

Guidelines for Retention, Tenure, and Promotion Marketing Department

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The Marketing Department expects faculty to be active researchers, committed to excellence in teaching and willing to work cooperatively to achieve both personal and institutional goals. The purpose of this document is to guide the Departmental Retention, Tenure and Promotion Committee (DRTPC) as well as to guide faculty seeking tenure and promotion to Associate Professor or promotion to full Professor during the RTP process. It is intended to implement Academic Senate Policy F16-241 at the department level.

When a substantial revision is made to the department RTP criteria, faculty who are probationary at the time of the revision may choose between the RTP criteria version in effect at the time of hire and new RTP criteria version. At the time of review, the RTP Committee will ask probationary faculty to submit in writing which RTP criteria version they choose for their review.

Expectations and Criteria

Faculty will be evaluated in three areas: (1) Teaching Effectiveness, (2) Professional Achievement and Growth, and (3) Contributions to Campus and Community.

Candidates will normally be evaluated for promotion from Assistant Professor to Associate Professor at the same time as tenure upon successful completion of each of the three criteria as outlined below.

As per the Senate guidelines and the Faculty Affairs Office, the criteria for promotion to full Professor should exceed the standards for tenure and promotion to Associate. Since their last promotion, candidates seeking promotion from Associate to full Professor will demonstrate maintenance of a strong record of teaching effectiveness, recognized expertise and leadership evidenced by both published scholarship and service contributing to the body of knowledge in their specific field of study, and leadership in their contributions to campus and community. The candidate should apprise the DRTPC about their intention to apply for promotion in the spring semester of the prior academic year, so that the committee can prepare for the review.

1. Teaching Effectiveness

The Marketing Department expects faculty to excel in teaching. The typical faculty teaching load is three course sections per semester and faculty are expected to teach a variety of classes over

the period of their review. Teaching effectiveness for all candidates up for Retention, Tenure, and Promotion is evaluated through the multiple assessment process outlined below.

EVALUATION CRITERIA

We will use multiple measures of teaching effectiveness as research demonstrates no single measure offers a true picture of teaching effectiveness. These measures include:

a) Course Preparation. Syllabi should be clearly written, outline learning objectives and grading rubrics, as well as other required university policies. It is expected that faculty coming up for tenure should have prepared a minimum of three different courses that they can be called upon to teach in a given semester. Graduate and undergraduate versions of a course are recognized as distinct preparations.

b) Student Evaluations. Student evaluation scores will be collected for all regular classes taught by the candidate. The Department expects to see average evaluations of 2 or lower on our 5-point scale (where 1=Excellent and 5=Poor). It is important to use benchmarks appropriate to the situation in interpreting evaluation scores. If faculty are not able to achieve this mark for any circumstance, they should maintain and share documentation, as and when such events occur, with the Department chair and/or DRTPC and include documentation in their WPAF as evidence during consideration of his/her tenure. Faculty should also provide the grade distribution for each class taught.

Accordingly, the DRTPC will interpret the student evaluation scores in light of their context. In other words, in assessing student evaluations of teaching effectiveness, DRTPC may consider the following:

- A pattern of consistent improvement or decline
- Department mean
- Level of class: graduate/undergraduate; upper/lower division
- Mean grades given out to students
- Type of course: core, concentration requirement, elective
- Subject matter (level of difficulty)
- Whether experimenting with new pedagogical methods
- Size of class
- Special circumstances – the candidate is expected to provide documentation of any contextual factors and a discussion of how the factors may have impacted the SETE results.

The DRTPC will also consider qualitative student comments as they can provide a more comprehensive way of assessing teaching effectiveness; a complete listing of these should thus be provided.

c) *Peer evaluations of teaching effectiveness from class visits by colleagues.* The DRTPC will arrange for a classroom peer evaluation of each probationary faculty member once each academic year.

For Promotion from Associate Professor to Professor, it is expected that faculty will be peer-evaluated at least twice for their classroom teaching by the DRTPC during the period evaluated for promotion to Professor. Either candidate or DRTPC can ask for additional classroom reviews beyond the two that are required.

d) *Teaching Innovations.* The Department expects curricular and pedagogical innovations. Probationary faculty should document all such innovations.

e) *Advising.* Advising and other student interactions outside of the classroom will be explicitly noted in the WPAF. These activities are very time consuming and require the instructor to be available to students many hours per week. We expect probationary faculty to hold a minimum of four regularly scheduled office hours per week for a regular three course teaching load when classes are in session.

For Promotion from Associate Professor to Professor, the Marketing Department's expectation is that the candidate will meet or exceed the teaching effectiveness standards at the time of promotion to Associate Professor. In addition, they must demonstrate leadership in developing departmental teaching more broadly by contributing, for example, in:

- mentoring junior faculty
- leading program assessment
- leading curriculum innovation and development

2. Professional Achievement and Growth:

The Marketing Department expects faculty to be active in intellectual development in support of the College's mission. We want to foster an intellectually stimulating atmosphere within the Department and the College. We place a high value on faculty who collaborate with colleagues within the Department, within the College and within the discipline on scholarly research. Discipline-based research, pedagogical research, and inter-disciplinary research are also highly valued by the Department.

EVALUATION CRITERIA

It is expected that marketing faculty seeking tenure and/or promotion to Associate Professor must accrue at least three points in peer-reviewed discipline-based quality journals and at least three other refereed intellectual contributions such as conference presentations and proceedings. At least two of the article points must be within the discipline of marketing and the other article points can be in related fields such as business or the social sciences or in pedagogical or methodological areas. The criteria used to assign points are outlined below.

With respect to peer-reviewed publications, the department recognizes that some journals and conferences are more selective than others. Therefore, the department allows multiple paths to achieve the required intellectual contributions based on an external rating system from ABDC Journal Quality List 2013 Rating Scale¹. The rating for each journal is based on the following criteria:

- A*: this is the highest quality category, and indicatively represents approximately the top 5-7% of the journals.
- A: this is the second highest quality category, and indicatively represents approximately the next 15-25% of the journals.
- B: this is the third highest quality category, and indicatively represents approximately the next 35-40% of the journals.
- C: this is the fourth highest quality category, and represents the remaining recognized quality journals.

Journals deemed not to reach the quality threshold level are not listed. In addition to the above rating classification, the department also recognizes that the marketing discipline has four “True A” journals that are considered the top in the field. The scale to rate each journal is based on the following:

- True A = 2 points
- A* = 1.75 points
- A = 1.5 points
- B = 1.25 points
- C = 1 point

Any combination of this point system can be used to meet the minimum three point criteria for tenure. For example, faculty could meet the criteria by publishing two articles from the ABDC Journal Quality List as long as one of the articles is classified as a True A. Alternatively, they could also meet the three point criteria with one A* and one article from either an A or B journal.

¹ <http://www.abdc.edu.au/pages/abdc-journal-quality-list-2013.html>

If the candidate publishes in a peer-reviewed journal outside this list (in Appendix A) or in a conference that is not peer-reviewed in the traditional manner, then the candidate will have to provide details about the quality of the journal/conference and the rigor of the review process. In order to assess the quality of the journal/conference, the candidate will provide information such as:

- Name and history of publisher
- Impact factor of journal
- Acceptance rate of the journal
- History and years of operation
- Composition of journal's editorial board
- Relevance to marketing and business
- Review documents (e.g., reviewers and editor's comments and authors' responses)

To demonstrate that the published work has survived an external peer review process, the candidate can provide information such as the number of reviewers, rounds of reviews, substantive and constructive nature of reviewers' comments, and the history of peer reviews including reviews from all journals to which the article was previously submitted and which contributed to the development of the article. The candidate may provide additional documentation to demonstrate the rigor of the review process. In addition, the Department DRTPC may solicit external letters for third-party assessment. External letters should not come from reviewers with any conflict of interest such as dissertation adviser, co-authors or individuals that may not be able to provide an objective assessment.

No pay-to-play journals will be accepted.

For Promotion from Associate Professor to Professor, the Marketing Department's expectation is that the candidates for promotion to full Professor exceed the standards in Professional Achievement and Growth beyond the level expected for promotion to Associate Professor. The activities should meet the additional criteria of furthering knowledge and scholarship and demonstrate impact on the field. It is expected that marketing faculty seeking promotion to Professor must accrue at least four points in peer-reviewed discipline-based quality journals and at least three other refereed intellectual contributions such as conference presentations and proceedings. At least two of the article points must be within the discipline of marketing and the other article points can be in related fields such as business or the social sciences or in pedagogical or methodological areas.

Any combination of the point system outlined above can be used to meet the minimum four point criteria for promotion to Professor. For example, faculty could meet the criteria by publishing

two articles from the ABDC Journal Quality List as long as both articles are classified as True As. Alternatively, they could also meet the four point criteria with three articles (e.g., articles in an A*, A and C journal).

3. Contributions to Campus and Community

The Marketing Department endorses the principles of shared governance and recognizes the importance of being involved in campus and community life. Candidates are encouraged to use their professional expertise in support of the University, its stakeholders and the larger community.

EVALUATION CRITERIA

Faculty going up for tenure or promotion to Associate Professor should have demonstrated contributions to committees at two out of three levels of service (Department, College and University) over a period of at least four years of service. Faculty are also expected to demonstrate service to the academic, business or general community. Faculty going up for tenure or promotion to Associate Professor or promotion to Professor should include in their summary statement: a) the value and outcomes of the service (e.g., policies, reports, resolutions, meaningful student participation, etc.), b) the role of the faculty member in delivering those outcomes, and c) the impact of the faculty member's service to students, the University, or the discipline.

In the following sections we provide guidance on some of the activities that we consider valuable:

University Non-Teaching Activities. The department recognizes that the functioning of the Department, College and University depends on faculty contributing to the administration and development of instructional and non-instructional programs and will take these into account in evaluating the service contributions of faculty.

Professional Societies or Other Professional Activities. We expect faculty to be actively engaged in the discipline. Opportunities for service include, but are not limited to, professional service as a chair, discussant, or facilitator at academic conferences, as an ad-hoc reviewer for journals, or serving on committees of professional societies.

Community Service. Faculty are expected to make contributions to the academic, business and the general San Francisco Bay Area or national/international community. These contributions may be in the form of consulting, teaching, service with businesses, not-for-profit and academic organizations, and participation in professional organizations. It is expected that these activities

are in the faculty member's area of academic expertise and enhance student learning, the faculty member's research program and/or relations between the University and the community.

For Promotion from Associate Professor to Professor, candidates are required to demonstrate leadership in work of importance and relevance to the field. Candidates are expected to have demonstrated significant contributions to all three Department, College, and University levels; and, we expect service to the academic or professional community, the business world or the community at large. To support shared governance, it is expected that candidates will participate in at least one Department, College or University committee per semester. In addition, we expect to see one major service internally (such as serving as Chair of a significant Department, College or University committee) and some service activity external to the University appropriate to the goals of the candidate and the department.

Appendix A

Journal Name¹	ABDC Journal Quality List 2013²	Journal publication equivalent
Academy of Marketing Science Review	B	1.25
Asia Pacific Journal of Marketing and Logistics	B	1.25
Australasian Marketing Journal	B	1.25
Business Horizons	C	1
California Management Review	A	1.5
Consumption, Markets, & Culture	B	1.25
Decision Sciences	A*	1.75
European Journal of Marketing	A*	1.75
Harvard Business Review	A	1.5
Industrial Marketing Management	A*	1.75
International Journal of Advertising	B	1.25
International Journal of Electronic Commerce	A	1.5
International Journal of Market Research	B	1.25
International Journal of Research in Marketing	A*	1.75
International Journal of Retail and Distribution Management	B	1.25
International Marketing Review	A	1.5
International Review of Retail, Distribution, and Consumer Research	B	1.25
Journal of Advertising	A	1.5
Journal of Advertising Research	A	1.5
Journal of Brand Management	A	1.5
Journal of Business	A*	1.75
Journal of Business & Industrial Marketing	A	1.5
Journal of Business Ethics	A	1.5
Journal of Business Logistics	A	1.5
Journal of Business Research	A	1.5
Journal of Business-to-Business Marketing	B	1.25
Journal of Consumer Affairs	A	1.5
Journal of Consumer Behaviour	B	1.25
Journal of Consumer Marketing	B	1.25
Journal of Consumer Policy	C	1
Journal of Consumer Psychology	A	1.5

Journal of Consumer Research	True A	2
Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behavior	B	1.25
Journal of Current Issues and Research in Advertising	C	1
Journal of Direct, Data and Digital Marketing Practice	C	1
Journal of Economic Psychology	A	1.5
Journal of Euromarketing	C	1
Journal of Financial Services Marketing	B	1.25
Journal of Global Marketing	C	1
Journal of Interactive Marketing	A	1.5
Journal of International Business Studies	A*	1.75
Journal of International Consumer Marketing	C	1
Journal of International Marketing	A	1.5
Journal of International Marketing and Marketing Research	C	1
Journal of Macromarketing	A	1.5
Journal of Marketing	True A	2
Journal of Marketing Channels	C	1
Journal of Marketing Analytics	C	1
Journal of Marketing Communications	B	1.25
Journal of Marketing Education	B	1.25
Journal of Marketing Management	A	1.5
Journal of Marketing Research	True A	2
Journal of Marketing Theory and Practice	B	1.25
Journal of Nonprofit & Public Sector Marketing	B	1.25
Journal of Personal Selling and Sales Management	B	1.25
Journal of Product and Brand Management	B	1.25
Journal of Product Innovation Management	A*	1.75
Journal of Promotion Management	B	1.25
Journal of Public Policy & Marketing	A	1.5
Journal of Relationship Marketing	C	1
Journal of Retailing	A*	1.75
Journal of Retailing and Consumer Services	A	1.5
Journal of Service Research	A*	1.75
Journal of Service Theory and Practice (formerly Managing Service Quality)	A	2
Journal of Service Management (formerly called International Journal of Service Industry Management)	A	1.5
Journal of Services Marketing	A	1.5

Journal of The Academy of Marketing Science	A*	1.75
Journal of Travel and Tourism Marketing	A	1.5
Management Science	A*	1.75
Marketing Education Review	C	1
Marketing Health Services	C	1
Marketing Intelligence and Planning	A	1.5
Marketing Letters	A	1.5
Marketing Management	C	1
Marketing Science	True A	2
Marketing Theory	A	1.5
Psychology & Marketing	A	1.5
Public Opinion Quarterly	A	1.5
Qualitative Market Research	B	1.25
Quantitative Marketing and Economics	A	1.5
Service Industries Journal	B	1.25
Services Marketing Quarterly	B	1.25
Sloan Management Review	A	1.5

¹This list was developed based on recent peer reviewed articles on journal rankings in Marketing (Hult, Reimann and Schilke 2009; Salim and Touzania 2010; Stewart and Lewis 2010; Yoo 2009). It will be updated every few years or in the event of new and significant new peer-reviewed journal articles on the subject of marketing journal rankings.

²ABDC Journal Quality List 2013 Rating Scale (Source: <http://www.abdc.edu.au/pages/abdc-journal-quality-list-2013.html>)

A*: this is the highest quality category, and indicatively represents approximately the top 5-7% of the journals assigned to the given primary FoR panel.

A: this is the second highest quality category, and indicatively represents approximately the next 15-25% of the journals assigned to the given primary FoR panel.

B: this is the third highest quality category, and indicatively represents approximately the next 35-40% of the journals assigned to the given primary FoR group.

C: this is the fourth highest quality category, and represents the remaining recognized quality journals assigned to the given primary FoR panel.

In each Field of Research (FoR) group, journals deemed NOT to reach the quality threshold level are not listed.

References

- Hult, G. T. M., Reimann, M., & Schilke, O. (2009). Worldwide faculty perceptions of marketing journals: rankings, trends, comparisons, and segmentations. *Global Edge Business Review*, 3(3), 1-23.
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