







Breaking News

More *Fait Accompli* Governance – Williams Releases P&T Policy "Suggestions"

HATTIESBURG – In a surprising move, Interim CoB Dean Alvin Williams released on 23-Aug-07 the latest draft of the proposed *new* Promotion & Tenure policies for CoB faculty. Before announcing that CoB faculty will be voting (up or down) on these new P&T policies, Williams' e-mail informs all CoB faculty that the "attached P&T document has been approved by the Management Team and the College Advisory Council (CAC)." Williams' e-mail is shown below:

Date:	Thu, 23 Aug 2007		
From:	Alvin Williams <alvin.williams@usm.edu>		
To:	cob-facstaff@usm.edu		
Subject:	[Cob-facstaff] Fall Faculty Meeting - August 31st @ 2 p.m. - JGH 303		
Part(s):	 2	P&T Revised 8.22.07.doc	application/msword 72.53 KB 
	 3	CoB Committees 2007-08 8.16.07.doc	application/msword 64.32 KB 
	 4	Mission revised 8.23.07.doc	application/msword 41.05 KB 

Colleagues:

Welcome back to campus for the fall semester! Hopefully you are off to a great start.

During the summer, work has continued on a variety of AACSB matters. As you know, we were asked to review our promotion and tenure document and to elaborate on the mission statement 'Developing Careers.' The enhanced mission statement is attached for our review. It expounds on what we actually do and is reflective of the changes we were requested to make. The attached P&T document has been approved by the Management Team and the College Advisory Council (CAC). Please review both documents prior to the faculty meeting. We will vote on both documents next week.

SEDONA, SEDONA, SEDONA! Please, please complete your SEDONA material by September 1. This is the source of all reporting documents for AACSB. As you know, the AACSB report is due in early October. Your SEDONA input is a key element in the final report.

I have also attached the CoB Committee assignments for 2007-08.

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By announcing that the Management Team, which consists of Williams, Interim Associate Dean Joseph Peyrefitte, the department chairs, and other mid-level administrators, and the CAC, consisting of senior

professors in the college, have already approved the proposed P&T policies, Williams' has created a "chilling effect" on any dissent that may have occurred before or during the CoB faculty meeting on 31-Aug-07. This "chilling effect" is but another example of the *fait accompli* governance that dominates today's CoB.

Below we have inserted a copy of the proposed P&T policies for USM's College of Business. As you will see, in all actuality these "policies" are merely suggestions. There is nothing in the language that will prevent shenanigans of the past, such as the "4th Year Review" that associate professor of management Kenneth Zantow was privileged to receive, but that was denied to assistant professor of management Daniel Michael. Other private arrangements (e.g., "letters of agreement," etc.) are also possible under the proposed new rules, as are generic outcomes that simply look more like the ones of the past. Finally, take some time to note that the CoB's Management Team has approved the insertion of actual policies about *collegiality* into the proposed new P&T rules.

We will continue to follow developments in this story as they unfold.

STATEMENT OF PROMOTION & TENURE EXPECTATIONS
College of Business
University of Southern Mississippi
Draft date: August 13, 2007

This document expresses the promotion and tenure expectations within the College of Business at the University of Southern Mississippi. A clear statement of promotion and tenure expectations is a valuable tool to current faculty and administrators and provides guidance in the recruitment of new faculty. For maximum effectiveness, this statement of standards must be interpreted and applied judiciously and equitably. Thus, before articulating the expectations, guidance on interpretation of this statement is offered.

1. This statement of expectations predicts general requirements for promotion in rank and/or tenure of faculty members effective fall 2007. It is realized that these expectations may change and should be modified over time to reflect the changing nature of the College's mission. To ensure currency, the College of Business Management Team will review this statement of expectations annually and suggest modifications, if necessary.
2. These expectations are not a statement of minimum standards. Failure to meet these expectations will not automatically result in a negative promotion and/or tenure recommendation, and, conversely, meeting or exceeding the expectations will not guarantee a positive promotion and/or tenure recommendation. Instead, these expectations are intended to guide behavior and decision making.
3. These expectations are based on the assumption that untenured, Assistant Professors will have a "3-3" teaching load in each of the last five years prior to the initial promotion and tenure decisions. In many cases new faculty members

may receive a reduced load in their first year. Additionally, some faculty members are, from time to time, granted reduced teaching loads for extraordinary reasons. Such additional release time after the first year may require some upward adjustment of promotion and/or tenure expectations.

4. These expectations are designed for faculty applying for promotion in-rank to Associate Professor and/or tenure in the sixth year following their initial date of hire. These expectations are also designed for faculty applying for promotion in-rank to Full Professor. Other factors, such as employment at other universities or “short clocks,” should be taken into consideration as appropriate.
5. It is recognized that a faculty member may apply for promotion in-rank to Full Professor following a minimum of five years in-rank as Associate Professor (i.e. during their sixth year as Associate Professor).
6. It is recognized that promotion and tenure recommendations require a holistic assessment and evaluation rather than a simple arithmetic computation. Such decisions require a great deal of professional judgment on the part of faculty members and administrators tasked with making these promotion and tenure recommendations. Some differences of opinion regarding recommendations are natural and expected to occur.

Rationale for Statement

There are a variety of reasons for developing a statement of expectations for promotion and tenure. Some of the more important reasons include:

- A clear statement of expectations is important to the College’s effort to move to the next level of national recognition.
- Excellent teaching remains central to the College’s mission and to its competitive positioning. A clear statement of expectations reaffirms commitment to teaching excellence.
- Documentation of clear expectations is an important factor in the AACSB review process and ongoing continuous improvement efforts.
- A clear statement of expectations assists in guiding the behavior of all faculty.

The Promotion and Tenure Process

A number of evaluative groups play a role in the promotion and tenure process. Faculty members are strongly advised to refer to the University of Southern Mississippi’s Faculty Handbook for complete details of this process.

Generally speaking, the faculty member is evaluated by, in order, eligible faculty from the candidate’s home department (i.e. EFIB, MMFM, TM, ACCMIS), respective Chair, College Advisory Committee, Dean, University Advisory Council, Provost, and

University President. Each evaluation group considers the cumulative information provided by lower levels. Note that a negative tenure review will result in the faculty member being issued a non-renewable contract.

The Third-Year Review

Each non-tenured faculty member holding a tenure-track position will undergo a comprehensive review of progress toward promotion and/or tenure during the third year of full-time service at Southern Miss. During this review, the candidate is evaluated by the eligible faculty from the candidate's home department (i.e. EFIB, MMFM, TM, ACCMIS), respective Chair, College Advisory Committee, Dean, and Provost.

A positive review will signify the candidate is making satisfactory progress toward promotion and/or tenure. A negative review will result in a non-renewable contract being awarded the faculty member for the fourth (and final) year of employment. Under extenuating circumstances, the Dean of the College of Business may choose to extend the review for one additional year, at which time a positive or negative decision must be rendered.

General Guidelines for Research

There are sufficient differences across academic disciplines within the College of Business such that journal rankings and classifications should be determined at the department level. Such journal lists require review and approval by the Management Team and Dean.

- The approximate research expectations for receiving promotion in-rank to Associate Professor and/or tenure consists of six publications in refereed journals which establish an individual in the professional literature of his/her disciplinary field. The publications should represent a healthy and respectable blend of quality scholarly journals, with strong preference for articles in A- and B-level journals in the candidate's discipline.
- The quality of research is valued over the quantity of publications. As a result, an increase in the number of A-level publications may decrease the expected number of B-level publications.
- A sustained and continued level of productivity is considered a minimum requirement for promotion in-rank to Full Professor.

Statement of Approximate Research Expectations

The approximate research expectations for promotion in-rank to Associate Professor are:

- (1) At least six publications in refereed journals;
- (2) Ideally, at least one of the six publications should be in the top-tier journals as listed for each discipline;

- (3) Multiple presentations at appropriate regional and national academic conferences relevant for the discipline; and
- (4) Evidence of a vibrant and thoughtful ongoing research agenda.

Having fulfilled the requirement for promotion in-rank to Associate Professor, the additional approximate research expectations for promotion in-rank to Full Professor are:

- (1) At least six additional publications in refereed journals;
- (2) Ideally, at least one of the six additional publications should be in the top-tier journals as listed for each discipline;
- (3) Multiple presentations at appropriate regional and national academic conferences relevant for the discipline;
- (4) Evidence of a vibrant and thoughtful ongoing research agenda;
- (5) At least five years in-rank as Associate Professor.

General Guidelines for Teaching

The mix of teaching activities assigned to faculty members will be affected by the unique requirements of each department. Thus, it is incumbent on each department to explain the pattern of course assignments to all faculty members, if the resource requirements in a department preclude a faculty member from meeting course coverage guidelines.

- All faculty members seeking promotion and/or tenure are expected to have demonstrated teaching competency in assigned courses of a department's course offerings, including multiple required courses.
- Assistant Professors are expected to regularly receive acceptable teaching evaluations from students. Assistant Professors are expected to develop as teachers in the early stages of their careers. Thus, the weight assigned to student evaluations received in earlier years may be less than the weight assigned in later years. Faculty members are expected and encouraged to engage in innovative teaching practices consistent with the College's mission. Thus, evaluations will be based on an overall pattern of teaching evaluations rather than on the evaluations received from any single course or section.
- It is recognized explicitly that there are many ways to evaluate teaching effectiveness. Thus, it is the candidate's responsibility to demonstrate teaching effectiveness and proficiency through multiple means and data sources. As a result, new faculty members are encouraged to develop teaching portfolios with multiple indicators of teaching performance.

Statement of Approximate Teaching Expectations

The College of Business strongly encourages the development of a core teaching philosophy as a foundation for achieving teaching excellence. The College expects candidates to use a diversity of methods to demonstrate effective teaching. Additionally,

the College will consider more traditional measures of teaching effectiveness, including course coverage, rigor and content, assessment techniques, and student evaluations of teaching.

- Prior to promotion and/or tenure decisions, all faculty members are expected to demonstrate teaching effectiveness in assigned courses and at multiple levels. It is realized that teaching loads are determined by department needs. Thus, deviations from this expectation are acceptable when dictated by resource constraints in the department.
- All department members are expected to view the design and delivery of multi-section courses as a collaborative effort and should willingly contribute to coordination efforts for multi-section courses. Such coordination efforts might include, but not be limited to, covering jointly determined content, participating in common assessment techniques, and using jointly determined educational materials in multi-section courses.
- All faculty members are expected to demonstrate a willingness to participate in distance learning and alternative instructional delivery initiatives at various geographical sites.
- Prior to the promotion to Full Professor decision, all faculty members are expected to be able to demonstrate sustained teaching effectiveness.

All faculty members are expected to generate an acceptable pattern of student evaluations of teaching. While it is impossible to specify completely what constitutes an acceptable pattern of student evaluations, it is generally expected that: (1) most teaching evaluations should be consistent with the College mean; (2) very few bad teaching evaluations, defined as below 3.0; and (3) at least some very good teaching evaluations, defined as about 4.25 or above. It is expected that many untenured faculty members will improve their teaching as they gain experience, and thus we will look at longitudinal trends as we interpret patterns of student evaluations of teaching.

General Guidelines for Service

Service requirements are expected to vary in nature across departments, and to vary across the faculty member's career. Generally, new faculty members should expect to be engaged in limited internal service activities prior to initial promotion and/or tenure decision. External service activities that bring recognition to the College of Business and the University, such as review activities for major journals or conferences and participation in professional organizations, are encouraged. Faculty members striving for promotion in-rank to Full Professor should expect to demonstrate a higher level of service-related activities.

Statement of Approximate Service Expectations

New faculty members should be protected from excessive internal service commitments for the first two years. The single most important service activity for a new faculty member is to become engaged in the research and teaching agenda of the department. New untenured faculty members are encouraged to reduce their focus on service and increase their focus on launching their careers. As a faculty member moves toward review for promotion in-rank and/or tenure, his/her service contribution should increase. However, internal service commitments should not detract from teaching, research, or external service that enhances the reputation of the department, the college, or the university.

- All department members are expected to participate regularly in department and school faculty meetings and other department activities.
- Prior to initial promotion and/or tenure review, untenured faculty members should serve on College of Business committees. Service requires active participation, not simply membership.
- Participation as an ad hoc reviewer and membership on the editorial boards of major journals is highly desirable.
- For promotion in-rank to Full Professor, faculty members are expected to be more heavily involved in discipline, College, University, and community service activities.

Statement of Collegiality Expectations

In an effort to create a favorable work environment that promotes the success of all college participants, it is important to explicitly state that collegiality is a dimension that will be considered in the tenure process.

- All faculty members and administrators are expected to contribute to developing a collegial environment in the Department, College, and University.
- All faculty members and administrators are expected to treat colleagues with professional respect.
- All faculty members and administrators are expected to engage in positive organizational citizenship behaviors.