

ASSOCIATE PROFESSOR TO FULL PROFESSOR

PROMOTION TO FULL PROFESSOR

Promotion to full professor typically will be considered after a minimum of five years as an associate professor. Promotion to full professor is not to be construed as automatic but must be earned. It is conceivable that some faculty members will not be promoted to full professor. Faculty may be hired at the full professor rank. Candidates for promotion to full professor must satisfy the requirements listed below and have attained international recognition.

A. DOCUMENTATION OF TEACHING AND STUDENT LEARNING

Flexibility in evaluation of faculty must be the paramount concern if the college is to fulfill its goal of providing quality professional education in hospitality management. The Conrad N. College of Hotel and Restaurant Management (Hilton College) recognizes classroom teaching as a major criterion for evaluation. The classroom teaching of Hilton College Associate Professors will be evaluated by:

1. Evaluation of teaching

- a. Student evaluation: Summary table of student evaluations with comparative data and any other teaching evaluation procedures. The committee will also examine (1) trends in student comments from the evaluations and (2) grade distributions.
- b. Peer mentoring: Tenured faculty should provide Associate Professor Faculty with classroom feedback, mentoring, and other teaching resources (e.g., classroom activities that increase engagement; grading rubrics). The emphasis of the feedback is developmental and not evaluative.

2. Course and program development and/or revision.

- a. Undergraduate and graduate programs. For example, please indicate the levels and the courses you teach: Undergraduate, Master of Science, Global Master of Science, Online Executive Master of Science, and/or Doctoral programs.
- b. Course development: Provide a summary of the developed courses and any improvement/revisions made based on feedback.

Excerpt from the University of Houston (University) Policy:

The candidate's contribution to course development may be documented with sample course syllabi, teaching-grant proposal abstracts, courseware, cases and simulations, brief descriptions of student projects, examples of modifications for online teaching, etc.

Evidence of program development may include student recruitment, advising, and retention; directing graduate research; membership on or chairperson of dissertation or thesis committees; interdisciplinary program development, etc.

3. Evidence of student learning.

- a. Sample of an executed writing assignment, project or presentation
- b. Excerpt from the University Policy: Candidates may submit evidence that they have facilitated students' success. Examples may include contributions to students who have won awards, unsolicited letters from community members who have benefited from student projects or internships, and other evidence that the candidate contributed to student learning. This section may also contain evidence of the candidate's commitment to enhancing his/her teaching ability including peer evaluation of teaching. Professional development activities, scholarly approaches to evaluating teaching effectiveness, teaching excellence awards, and guest lecturing or team teaching should also be documented here.

4. Other evidence of the scholarship of teaching

- a. List and describe any activity or tools used that demonstrated a pursuit of teaching excellence. Associate professors are expected to actively use tools and engage in activities related to teaching excellence, such as: formative student evaluations (e.g., first two weeks or midterm); completing a university-sponsored teaching seminar; focus groups with students.
- b. List the number of professional papers, theses, and dissertation committees that you serve on and your role on those stated committees.
- c. Core values for teaching: Office hours & availability for students; timely communication; classroom management; student engagement; flexibility with student schedules; empathy and compassion.
- d. Faculty should also incorporate real world industry application into the classroom. Class content should also include results and examples of your research.

B. RESEARCH, SCHOLARSHIP AND OTHER CREATIVE PRODUCTIVITY

The Hilton College has highlighted the minimum expectations for a faculty member to be promoted to a full professor. The core for promotion to a full professor is to create a national and/or international reputation through your scholarship and other creative contributions. Associate professors are also expected to demonstrate a national reputation of disseminating their research beyond academic journals that also include industry publications and presentations. List work in the following order:

1. Scholarly and Creative

- a. Articles
Publish or have in press at least two articles per year in SSCI journals or other approved journals that represent excellence in your research area for a minimum of the previous five years. There should also be a pipeline of future research at the time one goes up for Full Professor, indicating that one will continue to be a productive researcher after they are promoted to Full Professor. The publications can be either sole or team authorship, but you must be first author in at least one article every two years. We also expect that the percentage of effort among the authors should be designated for the five years prior to seeking being promoted. This allows the committee to determine the level of contribution for the different publications. When working with graduate students, a co-author agreement must be in-place prior to starting the research. This agreement can be modified with a mutual agreement between the parties. If your type of research is not generally published in SSCI journals, you must submit an explanation as to why your research is published in non-SSCI journals and be able to demonstrate that the journals are where top researchers in your area publish their research. Acceptance rates and journal impact scores play a strong role in the justification of alternatives to SSCI journals. Note, all faculty are expected to publish at least two articles in Tier-one journals between the associate and seeking promotion to full. We will consider publishing in other discipline journals since we are an interdisciplinary field; however, the final decision is determined by our committee. The committee is comprised of faculty members as well as ad hoc members of the Hilton College's administration. At the time of the promotion decision, you are expected to have a minimum of 20 publications with at least another 2 publications either under review or accepted since joining the College as an assistant or a minimum of 10 additional publications since joining the College as a tenured associate professor. At least one publication

should be sole author between being promoted to an associate professor and requesting promotion to full. Articles that are “in press” will count toward these tenure and promotion requirements. This expectation is the minimum to be considered for tenure.

- b. **Books/Book Chapters**
All faculty members are expected to focus on publishing research but as you progress in rank, you should seek out opportunities to publish book chapters and books to further expand your national and international reputations. As you become known in your area, these opportunities will present themselves and are an indication of one’s national and international reputation.
- c. **Articles (not refereed)**
Articles such as newspapers and trade publications enhances your visibility with the industry and public. These publications should focus on your previous published refereed articles or your area of expertise. You are using these outlets as vehicles to further disseminate your research and enhance your reputation outside of the academic community. We expect Associate Professors who are seeking to become a full Professor should also have published in industry publications at least three times prior to being promoted to a full professor. These publications could include press releases, reports to companies based on your research, or other types of dissemination activity.
- d. **Other publications**
Publications that result in disseminating results of grants or tools for the industry to enhance your national and international visibility.

2. Research Grants and Contracts

List funded grants and contracts and applications that you have submitted for grants and contracts. All faculty are encouraged to submit grant proposals at all levels. Grants and funded projects should also lead to publications especially for those who are seeking promotion and tenure. We expect that an Associate Professor will have submitted at least two research grants or contracts to industry prior to being promoted to a full Professor. We expect faculty to submit these applications to enhance your visibility, financially support research for yourself and students, and to meet the goals of a tier-one institution.

- a. Submissions of internal or external grants with the amounts.
- b. Grants or funded projects less than \$50,000.
- c. Grants or funded projects in excess of \$50,000 or at least \$150,000 with a course buyout clause.

3. Other Scholarly and Creative Works in Progress

- a. **Refereed presentations:** A minimum of one (1) per year at a national or international conference for the past five years either at an academic or industry conference.
- b. **Citations:** Listing the number of times that your publications are cited enhances your national and international publications.
- c. **Technical reports:** If you are involved in writing technical reports, it should be a part of a research or grant project that should also lead to a publication.
- d. **Major work in progress:** List projects and research that are currently under development as well as the percentage of completion.

- e. Other.

C. SERVICE

Tenured faculty are the established faculty of the Hilton College. As such, tenured faculty are expected to not only engage in service, but should be progressively involved over time. Service may involve contributions to the college, to campus-wide activities, to the hospitality industry, state, national, federal organizations, and the community/public.

Promotion to the rank of Professor requires significant contributions to the candidate's field that have had an impact within and outside the University. There should be evidence of national and international recognition of the candidate's contributions. The application portfolio will document a record of service responsibilities and accomplishments that are distinguished by quality and significance over time, with the candidate explaining the accomplishments with the service roles.

1. College

- a. Serve on a Hilton College committee.
- b. Chair a Hilton College committee.
- c. Serve as a Hilton College student organization advisor.
- d. Serve in a leadership role in the organization of the Graduate Conference when held at the Hilton College
- e. Advise undergraduate students on University related research (e.g. Honor thesis, PURS, SUFR, etc.)

2. University

- a. Serve on a University committee/subcommittee.
- b. Chair a University committee/subcommittee.

3. Hospitality Industry

- a. Participate in ICHRIE, NRA, AH&LA, HFTP, NACE and/or other professional societies with roles such as committee chairs and/or officers for local, state, national and international professional organizations.

4. Community/Public

- a. The Hilton College often receives requests for assistance with multiple initiatives including serving as judges for competitions, representing the Hilton College at community functions or solving specific problems, which are usually referred to the faculty member with expertise in that area.
- b. Speaking engagements for associations and other professional organizations.
- c. Expert witness for the media and/or legal matters.
- d. Volunteer work at non-profit organizations such as churches, Houston Food Bank, etc.
- e. Pro-bono service

5. Other evidence of Professional Service

- a. Serve as editor and/or reviewers for top-tier or college-recognized journals and conferences.
- b. Faculty may also report other evidence of professional service.

RESPONSIBILITY FOR DOCUMENTATION

It is the candidate's responsibility to thoroughly document all teaching, research and service efforts for review by the Promotion and Tenure committee. The Promotion and Tenure committee will be

prudent in their evaluation of the candidates teaching research and service record.

THIRD YEAR REVIEW

Assistant professors serving a six-year probationary status must undergo a complete performance review (Third Year Review) during their third year of probationary status. The review will evaluate the candidate's performance in teaching, service, and research. The committee will submit one of the following recommendations:

- A. Satisfactory performance- progress toward Promotion and tenure is satisfactory.
- B. Satisfactory progress being made but present performance should be modified to improve one or more areas.
- C. Unsatisfactory performance- terminal contract recommended. A candidate who receives an unsatisfactory review may appeal after receiving committee's evaluation letter.
- D. The candidate has five working days in which to notify the Promotion and Tenure committee chairperson, in writing, that he or she wishes to appeal the committee's evaluation. The appeal may be made in writing and/or in person, at the option of the candidate. The appeal will be heard or reviewed by the Promotion and Tenure committee within ten working days after receipt of written appeal or "intent to appeal" from candidate.

Any recommendation by the Dean for a non-renewable contract shall be forwarded to the provost, in accordance with existing University policy.

ADDITIONAL REVIEWS

The Promotion and Tenure review may be repeated in any probationary year. In such a case, the process of the review will be similar to the Third Year Review.

TIMETABLE FOR PROMOTION AND TENURE CONSIDERATION

Third Year Review Timetable:

By December 1: (of 3rd year)

The Dean is to advise the candidate(s) to prepare a current curriculum vitae together with supporting documentation pertaining to the candidate's teaching, research, publishing and service record. No letters of recommendation are to be submitted at this unless specifically requested by the Dean or the Promotion and Tenure committee with the concurrence of the candidate. The Dean is to advise the Promotion and Tenure Committee that information has been requested from candidate(s).

By March 1:

Promotion and Tenure committee's recommendation shall be forwarded to the Dean. Copies shall be provided to the candidate.

Departmental guidelines and policies are subject to policies promulgated at the college and university levels. In the case of promotion and tenure, guidelines provided by the Office of the Provost form the basis of all promotion and tenure decisions. While a college or department may choose to implement more rigorous standards than those detailed in the university-level promotion and tenure guidelines, a college or department may not implement policies that result implicitly or explicitly in the application of less rigorous standards than detailed in the in the university-level promotion and tenure guidelines. It is the obligation of the chair of the department to make all new tenured or tenure-track faculty members aware in writing of not only the university-level promotion and tenure guidelines but also any college or departmental level policies or procedures that may

impact their tenure and/or promotion.

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Vote: 10 For 1 Abstention Document approved by Dr. Mark Clarke on
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