



College	W. P. Carey School of Business	
Unit	Department of Marketing	
Document	Promotion and Tenure Guidelines	
Approved by the faculty		Date:
Reviewed by the dean		Date:

Provost office approval

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ASU DEPARTMENT OF MARKETING
W. P. Carey School of Business

PROMOTION AND TENURE GUIDELINES
Adopted: August 2006

The promotion and tenure (P&T) criteria reflect standards of performance that are closely aligned with the mission of the Department and the School of Business.

Mission Statement

The mission of the Department of Marketing at Arizona State University is to expand marketing knowledge and to educate men and women through research activities and a carefully structured curriculum that emphasizes the knowledge fundamentals and professional skills required for managing the marketing function in an environment characterized by increasingly complex buyer-seller relationships and continuous changes in information technology, the nature of markets, and the structure and boundaries of organizations.

Consistent with this mission, the Department of Marketing strives to be recognized among the best marketing departments in comprehensive public schools of business in the United States by providing distinctive research and educational programs that respond to the current and changing needs of constituencies at the local, national, and international level.

The mission of the Department of Marketing coincides with the School's vision of being recognized as among the very best schools of business in the United States. Moreover, the mission of the Department is in concert with that of the School by providing a curriculum that emphasizes knowledge fundamentals and skills for managing in a dynamic environment, by pursuing research programs that advance knowledge through publication in the leading academic journals, and by providing distinctive programs and service for a variety of internal and external constituencies, including the University, discipline, and business communities.

These guidelines describe the (P&T) policy of the Department of Marketing and are applied whenever the P&T process is engaged, namely, for the review of probationary faculty, for tenure and/or promotion of an assistant professor to associate level, and for promotion of an associate professor to professor. These guidelines conform to School of Business P&T policy, and ASU policy as spelled out in ACD and Arizona Board of Regents' policy documents.

Criteria for Evaluation

A faculty member is promoted, granted tenure, or retained on the basis of excellent performance and the promise of continued excellence. All P&T processes require the candidate to present evidence of the "quality of teaching and instruction, quality of research and publication or other creative endeavors, quality of service to the profession, to the university, and to the community (local, state, and national or international), and the interests of higher education in Arizona" (ACD 506-06). The candidate shall submit a current vita, and a portfolio that exhibits and summarizes evidence of his/her achievements in these areas. Included in this

portfolio is a personal statement written by the candidate to put past work into perspective and to outline future goals. The statement should describe the relationships among the individual's teaching, research, and service and how these activities provide the foundation for continued professional growth.

Teaching The Department enacts its vision by developing, delivering, and continuously improving high-quality undergraduate and graduate educational programs that provide strong fundamentals, leading-edge knowledge, and professional skills that prepare students for successful careers in marketing and related fields. The Department requires that the teaching component of all P&T reviews consist minimally of teaching outcomes from student teaching evaluations and a portfolio of course materials for courses taught and/or developed. Contributions to teaching are also represented by a portfolio of activities that may include the development of teaching materials, mentoring students, course and curriculum development, and the incorporation of current managerial practices and scholarly content into courses and programs. To this end, evidence of teaching effectiveness is evaluated through multiple indicators, including an assessment of student teaching evaluations and a peer review of instructional materials (ACD 506-06). Peer observation of teaching is also recommended but not required.

Research The Department enacts its mission in the research area by generating research and publications that advance marketing theory and practice and are targeted to the leading journals in marketing and related fields. Appropriate evidence of a candidate's contributions to research include the quality and quantity of refereed journal articles, book chapters, scholarly books, conference proceedings and presentations, evidence of research impact (for example, letters of external review; citation counts), research grants, and work in progress (for example, papers under revision or review). For promotion and/or tenure cases, the analysis of a candidate's research performance will include letters from external reviewers who are leading scholars in the candidate's area of expertise. Consistent with School of Business guidelines, the Department Chair will formally consult with the dean to finalize the list of external experts to whom solicitation letters will be sent.

To form the foundation for the review of research contributions, the Personnel Committee (or some subset thereof) and the Department Chair will read and review a meaningful subset of the publications by the candidate. The Personnel Committee will assess the quality and impact of the candidate's research by reviewing the vita, evaluating the letters from external reviewers, comparing the research record of the candidate with others who were recently promoted and/or tenured at peer universities, and, where appropriate, by considering citation counts and other forms of evidence to create a fully-documented case. In line with the mission of the Department and as specified in the Department's "Annual Performance Assessment and Post-Tenure Review Process," the Personnel Committee accords special weight and significance to publications in the leading journals in marketing and related disciplines. Moreover, while jointly-authored publications are encouraged and, indeed, have become increasingly common in the discipline, the candidate's leadership in research projects should be evident.

Service The Department enacts its mission in the services area by selectively serving, especially in leadership roles, the university, the marketing discipline, and the business community. Appropriate evidence of contributions in service may include effective

participation in committee assignments at the department, school, or university levels; coordinator roles within the department or school; program and curriculum development; professional association participation and leadership roles; mentoring of junior faculty; serving as an ad hoc reviewer, editorial board member, or editor of a scholarly journal; coordinating departmental activities with corporate recruiters; representing the university in community service activities; and preserving “a collegial atmosphere at all levels of interaction within the university” (ACD 506-06).

Review of Probationary Faculty

For tenure-track assistant professors, a formal probationary review is conducted during the spring of the third year while for non-tenured associate or full professors, the review is conducted during the spring of the second year (ACD 506-03). The evaluation process is similar to that used for promotion decisions, except that letters from outside reviewers are not sought. The Personnel Committee evaluates the degree to which the candidate is establishing a record of performance in teaching, research, and service related to trajectory toward tenure. The Personnel Committee and Department Chair should ensure that candidates are given constructive and candid feedback concerning their performance as an outcome of the process.

Promotion from Assistant to Associate Professor

This review is conducted during the sixth year. “Promotion to associate professor and awarding of tenure requires an overall record of excellence and the promise of continued excellence. The candidate must have achieved excellence (taking into account rank) in both teaching and institutional activities as well as in research and creative activities. Service must at least be ‘satisfactory’ or ‘effective’.” (ACD 506-06) The candidate shall submit evidence of contributions to teaching, research, and service as suggested above. The Department Chair is responsible for ensuring that external reviews and peer evaluation of instructional materials are performed in a timely manner so that such evidence can be included in the evaluation.

In teaching, demonstration of excellence requires student teaching evaluations that, on average, meet or exceed the Department’s and School’s expectations for quality teaching. Further evidence of excellent teaching can be provided by the peer review of the candidate’s instructional materials that considers the currency of the course, the contribution of the course to the Department’s curriculum, student learning, and related areas (ACD 506-06).

In research, the quality and quantity of refereed journal articles are the primary standards for demonstration of excellence. The candidate should present a record that demonstrates a series of publications with sufficient impact as represented by contributions to premier scholarly journals in the discipline.

Lack of evidence of satisfactory or effective contributions to service would be considered unsatisfactory overall.

Granting of Tenure to Associate Professors

Probationary associate professors are evaluated for tenure in the same manner as described above, with the exception that their record of achievement should reflect the greater length of time they have been in the profession at ASU and other universities.

Promotion from Associate to Full Professor

ACD 506-06 states: "Promotion to full professor must be based on an overall record of excellence in performance of professional responsibilities (taking into account the distribution of effort as part of any flexible performance agreements) and the promise of continued effectiveness in professional development. Exceptional quality of service should be assessed primarily in relation to service to the profession or the public."

The Department recognizes that there are multiple pathways to promotion to full professor. "Normally, an overall record of excellence requires national or international recognition for scholarly achievement in one or more areas of faculty endeavor." (ACD 506-06) National and/or international recognition for research may be observed in the form of a candidate's publication record in premier scholarly journals. Such scholarship should be nationally or internationally recognized, and should be based on a broad definition of scholarship, including scholarship of instruction, discovery, application, and integration. National and/or international recognition for service or teaching may be observed in the form of awards, prestigious leadership positions in national or international professional organizations, and letters recognizing such excellence from external reviewers.

Non-meritorious performance in teaching or service does not constitute an overall record of excellence, regardless of contributions in research. Non-meritorious performance in research does not constitute an overall record of excellence, regardless of contributions in service and/or teaching.

Hiring of Senior Faculty

In general, if a faculty member has achieved tenure and/or a specific rank at a "peer university" (or better), this can be considered as sufficient evidence of achievement for similar tenure and/or rank in the Department. If a faculty member who is not tenured at their current institution is being offered a tenured position, and/or a promotion in rank, then the Personnel Committee may request that the candidate provide evidence as required by the normal evaluation process, as outlined above.