College of Business Administration
Promotion and Tenure Guidelines

This document describes the promotion and tenure evaluation criteria / evidence and procedures specific to the College of Business Administration (CoBA P&T Guidelines). Candidates for P/T must follow both these CoBA P&T Guidelines and the University-wide promotion and tenure guidelines in sections 2.7 and 2.8 of the Faculty Handbook (University P&T Guidelines). Because these CoBA P&T Guidelines do not re-iterate the University P&T Guidelines, candidates should use this document in conjunction with the University P&T Guidelines.

Evaluation Criteria / Evidence Specific to CoBA

Burden of Proof

Candidates have the burden to prove that they meet the criteria for P/T. The burden of proof for candidates at the CoBA P&T Committee, Director of Faculty, and Dean levels of evaluation is preponderance of evidence. That is, candidates must prove that it is more likely than not (or with greater than 50% likelihood) that they meet the criteria for P/T.

Teaching

Candidates should review and follow University P&T Guidelines § 2.7 C. (Teaching / Librarianship) and § 2.8 G. (Contents of the P&T Application) (in particular, §§ 2.8 G. 3c, 4, 5, and 8a, which pertain to teaching).

For the purpose of clarification, “other evidence deemed relevant by the candidate” in § 2.8 G. 8a 7) means any other materials that candidates

---

1 For the purpose of brevity, “P/T” means “promotion” or “tenure” or “promotion and tenure.”
2 The University P&T Guidelines are available at https://www.plymouth.edu/office/vpaa/files/2013/10/Promotion-Tenure-Guidelines-040315.pdf.
3 The University P&T Guidelines are lacking and, at times, unclear regarding the burden of proof required. See, e.g., § 2.7 (“Success in achieving tenure and promotion requires that candidates present evidence making a strong case . . .”) (emphasis added) and § 2.8 G. 8 (“Examples of evidence selected by the candidate that support statements on teaching, scholarship, and service and make a compelling case . . .”) (emphasis added). Neither “strong” nor “compelling” is a recognized legal burden of proof for evaluating evidence.
choose to include in their applications as evidence of effective teaching. CoBA interprets this “catch-all” provision as broadly as possible, and intends for it to capture the wide range of teaching in which CoBA faculty engage and CoBA values. CoBA presumes that any teaching materials included by candidates in their applications are relevant for P/T consideration.

In addition to the evidence required in the University P&T Guidelines, candidates must include copies of the most recent syllabi for courses taught at PSU, or since the time of their last promotion at PSU, if applicable. For example, if a candidate has taught a course four times at PSU, then the candidate must include a copy of the syllabus for the most recent semester the course was taught.

Candidates may also include, but are not required to include, any other evidence listed in § 2.8 G. 8a.

Scholarship

Candidates should review and follow University P&T Guidelines § 2.7 D. (Scholarship) and § 2.8 G. (Contents of the P&T Application) (in particular, §§ 2.8 G. 6 and 8b, which pertain to scholarship).

CoBA values all types of scholarship pursuant to the Boyer Model of Scholarship as indicated in the University P&T Guidelines. None holds greater significance or weight than another.

For the purpose of clarification, “other evidence deemed relevant by the candidate” in § 2.8 G. 8b 6) means any other materials that candidates choose to include in their applications as evidence of quality scholarship. CoBA interprets this “catch-all” provision as broadly as possible, and intends for it to capture the wide range of scholarship in which CoBA faculty engage and CoBA values. CoBA presumes that any scholarship materials included by candidates in their applications are relevant for P/T consideration.

In addition to the evidence required in the University P&T Guidelines, candidates may include, but are not required to include, any other evidence listed in § 2.8 G. 8b.
Service

Candidates should review and follow University P&T Guidelines § 2.7 E. (Service) and § 2.8 G. (Contents of the P&T Application) (in particular, §§ 2.8 G. 7 and 8c, which pertain to service).

CoBA faculty members have a long tradition of service to the College, University, community, and profession. CoBA values all types of service as indicated in the University P&T Guidelines. None holds greater significance or weight than another.

For the purpose of clarification, service in § 2.8 G. 8c includes both uncompensated and compensated consulting and professional activities, which the University System of New Hampshire encourages.⁴

Also for the purpose of clarification, “other evidence deemed relevant by the candidate” in § 2.8 G. 8c 3) means any other materials that candidates choose to include in their applications as evidence of meaningful service. CoBA interprets this “catch-all” provision as broadly as possible, and intends for it to capture the wide range of service in which CoBA faculty engage and CoBA values. CoBA presumes that any service materials included by candidates in their applications are relevant for P/T consideration.

In addition to the evidence required in the University P&T Guidelines, candidates may include, but are not required to include, any other evidence listed in § 2.8 G. 8c.

---

⁴ The USNH Online Policy Manual is available at https://www.usnh.edu/policy/usy/Personnel-Policies/D-Employee-Relations. See USY.V.D.7.1 (“Faculty and staff are encouraged to participate in professional activities as a means of improving not only their own competence and prestige, but the prestige of the University System of New Hampshire as well”); USY.V.D.7.3.2 (“to the extent that compensated consulting activities involve faculty members' professional expertise, further the status of their profession, and contribute to their own professional competence, these activities are also encouraged”); and USY.V.D.7.4 (“Any full-time faculty member may engage in such compensated professional activities, and is encouraged to do so, subject to the following conditions . . . ”).
Evaluation Procedures Specific to CoBA

CoBA Promotion and Tenure Committee

CoBA will select a Promotion and Tenure Committee each academic year (CoBA P&T Committee). The CoBA P&T Committee will be composed of five tenured CoBA faculty members (Members) selected pursuant to the following guidelines:

1. The Dean and Director of Faculty are not eligible to serve as Members of a CoBA P&T Committee.

2. Solely for purposes of CoBA P&T Committee selection, there are two CoBA expertise groups—(a) Management and Marketing; and (b) Accounting, Economics, Finance, and Law.

3. Prior to March 1, any CoBA faculty member who desires to change expertise groups must notify the Director of Faculty of the change.

4. In March, the CoBA faculty will select at random the CoBA P&T Committee to serve a one year term as follows: (a) two Members from the Management and Marketing expertise group; (b) two Members from the Accounting, Economics, Finance, and Law expertise group; and (c) one Member “at large.”

5. Prior to April 1, the CoBA P&T Committee will select and notify the Director of Faculty of the following: (a) the Member who will serve as chair of the CoBA P&T Committee; and (b) the Member who will attend the annual P&T training session during faculty week.

6. At the request of a candidate for P/T, the CoBA P&T Committee will consult with a PSU faculty member familiar with the candidate’s scholarship for the purpose of evaluating the candidate’s scholarship.

7. The CoBA P&T Committee does not have any additional roles and responsibilities beyond those required in the University P&T Guidelines.

CoBA Pre-P/T Reviews

CoBA faculty members have the opportunity for pre-P/T reviews. While pre-P/T reviews are optional, CoBA encourages them, particularly for untenured faculty members. If desired, faculty members may have pre-P/T reviews as often as every other academic year.
The purpose of pre-P/T reviews is to give faculty members written feedback on their progress toward P/T, including comments for each area (teaching, scholarship, and service), and to provide any recommendations likely to lead to successful applications for P/T.

Pre-P/T reviews are intended to be formative evaluations. Candidates for P/T may choose whether to include pre-P/T review documentation in their applications for P/T.

*Initiating Pre-P/T Reviews*

Faculty members seeking pre-P/T reviews must initiate the process by notifying the Director of Faculty in writing at any time during the academic year.

Assistant professors and untenured associate professors contemplating P/T should seek pre-P/T reviews no later than two academic years prior to their anticipated date of application for P/T.

Tenured associate professors contemplating P/T may seek pre-P/T reviews at any time after three years in rank.

*Submission Materials for Pre-P/T Reviews*

The Director of Faculty will advise faculty members seeking pre-P/T reviews on the process and timing for submitting materials. Faculty members must submit the following materials: (1) an updated CV in approved format (available on the Provost / VPAA’s website); (2) copies of all work plans with annual evaluations; and (3) copies of all reports of teaching observations / evaluations. Faculty members may also submit other relevant materials with the permission of (or at the request of) the HRC subcommittee (see below).

*Review by Subcommittee of CoBA Human Resources Committee*

A two member subcommittee of the CoBA Human Resources Committee (HRC) will conduct pre-P/T reviews. The HRC subcommittee will be composed of two tenured faculty members from (and chosen by) the HRC. If there are not two tenured faculty members available to serve, the subcommittee may be composed of other tenured CoBA faculty members.

The HRC subcommittee will review the materials submitted by faculty members, normally within 30 days. Based upon the evidence provided, the
subcommittee will give faculty members written feedback on progress toward P/T, including comments for each area (teaching, scholarship, and service), and provide any recommendations likely to lead to successful applications for P/T. The subcommittee will also forward the review documentation to the Director of Faculty.

Faculty members may request a meeting with the HRC subcommittee to discuss the written feedback and recommendations. Meetings should normally take place within 30 days after request.

**Review and Evaluation CoBA P&T Guidelines**

The HRC will periodically review and evaluate (at a minimum every five years) these CoBA P&T Guidelines and recommend any changes to the CoBA faculty. Any changes approved by the CoBA faculty will be submitted for review by the PSU PT&E Advisory Group, and ultimately approved by the Provost.

Approved by the CoBA faculty on December 2, 2015.