

**Bylaws for the Persis E. Rockwood School of Marketing, College of Business**  
**Record of Substantive Revisions and Amendments to these Bylaws**

**Approved by a majority of faculty**

**Initially adopted December 4, 2006**

**Amended February 17, 2009**

**Amended November 23, 2010**

**Amended January 26, 2011**

**Amended January 3, 2013**

**Amended February 3, 2017**

**Amended December 20, 2019**

**Last Amended March 31, 2022**

These are the bylaws for the Persis E. Rockwood School of Marketing (hereafter The Rockwood School of Marketing) in the College of Business at Florida State University. These bylaws were last approved on March 31<sup>st</sup>, 2022 by a majority of the applicable voting members of The Rockwood School and on April 28, 2022 by the College and the Office of Faculty Development and Advancement.

## I. Bylaws

**A. Adherence with Other Governing Documents.** At all times, The Rockwood School of Marketing's policy shall adhere to and be consistent with all university policies found in the FSU Constitution, the BOT-UFF Collective Bargaining Agreement (if applicable to the college), the Faculty Handbook, and the Annual Memorandum on the Promotion and Tenure Process issued by the Office of Faculty Development and Advancement.

**B. Bylaws Revision.** The Rockwood School faculty shall review these bylaws biennially. These bylaws shall become null and void if they are not re-ratified by the marketing faculty within ten years of the last amended date.

These Bylaws may be amended at any meeting of the Rockwood School faculty where a quorum is present by a majority vote conducted by secret ballot.

Any proposed amendment to these bylaws must be submitted to the Rockwood School faculty at least two weeks prior to the meeting at which voting is to occur.

The Rockwood School Director or any three voting members of the Rockwood School may propose amendments to these evaluative guidelines. Proposed amendments must be available to the voting membership at least two weeks prior to the meeting in which they will be considered. To be adopted, a proposed amendment must receive an affirmative vote by a simple majority of the voting faculty.

**C. Substantive Change Statement.** Faculty and staff members are expected to be familiar with and follow the Florida State University Substantive Change Policy as found on the university web site <https://sacs.fsu.edu/substantive-change-policy/>.

## II. Membership and Voting Rights

**A. Faculty Membership.** The faculty of The Rockwood School of Marketing shall consist of those persons holding the rank of Professor, Associate Professor, Assistant Professor, Instructor, Assistant Lecturer, Associate Lecturer, Lecturer, Research Associate, or other faculty positions within the General Faculty Bargaining Unit that are assigned to The Rockwood School. Also included are persons holding joint appointments in other The Rockwood Schools, institutes, centers or divisions, provided that those persons are appointed at least 50% in The Rockwood School of Marketing and receive an assignment of responsibilities (AOR) from The Rockwood School.

**B. The Rockwood School Membership.** In addition to the faculty defined in II.A above, the following are members of The Rockwood School of Marketing: The Rockwood School staff, courtesy and emeritus appointments and adjunct appointments.

**C. Faculty Voting Rights.** The faculty shall be the basic legislative body of The Rockwood School. Subject to the laws of the State of Florida, the constitution of the university, and the policies of the College of Business, the faculty shall determine the policies, requirements, curricula, and course offerings for all academic programs within The Rockwood School. The faculty may reflect and deliberate any issue of general interest to the university, college, or The Rockwood School and make recommendations to the appropriate officer or body.

The voting membership of The Rockwood School of Marketing is defined as the Director and all full-time members of the faculty who are assigned and evaluated by The Rockwood School Director (as defined in II.A above). The Rockwood School Director, upon simple majority approval of the full-time faculty, may appoint visiting or part-time faculty who have teaching assignments within The Rockwood School to voting membership.

**D. Non-faculty Voting Rights.** Customarily faculty on adjunct, visiting or courtesy appointments (as defined in II.B) shall have the right to participate in all deliberations, but not to vote. The Director, upon super majority approval of the full-time faculty, may appoint visiting or part-time faculty who have teaching assignments within The Rockwood School to voting membership.

### **III. The Rockwood School of Marketing Organization and Governance**

**A. Faculty Meetings.** Faculty meetings will be held at least once each year. The Director, or a designee, shall be the presiding officer. At the request of any voting member, Robert's Rules of Order shall be invoked.

- 1) Special meetings may be called by the Director or by a written request of five voting faculty members.
- 2) All faculty members will be notified of The Rockwood School meetings and the agenda for said meetings at least 3 working days in advance.
- 3) A simple majority (more than half) of the faculty will constitute a quorum at any regular or special faculty meeting.
- 4) When electronic voting (e-mail or web-based) is used, relevant materials will be e-mailed to faculty or posted on a website accessible to faculty and announced by e-mail to faculty at least 48 hours before votes are tallied. A simple majority of the faculty will constitute a quorum for such votes.

- 5) Unless specifically stated herein, decisions shall be made by a simple majority vote of the faculty. Votes cast by voice, secret ballot, or e-mail ballot are considered to be equivalent.

**B. Rockwood School Director Selection.** Appointment of The Rockwood School Director will be made by the Dean of the College of Business with the advice of the faculty of The Rockwood School. The Director serves at the pleasure of the Dean and the President of the University.

The Director is the chief executive officer of The Rockwood School, responsible to the university administration and the faculty of The Rockwood School. The Director will consult with the proper committees on such matters as appointments, selection and recruitment of new faculty, promotion and tenure recommendations, salary adjustments, curriculum, assignment of teaching (including Summer Teaching Assignments as defined in Appendix A) and research assistantships, and general questions concerning allocation of The Rockwood School resources.

Unless specifically stated herein, The Director is an ex-officio (nonvoting) member of all Rockwood School committees. The Director may cast the deciding vote in the event of a tie vote among committee members.

The Director is evaluated by the Dean of the College of Business for purposes of annual evaluation. To ensure the accountability of the Director to the faculty, the Faculty Evaluation Committee will review the Director's performance and report the results of its evaluation to the Dean.

**C. The Rockwood School Leadership and Committees.** The Rockwood School Director serves as the chief administrator of The Rockwood School. The Director may at his or her discretion designate other appointees (e.g., program director or coordinator) to effectively administer specific programs within The Rockwood School.

The Director appoints faculty to serve on various committees. Unless specifically stated herein, the Director also appoints the chair of each committee.

The voting procedure within each committee is normally open and conducted by voice or e-mail ballot. However, voting within the Promotion and Tenure Committee and the Faculty Evaluation Committee is conducted solely by secret ballot. Voting by secret ballot is available to any other committee if a simple majority of the members of that committee approve it.

The following committees shall be established and empowered:

**1) Undergraduate Curriculum Committee**

- a. This committee is responsible for the review and oversight of all undergraduate programs housed within The Rockwood School. The

committee is responsible for instituting curriculum changes involving the creation, deletion, and modification of requirements for majors, degree programs, and/or certificate programs. This includes establishing, reviewing, and assessing learning goals and reporting outcomes.

- b. This committee shall consist of no less than five faculty members. Adjuncts and other part-time faculty are not eligible to serve on this committee.
- c. Minutes of the committee meetings shall be maintained by the committee and filed with The Rockwood School.
- d. The chair of this committee serves as The Rockwood School's representative to the College of Business Undergraduate Curriculum Committee.

## **2) Master's Policy Committee**

- a. This committee is responsible for the review and oversight of all master's programs and MBA courses housed within The Rockwood School. The committee is responsible for instituting curriculum changes involving the creation, deletion, and modification of requirements for degree programs, concentrations, and/or certificate programs. This includes establishing, reviewing, and assessing learning goals and reporting outcomes.
- b. This committee shall consist of no less than three faculty members. Adjuncts and other part-time faculty are not eligible to serve on this committee.
- c. Minutes of the committee meetings shall be maintained by the committee and filed with The Rockwood School.
- d. The chair of this committee serves as The Rockwood School's representative to the College of Business Master's Policy Committee.

## **3) Doctoral Policy Committee**

- a. This committee is responsible for the review and oversight of The Rockwood School's doctoral program. The committee is responsible for instituting curriculum changes involving the creation, deletion, and modification of requirements for the doctoral degree, including program structure, program policy, and comprehensive examinations.
- b. The Rockwood School Director shall appoint a Doctoral Program Coordinator to oversee all aspects of the doctoral program, including recruiting, admissions, assistantships, curriculum, and comprehensive

examinations. The coordinator serves as the academic advisor for all doctoral students prior to their selection of a dissertation committee. The coordinator also serves as the chair of the Doctoral Policy Committee and as The Rockwood School's representative to the College of Business Doctoral Policy Committee.

- c. This committee shall consist of no less than six faculty members including the program coordinator. At least five members of this committee must be actively involved in teaching courses in the doctoral program. Adjuncts and other part-time faculty are not eligible to serve on this committee.
- d. The members of the doctoral policy committee will elect a doctoral examination subcommittee to create and administer a comprehensive exam to all eligible doctoral students. This subcommittee shall consist of no less than three members of The Rockwood School's Doctoral Policy Committee. The members of the subcommittee elect the chair of the subcommittee.
- e. Minutes of all committee meetings shall be maintained by the committee and filed with The Rockwood School.

#### **4) Promotion and Tenure Committee – Tenure Track**

- a. The Rockwood School's Promotion and Tenure Committee is comprised of all tenured faculty members in The Rockwood School. Untenured, tenure-track faculty and specialized faculty are not eligible to serve on this committee. Further, The Rockwood School Director and any faculty members being considered for promotion and/or tenure are not eligible to serve on this committee.
- b. The committee chair shall be elected by a simple majority vote of the Promotion and Tenure Committee at the first faculty meeting of the academic year (normally Fall semester). Only tenured full professors are eligible to serve as the committee chair. The committee chair shall also serve as the chair of the Faculty Evaluation Committee (see 4.e. below) and serve as The Rockwood School's representative to the College of Business Promotion and Tenure Committee.
- c. If The Rockwood School Director is being considered for promotion and/or tenure, the chair of The School's Promotion and Tenure Committee shall serve in the Director's capacity regarding the promotion and/or tenure review.
- d. The Promotion and Tenure Committee shall consider all faculty members at or below the rank of full professor for promotion, tenure, or both (if applicable) each year.

- e. Evaluations shall be conducted consistent with the promotion and/or tenure criteria and procedures of Florida State University, the College of Business, and The Rockwood School of Marketing.

#### 5) **Promotion and Tenure Committee – Non-Tenure Track**

- a. The non-tenure track faculty promotion committee will consist of all Teaching III faculty members plus the chair of the Rockwood School's Promotion and Tenure Committee—Tenure Track. If there are no Teaching III specialized faculty enrolled in The Rockwood School, the Committee will be made up of all Teaching II faculty plus the chair of The Rockwood School Promotion and Tenure Committee—Tenure Track.

#### 6) **Faculty Evaluation Committee**

- a. The Faculty Evaluation Committee is responsible for annual peer evaluations, an annual evaluation of The Rockwood School Director, peer teaching reviews, third-year faculty reviews, and annual merit evaluations. The Rockwood School Director uses the advice of this committee as input to each faculty member's annual performance evaluation. The faculty evaluation committee also recommends to The Rockwood School Director any faculty deserving of special awards (e.g., named professorships) and recognitions of merit and achievements within the university. The committee's evaluation of The Rockwood School Director is forwarded to the Dean.
- b. Evaluations shall be conducted following with the evaluative criteria and procedures of The Rockwood School of Marketing (see Section V, **Annual Evaluation of Faculty on Performance and Merit**).
- c. This committee shall consist of 3 to 5 faculty members. Only tenured full professors may serve on this committee. The chair of The Rockwood School's Promotion and Tenure Committee shall serve as the chair of this committee.

#### 7) **Strategic Planning Committee**

- a. The Strategic Planning Committee is responsible for establishing and maintaining the long-term mission and vision of The Rockwood School. This committee is responsible for monitoring trends and shifts in the external environment and recommending changes to the faculty regarding The Rockwood School's curriculum or research agenda.
- b. This committee shall consist of no less than five faculty members. Adjuncts and other part-time faculty are eligible to serve on this committee.

- c. The Rockwood School Director normally serves as the chair of this committee. However, he or she may appoint a faculty member to chair the committee. In either case, the committee chair serves as The Rockwood School's representative to the College of Business Strategic Planning Committee.
- d. Minutes of the committee meetings shall be maintained by the committee and filed with The Rockwood School.

### **8) Faculty Recruiting Committee**

- a. The Faculty Recruiting Committee is charged with identifying, recruiting, and evaluating potential faculty candidates when open faculty lines exist within The Rockwood School. The committee works in consultation with The Rockwood School's Strategic Planning Committee to ensure that all new faculty hires are consistent with the mission and vision of The Rockwood School.
- b. The recommendations of the Faculty Recruiting Committee are advisory in nature. All hiring decisions are vested with The Rockwood School Director and the Dean of the College of Business.
- c. The Rockwood School Director normally serves as the chair of this committee. However, he or she may appoint a faculty member to chair the committee. In either case, this committee shall consist of no less than four faculty members including the Director. Adjuncts and other part-time faculty are not eligible to serve on this committee.

### **9) Ad Hoc Committees**

- a. The Rockwood School Director may establish ad hoc committees as he or she deems necessary to conduct of the business of The Rockwood School. Examples of these committees include, but are not limited to, scholarship, honors, and advising.
- b. The Rockwood School Director is eligible to chair any ad hoc committee.

**D. Faculty Senators.** The Rockwood School elects Faculty Senate representatives as a part of the College of Business. These representatives are elected at-large from the entire College of Business faculty.

**E. Faculty Recruitment.** Faculty Recruitment is the responsibility of the Faculty Recruiting Committee (see Section III.C.8 above) in consultation with The Rockwood School Director.

**F. Unit Reorganization.** Faculty involvement concerning The Rockwood School reorganization is addressed in the College of Business bylaws.

#### **IV. Curriculum**

The Rockwood School faculty members exercise control over the development and review of curriculum via the Undergraduate Curriculum Committee and the b) Master's Policy Committee defined in III.C above.

#### **V. Annual Evaluation of Faculty on Performance and Merit**

**A. Peer Involvement in Annual Performance and Merit Evaluation.** Each faculty member's performance will be evaluated relative to his or her assigned duties. Each faculty member's performance will be rated annually using the following university rating scale:

- Substantially Exceeds FSU's High Expectations
- Exceeds FSU's High Expectations
- Meets FSU's High Expectations
- Official Concern
- Does Not Meet FSU's High Expectations

The guidelines presented here are specific and operational in nature. The critical point is that the evaluation and merit criteria and procedures must be transparent to all faculty members. This is a faculty-driven process and not a process driven by The Rockwood School Director. However, the guidelines are structured such that The Rockwood School Director has some latitude in the final determination of merit salary decisions (noted below). The Rockwood School's Faculty Evaluation Committee (the composition and structure of which is outlined in The Rockwood School's bylaws) is responsible for these evaluations.

This document describes the criteria and procedures used by The Rockwood School of Marketing for evaluating faculty performance in four distinct, but related areas: 1) promotion and tenure evaluations, 2) third-year performance reviews of untenured faculty, 3) annual faculty evaluations (including The Rockwood School Director), and 4) decisions regarding the distribution of available salary funds to reward meritorious faculty performance. These criteria and procedures are consistent with the mission and goals of The Florida State University, the College of Business, and The Rockwood School of Marketing; and they comply with and are supplemented by the provisions of the Collective Bargaining Agreement (CBA) and the Faculty Handbook (FH).

#### **Basic Principles, Requirements, and Assumptions:**

- 1) The criteria and procedures specified in this document or incorporated by reference (the CBA and FH) are the sole basis upon which The Rockwood School will evaluate faculty performance.
- 2) The criteria and evaluative procedures are logically related across all four evaluative areas: 1) promotion and tenure, 2) third-year reviews, 3) annual evaluations, and 4) merit evaluations.
- 3) Evaluations and recommendations regarding promotion and tenure are conducted as outlined in The Rockwood School's bylaws. Also outlined in the bylaws, The Rockwood School's Faculty Evaluation Committee conducts evaluations and makes recommendations regarding annual peer evaluations, an annual evaluation of The Rockwood School Director, peer teaching reviews, third-year faculty reviews, and annual merit evaluations. The evaluations of the faculty evaluation committee will be submitted to The Rockwood School Director for tabulation.
- 4) The Rockwood School's evaluative criteria include both qualitative and quantitative aspects of performance that may require judgment and interpretation by faculty peer committees and other evaluators.
- 5) The Rockwood School's evaluative criteria have been established in the spirit of equitable opportunity for all faculty in that the evaluation of each faculty member's performance is based on his or her assignment of responsibilities (AOR). It is in this manner that the evaluative criteria may be applied to both tenure-track and specialized faculty in The Rockwood School.
- 6) The faculty may change these evaluative criteria and procedures annually. Any changes in evaluative criteria and/or procedures will become effective in the subsequent year.
- 7) During his or her annual evaluation in the prior year, each faculty member receives a written assignment of responsibilities (AOR) from The Rockwood School Director. The completed assignment form reflects the mix of teaching, research, service, and administrative assignments upon which the faculty member will be evaluated in the subsequent year. Changes to initial assignments may be necessary due to changing needs of The Rockwood School and College. Faculty will be informed of these changes if and when they occur.
- 8) During the Spring semester, each faculty member will complete an annual performance report for the prior calendar year. The various items of evidence relating to performance described in Section V will be included in this report, as well as other performance information deemed important and relevant by the faculty member.

- 9) The Rockwood School Director will average the ratings for teaching, scholarship/research, and service across all members of the faculty evaluation committee, and then weight each score by the assignment of responsibilities for the year being evaluated. This will result in a composite evaluation score for each faculty member.
- 10) Ranked composite evaluation scores will be provided to the faculty evaluation committee; however, faculty names will be replaced by simple letter designations (i.e., Professor A, Professor B). In addition, evaluation scores from the preceding two years will be made available to the committee. For faculty with fewer than three years of evaluation, merit assessment will be based on the years that are available.
- 11) Using the collective evidence of ranked evaluation scores over the past three years, the faculty evaluation committee will categorize each faculty member into one of the four merit categories (High Merit, Merit, Merit if possible, No Merit). Meritorious performance is defined as "Performance that meets or exceeds the expectations for the position classification and The Rockwood School/unit." No restrictions exist as to how many faculty can be placed in a given merit category.
- 12) Merit raise allocations will be made in dollar amounts as follows: No Merit (\$0), Merit if possible (\$X), Merit (\$2X), and High Merit (\$4X). The amount of X will be determined by dividing the total merit funds available by the sum of merit ratings across all faculty where Merit if possible = 1, Merit = 2, and High Merit = 4 (Example: Assume there are four faculty members, one in each rating category, and \$2800 is available. In this case X = \$400 and merit raises will be in the amounts of \$0, \$400, \$800, and \$1600).
- 13) The Rockwood School Director and/or the Faculty Evaluation Committee may recommend a merit salary increase for an individual whose salary does not fairly reflect his or her value to The Rockwood School or college based on market considerations, long-run contributions, or performance of special projects or activities.
- 14) The Rockwood School Director may use other criteria should the situation be considered unusual and the application of the preferred guidelines would produce grossly inequitable outcomes.
- 15) Upon completion of the evaluation of each faculty member, The Rockwood School Director will present and personally discuss each faculty member's Annual Evaluation Summary Form (Appendix F) with the respective faculty member. This discussion will include the Director's perceptions of positive areas of performance, as well as the areas that need improvement.

- 16) After completing discussions with all faculty, The Rockwood School Director will submit the results of the evaluation process and a narrative explanation to the Dean.

**B. Criteria for Evaluation of Tenure-track Faculty.** The Collective Bargaining Agreement and the Faculty Handbook present specific information and standards that will be used to evaluate teaching, scholarship/research, service and/or administration. The following evaluative criteria are based on the above referenced provisions of these documents.

- 1) **Teaching** The purpose of teaching is to impart knowledge and critical thinking skills in Theoretical, practical, and ethical aspects of the marketing discipline. The following evidence, if provided, must be considered in the evaluation process. The listing of evidence that follows does not imply an order of priority.
  - a. **Course Materials and Methodology:** The development of innovative course materials, media, and methodology.
  - b. **Special Teaching Responsibilities and Related Assignments:** Teaching workshops or seminars; honors courses; adult education courses; in-service courses; DIS, supervised research; membership on masters or doctoral committees; and number of masters or doctoral major professor responsibilities.
  - c. **Out-of-Class Student Contact:** Academic advising – number of students, and extent of accessibility to students.
  - d. **Awards or Other Public Recognition:** The Rockwood School, college, and university awards and other recognition of teaching excellence.
  - e. **Student Evaluations:** Results of teaching evaluative instruments and other independent student input.
  - f. **Peer Evaluations:** Includes only reasonably objective evidence such as from visitation and videotapes.
  - g. **Other Evidence:** Statement of candidate; willingness to assume new teaching assignments and schedules; and other teaching activities that are important to The Rockwood School or college.

This evidence provides the underlying basis for evaluating teaching performance. In evaluating teaching performance, consideration will be given to the quality and quantity of the total portfolio of teaching activities.

- 2) **Scholarship/Research.** The purpose of research and creative activity (hereafter, simply research) is to discover and develop a deeper understanding of knowledge with direct or indirect applicability to the disciplines represented within The Rockwood School. Research results come to fruition through the communication

of knowledge by way of a variety of publication media and oral presentations. Highly selective and rigorously refereed outlets carry more weight in the evaluation process than less rigorous and non-refereed outlets. The following evidence, if provided, must be considered in the evaluation process. The listing of evidence that follows does not imply an order of priority.

- a. **Scholarly Books:** Monographs; textbooks; edited and/or translated books; bibliographical books; books of readings; casebooks. Consideration must be given to the reputation of the publisher; whether or not publications are refereed; stage of completion of the book; book reviews; frequency of citation of the book by others; and number of copies printed.
- b. **Journal Articles:** Prestige of journal; whether or not the journal is refereed; importance and contribution of the article to the discipline.
- c. **Articles in Published Works:** Proceedings of conferences or symposia; technical reports; semi-popular articles; book and other reviews; and abstracts.
- d. **Related Scholarship:** Papers read at meetings; discussant or directorperson roles at conferences and symposia; invited lectures; editorship for journals; professional scholarship awards; research grants; publication and research referees. Consideration must be given to the reputation of the meeting/activity; whether the publication process is regional, national, or international in scope; and the importance and contribution to the discipline.
- e. **Other Evidence:** Work in progress; working papers, and other scholarship activities that are important to The Rockwood School and college.

This evidence provides the underlying basis for evaluating research performance. In evaluating research performance, consideration will be given to the quality and quantity of the total portfolio of research evidence. The evidence of research performance must be interpreted in light of the effort required, methodologies used, difficulty of the research process and the overall importance and contribution to the discipline.

- 3) **Service.** The purpose of service is to facilitate the accomplishment of The Rockwood School, college, university, community and professional goals. Service incorporates activities which are not considered strictly teaching or scholarship, but which enrich teaching and scholarship and benefit the university community, its stakeholders, and the State of Florida. The following evidence, if provided, must be considered in the evaluation process. The listing of evidence that follows does not imply an order of priority.

- a. **Recognized Service:** Membership on The Rockwood School, college and university committees essential to the operation of the respective units; partial administrative duties to include serving as a center director and/or program coordinator; activity in professional groups (local, regional, national) such as officer or committee member; non-funded professional advisory service or

presentations to community, civic, governmental or other external organizations; representative of The Rockwood School, college, or university at professional meetings; testimony on professional matters to legislative bodies; advisor for student organizations.

- b. **Other Evidence:** Other service activities, such as external outreach and development, intra-The Rockwood School/university relations, and paid services that are important to The Rockwood School or college.

This evidence provides the underlying basis for evaluating service performance. In evaluating service performance, consideration will be given to the quality and quantity of the total portfolio of service evidence. The evidence of service performance must be interpreted in light of the importance of the service activities to The Rockwood School, college and university. The Rockwood School should not recognize service only in the area of committee work, as opportunities for such service vary among The Rockwood Schools and faculty. Service performance should be evaluated in terms of leadership, time, effort, and breadth of service.

**4) Administration.** The purpose of administration is to facilitate faculty performance in teaching, research and service. Administration is deemed to be those activities, normally restricted to The Rockwood School Director or persons whose major responsibilities are administrative rather than teaching or research. The following evidence, if provided, must be considered in evaluating administrative performance. The listing of evidence that follows does not imply an order of priority.

- a. **External Outreach:** Fund raising; development of external relations with industry; development of alumni relations.
- b. **Faculty Relations:** Fairness in dealing with faculty; faculty communications; motivating faculty performance; coordination of faculty activities; recruitment and retention of faculty; accessibility to the faculty.
- c. **Administrative Activities:** Scheduling course loads; timeliness in performing administrative tasks; effectiveness in allocating resources, and effectiveness in coordinating programs and related activities.
- d. **Other Activities:** Ability to lead The Rockwood School toward achievement of its goals; effectiveness in representing The Rockwood School to the dean and other constituencies.

This evidence provides the underlying basis for evaluating administrative performance. The evidence of administrative performance must be interpreted in light of the overall effectiveness of The Rockwood School and the productivity of its faculty.

**C. Criteria for Evaluation of Specialized Faculty.** Unless otherwise specified, criteria for evaluation of specialized faculty are identical to those listed for tenure-track faculty.

## **VI. Promotion and Tenure**

The guidelines presented here are necessarily broad and somewhat difficult to translate into operational terms. The critical point is that each faculty member desiring promotion or tenure be aware of the rules and criteria that are employed. The participation by each candidate must be an active process with the candidate providing essential information to The Rockwood School's promotion and tenure committee. The composition and structure of The Rockwood School's promotion and tenure committee is outlined in The Rockwood School's bylaws.

**A. Progress Toward Promotion Letter.** Each year, every faculty member who is not yet at the highest rank for their position will receive a letter that outlines progress toward promotion and/or tenure

**B. Third Year Review for Tenure-track Faculty.** Tenure-track faculty in their third year of service will receive an evaluation of their progress in meeting The Rockwood School's expectations for promotion and tenure. The overall procedures and guidelines for third-year faculty evaluations are meant to be consistent with those outlined in Section D (Criteria for Promotion and Tenure of Tenure-track Faculty). As before, the critical point is that each faculty member desiring promotion or tenure in the future must be aware of the rules and criteria that are employed. The participation by each candidate must be an active process with the candidate providing essential information to The Rockwood School's Faculty Evaluation Committee. The composition and structure of this committee is outlined in The Rockwood School's bylaws.

- 1) All assistant professors are required to undergo third-year evaluations beginning in the Fall semester of their third year in rank. Evaluative materials are to be collected during the Fall semester and submitted to The Rockwood School's Faculty Evaluation Committee at the beginning of the Spring semester. The preparation of these materials (i.e., binders) should follow the current guidelines for preparing promotion and tenure binders, except that outside letters are not required.
- 2) The Rockwood School's Faculty Evaluation Committee will review all third-year binders during the Spring semester and prepare a written report and recommendation to The Rockwood School Director no later than the end of March. The Rockwood School Director will add an evaluative statement to the reports and forward the entire package to the Dean. At this point, the Dean will make a decision regarding the renewal or non-renewal of the faculty member's contract.

- 3) Although the criteria for third-year reviews are consistent with those used during promotion and tenure decisions, the evaluation must take the reduced time frame into consideration. At the time of the third-year reviews, the thrust of the evaluation is to determine whether the faculty member is making sufficient progress toward promotion and tenure. The Rockwood School's Faculty Evaluation Committee is interested in whether the faculty member's performance has the required trajectory to meet the criteria for promotion and tenure with continued effort and additional time.

**C. Peer Involvement in Evaluation of Promotion and Tenure of Faculty.** The Rockwood School faculty exercise involvement in the evaluation process for promotion and tenure via the Promotion and Tenure Committee – Tenure Track and the Promotion and Tenure Committee – Non-Tenure Track defined in III.C above.

**D. Criteria for Promotion and Tenure of Tenure-track Faculty.** The following minimum criteria shall be used in the promotion and tenure process in The Rockwood School of Marketing. These criteria are in addition to the criteria listed in the current Faculty Handbook and the current annual Promotion and Tenure Memorandum issued by the Vice President for Faculty Development and Advancement.

- 1) Promotion or appointment to the rank of **assistant professor** shall be based on demonstrated competency in teaching, service, and the promise of scholarly development. Promotion shall be considered automatic upon completion of the doctoral degree, but full documentation shall be submitted with other promotion materials.
- 2) Promotion or appointment to the rank of **associate professor** shall be based on demonstrated effectiveness in teaching, research, and service; and recognized standing in the discipline as attested to by required letters from competent scholars outside the University.
- 3) Promotion or appointment to the rank of **professor** shall be based on superior teaching, service, scholarly research or creative accomplishments of high quality, and recognized standing in the discipline as attested to by required letters from competent scholars outside the University.
- 4) Consideration for promotion to the rank of associate professor normally occurs in the faculty member's fifth year (or the year in which an equivalent time has been earned for faculty coming from other universities), with the promotion becoming effective at the beginning of the sixth year.
- 5) Consideration for tenure normally occurs in the faculty member's sixth year (or the year in which an equivalent time has been earned for faculty coming from

other universities), with tenure becoming effective at the beginning of the seventh year.

- 6) Although the minimum period of time in a given rank is normally five years, demonstrated merit, not years of service, shall be the guiding factor. Promotion shall not be automatic, nor may it be regarded as guaranteed upon completion of a given term of service. Early promotion is possible where there is sufficient justification.
- 7) The criteria for tenure shall be the same as the promotion criteria and, additionally, the faculty member shall demonstrate their ability to continue to make significant professional contributions to the marketing discipline, the College, the University, and the academic community.

**E. Criteria for Promotion of Specialized Faculty.** The guidelines presented here are necessarily broad and somewhat difficult to translate into operational terms. The critical point is that each specialized faculty member desiring promotion be aware of the rules and criteria that are employed. The participation by each candidate must be an active process with the candidate providing essential information to the promotion committee.

The following minimum criteria shall be used in the promotion process in The Rockwood School of Marketing.

- 1) Appointment to the rank of **Teaching I** shall be based on competency in teaching, student engagement both inside and outside the classroom, student mentoring, service to The Rockwood School, College, and University, and the promise of meaningful connection to industry leaders and industry partners.
- 2) Promotion or appointment to the rank of **Teaching II** shall be based on competency in teaching, student engagement both inside and outside the classroom, student mentoring, service to The Rockwood School, College, and University, and meaningful connection of students and The Rockwood School to industry leaders and industry partners.
- 3) Promotion or appointment to the rank of **Teaching III** shall be based on superior competency in teaching, student engagement both inside and outside the classroom, student mentoring, service to The Rockwood School, College, and University, and meaningful connection of students and The Rockwood School to industry leaders and industry partners.
- 4) Consideration for promotion to the rank of Teaching II normally occurs in the specialized faculty member's fifth year, with the promotion becoming effective at the beginning of the sixth year.
- 5) Although the minimum period of time in a given rank is normally five years, demonstrated merit, not years of service, shall be the guiding factor. Promotion

shall not be automatic, nor may it be regarded as guaranteed upon completion of a given term of service. Early promotion is possible where there is sufficient justification.

**APPENDIX A**  
**The Rockwood School of Marketing**  
**Summer Teaching Assignments**

Summer teaching assignments will be based on 1) the summer teaching budget allocated to The Rockwood School, 2) the courses needed to facilitate our programs and accommodate student demand, and 3) faculty availability. Before making summer teaching assignments, The Rockwood School Director will consult with each faculty member about his or her desire to teach and their expectations regarding other summer appointments (e.g., internally- or externally-funded teaching, research or service appointments). Every effort will be made to give summer teaching assignments to those desiring to teach.

Priority for summer teaching assignments will be based on the following:

- 1) Priority for graduate courses will be given to tenure-track faculty who (in order of importance): 1) have expertise in the area of the course, 2) have demonstrated proficiency in teaching graduate courses (as determined by The Rockwood School Director), 3) have not taught in the summer (for any reason) in recent years, but were otherwise eligible to teach, and 4) do not have funded summer financial support (e.g., COFRS grants, College summer research grants, International Programs, contract or grants, or other paid service or research assignments), with priority relative to the level of funding received (i.e., those with less funding receive higher priority). Second priority will be given to specialized faculty who are qualified to teach graduate courses and have demonstrated teaching proficiency.
- 2) Priority for undergraduate courses will be given to specialized and tenure-track faculty who (in order of importance): 1) have expertise in the area of the course, have demonstrated proficiency in teaching undergraduate courses (as determined by The Rockwood School Director), 3) have not taught in the summer (for any reason) in recent years, but were otherwise eligible to teach, and 4) do not have funded summer financial support (e.g., COFRS grants, College summer research grants, International Programs, contract or grants, or other paid service or research assignments), with priority relative to the level of funding received (i.e., those with less funding receive higher priority).
- 3) When the priorities outlined above come into conflict, or do not produce a summer teaching schedule consistent with the criteria in Section 1 above (budgetary constraints, course needs, and faculty availability), faculty performance scores (i.e., merit scores) will be used as a basis for making summer teaching assignments.