

Department of Hospitality Management Retention, Tenure, and Promotion Guidelines

(Approved by the Provost Sept 2008)

The general guidelines governing retention, tenure and promotion decisions are stated in the Academic Senate policy (#F06-241). The revised policy (F06-241) was approved by the Academic Senate on November 28, 2006, and by the President on February 21, 2007. All Hospitality Management candidates are advised that the criteria for retention and tenure are now the same as those for promotion.

"Tenure" means the right of a faculty member to continue at San Francisco State University subject to the conditions in the Collective Bargaining Agreement.

Advancement in rank is based on merit as demonstrated by teaching effectiveness, professional achievement and growth, and contributions to the campus and community.

The candidate should submit relevant materials for the period under review following the guidelines "Preparation of the Working Personnel Action File (WPAF) for Retention, Tenure and Promotion" distributed by the Office of Faculty Affairs and Professional Development.

Criteria for Retention, Tenure and Promotion

In the new guidelines, there are only three criteria that must be evaluated by the RTP Committee for all retention, tenure and promotion candidates. These criteria are listed below and described in more detail in the following sections.

1. Teaching Effectiveness
2. Professional Achievement and Growth
3. Contributions to Campus and Community

Teaching Effectiveness

1) Classroom Teaching

Excellence in teaching is required. An assessment of teaching effectiveness is required for every year of probation. A faculty member must maintain a scholarly level of instruction, show commitment to high academic and pedagogic standards, be effective in instructing and advising students, guide and motivate students, and apply evaluative standards fairly and appropriately with respect to all students.

Teaching effectiveness is ascertained through student evaluations of courses and peer evaluations and supplemental information such as syllabi. Supplemental

information may also be obtained from other sources such as syllabi assessments, and course-specific instructor statements. Instructors may submit written reports of their specific experiences in each course, and document experimental approaches to teaching. Commitment to high academic standards may be demonstrated by evidence such as written course requirements, evaluation procedures, and student performance.

Commitment to high pedagogic standards may be demonstrated by evidence such as continued critical examination of one's teaching behavior, participation in instructional development seminars and workshops, innovations in teaching techniques, and currency in instructional theory and research.

2) Student Evaluations

Candidates will ensure that student evaluations for all courses are included in the WPAF for the review period. In assessing student evaluations of teaching effectiveness, RTP will consider:

- A pattern of consistent improvement
- Level of class: graduate/undergraduate; upper/lower division
- Type of course: core, concentration requirement, elective
- Whether experimenting with new pedagogical methods
- Other special circumstances

Consistent with historical precedent in the College of Business, a Hospitality Management candidate who consistently receives evaluations averaging a 2.0 across all questions and/or Question 7 (overall) may be at risk regarding retention/tenure/promotion.

3) *Peer Evaluations*

A tenured member will visit a class lecture of the candidate and prepare a written evaluation. The department has the discretion to make additional class visitations, either on its own initiative or at the request of the candidate.

4) *Student Advising*

Effective student advising may be demonstrated by evidence such as descriptions of the nature and extent of advising activities, student letters and interviews, and descriptions of thesis and special project advising. Student advising may also be guiding and motivating students which may be demonstrated by evidence such as comments, and letters; examples of feedback given to students; and examples of willingness to confer with students.

5) *Supplemental Materials*

The course syllabus is a document that provides evidence of class organization, student expectations for learning, and knowledge of the field. The Department of Hospitality Management expects candidates to provide complete and informative syllabi, with clear student learning outcomes. Syllabi, reading lists, class projects and assignments, student papers and examinations can all be considered as evidence of course and class organization, course development, and expectations of student learning. In addition, faculty may also, if they desire, submit a reflective narrative that illustrates their approach to course development and instructional delivery.

6) Curriculum Development

Candidates should note that a certain level of course preparation and development is expected of all faculty members. However, creation and development of new courses or curricula can be considered in this category. Major revision of an existing program, or creation of a new academic program requiring effort over and above the usual expectation may be presented, along with relevant documentation showing the nature and scope of the effort. In addition, unusual or exceptionally innovative course material may be submitted for consideration if they are judged to be beyond the usual expected effort of faculty.

7) Participation in Teaching-oriented Professional Conferences or Workshops

Staying up to date in one's field, revising course content, and continuous improvement of the teaching and learning process is expected of all faculty in the department. However, consideration may be given to attendance and/or participation at conferences or workshops which are specifically oriented to improving the teaching and learning process.

Professional Achievement and Growth.

The Department expects faculty members to be actively engaged in an on-going program of research and publication. The department expects that for a faculty member to be recommended for tenure and/or promotion, scholarly activity must be of sufficient quantity and quality that must exceed the AACSB publication requirements and reflects a strong commitment to the discipline which results in external recognition by one's peers.

In line with the expectations of the College of Business, the Department of Hospitality Management expects that a faculty member should make several distinct contributions of good quality to the body of knowledge, where a "contribution" is so certified by having successfully survived an objective and formal external peer review process. As journal quality and the ability to publish in different journals varies, the department may adjust the number of articles

published accordingly. In assessing professional achievement for purposes of retention, tenure, and promotion, the Department of Hospitality Management requires that the candidate meets the minimal threshold of the following:

- At least six (6) refereed journal articles or refereed conference proceedings/presentations/publications, of which three (3) refereed journal articles (reviewed by peers in the field, blind or double blind, and published in such a form as to be easily accessible to others in the field for scrutiny) should be completed. The HM Department places the highest premium on refereed peer-reviewed journal publications. Evidence that a publication has survived an external and objective peer review process should be provided by the candidate. This requirement is typically met by providing the necessary documentation in the candidate's WPAF file. This documentation might include copies of any relevant correspondence with editors and/or reviewers which demonstrates that the contribution was subject to an external and objective peer review process. In publications with multiple authors, a candidate should clearly communicate to the RTP Committee (via information in the WPAF file), his/her role in the research published. The Department also understands the value of presenting peer-reviewed papers at regional, national and international conferences, since such activity is not only part of the scholarly enterprise, but often is conducive to future publications. However, a faculty member cannot rely on conference proceedings/presentations as a substitute for peer-reviewed journal publications in consideration for tenure and/or promotion.
- Additional invited or non-refereed case studies, instructional materials, trade books, editorships or guest editorship of academic journal or trade book/journal, computer software would further enhance one's research endeavors.

Therefore, it is also appropriate to differentiate among types of professional contributions and their perceived impact upon the body of knowledge. It is also appropriate to consider consistency over time of the research endeavors. It is expected that the applicant will have demonstrated a consistent and on-going commitment to the research process throughout the review period. We reserve the right to indicate forums that are of such low quality that contributions are insignificant.

The Department will not impose a preference among works of an applied, empirical, or theoretic nature. Nonetheless, it is recognized that published articles differ greatly in their degree of rigor, in their contribution to areas within our academic discipline and/or to the professional practitioner, and in the demands they make upon the researcher. The same can be said of the relevant journals, which vary greatly in their editorial objectives and in the uniformity with which they attain those objectives. The Department RTP committee is responsible for making such determinations as they apply to an applicant.

The most appropriate journals for the hospitality management field would be those cited in current publications of research on the hospitality industry as

determined by the RTP committee each year. Other business journals in related fields such as management, marketing, accounting, finance, etc are also deemed appropriate.

Contributions to Campus and Community.

Tenure-track faculty are expected to engage in community/industry service during their probationary years at the Department, College, or University level. Such service may include, but is not limited to administrative assignments, committee work, special advising assignments, hospitality management program/curriculum development, sponsorship of HM student organizations, and direction of non-instructional activities and projects. The RTP Committee strongly advises that great care be exercised to ensure that service activities do NOT distract the candidate from meeting or exceeding Teaching Effectiveness and Professional Achievement and Growth expectations.

Contributions to Campus.

- a) SFSU campus - These may include, but are not limited to the following: SFSU administrative assignments (other than primary assignment), faculty governance, committee work, special advising assignments (e.g., General Education advising, Liberal Studies advising, Academic Senate, etc.),
- b) College of Business – may include COB committees, such as Undergraduate Curriculum Committee, Graduate Curriculum Committee, PDRC, Strategic Planning Committee, Assessment Committee, etc.
- c) HM Department – may include program development, sponsorship of HM student organizations, such as Hospitality Management Society (HMS), National Society of Minorities in Hospitality (NSMH), Club Managers of (CMAA); and direction of Hospitality Management non-instructional/ internship activities. Other important departmental activities include the Annual HM fundraiser, the HM Symposium and Career Fair, collaboration with the HM Advisory Board, HM senior graduation ceremony, HM student orientation program, etc. Evidence supporting contributions to campus may include descriptions of the nature and extent of work accomplished, committee documents, letters from students and/or colleagues, project reports, etc. The department RTP committee should include in its report assessment of the nature and quality of the candidate's work in these activities.

Contributions to Community/Industry.

For T/TT HM faculty, emphasis should be placed on those industry activities to serve the Hospitality Management Program well by contributing or providing professional collaboration with the hospitality industry to promote the HM program at the city, state, national or international levels. It is also desirable to promote the visibility of the Hospitality Management Program positively nationally and internationally, such as the Pacific Rim. Participation in

Hospitality Management professional societies or other professional activities includes offices held in professional societies, committee activities, participation on editorial boards or in refereeing, and services provided as a consultant. Such service must involve participation at a level that makes a contribution to the hospitality industry or projects to enhance relations between the University and the industry. Descriptions of community service shall be submitted to the department peer review committee. Examples include *Editorial/Review Board*; attendance at professional conferences and local/national industry organization functions with hotels, restaurants, convention and travel associations, etc., network with industry for internship opportunities, hospitality tradeshow, etc. Descriptions of contributions to industry shall be submitted to the RTP committee.

**Approved by the faculty in the Department of Hospitality Management,
December 7, 2007.**