

**ITDS Department's PAT Policy Statement:
Minimum Criteria for Consideration
for Promotion and/or Tenure
(updated May 2008, modified Spring 2009)**

PART I. GLOBAL STATEMENT OF PHILOSOPHY.

The faculty is encouraged to read carefully and understand the University's policy on promotion and tenure, as set forth in the Faculty Handbook. The same holds true for the College of Business' policies on this subject. What follows in this document constitutes minimum criteria, that is, the performance threshold a faculty person must achieve for PAT to consider the possibility of nominating that person for promotion and/or tenure. One should not assume that meeting the threshold requirements automatically guarantees PAT nomination. PAT has a responsibility to the faculty to evaluate the quality, and not just the quantity, of a person's lifetime contribution. Refer to the PAC Merit Evaluation Policy for definitions of terms not expressly defined herein.

Anyone seeking promotion at any level must keep in mind that it is important to plan their publication record with a realization that there will be an objective evaluation by qualified peers both within and outside the university. PAT wants to present to the University community the strongest possible arguments for anyone PAT recommends for promotion. This means that each faculty person should target his/her publications for journals that are clearly recognized as being in the mainstream of the IT/MIS or DSCI/MSCI disciplines.

Given the research mission of the Department and the University, PAT strongly encourages that sole or multiple authorship of any scholarly work appear in COB's QBR and QAR publications. It is the responsibility of the PAT to judge the overall quality of the candidate's research and publication record.

PART II. RECOMMENDATION FOR PROMOTION FROM LECTURER TO SENIOR LECTURER

A. Minimum Criteria for Teaching

1. Evidence of quality teaching: for the period under review, the candidate must present evidence of a consistent level of quality teaching. Quality teaching requires, as a minimum, that the candidate state clearly what the students are supposed to learn in each class the candidate teaches. Furthermore, evidence that the students are learning what is intended is essential. Good student evaluations of teaching are necessary but insufficient to meet this requirement. Assessment and continuous improvement of teaching and student learning must be presented.
2. The candidate must have served at least three consecutive years in the rank of Lecturer at UNT. In each of those three years the candidate must have been rated near the top of their department based on Departmental criteria for teaching.

3. Evidence of instructional-related activity: the candidate should have participated in instructional development-related activities such as the following:
 - a. course revision or new course development;
 - b. teaching grants applied for (received or not received); and
 - c. supervision of independent study, internship or co-op, not part of an organized class.

B. Minimum Criteria for Service

1. The candidate must render service to the College of Business. This service may include, but is not limited to sponsoring student organizations, student recruiting, and student mentoring.
2. The candidate should render service to the University and to the business community.
3. The candidate should show evidence of interaction with business and government to enhance the knowledge about and reputation of their programs, department, College, and UNT.
4. The candidate must meet the College's stated requirements for either Academically or Professionally Qualified.

PART III. RECOMMENDATION FOR PROMOTION FROM SENIOR LECTURER TO PRINCIPAL LECTURER

The minimum criteria set forth in Part III assumes that the candidate has already fulfilled all of the criteria in Part II, Promotion from Lecturer to Senior Lecturer.

A. Minimum Criteria for the Teaching Category

1. The candidate must demonstrate commitment and leadership in instructional development and teaching as evidenced by Departmental evaluations.
2. The candidate must have served at least three consecutive years in the rank of Senior Lecturer at UNT. In each of those three years the candidate must have been rated near the top of their department based on Departmental criteria for teaching.
3. The candidate must have outstanding teaching evaluations, have developed and/or

published high quality instructional materials.

4. The candidate must have commendations of teaching excellence from his/her students and colleagues.
5. The candidate must have conducted seminars at UNT, other universities, or regional or national meetings or they must have articles published in the area of instructional development.
6. The candidate should have formal recognition by University, College, Department, or professional group for teaching performance.

B. Minimum Criteria for Service

1. The candidate must render service to the College of Business. This service may include, but is not limited to sponsoring student organizations, student recruiting, and student mentoring.
2. The candidate must render service to the University and to the business community.
3. The candidate must show evidence of interaction with business and government to enhance the knowledge about and reputation of their programs, department, College, and UNT.

In addition the candidate must have some combination of the following:

4. Editorships of newsletters, journals, etc., related to teaching
5. Memberships on committees or advisory boards related to teaching.
6. Election or selection as major officer in regional or national professional organizations relating to teaching.
7. Presentation of teaching-related programs or workshops.

PART IV. RECOMMENDATION FOR PROMOTION FROM ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR.

The candidate's lifetime record of accomplishment forms the basis for meeting the criteria given in Part IV. While junior faculty should not ignore their service record, they must recognize that the University places more weight upon the quality of their teaching and research efforts at this stage of their career development.

Section A. Minimum Criteria for the Teaching Category.

1. Evidence of quality teaching: for the period under review, the candidate must have demonstrated a consistent level of quality teaching. PAT uses a portfolio approach to evaluate teaching performance. In addition to student surveys, this portfolio approach will evaluate syllabi, student assignments and other educational activities, in-classroom performance, course and curriculum development, and any other accomplishments submitted by the candidate. The portfolio components will be discussed when PAT provides annual feedback to the evaluated faculty member.
2. Evidence of Instructional-Related Activity: the candidate must participate in (and provide clear documentary evidence for) at least one of the following:
 - A. New course development or major course revision;
 - B. Service on UNT thesis or dissertation committees;
 - C. Teaching grants applied for (received or not received); and
 - D. Supervision of independent study work not part of an organized class.

Section B. Minimum Criteria for the Scholarly, Creative, and Professional Activities Category.

1. Evidence of Publishing Activity: The candidate must author at least seven articles (the exact number required as a minimum for a given faculty person will be a direct function of the quality of the journals in which the publications appear); no number of textbooks (or textbook chapters) can substitute for any of these articles. The compendium of the work must represent a contribution to the faculty person's field. PAT expects that a majority of the articles will be in Class A and Class B journals.
2. Evidence of Independent Thought and Personal Ability: The candidate must write alone (i.e., sole-author) at least one article and publish it in a Class A or Class B journal. The candidate must also be first author on at least two articles published in Class A or Class B journals.
3. Evidence of Quality Research: The candidate must publish at least one article in a Class A journal.
4. Evidence of Intellectual Exchange of Ideas: The candidate must publish at least two proceedings and give their associated presentations in person at the major recognized international conferences for BCIS (e.g., ICIS, DSI, HICCS), or MSCI (e.g., DSI, ASA, ORSA-TIMS), or at societal-sponsored (e.g., IEEE, ACM, ORSA-TIMS) national or international conferences in the person's chosen field of specialization. No number of proceedings can substitute for any of the publications previously identified in this Section.

Merely being present to answer possible questions does not constitute a "presentation," nor does serving on a panel discussion.

5. Evidence of Research Funds Generation: The candidate must apply for (either alone or as part of a group) at least one monetary grant for research purposes which is funded externally (i.e., not by the University or any of its agencies). If awarded, an administrative agency of the University must administer this research grant. Seminars conducted by the candidate do not count in this category.
6. PAT will consider other activities in this category which contribute to the overall professional credentials of the candidate. However, these other activities do not substitute for the specific minimum criteria set forth above.

Section C. Minimum Criteria for the Service Category.

1. Evidence of Active Participation: For the period under review, the candidate must render significant service to the University community.
2. PAT expects the active involvement by assistant professors in the Department's Ph.D. program (e.g., Ph.D. exam pool, attendance at Ph.D. oral exams, proposal defenses, and dissertation defenses).
3. PAT expects some level of service to the College of Business, or to the University.
4. PAT encourages some level of service to the professional field community (e.g., serving a learned society as an officer).

PART V. RECOMMENDATION FOR PROMOTION FROM ASSOCIATE PROFESSOR TO (FULL) PROFESSOR.

The minimum criteria set forth in Part V assume that the candidate has already fulfilled all of the criteria in Part IV. NOTICE: All evidence of accomplishment required in part V must date from the time of the candidate's first appointment to associate rank unless specifically noted as in their lifetime.

Section A. Minimum Criteria for the Teaching Category.

1. Evidence of quality teaching: For the period under review, the candidate must have demonstrated a consistent level of quality teaching. PAT uses a portfolio approach to evaluate teaching performance. In addition to student surveys, this portfolio approach will evaluate syllabi, student assignments and other educational activities, in-classroom

performance, course and curriculum development, and any other accomplishments submitted by the candidate. The specific portfolio components will be discussed when PAT provides annual feedback to the evaluated faculty member.

2. Evidence of Instructional-Related Activity: The candidate must participate in (and provide clear documentary evidence for) at least two of the following:
 - A. New course development or major course revision.
 - B. Teaching grants applied for (received or not received);
 - C. Supervision of independent study work not part of an organized class: (internship courses do count)
3. Evidence of Dissertation-Related Activity: the candidate must serve on at least one dissertation committee.

Section B. Minimum Criteria for the Scholarly, Creative, and Professional Activities Category.

1. Evidence of Publishing Activity: The candidate must author at least eight articles (the exact number required as a minimum for a given candidate will be a direct function of the candidate's publication record since s/he was promoted to associate, and the quality of the journals in which the publications appear); no number of textbooks (or textbook chapters) can substitute for any of these articles. The compendium of the work must represent a contribution to the faculty person's field. PAT expects that a majority of the articles will be in Class A and Class B journals.
2. Evidence of Independent Thought and Personal Ability: In their lifetime, the candidate must write alone (i.e., sole-author) at least two articles and publish them in Class A or Class B journals.
3. Evidence of Quality Research: The candidate must publish at least three articles in Class A journals. Of these three articles, the candidate must be lead author or sole author of at least one. The research reported must be original.
4. Evidence of Intellectual Exchange of Ideas: The candidate must author at least two proceedings and give their associated presentations in person at the major recognized international conferences for BCIS (e.g., AIS, ICIS, DSI, HICCS), or MSCI (e.g., DSI, ASA, ORSA-TIMS), or at societal-sponsored (e.g., IEEE, ACM, ORSA-TIMS) national or international conferences in the person's chosen field of specialization. No number of proceedings can substitute for any of the publications previously identified in this Section. Merely being present to answer possible questions does not constitute a "presentation," nor does serving on a panel discussion.

5. **Evidence of Research Funds Generation:** In their lifetime, the candidate must receive (either alone or as lead investigator of a group) at least one monetary grant for research purposes which are funded externally (i.e., not by the University or any of its agencies). An administrative agency of the University must administer the research grant. Seminars conducted by the candidate do not count in this category.
6. PAT will consider other activities in this category which contribute to the overall professional credentials of the candidate. However, these other activities do not substitute for the specific minimum criteria set forth above.

Section C. Minimum Criteria for the Service Category.

1. **Evidence of Active Participation:** for the period under review, the candidate must render significant service to the University community.
2. PAT expects the active involvement of associate professors in the Department's Ph.D. program (e.g., attendance at Ph.D. oral exams, proposal defenses, and dissertation defenses).
3. PAT expects some level of service to the College of Business, to the University, and to the business community.
4. PAT expects some level of service to the professional field community (e.g., serving a learned society as an officer).

PART VI. RENEWAL OF PROBATIONARY APPOINTMENTS

PAT will recommend renewal of probationary appointments for those candidates who are making significant progress towards tenure and promotion. Probationary faculty should not assume that renewal is automatic.

PART VII. THE TENURE DECISION.

Although the tenure decision may involve three different groups of candidates (those moving from assistant to associate rank, new-hire associates or new-hire (full) professors with their appropriate tenure windows), the fundamental issues remain the same.

1. The candidate must offer a record of significant accomplishment within the evaluation period consistent with the level of rank held or sought. PAT defines "significant accomplishment" herein as activities in harmony with the minimum criteria set forth above for promotion to the rank currently held or sought.

2. The candidate must provide PAT with good reason to expect additional significant research accomplishments in the future.
3. The candidate must have demonstrated during his/her time at UNT a strong spirit of collegiality. PAT defines "collegiality" as positive, personal behavior which fosters productive collaboration and teamwork within the Department. Collegiality also includes developing positive contacts and relationships within the College of Business, the University, and the business community. Collegiality also includes the fostering of cordial and positive relationships with all members of the Department.

PART VIII. DOCUMENTATION

1. Each assistant and associate professor will write or update an annual faculty essay of personal goals and accomplishments. This document must include – but is not limited to – the following sections and topics:

Section A: Research and Scholarly Activities

1. Candidate's research goals and agenda
2. Table showing the candidate's publications, arranged by research stream
3. Significance of the research from the candidate's perspective

Section B: Teaching Activities

1. Candidate's teaching philosophy and goals
2. Table showing chronologically all classes taught by the candidate during the period under review, with teaching evaluations compared with COB averages for the same type of class
3. Significance of teaching accomplishments from the candidate's perspective

Section C: Service Activities

1. Candidate's goals for service
2. Summary table of service in chronological order
3. Significance of service accomplishments from candidate's perspective

Through-out the essay, it is important that the candidate:

- A. Note the challenges faced and what was accomplished, any important decisions made and why, and any circumstances that promoted or inhibited success.
 - B. Make clear the relationship of all work performed to the priorities of (as applicable) ITDS, COB, UNT, and the candidate's academic discipline.
2. Each assistant and associate professor will submit to PAT annually a copy of the relevant sections of the ITDS PAT document and the Dean's Guidelines for Promotion and Tenure, with each requirement shown in boldface and underneath, in normal font, how the professor is meeting / has met / intends to meet that requirement.

3. PAT will evaluate each year every assistant and associate professor with an in-class, peer assessment of teaching effectiveness.
4. The annual feedback PAT provides to each professor:
 - a. Must be dated.
 - b. Must evaluate teaching, research and service.
 - c. Must include suggestions for improvement and not be just praiseworthy.
 - d. Must indicate how the professor's teaching was evaluated beyond just using student numbers and comments.
 - e. Must show that PAT has used a cumulative perspective (not just an annual one) in evaluating the professor's accomplishments.
 - f. Must address progress toward tenure for non-tenured faculty, and progress toward promotion for faculty not at the rank of Professor.
5. The professor must submit to PAT when s/he wants to apply for promotion and/or tenure:
 - a. Letter requesting promotion and/or tenure.
 - b. Updated faculty essay
 - c. A series of appendices containing supporting documentation, including a copy of the relevant sections of the ITDS PAT document and the Dean's Guidelines for Promotion and Tenure, with each requirement shown in boldface and underneath, in normal font, how the professor is meeting / has met / intends to meet that requirement.
 - d. Other appendices for materials required by PAT, COB, or UNT (from Faculty Manual)
6. The PAT Chair must provide to the ITDS Chair for each candidate a letter of recommendation or non-recommendation, which discusses in detail the candidate's research, teaching, and service performance from PAT's perspective. The PAT Chair must keep in mind that his/her letter may be read also by the COB Dean, the COB Dean's Advisory Committee, and the VPAA/Provost.

PART IX. VOTING AND OTHER PROCEDURES

1. No candidate may be present when PAT discusses their case, unless specifically asked by PAT to appear.
2. No candidate may vote for him/herself.
3. **Charges from the Chair.** PAT must complete during the regular school year any charges given to it by the Chair, unless the Chair submits a charge within the last 6 weeks of the spring semester.