POLICY

The Richards College of Business (RCOB) at the University of West Georgia (UWG) actively supports the intellectual and professional development of the faculty. The faculty are required to maintain an acceptable level of professional growth and development. In the spirit of this policy, the administration in conjunction with the faculty of the RCOB assumes the responsibility to pursue the necessary support, incentives, and recognitions that are essential for an environment of academic excellence.

This RCOB policy reemphasizes the policies formulated by the Board of Regents of the University System of Georgia for all faculty members to excel in the four critical areas of evaluation as published in the Faculty Handbook: effective classroom instruction, scholarly achievement, professional growth and development, and service to the institution and to the community.

In line with the policies set forth by the Board of Regents, UWG, and the RCOB, the faculty are strongly encouraged to make maximum use of the various resources available. To enhance the quantity and quality of professional growth and development, the faculty are further encouraged, whenever feasible, to mutually support and cooperate with each other in research and faculty development projects.

Continuing professional development and research activities are required from every member of the faculty. An individual’s performance appraisal will involve an objective assessment of the faculty member’s achievements relative to acceptable goals for professional development and research activities.

To implement this institutional philosophy and policy, a program of active support, ongoing evaluations, and commensurate rewards will be maintained. The following sections outline policies, incentives, and available resources. Specific clarifications for footnoted terms are provided at the end of this document.

AREAS OF EVALUATION

The RCOB adheres to the areas of evaluation set forth by the Board of Regents of the University System of Georgia in the UWG Faculty Handbook for promotion and tenure ([www.westga.edu/~vpaa/handrev](http://www.westga.edu/~vpaa/handrev)): 1) superior teaching, 2) academic achievement, 3) outstanding service to the institution, and 4) professional growth and development.

It is recognized that no faculty member can be neatly compartmentalized into the above categories but must be considered in total, thus necessitating adjustments among categories. However, administrators and faculty committees within the RCOB should substantively employ the identified criteria in principle for promotion, tenure, and employment.

1. Superior Teaching
Since superior teaching is expected at every rank, individuals with an unsatisfactory teaching record will not be considered for promotion, tenure, or retention within the probationary period. Hence, without exceptions, superior teaching is considered as a necessary criterion.

2. Academic Achievement

This requirement is usually interpreted to mean the achievement of the terminal degree in one's academic discipline and area of specialization and is considered to be necessary for continued tenure-track faculty status at UWG.

A graduate degree in the discipline is required of faculty at the rank of Lecturer. A terminal degree is required of all faculty in tenure-track positions. Faculty who fail to obtain the terminal degree within a three-year period of employment shall be ineligible for continued tenure-track employment, promotion, or tenure.

3. Service to the Institution

According to the guidelines of the Board of Regents, service to the institution will be interpreted but not limited to mean:

a) University: serving as advisor to students, administrators, and faculty, serving on committees, teaching another faculty’s courses, participating in special events, fund raising, public relations, etc.

b) Community: serving as advisor/consultant to the business community, government agencies, civic clubs, and other professional organizations, giving lectures to businesses, civic clubs, and other organizations; and promoting one’s discipline, the RCOB, and UWG through professional activities.

It is recognized that service to the institution and the community are not mutually exclusive; they are inseparable and may be considered as one category.

4. Professional Growth and Development

In support of faculty development, the RCOB follows the guidelines of the Board of Regents for professional growth, defined as: "Continual study, formal or informal. Participation in professional organizations. Demonstration of research or creative work..."
CRITERIA FOR PROMOTION, TENURE, AND SALARY DECISIONS

1. Promotion

It is recognized that the best indicator of the future potential of a faculty member is his/her past and present achievements. The UWG Faculty Handbook provides minimum criteria for promotion (www.westga.edu/~vpaa/handrev/ Section 103.0302).

In addition to UWG minimum criteria for promotion to the appropriate rank, the following threshold of scholarly activity must be met before a faculty member will be eligible for promotion to the rank of Senior Lecturer:

- Achievement of current academic or professional qualifications and strong evidence of the ability to sustain academic or professional qualification.

The following threshold of scholarly activity (defined below in Academic Qualifications section 2. Intellectual Contributions) must be met before a faculty member will be eligible for tenure or for promotion to the rank of Associate Professor in the RCOB:

- At least three examples of publications in peer reviewed journals (PRJ) in or associated with the faculty member’s discipline.
- Achievement of current academic qualifications and strong evidence of the ability to sustain academic qualification.

The following threshold of scholarly activity must be met before a faculty member will be eligible for promotion to the rank of Full Professor in the RCOB:

- At least five examples of publications in peer reviewed journals (PRJ) in or associated with the faculty member’s discipline.
- Achievement of current academic qualifications and strong evidence of the ability to sustain academic qualification.

Upon the faculty member reaching the threshold level for consideration, the above factors listed below will be utilized in determining whether or not the publications are sufficient for an award of tenure or promotion. Primary consideration will be given to professional activity accomplished within the preceding five-year academic period. In recognition of the differences in disciplines, ranks, and research interests, the following factors will be among those utilized in evaluating the list of publications: actual publication of the articles, number of articles published or accepted, time period over which the articles have been written, nature of the faculty member’s discipline and rank, type of publication (e.g., journal article, monograph, etc.), and type of review (e.g., peer or non-peer, editorial or refereed, external or internal). This information, as well as any other the faculty member deems relevant, should be submitted upon application for tenure or promotion, along with copies of the publications. While publications in
proceedings of academic meetings are considered evidence of scholarly accomplishment, they will not be considered in evaluating whether or not the faculty member has met the threshold requirements except in the case of Lecturers applying for promotion to the rank of Senior Lecturer. The RCOB Promotion and/or Tenure Committee may seek the opinion of an outside expert when additional evaluation of research activities is required.

2. Tenure and Review Processes

The decision on tenure is critical to both the RCOB and the faculty member applying. Significant factors of teaching, scholarly activity, and community service will be considered. The minimum requirements for evaluating eligibility for tenure correspond to those for promotion to Associate Professor.

A Third-Year Review is conducted with each new faculty member at the beginning of the Fall term of their third year. For tenure-track faculty, this will serve as a Pre-Tenure Review to assess progress toward tenure and/or promotion. The University policy on the Pre-Tenure Review is outlined in the UWG Faculty Handbook (Section 102.0201). Tenured faculty will receive a Post-Tenure Review every five years following the year of their last promotion or the granting of tenure (faculty are required to submit materials to the respective department head at the beginning of the Fall term of the fifth year). Acceptance and approval for promotion is an acceptable substitute for the Post-Tenure Review process. Details are outlined in the Faculty Handbook (Section 104.02). Faculty who do not receive promotion are subject to the Post-Tenure Review process (faculty material submitted to the respective department head at the beginning of the Fall term after disapproval for promotion).

Lecturers will receive a Five-Year Review every fifth year following the Third-Year Review. These reviews will serve as a cumulative evaluation toward contract renewal and/or promotion to Senior Lecturer. Senior Lecturers will receive a Five-Year Review every fifth year following their promotion to Senior Lecturer. These reviews will serve as a cumulative evaluation toward contract renewal.

3. Merit Salary Increases

Salary recommendations will conform to existing BOR, UWG, and RCOB policies. Recommendations from Chairs will be based on the annual merit evaluation for each faculty member. In recognizing its obligations to a diverse constituency, the RCOB awards merit for extraordinary classroom activities and service. However, all faculty are expected to engage in scholarly activity including publications and professional paper presentations.

4. New Faculty

The same criteria for each faculty rank shall be applied when faculty are initially employed.

5. Academic/Professional Qualifications
The process used for determining academic qualifications in the Richards College of Business is based on the standards in the UWG Faculty Handbook (http://www.westga.edu/~vpaa/handrev/) and within the framework gathered in AACSB training sessions and articles.

RCOB faculty may be considered either Academically Qualified (AQ) or Professionally Qualified (PQ).

**Academic Qualifications**

“Academic qualification requires a combination of original academic preparation (degree completion) augmented by subsequent activities that maintain or establish preparation for current teaching responsibilities.” To be considered Academically Qualified (AQ), a faculty member must meet each of the following criteria:

1) **Academic Preparation**
   The faculty member must hold a terminal degree in the area in which he teaches or hold a terminal degree in an area other than that in which he teaches supplemented by professional development. Faculty who are hired ABD will be considered AQ for no more than three academic years beyond the completion of comprehensive exams.

2) **Intellectual Contributions**
   The faculty member is expected to have a minimum of three intellectual contributions in the most recent five-year academic period, at least two of which must appear in a peer reviewed journal (PRJ). A PRJ is defined as a journal listed in Cabell’s Directory of Journals or a similar discipline-specific index (e.g., Index to Legal Periodicals, Finance Literature Index).

**Professional Qualifications**

“Both relevant academic preparation and relevant professional experience will be required to establish a faculty member as professionally qualified.” To be considered Professionally Qualified (PQ), a faculty member must meet each of the following criteria:

1) **Academic Preparation**
   The faculty member must hold a graduate degree in a field related to the area in which he teaches.

2) **Professional Experience**
   At initial appointment, the faculty member must hold or have held within the past five years a position with significant duties directly related to the field in which he or she teaches. To maintain PQ requires the faculty member demonstrate professional involvement and activity in the most recent five-year academic period. Evidence of such activity may include, but is not limited to, continuing education and certification, professional consulting, presentations at professional associations, or at least one intellectual contribution in the form of a peer reviewed journal. The faculty member and his department chair must provide justification for PQ annually.
Note: Faculty with terminal degrees may be considered Academically and/or Professionally Qualified. Under special circumstances an individual with exceptional expertise may become Professionally Qualified.

6. Summer Teaching

The priority in assigning summer teaching will be based primarily on merit. Other factors considered may include: anticipated enrollment, tenure status, the number of courses taught the previous summer, and the specific courses being offered. In general, faculty who are not Academically or Professionally Qualified will be assigned to teach no more than one course during summer. The final determination of summer teaching assignments will be made by the chair in consultation with the Dean (or designee) of the College.

RESOURCES FOR TEACHING AND RESEARCH

The University maintains numerous programs and resources to aid in the development of faculty in the areas of teaching and research. This section outlines specific resources unique to the RCOB and describes other resources made available through University programs that are designed to promote superior teaching and scholarly research.

1. Library

The Ingram Library (www.westga.edu/~library) offers an extensive collection of books, journals, and other resources, as well as over 27 business oriented electronic databases, including ABI Inform, Mergent, and Lexis-Nexis. Library Services for faculty (http://www.westga.edu/~library/info/faculty.shtml) include electronic reserves and Interlibrary Loan, with email delivery of most journal articles. Each department in the RCOB is assigned a library liaison to facilitate library/faculty interaction. The liaison can provide lists of resources, statistics for reports, library instruction classes for students, and other services as requested.

2. Computer Services

Desktop or laptop computers are provided for all faculty. Other equipment (e.g., projection system) is available upon request. Computer support is offered by the RCOB Office of Technology Services and through the UWG Help Desk. A variety of software is available through UWG and the RCOB; faculty may request the purchase/rental of additional software and/or hardware through the department chair.

3. Office of Sponsored Operations

The Office of Sponsored Operations (http://www.westga.edu/%7Evpaaresearch.html) at UWG exists to help faculty and staff obtain external support for their research, instructional, service and artistic activities. This support takes the form of grants and contracts (as opposed to gifts or endowments). Faculties’ needs and ideas are communicated to the agencies that sponsor these
activities by proposals, so Sponsored Operations’ mission is to help prepare the most competitive proposal for the most appropriate sponsoring agency.

4. Learning Resource Committee

Grants are awarded to faculty based on approval of research proposals. The monies made available through these grants may be used for travel funds, data gathering, undergraduate/graduate student assistance, etc. Many faculty members who receive these grants use them toward summer funding.

Applications for research grants must be submitted during the Spring Semester. Recipients of the grants are typically notified three or four weeks after review by the Committee. The grant funds become available by July 1, to be expended during the fiscal year. Further information can be obtained from the RCOB Dean’s office.

5. Professional Papers

There are several sources available to faculty for reimbursement for presenting papers at international, national and regional professional meetings. The primary source is the departmental travel fund. Secondary sources are:

a) Office of the Vice President of Academic Affairs

b) University Foundation Funds (Dean's Office)

All requests for travel funds should originate at the departmental level.

6. Professional Meetings

For participation by faculty at professional meetings in the capacity of chairperson, reviewer, discussant, officer, etc., limited funds are available to fund such participation through the above mentioned sources.

7. Professional Activities

Some funding is available from the RCOB Development Funds for faculty development, attendance at seminars for improving teaching skills and research skills, updating the knowledge base of the individual, etc. All requests should be initiated through the department chair and will be considered for funding through the above sources.

8. New Faculty Orientation

New faculty members are provided direction by:

Online faculty handbook at [www.westga.edu/~vpaa/handrev](http://www.westga.edu/~vpaa/handrev)
RCOB annual New Faculty Orientation

University New Faculty Orientation meeting each fall

Assistant Professor Continuing Orientation sessions three times each semester

RCOB departmental meetings and webpages

Departmental chairs and senior faculty members

Annual evaluation process

9. Center for Teaching and Learning

The Center for Teaching and Learning (CTL) is supported by the Vice President of Academic Affairs and offers informal and formal gatherings to aid faculty in their teaching efforts http://www.westga.edu/~ctl.

10. RCOB Awards

The Richards College of Business presents annual awards to recognize excellence in teaching, research, service, faculty development and faculty sponsored research activities.
ENDNOTES

1 Superior Teaching
Superior teaching is evidenced by student evaluations (see Section 103.06 in Faculty Handbook) and may include, but is not limited to, evaluations by colleagues and letters from former students and others in a position to evaluate teaching effectiveness. Superior teaching may include student involvement both within and outside of the classroom. Evidence of engagement in student activities outside the classroom may be submitted by faculty for performance review.

2 Service to the Institution
Evaluation of service to the institution will take into account the number of service activities and the degree of faculty engagement. Faculty are encouraged to provide evidence of traditional and nontraditional service activities.

3 Professional Growth
Professional growth will be interpreted to include, but is not limited to, publication of peer-reviewed and editorially-reviewed journal articles, conference proceedings, books, book reviews, monographs, working papers, cases, and software. Participation in professional meetings may include serving as presenter of papers, reviewer of papers, discussant, session chair, conference chair, and conference officer. Other demonstrations may include such activities as participation in special seminars and editorial boards, receiving awards of nationally or internationally recognized scholarships, awards of non-UWG funded research grants, awarded lectureships or invited lectures at other institutions, serving as journal/book reviewer or editor, and outside consulting for compensation.

4 Academic Qualification Eligibility Procedures
The guidelines for eligibility procedures can be located in the "Eligibility Procedures and Standards for Business Accreditation," AACSBN, Revised January 1, 2005, p. 39.

5 Intellectual Contributions
Intellectual contributions must be publicly available and include, but are not limited to, publication of peer-reviewed and editorially-reviewed journal articles, conference proceedings, books, book reviews, monographs, working papers, cases, software, and developed course related materials. Intellectual contributions are recognized for a five-year academic period, beginning on June 1 and ending on May 31 (e.g.; a qualified intellectual contribution achieved or published on May 30, 2000 would expire on May 31, 2005; a qualified intellectual contribution achieved or published on June 2, 2000 would expire on May 31, 2006). Acceptable scholarship publication opportunities may be found in academically recognized journal indexes such as Cabell's Directory of Journals, the Index to Legal Periodicals, the Finance Literature Index, or a similar index of reputable/quality journals recognized in a particular discipline. Other quality publication outlets may be agreed upon as acceptable between the faculty member and his/her chair.
6 Professional Qualification Eligibility Procedures
The guidelines for eligibility procedures can be located in the “Eligibility Procedures and Standards for Business Accreditation, AACSB, Revised January 1, 2005, p. 41.

7 Summer Teaching
Inclusion of AQ/PQ status in summer teaching assignments will go into effect Summer 2007.