

**PROMOTION AND TENURE CRITERIA, POLICIES AND PROCEDURES FOR
THE DEPARTMENT OF HOSPITALITY BUSINESS MANAGEMENT (HOSP)
ALFRED LERNER COLLEGE OF BUSINESS AND ECONOMICS**

UNIVERSITY OF DELAWARE

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I. Introduction

The Department of Hospitality Business Management (HOSP) at the University of Delaware is a leading hospitality program, preparing students for management and leadership roles in the hospitality industry. The department’s faculty supervise and teach students working toward two degree-majors; Hotel, Restaurant and Institutional Management (HRIM), and Hospitality Industry Studies (HSIM). The faculty of this department must remain current regarding the latest industry practices as well as scholarship. Therefore, while being cognizant of industry trends, HOSP faculty must teach strategically and effectively to educate our future graduates as they assume important roles in hospitality organizations. Additionally, faculty should provide leadership in a broad range of scholarly and professional organizations, business, government and community groups and leaders. The discovery and dissemination of new knowledge to students and key publics is a critical responsibility of our faculty.

II. Procedures

This document represents a policy that applies to all faculty considered for promotion or contract renewal in HOSP, including initial appointments to rank and periodic review of faculty. Faculty hereafter also referred to as “candidate”.

A terminally qualified faculty member has the right to apply for promotion to higher professorial ranks at any time (subject to the provisions described in the Faculty Handbook), and has the sole right to advance or withdraw the dossier from the promotion process. Faculty not holding terminal degrees advance in accordance with University Policy. The candidate and relevant departmental steps will follow the schedule and format indicated in the Faculty Handbook. No part of this document is intended to contradict the Faculty Handbook.

There are two authoritative and independent steps in the departmental promotion and tenure process: the Department Promotion and Tenure Committee and the Department Chairperson. The timetable for each step in the process is consistent with the Faculty Handbook.

Faculty members holding administrative positions that have subsequent standing in the process¹ [i.e., Department Chairperson, Dean] are not eligible for membership on the Committee. Eligible Committee members who are members of a College or University Promotion and Tenure Committee may not vote at the Department level if they intend to participate at the College or University committee levels. The recommendations of the Department Promotion and Tenure Committee, a numerical record of the Committee vote, and the promotion file shall be forwarded to the Department Chairperson for inclusion in the promotion file of the candidate. When they arise, signed minority opinions may be forwarded as appendices to the Department Promotion and Tenure Committee's recommendations.

The HOSP Chairperson reviews the evidence submitted by the candidate, the report of the Department Committee, and the stated criteria, and makes a recommendation supporting or failing to support the candidate's application. The Department Chairperson shall explain, in writing, the decision to the candidate and to the Department Committee. The results and rationale of the recommendations of the Department Committee and the Department Chairperson shall be made available to the candidate in accordance with the University schedule for such procedures in effect during the specific evaluation year.

A. Definition of Promotion and Tenure Committee for Tenure Track Faculty

For tenure track (TT) faculty, the Department Promotion and Tenure Committee (hereafter, Committee) is responsible for making recommendations on (1) promotion in rank; (2) the granting of tenure; (3) contract renewals for untenured faculty; (4) appointment rank for new hires; and (5) post tenure review. For TT cases, the Committee shall consist of tenured members of the department who are at, or above, the rank the particular faculty member is applying for. The minimum number of faculty for a promotion and tenure committee for any candidate shall be four. If there is not at least four TT faculty on the Committee at the rank being sought by the candidate, then faculty from other departments shall be solicited. During post-tenure reviews, the committee shall consist of tenured faculty members at, or above, the rank of the faculty member under review. The Chairperson of HOSP will select a slate of 4 faculty to the Committee by the end of the Spring semester. The recommended slate will be voted on and approved by the entire faculty of HOSP.

B. Definition of Promotion Committee for Continuing Track Faculty

For Continuing Track (CT) faculty, the Committee is responsible for making recommendations on (1) contract renewal, (2) promotions, (3) periodic review and (4) appointment rank for new hires. For CT cases, the Committee shall consist of those TT and CT faculty members who are at, or above, the rank the particular faculty member is applying for. If there is not at least one CT faculty on the Committee at the rank being sought by the candidate, then faculty from other

¹ Standing in the process is defined in the most restrictive manner to mean submitting a subsequent opinion that is included in the Candidate's dossier. Faculty performing some administrative functions [including but not limited to Associate Chair, Program Director, Associate Dean, Assistant Dean, Area Head, or similar] and that do not submit their own subsequent opinion or participate in a subsequent opinion or do not conduct faculty annual reviews are permitted to participate in the Committee.

departments shall be solicited. During the periodic review of CT faculty, and any recommendations necessary for an appointment rank for new hires, the Committee shall consist of TT and CT faculty members at, or above, the rank of the faculty member under review. For all CT promotions, the composition shall include at least one CT faculty member.

C. Confidentiality

All deliberations, documents, results of voting, appeal documents and decisions from any and all Committee and Chairperson steps, including the decisions, documents and votes from subsequent steps are confidential. Disclosure to the candidate shall only occur through the formal communications required in each step as transmitted to the subsequent level. Disclosure of confidential information to third parties is forbidden except to the extent required by law or administrative procedure. Copies of the formal communications for all stages shall be confidentially maintained in the department office for review by committee members, however formal communications shall not be distributed to members of the Committee, other than the Chairperson, who is normally provided a copy by subsequent steps.

D. Appeals

Appeals will be conducted in accordance with guidelines in the Faculty Handbook.

E. Application Content

The Department will make every attempt to make promotion recommendations to the Assistant, Associate, and Professor rank according to the criteria described below. It is the responsibility of the faculty member (candidate) to ensure that evidence concerning performance in the areas of scholarship, teaching and service is included in the dossier, and that the dossier is up-to-date at the time of submission to the Committee and in the format specified in the Faculty Handbook. At any stage in the process, information may be added to the dossier with the candidate's knowledge and approval. It is important that the dossier is well organized and carefully prepared. The Committee can give advice to the candidate, whenever possible, on the organization and content of the dossier. It is the candidate's responsibility to present the best case for promotion since she/he is most clearly involved in the outcome.

III. Faculty Evaluation & Voting Procedures

Evaluations will result in separate ratings of performance in the areas of (1) teaching, (2) scholarship, and (3) service according to Department criteria (see Section IV below). The evaluation will result in an assessment of the strengths and weaknesses of the candidate.

The evaluation must consider information available in the candidate's dossier. Each candidate shall be responsible for ensuring that his or her dossier is current by the time specified by the University schedule in effect during the evaluation year. Committee meetings to

discuss the dossier of a candidate prior to the complete submission of the dossier are not allowed. No decision can be made on a candidate's dossier prior to the review of the complete dossier, which is to include external review letters.

Committee members must complete a thorough review of a candidate's dossier prior to voting or discussing the candidate's performance. Discussion requires physical presence of all committee members, and electronic presence by video and/or voice connections is not permitted.

IV. Promotion and Tenure Criteria

A. Prologue

The evaluation of candidates by the Committee in each of the areas of teaching, scholarship, and service shall culminate in their being rated as:

Excellent High quality Below criteria

The evaluation of a candidate's contribution in the three areas must be made with reference to the departmental mission.

In general, this mission can best be accomplished by: (1) undergraduate and/or graduate teaching; (2) theoretical and applied scholarly activity on problems related to hospitality and tourism; and (3) the dissemination and interpretation of results to a wide audience. Service at all levels--department, college, University, academic community, profession, community, or industry. The definitions of excellence in teaching, scholarship, and service given below shall serve as a frame of reference for promotion decisions.

Appraisal in each of the three categories is based upon performance on some or all of the following measures. These measures are provided as examples and are not collectively exhaustive. It is the responsibility of the candidate to make the best case in categorizing and documenting his/her accomplishments. The burden is on the faculty member to clearly make the case for tenure or promotion in his/her dossier.

1. Teaching

Teaching is extremely important in the HOSP Department where it is viewed as our primary task. Teaching activities to be considered in the evaluation process include classroom instruction, on-line instruction, supervision of practicum experiences, student advisement, working with students in professional development activities, mentoring, counseling, supervision of students research projects, thesis and dissertation.

To be rated as excellent in teaching, a candidate must meet the high standards expected in a department that particularly stresses high quality teaching. The effectiveness of the candidate's

teaching should be evaluated with respect to not only effort (soundness, rigor, quality, and depth), but also to learning outcomes for students. The following evidence of teaching are required in the candidate's dossier:

- Peer evaluations that attest to the candidate's pedagogical competence, knowledge of the subject matter, organization and preparation, ability to stimulate intellectual curiosity and willingness to work, innovative capacity, intellectual integrity, etc.
- Student evaluations properly tabulated and summarized. The procedures used in administering the evaluations should be described. Where available, comparable departmental evaluations and past measures of the candidate's performance should be provided. (Note: Student evaluations should only be used in conjunction with other indicators to measure teaching competence. The type and size of courses should be taken into account).
- A list of courses taught by semester, number of enrollees, course preparations, contact hours and the number of advisees per semester for the years of academic employment at the University of Delaware.

Additional evidence of teaching should include materials from some of the following categories:

a) Teaching Quality

- Course/Teaching portfolio
- Self-evaluation
- Course documents and materials that reflect in-class activities and assignments. Evidence regarding the coordination of internships, practical experience and industry partnerships.
- Assessment strategies.
- Recognition for teaching excellence through awards or nominations for awards.
- Invited lectures.

b) Teaching Effectiveness

- Assessment results and evidence of student learning.
- Samples of student comments from student evaluations. The means by which these samples were selected should be provided.
- Testimonials from a selection of former and current undergraduate and graduate students. The procedures for drawing the sample should be clearly described.
- Long-term follow-up of students.

c) Teaching Productivity

- A list of the different courses taught according to teaching load during period prior to submission of application for promotion.
- Supervision of students research project, thesis or dissertation as chair or committee member.

- Supervision of Independent Study.
- Instruction in study abroad programs.

d) Curriculum Development

- Grants awarded for innovation and development of courses and teaching effectiveness.
- New course development and/or substantial revision of courses to accommodate new concepts or interdisciplinary approaches.
- Creative development of materials for courses, practica, or laboratory experiences.
- Curriculum development to encompass technological advances including distance learning.
- Design and development of computer applications in curriculum to enhance student knowledge and use of technology.
- Publication of pedagogical articles and cases

2. Scholarship

Scholarship is extremely important in the HOSP Department, and a variety of activities contribute to the discovery, integration, application and advancement of knowledge for the hospitality and tourism industry and hospitality education. The principal evidential materials for establishing excellence in scholarship should document contributions to discipline-based research in their field.

External reviews are an important indicator of a Tenure Track candidate's achievement and impact on the profession, and must be solicited for promotion and tenure. Every dossier must include external reviews, solicited by the departmental committee and written by individuals with established reputations in the candidate's area of expertise. These statements should analyze and evaluate critically the scholarly activity. They should also comment on the candidate's potential for future development.

The solicitation of these reviews must follow certain guidelines. The candidate will submit a list of five potential reviewers, some of whom will be approached for recommendations. The department committee will suggest three additional reviewers. This total list of names (8) will be greater than the total number of letters (5) solicited. Although the candidate must be informed of all potential reviewers and have an opportunity to comment on them, the department committee makes the final selection. Insofar as reasonable and possible only reviewers without personal ties to the candidate shall be selected. The final list of names will not be given to the candidate so as to preserve confidentiality of the reviewers. The reports of the external reviewers are confidential in that only individuals reviewing the dossier and making a decision will have access to them. This includes the Department Chair, the Dean of the College, the Department, College and University Promotion and Tenure Committees, and the Provost.

Candidates and other faculty, except those on the P&T Committee, must not contact potential reviewers about the promotion process. Reports of the external reviewers will be confidential, and reviewers will not be mentioned by name or affiliation in any recommendations or

evaluations. Reviewers will be numbered and referred to by number. The letter sent by the department chairperson requesting the review, a curriculum vita of the reviewer and a statement of relationship to the candidate should accompany each external review. Reviewers will be asked to focus their reviews on scholarship, and its impact on the discipline.

To be rated as excellent in scholarship, a candidate must have established an impactful research program. This program should be primarily evidenced by publications in prominent refereed academic journals. The candidate's research should have received favorable review by recognized scholars from peer aspirant universities and indicate unmistakable promise of continuing scholarly productivity.

Evidence of scholarship should include materials from some of the following:

- Peer-reviewed articles.
- Authorship or co-authorship of invited papers, position papers, editorials, book reviews.
- Publications in conference proceedings.
- Published books.
- Articles citing the candidate's scholarly work.
- Works of art, recordings and electronic media.
- Awards, fellowships, prizes.
- Lectures/presentations/performances at other institutions or conferences.
- Unpublished articles, "in-house" publications and unpublished manuscripts. When the candidate has materials that have no record of peer review, it is appropriate to submit them for external review.
- University and external agencies funded and non-funded research grant applications.
- Peer reviewing of manuscripts and research presentations for professional/scientific journals and annual meetings of professional associations.
- Papers presented at or published in proceedings of academic conferences.
- Invited research presentations (panels) at academic conferences.
- Journal editor/ member of editorial board.
- Participation as expert witness.
- Participation in international program activity related to hospitality and tourism research and development.
- Presentations in juried and non-juried works, including culinary exhibitions.
- Portfolio development.
- Designs of physical environment and original creations.
- Professional practice and consulting.

3. Service

The nature of the hospitality industry makes it imperative that faculty engage in activities that provide service to the field. Contacts with industry professionals assist faculty and students in understanding the latest developments in the field, as well as developing ideas for research, and allow for the integration of this knowledge into course work. Industry activities also enhance the reputation of the department.

To be rated excellent in service, a candidate must have demonstrated a high level of achievement in substantive service assignments. The candidate is expected to demonstrate commitment and initiative in carrying out these assignments to the department, to the University, to the industry, to the academic community, and public service to the community.

Evidence of service should include materials from some of the following:

- Active membership in professional societies and industry associations.
- Holding office in national or international professional or trade associations.
- Participation in hospitality industry meetings including community, state, and national trade association meetings and professional association meetings.
- Sponsoring/accompanying student groups to industry meetings.
- Conducting/participating in industry workshops, seminars and conferences.
- Speeches and seminar presentations to industry, community or university audiences.
- Development and participation in outreach activities, which benefit the community and society.
- Industry service awards and honors.
- Service to government.

Additionally, faculty members in all ranks are expected to serve in faculty governance and support the internal and external affairs of the department, the college and the university. These service activities would include some or all of the following:

- University, college and department committee membership and leadership positions within those committees.
- Recruitment and promotional activities for the department and for the university.
- Leadership and participation in special projects undertaken in the department.
- Faculty advisor for student organizations, alumni organizations, honor societies, etc.
- Awards and commendations for service activities.
- Community affairs participation.
- Administrative support activities within the University.
- Activities in support of diversity.
- Invited papers or speeches of a general nature on substantive issues.
- Organization of and participation in symposia or lecture series directed toward students, the academic community, business, or government audiences.
- Administration and organization of study abroad programs.
- University and external agencies funded and non-funded grants.
- Participation with junior faculty, providing various types of assistance in scholarly efforts.

B. Qualifications for Promotion and Tenure – Tenure Track Faculty

1. Assistant Professor

To be eligible for department recommendation for appointment or promotion to the rank of Assistant Professor, a faculty member must have been awarded a terminal degree in their field (Ph.D. or its equivalent) and show the potential for future growth and accomplishment in areas of teaching, scholarship, and service. For contract renewal at the rank of Assistant Professor, the candidate must be judged to be making demonstrable progress towards promotion. Contract renewal and peer reviews occur at intervals specified by the University. Typically, this occurs at years 2 and 4, with the tenure application considered no later than the sixth year. In addition to Departmental review of contract renewals, a Provost and other levels of College and University review also occurs with tenure application.

2. Associate Professor

To be eligible for department recommendation for appointment or promotion to the rank of Associate Professor, the candidate must receive a rating of “Excellent” in research and a minimum of “High Quality” ratings in all other assigned workload. Furthermore, there should be clear indications that the individual will continue to progress in each area.

3. Professor

To be eligible for department recommendation for appointment or promotion to the rank of Professor, the candidate must receive a rating of “Excellent” in research and a minimum of “High Quality” ratings in all other assigned workload areas. The overall record is important but particular attention is paid to achievements since promotion to Associate Professor. Promotion to this rank requires an established international reputation in the candidate's area of expertise and excellent contribution to his or her profession and the University mission. There should be unmistakable evidence of significant development and achievement in teaching, scholarship, and service since the last promotion. Achievements of the candidate for the rank of Professor should be compared with those in similar academic environments.

4. Tenure

Tenure eligibility is defined in the Faculty Handbook. All decisions to grant tenure shall follow review of credentials both by appropriate faculty committees and by administrative officers. Tenure is granted or withheld solely on the basis of merit as determined both by appropriate faculty committees and by administrative officers.

5. Post-tenure review

When called for, the post tenure review of faculty members shall consider the teaching, scholarship, and service accomplishments of the faculty member since the last formal review.

C. Qualifications for Promotion - Continuing Track Faculty

1. Promotion of CT Faculty without Terminal Degree

A full peer-review will be conducted at years 2, 4, 6 ,and 13. Evaluations and recommendations from the Committee and the Chairperson will be conducted at this time. Upon a successful sixth-year review, a continuing contract of length specified in the Faculty handbook shall be awarded; otherwise, the candidate will receive a terminal year appointment. As specified in the Faculty Handbook, successful peer review at the end of the sixth year results in promotion from Instructor to the title of Associate Instructor, and successful peer review at the thirteenth-year review results in promotion from Associate Instructor to the title of Senior Instructor.

To receive a positive sixth and thirteenth year review, CT faculty will be expected to have sustained a level of accomplishment sufficient to be judged as: (1) demonstrating excellence in teaching; (2) excellence or high quality performance in the other areas specified in the most recent contract and/or workload agreement; and (3) continued growth as a teacher in one's discipline. The individual must also demonstrate ongoing professional development, active service to the University of Delaware community, leadership in the University and profession, and effective student engagement. The overall record in these areas is important, but particular attention is paid to achievements since the last renewal. This rank denotes exemplary instruction, and professional development, and significant contributions to undergraduate education. In addition to teaching courses, a CT faculty can have considerable responsibility in student advising, overseeing course development, or managing administrative or service responsibilities related to the instructional program, or special instructional initiatives. All of these activities reflect his or her role as an instructional leader.

2. Promotion of CT Faculty with Terminal Degree

a) CT Assistant Professor

To be eligible for Departmental recommendation for promotion to the rank of CT Assistant Professor, a candidate must hold a terminal degree and show the potential for future growth and accomplishment in teaching, and/or scholarship, and/or service.

b) CT Associate Professor

To be eligible for Department recommendation for promotion to the rank of CT Associate Professor, the candidate must, at a minimum, have achieved ratings of excellent in teaching, and high quality performance in all other categories that are recognized as part of his/her workload. Furthermore, there should be clear indications that the candidate will continue to achieve excellence in teaching and high quality performance in all other categories consistent with his/her workload.

c) CT Professor

To be promoted to the rank of CT Professor, a CT Associate Professor will be expected to have sustained a level of accomplishment sufficient to be judged as demonstrating excellence in teaching, and high quality performance in the other areas specified in the most recent contract and or workload agreement. The overall record in these areas is important but particular attention is paid to achievements since promotion to CT Associate Professor. This

rank denotes exemplary accomplishment in instruction, demonstrated continued scholarship and service, and significant contributions to student education. In addition to teaching courses, a CT Associate Professor can have considerable responsibility in student advising, overseeing course development, or managing administrative or service responsibilities related to the instructional program, or special instructional initiatives. All of these activities reflect his or her role as an instructional leader.

3. Periodic Review

CT faculty will undergo periodic review after a successful 13th year peer review. This review normally occurs every 5 years, and will be conducted in a manner similar to the post-tenure review of TT faculty.

4. CT Teaching Evaluation Procedures

The candidate applying for promotion to Associate Professor or Professor must demonstrate outstanding teaching effectiveness with a rating of “excellent” in teaching. In addition, professional colleagues external to the Department should recognize him/her. Candidates for promotion to associate professor or professor should document their performance with evidence of outstanding teaching effectiveness and leadership.

a) Solicited Peer Evaluations

The Dossier will include, at minimum, three (3) external reviews completed by individuals, inside the university but outside the department, with established reputations in teaching. Below are the procedures to be used to obtain external reviews for teaching.

b) Solicitation of External Reviews for Teaching , Procedures

Following the procedures specified in the [UD Faculty Handbook](#), the department will use the following procedures to solicit external reviews for teaching:

1. A candidate will submit a list of 3 potential reviewers, some of whom will be approached for recommendations. External reviewers should be those with a reputation for teaching and can attest to the candidate’s pedagogical competence, knowledge of the subject matter, organization and preparation, ability to stimulate intellectual curiosity and willingness to work, innovative capacity, and such.
2. Reviewers must be from outside the department.
3. The P&T Committee will provide a list of 3 additional potential reviewers.
4. The candidate has an opportunity to comment on any of the potential reviewers.
5. The total list of names will be greater than the total number of letters solicited. Although the candidate must be informed of all potential reviewers and have an opportunity to

comment on them, it is the Committee, and not the candidate, that makes the final selection. The final list of names will not be given to the candidate so as to preserve confidentiality of the reviewers.

6. The Department Chair will contact and obtain commitments from three (3) potential reviewers selected by the Committee (whenever possible, approximately half from the candidate's list, and half from the department list).
7. Candidates must not contact potential reviewers about the promotion process at any time.
8. Letters of evaluation will be confidential and peer reviewers will not be mentioned by name or affiliation in any recommendations or evaluations. Reviewers may be referred to by number.
9. The Department Chair will send each peer reviewer a letter requesting the evaluation, a curriculum vita or biographical statement describing the reviewer's credentials and a statement of relationship to the candidate, a representative teaching portfolio of work provided by the candidate. Each reviewer must provide a report including in-class observation of candidate along with an assessment of their teaching evidentiary material. Insofar as reasonable and possible, only reviewers without personal ties to the candidate should be selected.

The department will place the external review letters in the appropriate section of the candidate's Dossier organized as follows:

1. Introductory Materials
 - a. Final list of potential reviewers, noting which names were suggested by the candidate.
 - b. A memo from the candidate, with any comments he/she has about the potential reviewers.
 - c. A copy of the cover letter sent to reviewers.
2. External Review Letters (3), each separated with a tab and numbered sequentially for reference.
 - a. Reviewer's Report
 - b. Reviewer's CV/Biographical statement

This section of the Dossier is to be held in confidence, and will be removed prior to making the Dossier available to the candidate.

D. Other Appointments

1. Joint, affiliated, or secondary appointment

Faculty from other University departments seeking joint, affiliated, or secondary appointment at any rank in the Department of Hospitality Business Management will be evaluated in the same

manner as those with primary appointments. The P&T committee will review these appointments every three years for renewal.

2. Adjunct & Visiting Appointments

Faculty seeking visiting faculty appointment in the Department of Hospitality Business Management will be evaluated in the same manner as those with primary appointments. Adjunct faculty do not receive rank but the appointment status will be reviewed for renewal annually by the Department Chairperson, and can be referred to the Committee for deliberation. Visiting or research scholars do not receive academic rank and may be nominated by any full time faculty member acting as their sponsor. Visiting or research scholar status requires approval of the Department Chairperson and the Dean, as well as applicable administrative units within the University.

V. Amendment Procedures

Amendments to this document pertaining to tenure-track (TT) faculty must be approved by a majority of the tenure-track faculty. Amendments to this document pertaining to continuing track (CT) faculty must be approved by a majority of tenure-track and continuing track faculty. Proposed amendments must be made available to the faculty at least one week before taking a vote.