



Department TPR and PTR Documents Routing Sheet
Requirements based on 2021-2022 Faculty Manual

In accordance with the Faculty Manual, each department's TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter V,D1d).

This document is intended to support the documentation of the required approvals.

Department: _____

College: _____

Department Faculty Meeting at which the attached TPR documents were approved:

Empty checkbox

Faculty Manual Consultant

I have reviewed this document for conformance to the Clemson University Faculty Manual.

Comments are attached immediately following this cover sheet.

Department Chair

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

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Dean

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

Large empty rectangular box for Dean comments

Provost

Approved Signature _____

Revision Required (see comments) Name _____ Date _____

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Requirements for DEPARTMENTAL TPR and PTR DOCUMENTS – 2021-2022 *Faculty Manual*

Department: Finance

Date

8/6/2021

NOTE: The TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost (Chapter V, D1d).

This list may be useful to ensure departmental TPR and PTR documents conform with the *Faculty Manual*.

Compliance

NOTE: Principal lecturers must be incorporated into department TPR documents by August 1, 2021

	Requirement	Reference	Yes	No	N/A
0	Consistent otherwise with the <i>Faculty Manual</i> and internally and with departmental bylaws	Ch III, A1c	X		
1	The TPR document is distinct from departmental bylaws	Ch V, D1c	X		
2	Criteria for tenure	Ch V, D1b	X		
3	Process for tenure	Ch V, D1b	X		
4	Consistent with the requirement that tenure applications, once submitted, cannot be withdrawn (New in 2018-2019 <i>Faculty Manual</i>)	Ch V, C3	X		
5	Qualifications (criteria) for reappointment	Ch V, D1c			
5a	* assistant and untenured associate professor	Ch V, D1b	X		
5b	* research faculty	Ch IV, B2e & B2b, i(3)			**
5c	* extension faculty	Ch IV, B2e & B2b, ii(4)			**
5d	* clinical faculty	Ch IV, B2e	X		
5e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
5f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
5g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
5h	* Professor of Practice	Ch IV, B2e			**
6	Processes for reappointment (annual except as noted below)	Ch V, D1c			
6a	* assistant and untenured associate professor	Ch V, D1b	X		
6b	* research faculty	Ch IV, B2e			**
6c	* extension faculty	Ch IV, B2e			**
6d	* clinical faculty	Ch IV, B2e	X		
6e	* lecturer	Ch IV, B2e; Ch V, C2b, i	X		
6e, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f	* senior lecturer	Ch IV, B2e; Ch V, C2c	X		
6f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
6f, ii	* at least every three years and in penultimate year	Ch V, C2c, i	X		
6g	* principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2e; Ch V, C2d	X		
6g, i	* including feedback from principal lecturers	Ch V, D1g	X		
6g, ii	* at least every five years and in penultimate year	Ch V, C2d, i	X		
6h	* Professor of Practice	Ch IV, B2e			**
7	Qualifications (criteria) for promotion	Ch V, C4a, i			
7a	* to associate professor	Ch IV, B1f, iii	X		
7b	* to full professor	Ch IV, B1f, iv	X		
7c	* research faculty ranks	Ch IV, B1e			**
7d	* extension faculty ranks	Ch IV, B1e			**
7e	* clinical faculty ranks	Ch IV, B1e	X		
7f	* to senior lecturer	Ch IV, B1e & B2i, iv(3),(b)	X		
7g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B1e & B2i, iv(4),(b)	X		
8	Processes for promotion	Ch V, D1c			
8a	* to associate professor	Ch V, D1c	X		
8b	* to full professor	Ch V, D1c	X		
8c	* research faculty ranks	Ch V, D1c			**
8d	* extension faculty ranks	Ch V, D1c			**
8e	* clinical faculty ranks	Ch V, D1c	X		
8f	* to senior lecturer	Ch IV, B2i, iv(3),(b)	X		
8f, i	* including feedback from senior and principal lecturers	Ch V, D1g	X		
8g	* to principal lecturer (Can delay until Aug 1, 2021)	Ch IV, B2i, iv(4),(b)	X		
8g, i	* including feedback from principal lecturers	Ch V, D1g	X		

Procedures and committee structure of departmental TPR committees, adhering to *Faculty Manual* requirements to include at least the following:

9	• Procedures the TPR Committee must follow	Ch V, D1c	X		
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10	• The composition of the TPR committee shall be defined in the TPR document (change from 2018-2019; this committee need not be elected)	Ch V, D1e, i	X		
11	• The TPR committee's members shall not be appointed by the department chair (new in 2019-2020)	Ch V, D1e, i	X		
12	• Voting rights on a committee making tenure recommendations are limited to tenured regular faculty	Ch V, D1e, ii	X		
13	• The Committee shall be composed of full-time regular faculty members excluding individuals who as administrators, have input into personnel decisions such as appointment, tenure and promotion	Ch V, D1e, ii	X		
14	• Voting rights on a committee making a recommendation concerning promotion to rank or appointment at a rank are limited to regular faculty with equivalent rank or higher	Ch V, D1e, iii	X		
15	• The Committee must have a minimum of three departmental members, and a mechanism to elect additional members from outside the unit if not possible that is consistent with Ch V, D2a, ii	Ch V, D1e, iv	X		
16	• Departmental procedures for peer evaluation shall be in writing in the TPR document and shall be available to the faculty, the chair, the dean, and the Provost	Ch V, D1f, i	X		
Guidelines providing details of the PTR process adhering to <i>Faculty Manual</i> requirements to include at least the following:					
17	Post tenure review criteria and processes are documented in the TPR document	Ch V, G3a	X		
18	• Specific guidelines	Ch V, G3a	X		
19	• Specification of ONE option for external representation	Ch V, G6a	X		
19a	• Process for <i>selecting</i> an external PTR member if this is part of the Post-tenure review process	Ch V, G6a, ii	X		
19b	• If external letters are required for post-tenure review, there must be at least four letters, two from list of six submitted by faculty member	Ch V, G6e	X		
19c	• Allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process	Ch V, G6a, iii	X		
20	• Procedures for creating the Post-Tenure Review Committee (need not be separate from the TPR Committee; need not be elected)	Ch V, G4a	X		
21	• Only tenured faculty may serve on the PTR Committee	Ch V, G4b	X		
22	• The PTR Committee shall have a minimum of three members	Ch V, G4c	X		
23	• Faculty members in Part II of PTR are not eligible to serve on the PTR committee	Ch V, G4d	X		
24	• The PTR Committee shall elect its own chair	Ch V, G4e	X		

Comments

** The statement "Non-tenure-track faculty (lecturers, senior lecturers, principal lecturers and clinical faculty) are reappointed on an annual basis or otherwise in accordance with the Clemson University Faculty Manual. " implies that this unit does not utilize the services of research or extension faculty or Professors of Practice.

**GUIDELINES FOR TENURE, PROMOTION, AND REAPPOINTMENT
DEPARTMENT OF FINANCE**

**WILBUR O. and ANN POWERS COLLEGE OF BUSINESS
CLEMSON UNIVERSITY**

I. Introduction

The purpose of these guidelines is to establish a set of standards to promote faculty performance and development and to enable the faculty to achieve a national reputation. These guidelines are intended to serve two roles. First, they provide guidance and information to those individuals seeking reappointment, promotion, and/or tenure. Second, they provide the Department Chair and the Tenure, Promotion, and Reappointment (TPR) Committee the minimum standards and criteria that should be met by a faculty member in order to receive a positive recommendation that involves reappointment, promotion, and/or tenure. A recommendation by the Department Chair or the TPR committee will be based upon an analysis of the faculty member's cumulative record against these guidelines. All concerned parties should recognize that these are only guidelines and that performance expectations may evolve over time. Thus, decisions made in one year are not precedents for decisions made in subsequent years. Judgment will be required in interpreting the guidelines. Different individuals could reach different interpretations.

II. Performance Factors

Tenure, Promotion, and Reappointment decisions are based primarily upon three factors: research, teaching, and service to the profession, the institution, and the public. The guidelines (Appendix I) divide the teaching, research, and service performance dimensions into two categories: indicators of excellence and indicators of effectiveness. The Department Chair and the TPR committee will make Tenure, Promotion, and Reappointment recommendations based primarily on the criteria listed under the indicators of excellence and effectiveness. However, it must be recognized that faculty activities are diverse and any system based on a listing of performance indicators will be incomplete. Consequently, this system must allow individual faculty to include accomplishments outside the listed performance indicators. The faculty member must provide evidence that unique circumstances exist for a particular accomplishment to be categorized differently or at a higher level than listed in this document.

III. Department Chair

The Dean of the college appoints the Department Chair. The Department Chair is responsible for evaluating the faculty member in the three areas of research and publications, teaching, and service and making a recommendation in accordance with the Faculty Manual. In each case, teaching, research, and service must be assessed independently and rated as *excellent*, *effective*, or *ineffective*. It is the responsibility of the Chair to provide guidance to the faculty as to the relationship between the performance factors from each of the areas and the ratings of *excellent*, *effective*, or *ineffective*. An overall assessment rating must be stated in the recommendation using the same scale. The Chair is responsible for counseling the faculty member regarding the guidelines for reappointment, promotion and/or tenure and the faculty member's cumulative performance as evaluated by the Chair and the TPR committee.

IV. TPR Committee

The Tenure, Promotion, and Reappointment committee shall be composed of all tenured regular finance faculty members with the exception of the Chair. Any faculty member(s) who is (are) under the remediation stage of post-tenure review or up for promotion cannot serve on his/her own case. One of the members will be elected by the committee members as chairperson.

In the event that fewer than three faculty members are available to serve on this committee, the empty seats

will be made up of other tenured faculty member(s) from the College who are nominated and elected by the regular faculty. In the case of a tenure decision to Professor, the committee must be comprised of at least three full Professors with empty seats filled by Professors from the College who are nominated and elected by regular faculty.

This committee will meet to determine recommendations for reappointment, promotion and the granting of tenure for the finance faculty and is responsible for evaluating the faculty member in the three areas of research (scholarship), teaching, and service and making a recommendation in accordance with the *Faculty Manual*. In each case, teaching, research, and service must be assessed independently and rated as *excellent, effective, or ineffective*. An overall assessment rating must be stated in the recommendation using the same scale. The committee should communicate to the faculty member an assessment of his or her cumulative performance and potential for promotion and/or tenure with reference to these guidelines. Recommendations will be presented to the Chair through appropriate channels.

The deliberations of the committee will remain confidential at all times.

V. Administrative Procedures

1. At the beginning of the academic year, each faculty member will develop and document goals representing excellence and/or effectiveness in each of the areas of scholarship, teaching and service. The schedule of this activity will be dictated by the deadlines established by the Provost's Office. The purposes of the goal-setting process are to: (a) establish a balance between the needs of the university and the interests of the faculty member, (b) identify performance expectations using the list of performance indicators (Appendix I) as a guide, and (c) ensure the faculty member is making adequate progress toward the longer range goals of promotion to higher rank and tenure. These goals will be reviewed by the Department Chair who will consult with the faculty member in order to ensure shared expectations. Evaluations of cumulative accomplishments (i.e., reappointment evaluations) made by the Department Chair and the TPR committee in previous years may be reviewed at this time as well. The Department Chair will then approve these goals.
2. At the appropriate time during the academic year, the faculty member who wants to apply for reappointment, promotion or tenure must submit an application letter and supporting documentation to the TPR committee. The schedule for this activity will be dictated by the deadlines established by the Provost's Office. The TPR committee will review the cumulative performance record of the faculty member and make a recommendation to the Department Chair based on a simple majority vote. Candidates for Tenure, Promotion, and Reappointment decisions will be evaluated using a three point ranking (*Excellent, Effective, or Ineffective*). **Note:** Faculty requesting tenure or promotion must notify the committee through **Digital Measures (DM)** the spring before the academic year in which they plan to apply.
3. The chair of the TPR committee will meet with the Department Chair to discuss the recommendations and expectations of the committee and the recommendations and expectations of the Department Chair.
4. The Department Chair will meet with the faculty member to review the recommendation and cumulative performance documentation forwarded by the TPR committee, and to discuss the Department Chair's reappointment, promotion, or tenure recommendation. The schedule for this activity will be dictated by the deadlines established by the Provost's Office.
5. At the end of the academic year, the Department Chair will request that each faculty member post their accomplishments. The schedule for this activity will be dictated by the deadlines established by the Provost's Office. Faculty members will meet individually with the Department Chair to discuss the information. Subsequent to these discussions the Department Chair will complete *Form 3, Evaluation of Academic Personnel*, providing a formal assessment of the faculty member's performance with reference to the goals established at the start of the evaluation period. Each faculty member will have an opportunity to meet with the Department Chair to discuss the completed *Form 3*.

6. All recommendations and the annual evaluation of performance will be forwarded to the Dean for review and appropriate action.

VI. Tenure, Promotion, and Reappointment Criteria

Reappointment of Tenure-track Faculty

Reappointment decisions for tenure-track faculty are based on judged progress toward promotion to associate professor and tenure. In the early years, such decisions are made on the basis of potential, reported research activities, and the perceived commitment to teaching. Reappointment for one or more years signals only that the candidate is performing well enough to allow the probationary period to continue. Reappointment during the probationary period does not mean that further reappointment or tenure will necessarily follow. The tenure decision takes place in the candidate's penultimate year and, although based partly on annual reappointment recommendations, is a separate decision. This is an unavoidable consequence of the unusually extensive and long-range evaluation that is an integral part of the tenure review. While reviews for reappointment to the fourth year and beyond will become especially extensive, they fulfill a purpose that is distinct from, and subordinate to, the tenure review.

Reappointment of Non-tenure-track Faculty

Non-tenure-track faculty (lecturers, senior lecturers, principal lecturers and clinical faculty) are reappointed on an annual basis or otherwise in accordance with the Clemson University *Faculty Manual*. For non-tenure-track faculty requesting reappointment, the primary considerations will be the needs of the Department, the faculty member's contributions to the overall academic environment at Clemson University, and the quality of the educational experience that they provide to their students.

1. For Lecturers and Senior Lecturers requesting reappointment, the TPR Committee will solicit at least one assessment from Senior Lecturers and/or Principal Lecturers in the Department to provide a peer assessment for the reappointment request. The assessment will cover the faculty member's contributions to the overall academic environment at Clemson University, the quality of the educational experience that the faculty member provides to their students, and the faculty member's service performance, if aware of such. Peer assessments are required annually for Lecturers. Peer assessments are required at least once every three years and in the penultimate year for Senior Lecturers.
2. For Principal Lecturers requesting reappointment, the TPR Committee will solicit at least one assessment from Principal Lecturers (if any) in the Department to provide a peer assessment for the reappointment request. If there are no other Principal Lecturers in the Department, then at least one Senior Lecturer will provide an assessment. Peer assessments are required at least once every five years and in the penultimate year for Principal Lecturers.

For clinical faculty, research is a critical part of their assignment, but the expectations for research are in-line with the greater emphasis on teaching in comparison to tenure track faculty.

Promotion and Tenure

The following represent the minimum criteria for promotion and tenure. Tenure is not granted at the assistant professor rank. Lecturers are promotable, but not tenurable. Clinical faculty are not tenurable. Meeting the minimum criteria does not imply automatic promotion or tenure. There are no automatic adjustments to the clinical faculty employment agreement terms attendant a promotion. Changes to the faculty manual or provost office policy regarding implications of promotion of clinical faculty will result in reconsideration of the clinical faculty promotion guidelines below.

Promotion to Senior Lecturer

Promotion to Senior Lecturer requires an advanced, but not a terminal degree, in Finance, a degree in a closely related field, or an MBA degree. After four full years of service as a Lecturer, a Lecturer may apply for promotion to Senior Lecturer. The promotion is based on the quality and quantity of the faculty member's contributions to the Department's mission. For promotion to Senior Lecturer, there is an expectation of excellence in teaching. At least one peer assessment from the other Senior Lecturers and/or Principal Lecturers in the department will be solicited concerning the promotion of the candidate.

Promotion to Principal Lecturer

Promotion to Principal Lecturer requires an advanced, but not a terminal degree, in Finance, a degree in a closely related field, or an MBA degree. After four full years of service as a Senior Lecturer, a Senior Lecturer may apply for promotion to Principal Lecturer. The promotion is based on the quality and quantity of the faculty member's contributions to the Department's mission. The position of Principal Lecturer is regarded as a high honor. For a Senior Lecturer to be promoted to Principal Lecturer, there is an expectation of excellence in both teaching and service. Time served as Senior Lecturer is not sufficient in itself. At least one peer assessment from the other Principal Lecturer(s) in the department will be solicited concerning the promotion of the candidate. If there are no Principal Lecturers in the Department, then at least one Senior Lecturer will provide an assessment.

Promotion to Clinical Associate Professor

- Earned doctoral degree in a relevant discipline.
- Six (6) years of clinical experience in a university of which at least three years must be at Clemson University.
- Clinical experience must be consistent with the definition published in the *Clemson University Faculty Manual*.
- Demonstrated excellence in teaching.
- Demonstrated effectiveness in research and service.
- Evidence to indicate continued excellence in teaching, and effectiveness in research and service.
- Maintained scholarly academic (SA) status under AACSB requirements as specified by the College of Business.

Promotion to Clinical Full Professor

- Earned doctoral degree in a relevant discipline.
- Nine (9) years of relevant, full time experience.
- Demonstrated excellence in teaching and one other area, and effectiveness in the remaining area.
- Evidence to indicate continued excellence in teaching and one other area, and effectiveness in the remaining area.
- Maintained scholarly academic (SA) status under AACSB requirements as specified by the College of Business.

Promotion and tenure for Tenure-track Faculty

Promotion to Associate Professor and Tenure

- Earned doctoral degree in a relevant discipline.
- Six (6) years of tenure-track experience in a university of which at least three years must be at Clemson University.
- Tenure track experience must be consistent with the definition published in the *Clemson University Faculty Manual*.
- Demonstrated excellence in research.
- Demonstrated effectiveness in teaching and service.

- Evidence to indicate continued excellence in research and effectiveness in teaching and service.

Promotion from Associate Professor to Full Professor

- Earned doctoral degree in a relevant discipline.
- Nine (9) years of relevant, full time experience.
- Demonstrated excellence in research and one other area, and effectiveness in the remaining area.
- Evidence to indicate continued excellence in research and one other area, and effectiveness in the remaining area.

Tenure if appointed at the Associate or Full Rank

- Earned doctoral degree in a relevant discipline.
- Six (6) years of tenure-track experience in a university. If the person is appointed as an associate professor, one year must be at Clemson University before the candidate can be promoted to Full Professor.
- Tenure track experience must be consistent with the definition published in the *Clemson University Faculty Manual*.
- Demonstrated excellence in research.
- Demonstrated effectiveness in teaching and service.
- Evidence to indicate continued excellence in research and effectiveness in teaching and service.

Several (up to six (6)) top scholars working in their particular areas will be called upon to review the research records of individuals requesting promotion and/or tenure. The candidate submits a list from whom several experts are selected. Also, some of these outside reviewers are to be chosen by the Department Chair, after consultation with the Committee. The Department Chair or TPR Chair will contact these outside reviewers. Co-authors and members of the candidate's dissertation committee are ineligible to write review letters. The purpose of the outside review is to obtain an independent, external evaluation of the research output, which can be used as one element in the promotion and tenure decision.

VII. Documentation for Reappointment, Promotion, and/or Tenure Decisions

Currently, the DM software is the receptacle for documentation. Thorough documentation is highly recommended. Following the DM format, the following documentation is suggested to be provided for reappointment, promotion and tenure decisions:

1. Letter requesting reappointment, promotion, and/or tenure.
2. Detailed vita (standard college resume).
3. Teaching statement: A brief statement of the candidate's teaching philosophy.
4. Student Feedback Forms: a copy of summary sheets of the Teaching Effectiveness Evaluation forms and a reasonable number of student comments sheets for all classes taught during the preceding two semesters. Summary statistics may be developed and included.
5. Any other evidence of teaching effectiveness such as senior exit survey results, alumni surveys, faculty peer review comments, activities involving students in research activities, letters documenting teaching awards or honors, copies of course syllabi, etc.
6. Research and Scholarly Activities: copies of research articles, scholarly books and proceedings, reprint requests and unsolicited letters which evaluate research and publications, and other information that documents research productivity and impact, e.g., citation analyses.
7. Service to the Public and Profession: Documentation of outreach efforts to the business community, a listing of professional and practitioner organizations and offices held, documentation of awards or honors received through service efforts, published reviews or critiques written by the candidate on the scholarly works of others, a listing of activities at national and regional meetings, and other documentation on service to the profession.
8. Copies of the Faculty Evaluation Form 3 for the last three years.
9. Statements of short and long-term goals.
10. Description of administrative duties, if applicable.

11. Decisions on Lecturers, Senior Lecturers, and Principal Lecturers will include at least one peer assessment.
12. Supplementary Information: any clarifying statements or additional information (supplementary to the vita) a candidate wishes to have included in the TPR Executive Summary Notebook.

VII. Post-Tenure Review

The post-tenure review committee shall be composed of all tenured finance regular faculty members with the exception of the Chair. Any faculty member(s) who is (are) under post-tenure review cannot serve on his/her own case. If the committee consists of less than three finance regular faculty members, then the TPR committee will elect member(s) from other academic disciplines within the college. One of the members of the committee will be elected by the committee as chairperson.

This committee will meet for the purpose of conducting the post tenure review for tenured faculty members at staggered five year intervals based upon materials submitted in accordance with the PTR guidelines in the *Faculty Manual*.

The deliberations of the committee will remain confidential at all times.

Post Tenure Review (PTR) criteria and processes are established in the university's Faculty Manual. PTR is a two-part process. Part I consists of the PTR committee's review of the ratings on the most recent available series of five years of annual performance reviews. All tenured faculty members receiving no more than one (of five) annual performance ratings of "fair", "marginal", or "unsatisfactory" in Part I of the PTR process receive a PTR rating of "satisfactory", and are thereby exempt from Part II of PTR.

Part II of PTR consists of additional review by the PTR committee and the Department Chair of the faculty members identified in Part I as subject to further review (see detailed Post-Tenure Review Standards and Procedure in the Faculty Manual). All tenured faculty receiving two or more annual performance ratings of "fair", "marginal", or "unsatisfactory" will be reviewed under Part II of PTR.

1. In order to ensure adequate external representation in the Part II PTR process, each faculty member under review has the option of either having external letters solicited or including an external committee member in the review process. The PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member. If the faculty member chooses an external committee member, then this external committee member must be tenured faculty.
2. The faculty member undergoing Part II of PTR must provide, at a minimum, the following documents to the PTR committee and the Department Chair:
 - a. A recent copy of the curriculum vita;
 - b. A summary of student assessment of instruction for the last five years, including a summary of statistical ratings from student assessments of instruction (if appropriate to the individual's duties);
 - c. A plan for continued professional growth;
 - d. Detailed information about the outcomes of any sabbatical leave during the preceding five years; and

- e. If the faculty member under review selects the external letters option, the faculty member must provide names of six reviewers outside the university who the PTR committee can contact for references.
 - f. To evaluate the faculty member, the PTR committee will primarily use the performance criteria related to teaching duties outlined for promotion to the faculty member's current rank, along with the material receive in point 1 above (of this section) and the plan for continued professional growth (2.c of this section) as a basis for forming the candidate's final rating. If the final rating is satisfactory, the deal will forward that information to the Provost in summary form without appending any candidate materials. If the candidate's final rating is unsatisfactory, the deal will forward all materials to the Provost.
 - g. Remediation must occur when individuals receive a rating of Unsatisfactory so there is time to correct the deficiencies detailed in the PTR reports. The Department Chair in consultation with the PTR committee and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome. The University will provide reasonable resources (as identified in the PTR reports and as approved by the Department Chair and the Dean) to meet the deficiencies. The Department Chair will meet at least twice annually with the faculty member to review progress. The faculty member will be reviewed each year by the PTR committee and the Department Chair, both of whom shall supply written evaluations. At the end of the three-year period, another PTR will be conducted. If the outcome is again Unsatisfactory, then the faculty member will be subject to dismissal for unsatisfactory performance. If the review is Satisfactory, then the normal five-year annual performance cycle will resume.
 - h. Dismissal for Unsatisfactory Professional Performance, when recommended, will be subject to the rules and regulations outlined in *Chapter V.G* of the *Faculty Manual*.
3. The Department Chair must provide the PTR committee with copies of the faculty member's annual performance reviews covering the preceding five years.
 4. The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee. If the faculty member under review selects the external letters option, the PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member under review.
 5. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the Dean of the academic unit. The Department Chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The Department Chair's original report and the faculty member's response will be forwarded to the college Dean. The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the review by the PTR committee and the Department Chair.
 6. If both the PTR committee and the Department Chair, or either the PTR committee or the Department Chair, rates the faculty member as Satisfactory, the faculty member's final rating shall be Satisfactory. If both the PTR and the Department Chair rate the faculty member as Unsatisfactory, the faculty member's final rating shall be Unsatisfactory.

Supplements

Appendix I, Department of Finance TPR Document: Indicators of Effectiveness and Excellence

I. Research and Publications

Research is an integral part of a faculty member's job and it is the primary activity which keeps the content of education current, pertinent, and challenging to students. The professional reputation of the finance faculty is enhanced primarily through its research productivity within the finance discipline. Therefore, research published in refereed journals is an important performance dimension in faculty Tenure, Promotion, and Reappointment decisions. Personnel decisions will be based primarily on research output in refereed journals rather than on research input or work in progress. However, some consideration could be given at the margin to a "revise and re-submit" paper that appears to have good chance of publication at a top-level journal. Both the quantity and quality of research and publications is important. Before submitting an article to a journal, a faculty member is encouraged to contact the chair of the TPR committee if he/she is unsure how a journal's quality is perceived. The overall number of publications necessary for promotion and tenure is not absolute and could be a declining function of the quality of the publications. Co-authorship is also considered in the TPR process. For successful promotion and/or tenure, the ability to do independent research may be a factor.

The following lists of indicators are useful guidelines for classifying behaviors, awards and outcomes. Not all indicators within a category are equally important. Consequently, the Chair and TPR committee will judge the relative merits of each contribution when making performance evaluations. The category listings of indicators for teaching and service activities should be viewed similarly.

Indicators of Excellence in Research and Publications

Publication of finance articles in top tiered refereed journals.

Best finance paper award conferred by a professional association conference or journal.

Best finance paper at a national or regional meeting.

External funding for research. Support is required to show that the award resulted from a competitive process and the recipient was a principal investigator.

University or College Research Award.

Indicators of Effectiveness in Research and Publications

Publication of finance articles in lower tiered refereed journals.

Publication of technical reports by research sponsors.

Publication of finance articles in non-refereed, but widely recognized, professional journals.

Presentation of refereed finance articles at national or regional meetings.

Editor of a journal.

II. Teaching

Effective classroom teaching is essential for favorable annual evaluations, positive Tenure, Promotion, and Reappointment recommendations. A high quality course in a professional program should be academically rigorous, effectively presented, encourage maximum student learning, contain updated content, and prepare students to think critically, solve problems effectively and function successfully in business organizations. Teaching effectiveness must be documented with student evaluations, student surveys, and course syllabi. Teaching documentation may also include evidence of pedagogical innovations, academic rigor of courses, measured improvements in subject mastery by students, special teaching awards and recognition, peer review, and contributions to course development.

Indicators of Teaching Excellence

Evidence of high level of scholarly course content, rigor in grading, and effective instructional skills, in addition to teaching evaluations above the faculty's average on the standardized college form for all regularly scheduled courses (not including independent study courses).

Selection for a professional, university or college award.

Significant contributions to major curriculum changes and other instructional programs.

Generation of significant grants, donations of money and/or equipment to support the instructional mission of the department.

Publication of a widely accepted textbook in the year of publication.

Indicators of Teaching Effectiveness

Evidence of high level of scholarly course content, rigor in grading, and effective instructional skills, in addition to teaching evaluations at or near the faculty's average on the standardized college form for all regularly scheduled courses (not including independent study courses).

Contributions to instructional program (e.g., effectively teaching a variety of courses in support of the academic mission of the Department).

Peer or student nomination for a teaching award.

Unsolicited letters of commendation from former students who have graduated.

Laudatory comments from students on exit surveys.

Directing independent student research.

Development of new courses or major revisions of existing courses.

III. Service

Advising students, helping students secure jobs, participating at departmental functions, being available to colleagues, committee work at the department, college, and university level, working with student organizations, etc., are all internal service activities which lead to satisfied students and high quality programs. Service activities outside the university include active participation in academic and professional organizations along with professional contributions such as reviewing and serving on committees. Faculty members are expected to contribute to the service area and the extent of such contributions will be considered when Tenure, Promotion, and Reappointment decisions are made. Consulting or other projects for which faculty members receive compensation above their contractual salary are not normally regarded as service activities.

Indicators of Excellence in Service

Unpaid consulting or contract research agreements leading to improving or providing professional service to a member of the business community.

Attraction of significant external development support for the department.

Service on a major government commission, task force, or board.

Officer in a national professional organization.

Program, division, track or area chairperson of a national meeting.

Editor of a journal.

Editorial board member of a top tiered journal.

Ad hoc reviewer for a top tiered journal.

Grant reviewer for national research organizations.

Chair Ph.D. dissertation or Master's thesis committees in the year completed.

Chair of a department, college, or university committee

Indicators of Effectiveness in Service

Officer, program, or area chair in regional professional association.

Service on University, College, and Department task forces and committees.

Editorial board member of a lower tiered journal.

Advisor to student organizations.

Outside reviewer for promotion and tenure decisions at other institutions.

Invited participant on Doctoral/Masters committees at other institutions.

Committee chair of national professional organization.

Contribution to external development efforts for the Department.

Ad hoc reviewer for a lower tiered journal.

Administrative roles within the Department.

Speeches to major academic and practitioner groups.

Active member of a department, college, or university committee.
Member Ph.D. dissertation or Master's thesis committees in the year completed.
Session chair, reviewer, or discussant for academic or professional meeting.
Significant community service that utilizes professional skills.
A commitment to quality academic advising and mentoring for students.

Appendix II: List of "A" Journals

The Finance TPR Committee met on 1/16/2015 and discussed "A" journals in order to clarify the expectations of the committee.

The Committee agreed that the following journals are classified as "A" journals for the purpose of promotion and tenure (numbered, not ranked):

- 1) Journal of Finance
- 2) Journal of Financial Economics
- 3) Review of Financial Studies
- 4) Journal of Finance and Quantitative Analysis
- 5) Accounting Review
- 6) Journal of Accounting and Economics
- 7) Journal of Accounting Research

Other nonfinance/nonaccounting journals may receive an "A" level classification; clarification on which journals are included as "A's" should be directed to the TPR committee. On a case-by-case basis, we will consider finance-related articles published in other journals considered "A's" in other fields.

Publishing in JF, JFQA, RFS and JFQA goes the furthest in enhancing the departmental reputation. Any article in any of the "A" journals must be on a finance topic to be considered an "A" publication.

If there are any questions, please inquire to the chair or any TPR committee member.

Adopted by the Finance Faculty, 7/30/2021.