

**School of Management  
Philosophy for Tenure and Promotion Recommendations**

The School of Management consists of Business and Economics (undergraduate and master's programs), Health Systems Management (masters only) and Fashion and Textiles (baccalaureate).

**Teaching, Scholarship, and Service**

National recognition within the department includes recent acknowledgment by academic peers that the teaching, scholarship, or service that is performed by the candidate is worthy within the broader discipline. Examples of such acknowledgment include publication in peer reviewed journals, receipt of grants, presentations of workshops or scholarly papers at national or international conferences, recognition as a consultant appropriate to the discipline, the editorship of professional journals or newsletters, and/or the holding of leadership positions within academic or professional organizations.

Specific criteria for teaching, scholarship, and service for the guidance and mentoring of faculty pursuing tenure and/or promotion are presented. They reflect the broad mission of the department, and honor and celebrate the distinctive contributions of our faculty. The whole of the department benefits from diversity in style and professional emphasis among the faculty. Teaching is the primary responsibility of the department, yet distinction should be sought in scholarship and service. Effectiveness in meeting the criteria is judged by evaluating faculty performance as a whole, through the peer review process.

**TEXAS WOMAN'S UNIVERSITY**  
**Promotion and Tenure**  
**Business, Economics and Health Systems Management**

**TWU Requirements (General) (See Board of regents Policy 5.06 for complete requirements)**

<b>University Standards – Tenure Track Faculty General Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<ul style="list-style-type: none"> <li>• Completion of appropriate terminal degree or its equivalent as defined by the academic unit.</li> <li>• Demonstration of current capability and desire for excellence in teaching, scholarship and service.</li> <li>• Demonstrated potential for significant accomplishments in these three areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Normally, candidate will have served full time a minimum of 6 years at the rank of Assistant Professor at the college or university level and at least 2 years at TWU in that rank.</li> <li>• Demonstrated significant contributions in teaching, advising, or other instructional activities; scholarship, research and/or other creative activities and university, professional and public service.</li> </ul>	<ul style="list-style-type: none"> <li>• Normally, candidate will have completed at least 6 years as Associate Professor at the college or university level and served full time at least 4 years at TWU as Associate Professor.</li> <li>• Demonstration of continuous and sustained meritorious achievements beyond the level of Associate in the areas of teaching, advising or other instructional activities; scholarly research and/or other creative activities; and professional, university and public service.</li> <li>• Sustained records of exceptional quality shall be demonstrated. Promotion to the rank of Professor is in recognition of attainment rather than <i>length of service</i>.</li> </ul>

**Business, Economics, Health Systems Management Criteria – Tenure Track Faculty General Requirements**

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate <u>potential</u> for attainment of national recognition in teaching, scholarship, and/or service.</li> <li>• Have completed a terminal degree. (normally Ph.D. in the field of Business or Health Care)</li> <li>• Demonstrate capability and enthusiasm for excellence in teaching, scholarship, and services as evidenced by application materials and references.</li> </ul>	<p>Candidate must</p> <ul style="list-style-type: none"> <li>• Demonstrate progress toward attainment of excellence in teaching, scholarship and service as evidenced by progress toward national or international recognition as appropriate to the department mission and the profession.</li> <li>• Document significant contributions to the profession as evidenced by professional presentations, conference proceedings, peer reviewed journals, manuscripts, grants, teaching innovations and significant contributions in teaching, advising, and/or other creative activities and/or university, professional and public service.</li> <li>• Obtain membership on the graduate faculty</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate exceptional quality in teaching, scholarship, and service as evidenced by national or international recognition in scholarship (peer reviewed journals, books, invited lectures, etc), teaching (prestigious awards, peer reviewed articles on the scholarship of teaching, innovation in teaching), and/or service (board service, recognition for service, innovations in service. Promotion to the rank of Professor is <u>in the recognition of attainment</u> rather than length of service.</li> <li>• Normally candidate shall have served full time a minimum of 6 years as an associate professor and at least 4 years at TWU as an associate professor.</li> <li>• Demonstrate continuous and sustained achievements beyond the level of associate in the areas of teaching, advising or other instructional activities, scholarly research and other creative activities, professional, university and public service.</li> </ul>

**TEXAS WOMAN'S UNIVERSITY**  
**Promotion and Tenure**  
**Business, Economics and Health Systems Management**

**TWU Requirements (Teaching) (See Board of Regents Policy 5.06 for complete requirements)**

<b>University Standards – Tenure Track Faculty Teaching Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Candidate must: <ul style="list-style-type: none"> <li>• Demonstrate the capability and desire for excellence in teaching.</li> </ul>	Candidate must: <ul style="list-style-type: none"> <li>• Demonstrate excellence in all aspects of teaching.</li> <li>• Participate effectively in course development and evaluation.</li> </ul>	Candidate must: <ul style="list-style-type: none"> <li>• Demonstrate excellence in all aspects of teaching.</li> <li>• Demonstrate leadership in the development of academic programs</li> <li>• Serve as a resource to other faculty.</li> </ul>

<b>Business, Economics, Health Systems Management Criteria – Tenure Track Faculty Teaching Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Candidate must: <ul style="list-style-type: none"> <li>• Demonstrate <u>capability and enthusiasm for excellence in teaching</u>, as evidenced by teaching statement submitted with application and as expressed during initial interviews.</li> </ul>	Candidate must <ul style="list-style-type: none"> <li>• Demonstrate effective teaching as evidenced by               <ul style="list-style-type: none"> <li>○ Attaining consistently positive ratings in student evaluations of formal courses</li> <li>○ Preparing clear and informative class syllabi that adhere to University criteria</li> <li>○ Maintaining currency in the academic discipline</li> </ul> </li> <li>• Participate in course development, course enhancement/modification, and/or on-going program evaluation, as evidenced by development of new/revised courses approved by the University Curriculum Committee or curricular enhancements</li> </ul>	Candidate must: <ul style="list-style-type: none"> <li>• Demonstrate highly favorable performance in all aspects of teaching and demonstrate leadership in fostering educational excellence by presenting a teaching portfolio which clearly indicates               <ul style="list-style-type: none"> <li>○ Attainment of consistently superior ratings in student evaluations of formal courses</li> <li>○ Preparation of clear and informative class syllabi that adhere to University criteria</li> <li>○ Currency in the academic discipline</li> <li>○ Active participation in departmental curriculum development</li> </ul> </li> </ul>

	<p>approved within the department especially related to technology.</p> <ul style="list-style-type: none"> <li>• Demonstrate collegial, often interdisciplinary, relationships to strengthen teaching, as evidenced by: <ul style="list-style-type: none"> <li>○ Participation in pedagogical workshops; and/or</li> <li>○ Participation in mentoring new faculty</li> </ul> </li> <li>• Obtain and maintain, at a minimum, Associate Graduate Faculty status</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate leadership in the development of academic programs across the component, college, and/or university as evidenced by: <ul style="list-style-type: none"> <li>○ Active leadership in departmental institutional effectiveness, strategic planning, annual program review, and/or new program development; or</li> <li>○ Active leadership in mentoring faculty across the department, college or university.</li> </ul> </li> <li>• Demonstrate leadership in course development, course enhancement/modification, and/or on-going program evaluation as evidenced by <ul style="list-style-type: none"> <li>○ Active leadership in departmental course evaluations, course development and/or degree plan evaluations;</li> <li>○ Active leadership in developing new courses or in modifications of existing courses; especially related to technology</li> </ul> </li> <li>• Demonstrate leadership in establishing collegial, often interdisciplinary, relationships to strengthen teaching as evidenced by: <ul style="list-style-type: none"> <li>○ Active participation in mentoring new faculty; and/or</li> <li>○ Active sharing of pedagogical methods among all faculty</li> </ul> </li> <li>• Maintain Full membership on the Graduate Faculty</li> </ul>
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**TEXAS WOMAN'S UNIVERSITY**  
**Promotion and Tenure**  
**Business, Economics and Health Systems Management**

**TWU Requirements for Scholarship & Other Creative Activities (See Board of Regents Policy 5.06 for complete requirements)**

<b>University Standards – Tenure Track Faculty Scholarship Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<ul style="list-style-type: none"> <li>• Candidate should demonstrate a current capability and desire for excellence in scholarship as well as potential for significant accomplishments in this area.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate excellence in research and creative activities;</li> <li>• Share the results of the scholarly work in peer reviewed forums;</li> <li>• Seek internal or external funding as appropriate to the field.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Document a program of research and/or creative activities;</li> <li>• Serve as a research/creative mentor to colleagues/graduate students;</li> <li>• Seek and/or secure internal or external funding, as appropriate to the field;</li> <li>• Disseminate the results of scholarly work in peer reviewed forums.</li> </ul>

<b>Business, Economics, Health Systems Management Criteria – Tenure Track Faculty Scholarship Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate a current capability and desire for excellence in scholarship as well as potential for significant accomplishments in this area, as evidenced by application materials and interview</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate progress toward attaining professional and national recognition as a scholar, as evidenced through peer-reviewed forums, publications, presentations, and other scholarly or creative activity as appropriate to the discipline</li> <li>• Document the development of an on-going program of research or other types of scholarship in support of the mission of the School of Management</li> <li>• Share the results of scholarly inquiry</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate the attainment of professional and national recognition as a scholar, as evidenced through peer-reviewed forums, publications, presentations, proceedings in national or international forums</li> <li>• Document a program of research that demonstrates excellence in research and other scholarly activities in support of the mission of the School of Management.</li> <li>• Share the results of scholarly inquiry appropriate to the discipline in local, state,</li> </ul>

	<p>appropriate to the discipline in local, state, regional, national and/or international forums including but not limited to publications in books, edited collections, refereed journals, technical reports, white papers, position papers, professional magazines, program evaluations, and monographs relevant to the discipline as well as paper presentations, seminars, or workshops at regional, state, national and/or international meetings;</p> <ul style="list-style-type: none"> <li>• Demonstrate collegial and interdisciplinary relationships, if appropriate to the research agenda, to strengthen scholarship, as evidenced by activities such as the following: inviting speakers to campus, and/or developing research collaborations within the university.</li> </ul>	<p>regional, national and/or international forums including but not limited to publications in books, edited collections, refereed journals, technical reports, white papers, position papers, professional magazines, program evaluations, and monographs relevant to the discipline as well as paper presentations, seminars, or workshops at regional, state, national and/or international meetings;</p> <ul style="list-style-type: none"> <li>• Demonstrate leadership in establishing collegial and interdisciplinary / trans disciplinary relationships, if appropriate to the research agenda, to strengthen scholarship, as evidenced by activities such as the following: <ul style="list-style-type: none"> <li>○ 1) inviting or hosting seminar/symposia speakers,</li> <li>○ 2) organizing workshops or panels at conferences</li> <li>○ 3) presenting invited seminar or keynote talks, and/or initiating research collaborations</li> </ul> </li> <li>• Seek and/or secure internal or external funding, as appropriate to the research area</li> <li>• Service as an effective research mentor to faculty colleagues, graduate, and/or undergraduate students.</li> </ul>
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**TEXAS WOMAN'S UNIVERSITY**  
**Promotion and Tenure**  
**Business, Economics and Health Systems Management**

**TWU Requirements for Service (See Board of Regents Policy 5.06 for complete requirements)**

<b>University Standards – Tenure Track Faculty Service Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<ul style="list-style-type: none"> <li>• Candidate should demonstrate a current capability and desire for excellence in service as well as potential for significant accomplishments in this area.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Contribute in a positive way to the mission of the component, college and university;</li> <li>• Demonstrate leadership within the component and college;</li> <li>• Participate in recruitment, advising, and mentoring of students;</li> <li>• Demonstrate active involvement in professional and/or community organizations.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Contribute in a positive way to the mission of the component, college and university;</li> <li>• Demonstrate leadership within the university;</li> <li>• Demonstrate leadership within professional and/or community organizations;</li> <li>• Serve as a mentor to students/student organizations.</li> </ul>

<b>Business, Economics, Health Systems Management Criteria – Tenure Track Faculty Service Requirements</b>		
<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate capability and desire for excellence in service as well as potential for significant accomplishments in this area.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Maintain professional organization memberships and become involved with committee work and/or seek out leadership positions;</li> <li>• Demonstrate leadership within the program and college</li> <li>• Contribute in a positive way to the mission of the program, college, and university by serving on committees and by working on special projects as needed</li> <li>• Demonstrate collegial and</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Maintain professional organization memberships and seek out leadership positions;</li> <li>• Demonstrate leadership within the program, college, and university</li> <li>• Contribute to the leadership of the mission of the program, college, and university</li> <li>• Demonstrate leadership in establishing collegial and interdisciplinary relationships to strengthen professional</li> </ul>

	<p>interdisciplinary relationships to strengthen professional service</p> <ul style="list-style-type: none"> <li>• Participate actively in recruiting, advising, and mentoring students;</li> <li>• Serve as a mentor to students/student organizations;</li> <li>• Demonstrate active involvement in professional and/or community organizations</li> </ul>	<p>service</p> <ul style="list-style-type: none"> <li>• Provide leadership in recruiting, advising, mentoring students and/or student organizations</li> <li>• Provide leadership on program, college and university committees and work on special assignments as needed.</li> </ul>
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TEXAS WOMAN'S UNIVERSITY  
**University Standards**  
 Lecturer Track Faculty

**TWU Requirements (General) (See Board of Regents Policy 5.06 for complete requirements.)**

Lecturer I	Lecturer II	Senior Lecturer
<ul style="list-style-type: none"> <li>Ordinarily requires the completion of a master's degree and/or certification in the discipline, and a minimum of one year of positive teaching experience in the area of content expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of a master's degree and/or certification in the discipline and a minimum of 4 years of teaching experience at the rank of Lecturer I in the area of content expertise are ordinarily required.</li> <li>Normally, at least two of the 4 years of teaching at the rank of Lecturer I should have been completed at TWU.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of a master's degree and/or certification in the discipline and a minimum of 4 years of teaching experience at the rank of Lecturer I I in the area of content expertise are ordinarily required.</li> <li>Normally, at least two of the 4 years of teaching at the rank of Lecturer II should have been completed at TWU.</li> </ul>

<b>Business, Economics, Health Systems Management Criteria – Lecturer Track General Requirements</b>		
Lecturer I	Lecturer II	Senior Lecturer

**University Standards – Lecturer Track Faculty Teaching Requirements**

<b>Lecturer I</b>	<b>Lecturer II</b>	<b>Senior Lecturer</b>
<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate command of their subject matter, continuous growth in content area, continuous development in instructional delivery systems and approaches, ability to organize and convey material in a way that fosters learning and ability to interact with students effectively.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Participate effectively in course development and evaluation;</li> <li>• Serve as a faculty advisor for students, as assigned;</li> <li>• Demonstrate excellence in all aspects of teaching;</li> <li>• Obtain assistant/associate/full membership on the Graduate Faculty, as appropriate;</li> <li>• Serve as content expert on professional paper/project committees, as appropriate.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Participate effectively in course development and evaluation; serve as a faculty advisor for students, as assigned;</li> <li>• Demonstrate excellence in all aspects of teaching;</li> <li>• Obtain assistant/associate/full membership on the Graduate Faculty, as appropriate;</li> <li>• Serve as content expert on professional paper/project and/or thesis/dissertation committees, as appropriate;</li> <li>• Mentor students in content area(s) of expertise.</li> </ul>

**Business, Economics, Health Systems Management Criteria – Lecturer Track Faculty Teaching Requirements**

<b>Lecturer I</b>	<b>Lecturer II</b>	<b>Senior Lecturer</b>
<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate enthusiasm and capability for teaching as evidenced by their interview.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate effective teaching as evidenced by attaining positive student evaluations;</li> <li>• Participate effectively in curriculum design, program and course development;</li> <li>• Serve effectively as a student and student organization advisor.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Participate effectively in program and school course development;</li> <li>• Serve as a mentor and advisor to students and organizations;</li> <li>• Attain consistently superior student ratings.</li> </ul>

**University Standards – Lecturer Track Faculty Scholarship Requirements**

<b>Lecturer I</b>	<b>Lecturer II</b>	<b>Senior Lecturer</b>
	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Share content expertise with colleagues;</li> <li>• Receive recognition as an expert in a content area through scholarly or professional presentations at local or state level and/or through scholarly or professional publications.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Serve as a resource to colleagues in content area of expertise;</li> <li>• Obtain and/or maintain national certification in content area, when applicable;</li> <li>• Receive peer recognition as an expert in content area through scholarly and/or professional presentations at regional or national level and/or through scholarly or professional publications.</li> </ul>

**Business, Economics, Health Systems Management Criteria – Lecturer Track Faculty Scholarship Requirements**

<b>Lecturer I</b>	<b>Lecturer II</b>	<b>Senior Lecturer</b>
<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate content knowledge of their areas of expertise in the interview.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Share content knowledge with colleagues in the form appropriate to their discipline, e.g. through professional or academic associations.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Demonstrate a high level of professional expertise through professional or scholarly involvement and paper presentations.</li> </ul>

<b>University Standards – Lecturer Track Faculty Service Requirements</b>		
Lecturer I	Lecturer II	Senior Lecturer
	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Contribute in a positive way to the mission of the component, college, and university;</li> <li>• Participate in component, campus, and/or college task forces or committees;</li> <li>• Participate in component, campus or college student recruitment activities;</li> <li>• Maintain active involvement in professional organizations.</li> </ul>	<p>Candidate must:</p> <ul style="list-style-type: none"> <li>• Contribute in a positive way to the mission of the component, college, and university;</li> <li>• Serve in a leadership role on department, component or college committees, and/or task forces;</li> <li>• Demonstrate active involvement in component, campus, college or university student recruitment activities;</li> <li>• Demonstrate active involvement in professional organizations.</li> </ul>

<b>Business, Economics and Health Systems Management Criteria – Lecturer Faculty Service Requirements</b>		
Lecturer I	Lecturer II	Senior Lecturer

## **Tenure in the Department of Business, Economics and Health Systems Management Texas Woman's University**

The tenure decision routinely coincides with the decision for promotion within the tenured ranks; there are occasions in which the tenure decision occurs in isolation from promotion to a higher rank. In these instances the guidelines below are in effect:

### **Criteria for Tenure for Associate Professor:**

The candidate must meet all of the criteria required for promotion to Associate Professor as set forth by the Department of Business and Economics or Health Systems Management in the document, "Promotion and Tenure Requirements." (See previous pages)

In addition, the following two criteria will be given special consideration:

The candidate must:

1. Demonstrate collegial relationships and professional cooperation in the academic unit;
2. Provide evidence of continued productivity in teaching, scholarship, and service consistent with program needs, as well as the goals and mission of the Department of Business and Economics or Health Systems Management and Texas Woman's University.

### **Criteria for Tenure for Professor:**

The candidate must meet all of the criteria required for promotion to Professor as set forth by the Department of Business and Economics or Health Systems Management in the document, "promotion and Tenure Track Requirements." (See previous pages)

In addition, the following two criteria will be given special consideration:

The candidate must:

1. Demonstrate collegial relationships and professional cooperation in the academic unit;
2. Provide evidence of continued productivity in teaching, scholarship, and service consistent with program needs, as well as the goals and mission of the Department of Business and Economics or Health Systems Management and Texas Woman's University.

5/05/08 Approved by FEDC, University P&T Committee, Provost