



TERM FACULTY PROMOTION DOCUMENT

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PREAMBLE

Inasmuch as this document portrays a key operating policy of the Costello College of Business (hereafter referred to as “College” or “CCB”) of George Mason University (hereafter referred to as the “University” or “GMU”) it reflects the missions of both the University and the College. Moreover, it is consistent with the established procedures of the University (GMU Faculty Handbook) and the College (Costello College of Business By-Laws). The overarching structure and process for Term faculty promotion consideration are determined for the College by the University, so the purpose of this document is to set forth what a Term faculty member must accomplish to qualify for advancement to higher professorial rank. It is understood that promotion is not an entitlement. Rather, it is earned through an appropriate record of accomplishments as delineated in this document and by personifying the ethos of the College faculty. The University confers them on deserving faculty only when institutional capacity and resources warrant.

This document sets out the process and criteria by which candidates of the Term faculty, who are eligible for promotion as per University policy, are evaluated for promotion. This process occurs within the College but, unless a candidate voluntarily halts the proceedings, the ultimate decision regarding promotion is not reached until the central university administration acts on the recommendations submitted. The responsibility for the timeliness and contents of dossiers is solely that of each candidate—tardy, incomplete or incorrect information is not the burden of any other person, committee, or evaluative agency. Further, it is their responsibility to audit their dossier should any question arise about its contents. They also have a concomitant right to privacy and expect that their dossier will be perused by no one other than those with a need to know and be handled in a secure fashion.

OVERVIEW OF THE PROCEDURE

A schedule for promotion is promulgated each academic year by the Office of the Provost. An internal CCB schedule, developed consistent with the Provost’s schedule,

will be made available to the candidate in a timely manner. The candidate is solely responsible for completing the application dossier on a timely basis.

The application proceeds through two levels of faculty review within the College after which it is reviewed by the CCB Dean. All three reviews, accompanied by their respective recommendations, are then forwarded to the University central administration, and the Board of Visitors if required, for evaluation and final decision. The candidate is informed of the recommendation made at each stage and may withdraw the application after any stage in the process. In such cases, that focal recommendation and all previous ones remain part of the candidate's permanent file, but may not be used to prejudice any future applications for promotion initiated by the candidate. Candidates not recommended for promotion may appeal if permitted by the GMU Faculty Handbook. Candidates not recommended for promotion may apply for promotion in the future.

CRITERIA FOR EVALUATION

As specified in the GMU Faculty Handbook, successful candidates are expected to have achieved high competence in teaching and service for promotion to Instructional Associate Professor or Senior Instructor, and genuine excellence in teaching for promotion to Instructional Professor or Master Instructor. The evaluation process places great emphasis on the candidate's overall accomplishments as teachers. A candidate's service to their area, the College, and the University is given substantial weight in their evaluation. Although not generally in the scope of employment of CCB Term faculty, any published research will be considered as to its quality and impact on the mission of the College.

Instructional Professors or Master Instructors typically have more experience and accomplishments than Instructional Associate Professors or Senior Instructors, respectively, but no one is granted promotion if there is any doubt of their long-term value to the College and the University. Importantly, evaluation is not formulaic and is not performed with a checklist mindset. The evaluation process will follow the Costello College of Business Teaching Evaluation Criteria in effect at the time and the Provost's guidelines for judging high competence in teaching and genuine excellence in teaching. The most recent versions are available in the College's document library, and the University Provost Office website, and are subject to periodic revision as the College's and University's needs and objectives evolve.

Assessment of Teaching. Each candidate prepares a teaching portfolio based on the Costello College of Business Teaching Evaluation Criteria, with content and structure as specified in the teaching section of the Required Promotion Dossier Template provided by the Provost and/or the CCB Dean's Office. Review by the candidate's colleagues of their teaching performance and course materials, including face to face, online, or hybrid as appropriate, should be included as part of that portfolio. Assessment of teaching is much more comprehensive than looking only, or primarily, at student evaluations of teaching. The criteria for "High competence" and "Genuine excellence" are set forth in the Provost's guidelines and the Costello College of Business Teaching Evaluation Criteria.

Assessment of Service. Candidates prepare a service portfolio that documents their service contributions to Area, College, industry and the profession. Each CCB term faculty member is expected to perform institutional, industry and professional service and the assessment of service takes all of them into account. The mix of institutional, industry and professional service will vary, with candidates for promotion to Instructional Professor or Master Instructor being expected to carry more substantial service responsibilities compared to those being considered for promotion to Instructional Associate Professor or Senior Instructor, respectively. Institutional service is important because orderly and well-functioning university life depends on faculty for governance and operational activities. CCB term faculty are expected to attend all School faculty meetings unless they are teaching, to participate as appropriate in CCB's curricular, governance and personnel matters, and to serve effectively on committees to which they are appointed or elected. Term faculty are expected to be accessible and respectful to students and colleagues. Additionally, a candidate's adherence to norms of professional ethics and good citizenship is also given serious consideration in evaluation.

“High competence” in service is demonstrated by a combination of quality and quantity of service accomplishments that help maintain institutional efficiency and governance, and contribute to the professional life of the academy. “Genuine excellence” is demonstrated by going above and beyond maintenance to include multiple instances of leadership in institutional and professional service activities.

Assessment of Research. Original research, scholarship, and contributions to practice are not generally within the scope of employment of CCB Term faculty, even so, it is recognized that a Term faculty member may be engaged individually in any of these activities. The extent to which their research, scholarship and practice contribute to the reputation and teaching mission of the Area, the College, and the University is to be determined on a case-by-case basis by the evaluation committees and factored into the assessment of teaching. If applicable, the candidate will prepare a research portfolio as specified in the research section of the Required Promotion Dossier Template provided by the Provost.

Assessment of Administrative Role. A candidate's administrative role is occasionally within the scope of employment of CCB Term faculty and is normally in addition to service that is required of all faculty. We value administrative work that contributes to the mission of the CCB and the Area. Such administrative work should be discussed and evaluated by the committee as they form their recommendation for promotion. If applicable, the candidate will prepare an administrative role portfolio as specified by the Dean's office in CCB's internal promotion portfolio system.

PRESCRIBED PROCEDURES

Each academic year, the Dean of the Costello College of Business announces the schedule for promotion consideration based on a calendar provided by the Office of the Provost. Term faculty are notified by the Dean's Office of their eligibility for promotion in rank. A term faculty member may be considered for promotion, after five years of service in the current rank in the College. Term faculty who meet the criteria for promotion may be considered early; however, the candidate must have a minimum of three years teaching in their current rank in the College.

Those Term faculty members who decide to seek promotion will make those intentions known to the Dean in writing. The Dean identifies all the candidates to be evaluated and notifies the College's Term Promotion Committee, along with the relevant area chairs. The composition of first and second level committees is stated below, except that faculty with appointments as Deans may not serve, and a faculty member may not serve on both first and second level committees.

First-Level Review Committee. The first-level committee will consist of at least three, and at most five, Tenured, Instructional Associates, or Instructional Professors from the candidate's area and is appointed by the Area Chair. Two members must be Instructional Associates or Instructional Professors.

If the Area Chair is not eligible to serve, the Chair of the School's Term Promotion Committee will select the members from eligible faculty in the candidate's area. If fewer than three faculty members from the candidate's area are eligible according to the above criteria, then the CCB Term Promotion Chair appoints other eligible CCB faculty to bring the size of the first-level committee to at least three members. If the assessment concerns promotion to Instructional Professor, then all members of the first-level committee will be Full professors (Tenured or Term).

If fewer than three faculty members from the candidate's area are eligible according to the above criteria, then the College's Term Promotion Chair appoints other eligible CCB faculty to bring the size to at least three members. If the candidate is an Area Chair or Assistant Area Chair, in no case shall instructional faculty members from the candidate's area serve on the first-level committee and the College's Term Promotion Chair appoints other eligible CCB faculty to serve. If the College's Term Promotion Chair is not eligible to serve, an Instructional Professor from the College's Term Promotion Committee shall appoint other eligible College faculty to serve. The first-level review committee elects its chair from among its members.

The committee shall carefully evaluate and address potential conflicts of interest between committee members and the candidate in a manner consistent with conflict-of-interest guidelines in the GMU Faculty Handbook. The committee's assessment and decision shall be documented in its letter.

The first-level committee reviews the candidate's dossier along the established dimensions of teaching and service—each according to whether “genuine excellence,” “high competence,” or lesser levels of performance appear to have been achieved in line with the criteria specified in this document. The committee's evaluations will be

determined by two separate votes and its overall recommendation by a third vote. A simple majority decision rule will be used for each of the votes. All three votes will be included in the committee's letter. This committee's letter is transmitted by the committee chair to the candidate and others, consistent with the GMU Faculty Handbook. Within seven days from the date of this letter, the candidate must elect to discontinue or continue the process and, in either case, is permitted to respond to the committee's evaluation by adding a letter to the candidate's application. Such a response does not change the committee's vote, however, and no "reply" is expected. If the candidate elects to withdraw the application at this stage it is accepted without prejudice, although all materials become part of the candidate's personnel file. The CCB Dean is informed at this point that the first-level committee has completed its work, but is not made privy to the committee's recommendation. The chair of the first-level review committee is the sole spokesperson for that committee.

Second-Level Review Committee. A standing second-level Term Promotion committee will be elected each year consisting of one faculty member from each of the six areas of the College, at the rank of Associate Professor, Instructional Associate Professor or higher. At least three members of this committee must be term faculty and the College Nominations committee is charged with maintaining this composition. The preference is for the second level committee to be composed entirely of term faculty. The second-level Term Promotion committee elects its Chair from among its members. The preference is for the Chair to be an Instructional Professor unless no members are Instructional Professors or the member(s) who are Instructional Professors is/are unable to serve as Chair. The Term Promotion Committee Chair and its members may work with the College's Review, Promotion and Tenure Committee (P&T committee) as necessary.

In cases of promotion to the rank of Instructional Professor, all members of the second-level Term committee must be at the rank of Full Professor (Tenured or Term). Committee members at the rank of Associate will be replaced by the chair of the second-level Term Promotion committee with eligible Full Professors (Tenured or Term) from across the College. If there is no Full Professor in a candidate's area, an Associate Professor from that area can serve as a non-voting resource. If the candidate is an Area Chair or Assistant Area Chair, in no case shall instructional faculty members from the candidate's area serve on the second-level committee and the College's Term Promotion chair appoints other eligible CCB faculty to serve. If the College's Term Promotion chair is not eligible to serve, an Instructional Professor from the Term Promotion committee shall appoint other eligible CCB faculty to serve.

The committee shall carefully evaluate and address potential conflicts of interest between committee members and the candidate in a manner consistent with conflict-of-interest guidelines in the GMU Faculty Handbook. The committee's assessment and decision shall be documented in its letter.

The second-level review committee considers the same dossier as the first-level committee and, even though it has the benefit of the latter's recommendation, it operates independently of that committee and can reach conclusions different from it. In such cases,

however, substantive explanations are expected to accompany any major differences. The committee's evaluations will be determined by two separate votes and its overall recommendation by a third vote. A simple-majority decision rule will be used for each of the votes. All three votes will be included in the committee's letter. The second-level committee's letter is transmitted by its chair to the candidate and others, consistent with the GMU Faculty Handbook. The candidate has seven days during which to have the process continued or halted. The candidate may enter a response to their evaluation by the second-level committee. Such a response does not change the committee's vote, and no "reply" is expected. If the candidate elects to stop the process at this point, the response letter becomes part of the candidate's personnel file, but no prejudice attaches to the action. The chair of the second-level review committee is the sole spokesperson for that committee.

Dean's Review. The Dean of the College reviews each application after the two levels of review have been completed. The evaluative criteria are not different at this level but, as the College's chief academic officer, the Dean may have a perspective not available to faculty. The Dean makes a recommendation in each case, and forwards the complete dossier to the Office of the Provost, so long as the candidate consents. As at previous levels, a candidate may withdraw the application at this stage, without prejudice or add to the dossier a response to the Dean's recommendation, whether withdrawing the application or having it forwarded. This forwarding process includes notifying the candidate and such faculty as would be consistent with reporting procedures specified in the GMU Faculty Handbook.

University Review. University review will be consistent with the procedures specified in the current GMU Faculty Handbook.

SUMMARY

Although it is neither reasonable nor desirable to reduce promotion to a formulaic exercise, this document attempts to set forth a clear, public, uniform, and fair set of expectations to guide both evaluators and those whose accomplishments are to be evaluated. Candidates are evaluated as individuals and all judgments proceed only from the most deliberate consideration of all relevant information. While evaluators may not substitute their personal criteria in contradiction of those provided herein, they certainly have latitude within the guidelines of this document in deciding whether candidates satisfy particular promotion standards. Successful CCB candidates reflect accomplishments equivalent to their counterparts at comparable business schools, but this does not imply that all recommended candidates have identical profiles. Finally, promotion does not happen by default or as a matter of entitlement. The College has a professional culture, reflected in its mission statement, that faculty are expected to display.

REVISION OF THIS DOCUMENT

Future revisions of this document may be made by simple majority vote of all Tenured faculty and all Term faculty at the rank of Associate Professor or higher in the College.