

Meeting Date: October 29, 2008

In Attendance: Lerzan Aksoy, Mike Chattalas, Hooman Estelami, Marcia Flicker,
Albert Greco, Alfred Holden, Sertan Kabakayi, Luke Kachersky,
Larry King, Dawn Lerman

Excused: Richard Colombo

Procedures and Standards for the Schools of Business: Marketing Area

By a unanimous vote, the marketing faculty in attendance accepted the following:

A. Procedures

1. General Procedures

a. Establishing Procedures

Procedures are established by a majority vote with a 50% quorum of the area's tenured and tenure-track faculty present. Future changes to these procedures require the same. Personnel decisions require a majority vote of the Area's Personnel Committee (PC) with an 80% quorum. Fordham University Statutes, Chapter 5 and Appendix 3C, are the governing principles under which the following procedures for the Marketing Area are specified. The statutes are available on the University website at http://www.fordham.edu/campus_resources/administrative_offic/legal_counsel/university_statutes/

b. Application Packets

The applicant must include in the application packet his/her: signed application, CV, statement of procedures and standards in force at the time of his/her hiring, syllabi, student evaluation spreadsheet including all teaching evaluations at Fordham, and research material that the candidate wants considered. Claims that research has been accepted for publication must be documented. It will be the responsibility of each faculty member to keep a copy of the statement of procedures and standards (e.g., this document) in force at the time of his/her hiring throughout his/her career at Fordham.

2. Procedures for Contract Renewal and Tenure Decisions

a. Three-member subcommittee

A three-member subcommittee for each applicant will be created in the applicant's first term at Fordham. Two subcommittee members will be appointed by the applicant's area chair in consultation with the members of the Personnel Committee. Applicants will be allowed to select a third member by the due date of his/her first application for reappointment or for tenure (whichever comes first). The candidate will provide the three members of the subcommittee a complete packet of application, CV, statement of

procedures and standards in force at the time of his/her hiring, and supporting materials (including teaching evaluations spreadsheet) as is supplied to the outside reviewers.

The purpose of the subcommittee at the time of personnel review is to perform due diligence of the application and present a summary of the application in a standard written format. Between reappointment/tenure decisions, the three-person subcommittee will provide mentoring and guidance to the candidate.

b. Teaching Evaluations

Teaching evaluations for the Marketing Area will be collected in all classes using the evaluation questionnaire common to all Business courses. The Dean of Business Faculty's office will provide the applicant's teaching evaluations to the PC of the Area and to the applicant so as to reflect, completely and accurately, all of the applicant's student evaluations since his/her arrival at Fordham. Missing evaluations should be indicated as such. The applicant is invited to audit the evaluations for accuracy and completeness and to aid in improving the accuracy and completeness of their presentation.

c. Outside (i.e. Non-Fordham) Reviewers

In the case of tenure and promotion decisions, outside reviewer letters are solicited. By **October 1st** of the fall prior to the tenure decision, the applicant shall provide: 1) a packet of papers, books, etc. that he/she wants a representative outside reviewer to consider and 2) his/her CV (in electronic form) to the Area chair to aid in the outside reviewer selection process. The CV will be submitted to potential outside reviewers when requesting their aid to help the reviewer decide if they can/should do the review. By November 1st, the applicant supplies the Area Chair with: 1) 8 packets, each containing his/her CV and copies of the papers, books, etc., he/she wants sent to the outside reviewers to help the reviewers determine the impact that the applicant's research has had or is likely to have upon the field, and 2) a list of 4 outside (i.e., non-Fordham) reviewers with all relevant contact information such as their address, phone number, e-mail address, and fax number. Also by November 1st (for tenure applicants), the applicant's area chair, in consultation with the applicant's area PC members, selects 3 qualified outside reviewers (who have stated that they will do the reviews in the required time). These 3 reviewers are not to be selected by the candidate. They are expected to be truly unbiased, outside reviewers. The area Chair gives the list of the 7 outside reviewers (4 from the candidate and 3 from the area chair) and all relevant contact information such as their address, phone number, e-mail address, and fax number, and the packets to support staff. The support staff sends the 7 packets out, each with the standard letter from the area Chair, and keeps 1 as a back-up copy.

d. Reappointment Applications

Outside (non-Fordham) reviewers are not needed for reappointment applications. Applications are due on the dates specified in the University Statutes, Appendix 3C. When applying for reappointment, the candidate will submit two copies of his/her application materials (application, CV, statement of standards and procedures, e.g., this document in force at the time of his/her hiring), teaching evaluations and spreadsheet,

publications and manuscripts (optional) to the Area Chair. One copy of these documents will be held for examination by members of the Personnel Committee in the Chairperson's office at LC; the second in the Dean's office at RH. An additional three copies will be distributed to the candidate's three-person subcommittee.

3. Procedures for Promotion to Associate Professor Decisions

For each promotion applicant there will be a three-member subcommittee as specified by the Contract Renewal and Tenure PC for contract renewal and tenure applicants. When the applicant was granted tenure in the same calendar year as he/she is applying for promotion, he/she will use his/her tenure application (and its associated solicited outside letters) as his/her promotion application.

When the applicant was not granted tenure in the same calendar year as he/she is applying for promotion, he/she must prepare a separate promotion application. These applicants shall signify his/her intention to apply for promotion by **April 15th** of the calendar year in which they are applying for promotion. Their intentions are signified by providing the area Chair with: 1) the references and packets required of tenure applicants by the Contract Renewal and Tenure PC and 2) their CVs and packets as required of tenure applicants by the Contract Renewal and Tenure PC. Teaching evaluation spreadsheets shall be included with the applicant's October 15th application. The spreadsheet shall be prepared in the manner specified for tenure applicants by the Contract Renewal and Tenure PC.

4. Procedures for Promotion to Full Professor Decisions

For each promotion applicant there may be a three-member subcommittee as specified by the Contract renewal and Tenure PC for contract renewal and tenure applicants.

These applicants shall signify their intentions to apply for promotion by April 15th of the calendar year that they are applying for promotion. Their intentions are signified by providing the area Chair with: 1) the references and packets required of tenure applicants by the Contract Renewal and Tenure PC and 2) their CVs and packets as required of tenure applicants by the Contract Renewal and Tenure PC. Teaching evaluation spreadsheets shall be included with the applicant's October 15th application. The spreadsheet shall be prepared in the manner specified for tenure applicants by the Contract Renewal and Tenure PC.

5. Procedures for Endowed and Named Professorships

We will follow the procedures delineated in University Statutes §4-05.07.

B. Standards

1. Standards for Reappointment

The decision to reappoint a faculty member shall be based on demonstrated progress toward and estimated promise of a future favorable tenure decision. Such evidence will include, but not be limited to, demonstrated growth as a teacher, at least one conference presentation/proceedings by the first reappointment and at least one journal article by the second reappointment.

2. Standards for Tenure (Listed in order of relative importance)

- a. Research:** The candidate is expected to establish an active and ongoing research program. In making this evaluation, the committee will consider publication in refereed journals, publication of books and book chapters (published monographic academic book by a university press or an academic publisher; and published practitioner book or textbook, not including self-publisher material), presentation of research results at conferences, published conference proceedings, and other research activity. Both current research activity and future promise will be considered.
- b. Teaching:** Teaching is an important part of the Area's mission. The candidate is expected to have received favorable teaching reviews, or to have made significant progress in improving early unfavorable ratings. The committee will consider ways in which the candidate helps students reach their educational goals, including appropriateness of the course materials, availability to students, and development of new courses or materials.
- c. Service:** Probationary Faculty are expected initially to focus primarily on developing their research and teaching programs. As they become more established in these areas, they should begin to contribute more service to the area, School, University, and public. Past service and the promise of future service will receive significant weight.

3. Standards for Promotion to Associate Professor

The standards for promotion to Associate Professor are similar to those for tenure. Consideration for promotion will focus on actual accomplishments rather than future promise and will usually occur before or in the same year as tenure.

4. Standards for Promotion to Full Professor

Appointment as Professor requires distinguished academic achievement evidenced by outstanding contributions, recognized by scholars within and outside the University, in teaching, research and scholarly publications, and service. Significant time in rank is encouraged.

5. Standards for Endowed and Named Professorships

The standards for holding an Endowed or Named Professorship, as outlined in the University Statutes §4-02.04, are, "in addition to possessing the essential qualifications of a Professor, the

appointee is a person of preeminence in the relevant field who has demonstrated exceptional achievement deserving of special recognition.”

C. Distribution

These Procedures and Standards will be distributed to all Marketing faculties by mail and will be posted to the Faculty Senate website along with those of all other units of Fordham University.