviewers. It will be the responsibility of the external reviewer to provide an analysis of the candidate's productivity and achievements, particularly with respect to scholarly work. External reviewers must also include in their evaluation a statement

regarding their relationship with the candidate (i.e., never met, know from conferences, know of his/her work, etc.).

- K.** The probationary period for a tenure-track faculty member in the School shall not exceed seven (7) years, unless an extension has been granted (see section II. E. above). The faculty member may choose to include within this time frame the years credited from full-time service at other institutions of higher learning. Toward the end of the fifth (5th) year, the candidate's file shall be sent to a set of external reviewers who will be requested to evaluate the candidate's performance.
- L.** When a person originally appointed to an administrative or other non-tenure track position is subsequently moved to a tenure-track faculty position, the time served in the administrative or non-tenure track position is not considered part of the probationary period for tenure consideration. A full-time administrator later appointed to a position as an assistant professor, associate professor, or professor is not excused from the unit criteria for tenure and/or promotion. When a person originally appointed to a tenure-track faculty position is assigned administrative duties or appointed to an administrative position, the administrative assignment does not change the probationary period unless an extension of the probationary period is obtained pursuant to university policy pertaining to administrative appointments.
- M.** Once the candidate's tenure and/or promotion file is complete, the Chair of the Committee will notify, in writing, the eligible members of the Committee that the files are available for review.
- N.** The Chair will schedule a meeting of the committee members eligible to vote on each candidate in accordance with the University's Tenure and Promotion calendar. The Dean will notify all candidates, in writing, as to the results of the committee's actions. The vote count will not be revealed to the candidate. All deliberations of the Committee and materials, including external reviewers' letters and written justifications of the Committee, shall remain in strictest confidence and be available only to those entitled to access the candidate's file.
- O.** Meetings at which candidates are considered for tenure and/or promotion are normally closed to everyone except those eligible to vote on the candidate.
- P.** At the request of the Committee, the candidate may be asked to present, in writing, additional information and/or explanation of material in the file.
- Q.** The Committee will convene for confidential discussions on each candidate for tenure and promotion. After discussion of the candidates for tenure and promotion, the School Tenure and Promotion Committee shall vote by secret ballot. Voting shall be "yes" or "no" or "abstain." A simple majority of affirmative votes will be required for a favorable recommendation. Abstentions will not be computed in the determination of a majority. Proxy votes will not be permitted. Committee members who do not vote will have their names submitted to the Dean. A record of votes will be made in all instances and forwarded through appropriate channels. A comprehensive written justification of all votes at the unit level shall be mandatory. The written justification may be presented on the ballot itself, or on a separate form.

The justification need not be signed but must state how the faculty member voted and must assess teaching, research and service, with specific reference to language contained in the School's T&P criteria. Failure to meet this level of specificity may result in a ballot not being counted.

- R.** The Chair shall appoint a sub-committee of at least three members of the School Tenure and Promotion Committee to count votes. In a scheduled meeting, the Tenure and Promotion Chair shall inform all members of the vote count. Members of the Committee are to hold the vote count in confidence.
- S.** A Professor in the School is responsible for providing a summary of evaluations of the candidate's teaching performance based on student evaluations. Additionally, the Tenure and Promotion file must include a table containing at a minimum the average rating of overall instructor performance in each course and a comparison with other courses in the discipline at the same level during the same semesters. Copies of peer evaluations should be included in the candidate's primary file. In the case of joint appointments, peer evaluations from the secondary units must be included as well. It is the responsibility of the unit rather than the candidate to arrange these peer evaluations as well as to ensure that they are compiled and ultimately placed in each candidate's file.
- T.** If the School Committee vote is in support of tenure and/or promotion, the Chair of the Committee will place the recorded votes and notify written justifications in the candidate's file and forward the file to the School Director.
- U.** If the unit vote does not support tenure and/or promotion, the unit T&P chair (or if the chair is not privy to the unit proceedings, a designated senior faculty member who was) will notify the candidate promptly and shall, upon request by the candidate, without attributions, provide the candidate with a synopsis of the discussion and an indication of the strength of the vote of the unit in writing. The candidate may request in writing that the file be sent forward to the Dean. Otherwise, the candidacy will not be considered further beyond the School Committee. Candidates not recommended shall be informed of appeal procedures by the Dean and the Chair of the Committee as specified in The Faculty Manual of the University of South Carolina, Columbia Campus. Upon written request from a candidate who is dissatisfied with a negative decision of the Committee, the Committee will send that candidate's file through appropriate channels.
- V.** All files and recommendations from the Committee, including the recording of votes and all written comments, will be forwarded to the Dean. The Committee Chair will attach to the file written indication of how many eligible faculty members did not vote as part of the vote summary page in the file.
- W.** The Committee Chair shall notify the School faculty of those members recommended for tenure and/or promotion and invite letters from the faculty regarding each candidate recommended. Such letters should be sealed and addressed to the Committee Chair. The candidate's School Director shall submit a recommendation to the Dean. The Dean then reviews all materials, makes a recommendation, and submits the file to the Provost.

- X. In cases of appeal of a negative vote, faculty internal to the College are notified of the appeal and invited to submit additional letters. All recommendations of the School Committee, the candidate's file, and all of the candidate's supporting documents must be forwarded to the Dean who will forward these materials to the appropriate University official to be handled in accordance with University policy.

III. CRITERIA FOR TENURE AND PROMOTION

Awarding of tenure and/or promotion in the School of Hotel, Restaurant and Tourism Management (HRTM) is dependent upon the candidate's performance. The Committee will review the candidate's productivity in research, teaching, and service, and the evaluation of appropriate academic degrees.

The following criteria are applicable for tenure and promotion decisions to the ranks of Associate Professor and Professor. Basic areas relevant for tenure and promotion are described below with a listing of various activities that may be applied toward attainment of the criteria. The T&P Committee will evaluate the candidate's entire career with emphasis on work done since tenure and/or the last promotion.

Criteria for tenure

To be eligible for tenure, a faculty member must:

- Hold an earned doctorate or its equivalent in a discipline appropriate to his or her academic specialty area, hold an earned doctorate with supporting coursework appropriate to the academic specialty area, or hold a terminal degree and have extensive industry experience in the field in which he/she is teaching;
- Demonstrate an emerging national reputation as a scholar;
- Earn a rating of "outstanding" or "excellent" in either research or teaching; and
- Earn a rating of at least "good" in the other categories.

Criteria for promotion to Associate Professor

To be eligible for promotion to the rank of Associate Professor, a faculty member must:

- Hold an earned doctorate or its equivalent in a discipline appropriate to his or her academic specialty area, hold an earned doctorate with supporting coursework appropriate to the academic specialty area, or hold a terminal degree and have extensive industry experience in the field in which he/she is teaching;
- Demonstrate an emerging national reputation as a scholar;
- Earn a rating of "outstanding" or "excellent" in either research or teaching; and
- Earn a rating of at least "good" in the other categories.

Criteria for promotion to Professor

To be eligible for promotion to the rank of Professor, a faculty member must:

- Hold an earned doctorate or its equivalent in a discipline appropriate to his or her academic specialty area, hold an earned doctorate with supporting coursework appropriate to the academic specialty area, or hold a terminal degree and have extensive industry experience in the field in which he/she is teaching;

- Have reached status as a senior scholar with a national/international reputation;
- Earn a rating of “outstanding” or “excellent” in research;
- Have compiled a body of research that is recognized as being at a high level of quantity and quality that impacts the discipline;
- Earn a rating of “outstanding” or “excellent” in teaching;
- Earn a rating of at least “good” in service;
- Establish a record of consistent and durable research and teaching; and
- Show promise of continuing to grow and mature as a senior researcher, mentor, and leader.

A. Research

When the Committee evaluates the file of a faculty member, the quantity and quality of a candidate's research efforts are considered. It is important that the candidate's file is documented in relation to discipline-specific features. Listing of co-authors is to be explicit as is the candidates' contributions to co-authored work. Citations of all co-authored work are to list co-authors in the same order as they were published. When possible, indicate the level of importance or prestige of the various journals involved. All publications should be separated by refereed and non-refereed status

Research quality may include:

- Ranking of the journal by the HRTM faculty. This ranking is based on the journal acceptance rate and/or impact factor and
- Citation index of the candidate's articles.

The T & P Committee recognizes the candidate's contribution to research is strongest when:

- Publications appear in peer-reviewed articles in academic journals;
- The candidate is listed as sole, first, second, or corresponding author;
- The candidate has acquired external research grants or funded research;
- The candidate has published scholarly books related to the discipline; and
- The candidate has received research honors and awards.

The T & P Committee recognizes the candidate's contribution to research when the results are disseminated in the following manner; they are, however, considered at a lesser weight:

- Publication of peer-reviewed articles in academic journals in which the candidate is listed as third or subsequent author. In such a case, the candidate shall indicate the nature of his/her contribution in the file;
- Publication of book chapters or monographs that focus on the discipline;
- Publication of refereed proceedings;
- Presentation of research papers at meetings of academic societies or associations;
- Publication of articles in non-refereed or professional journals;
- Application for external research grants;
 - Supervision of graduate students' research; and
 - Receipt of internal research grants.

Definition of Scholarship Ratings:

- **Outstanding:** The candidate has consistently published an average of three or more peer-reviewed journal articles annually. In regard to research and scholarship, output is of very high quality with a minimum of 1 A+ journal publication, ranked by the HRTM graduate faculty, with sole, first, second, or corresponding authorship, and a national/international reputation is evident.
- **Excellent:** The candidate has consistently published an average of two or more, but less than three peer-reviewed journal articles annually. In regard to research and scholarship, output is already of high quality with a minimum of 1 A+ journal publication, and a national/international reputation is clearly possible, if not likely.
- **Good:** The candidate has published an average of one or more but less than two peer reviewed journal articles annually. In regard to research and scholarship, the candidate shows promise of high quality in the future.
- **Fair:** The candidate has published an average of less than one peer-reviewed journal article annually, but no less than three peer-reviewed journal articles overall.
- **Unsatisfactory:** The candidate has published less than three peer-reviewed journal articles overall.

B. Teaching

Definition of Teaching: Teaching includes activities such as regularly scheduled classes, classes delivered online or in other flexible delivery modes, the supervision of independent studies, advisement, the supervision of student research, the supervision of internships, participation on undergraduate and graduate thesis/dissertation committees, creation of instructional materials, significant restructuring of existing courses, and the design of new courses.

Required documentation provided by the candidate includes:

- Student evaluations from every course taught prior to tenure and/or since the last promotion;
- A summary of all student evaluations prior to tenure and/or since the last promotion; (these teaching evaluations are summarized and documented by a member of the T & P Committee at the professor rank);
- Annual peer teaching evaluations conducted by a faculty member at the associate professor rank or higher; and,
- Annual reviews conducted by the School Director prior to tenure and/or since the last promotion.
- A summary of teaching activities prepared by the candidate and as noted above in the definition of teaching

Supporting documentation may include:

- Receipt of teaching awards and honors;
- Letters from students and/or alumni which speak to the candidate's teaching effectiveness;

Definition of Teaching Ratings:

- **Outstanding:** The candidate receives a rating of “outstanding” in three of the four categories: summary of student course evaluations, faculty peer evaluations, summary of teaching activities, and School Director annual reviews.
- **Excellent:** The candidate receives a rating of “excellent” in three of the four categories: summary of student course evaluations, faculty peer evaluations, summary of teaching activities, and School Director annual reviews.
- **Good:** The candidate receives a rating of “good” in three of the four categories: summary of student course evaluations, faculty peer evaluations, summary of teaching activities, and School Director annual reviews.
- **Fair:** The candidate receives a rating of “fair” in three of the four categories: summary of student course evaluations, faculty peer evaluations, summary of teaching activities, and School Director annual reviews.
- **Unsatisfactory:** The candidate receives a rating of “unsatisfactory” in three of the four categories: summary of student course evaluations, faculty peer evaluations, summary of teaching activities, and School Director annual reviews.

C. Service

Service and outreach activities are required of all faculty members and should be completed in a diligent and ongoing manner. Involvement in one’s professional discipline adds to the quality of research and teaching efforts. Faculty expertise can benefit members of other institutions, the community, and its constituents; faculty members are expected to provide their expertise to these entities.

The degree and quality of professional activity and service locally, regionally, nationally and internationally will be evaluated. Service to the School, the College, and University (including faculty governance), and consulting will be evaluated.

Definition of Service

Service to the University of South Carolina, profession, and community include:

- Participation on committees at the University, College, and Department levels;
- Assistance to faculty colleagues in their work;
- Administrative responsibilities;
- Special projects for the University and agencies of South Carolina state government;
- Acquisition of gifts;
- Media coverage related to the discipline;
- Leadership roles in professional organizations;
- Editorial and review work for academic publications;
- Book reviews;
- Reviews of papers for academic organizations;

- Service on government committees or task forces;
- Service as an external reviewer for tenure and promotion decisions
- Service as Chair of research sessions or as a discussant of research papers, panels, or presented research;
- Membership on thesis examinations at other colleges and universities; and
- Acquisition of external contracts and service grants.

Definition of Service Ratings (The level of service, high, adequate, and inadequate, is based on two factors: 1. the number of service activities in two areas the candidate has participated in and 2. the leadership roles in service):

- **Outstanding:** The candidate shows a high level of service in the following two areas: (1) the University, College, and School levels and (2) professional/community.
- **Excellent:** The candidate shows a high level of service in at least one of the following two areas: (1) the University, College, and School levels and (2) professional/community.
- **Good:** The candidate shows an adequate level of service in the following two areas: (1) the University, College, and School levels and (2) professional/community.
- **Fair:** The record of the candidate is adequate in only one of the following two areas and less than adequate in the other area: (1) the University, College, and School levels and (2) professional/community.
- **Unsatisfactory:** The record of the candidate is inadequate in the following two areas: (1) the University, College, and School levels and (2) professional/community.

IV. SEQUENCE OF EVENTS:

- A. The candidate meets with the School Director to discuss plans to seek tenure and/or promotion. The candidate is responsible for presenting the files in a comprehensive, orderly manner. It is the responsibility of the candidate to make a case for tenure and/or promotion. The Chair of the Committee is available for assistance and advice.
- B. The candidate prepares and submits his/her file to the Dean's administrative coordinator in accordance with the Tenure and Promotion calendar.
- C. The Committee Chair calls a meeting of the School's tenured faculty for discussion of the candidates. The Committee Chair prepares the ballots and establishes the time for the submission of the votes. Completed ballots are to be presented to the Dean's administrative coordinator and kept in a sealed envelope.
- D. A sub-committee of three, appointed by the Committee Chair, obtains the completed ballots from the Dean's administrative coordinator, counts the votes, and records the number of yes, no, and abstain votes. This record, along with the ballots, is provided to the School Director.
- E. The School Director forwards his/her recommendation along with the record of votes and ballots to the Dean, who will then notify each candidate, in writing, the outcome of the results of the committee's action.

- F.** The Dean forwards the complete file including the Dean's vote and the vote count through appropriate University channels.

V. RESPONSIBILITY FOR THE CANDIDATE'S FILE

- A.** The candidate bears primary responsibility for preparation of the file on which the decision will be based. The candidate must maintain the records and documentation that will be needed for the file.
- B.** In addition to the tenure and promotion file, the candidate will also provide specific materials requested by the Committee Chair that will be required by the external reviewers.
- C.** The candidate will be responsible for assembling his/her file in accordance with the format distributed by the Office of the Provost. This format is developed in accordance with The Faculty Manual of the University of South Carolina, Columbia Campus and the University Tenure and Promotion Committee Guidelines.
- D.** The candidate is responsible for delivering the completed file to the Dean's administrative coordinator by the required date.
- E.** The Committee Chair may advise the candidate in matters relevant to the assembly of the file, but the ultimate responsibility belongs to the candidate for all documentation and organization.
- F.** The candidate's file may be amended (e.g., additional acceptances of awards or publications) prior to the review of UCTP. The candidate should submit the amended items to the Committee Chair who will then forward to the Chair of UCTP.