



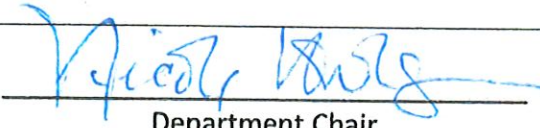
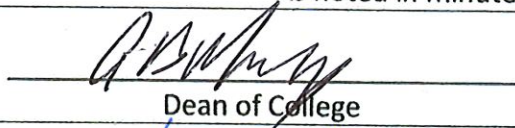
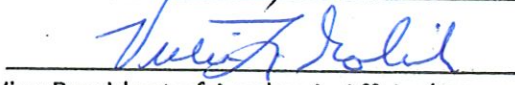
**Metropolitan State University of Denver**

**College of Business**

**Department of Marketing**

**Faculty Evaluation Guidelines**

**Effective 2020**

DEPARTMENT GUIDELINES REVIEW			
	Approve	Disapprove	Date
 Department Chair	✓		2/25/20
Reviewed and approved by Committee of Department Chairs As noted in minutes of meeting dated			
 Dean of College	✓		2/26/20
 Vice President of Academic Affairs/Provost	✓		3/12/20

## MARKETING DEPARTMENT

### Mission and Goals

#### College of Business Mission Statement

We engage a diverse student population from metropolitan Denver with a high-quality, inclusive, and accessible education to help them become effective business professionals.

#### Department of Marketing Metropolitan State University of Denver

##### Vision

The Department of Marketing's vision is to be the preeminent public urban undergraduate marketing program in the nation.

##### Mission

The Department of Marketing's mission is to provide a high-quality undergraduate marketing and business communication education in the metropolitan Denver area to a diverse student population. We prepare students for successful careers and lifelong learning in marketing through experiential education and attention to social responsibility, technological advancements, multiculturalism, and globalization.

Full-time University faculty members are reviewed on their performance in three areas (teaching, scholarly activities, and service), while part-time faculty are normally reviewed only on their performance in teaching. All relevant and official information may be considered in the course of any review or evaluation. In addition to these Department Guidelines, see MSU Denver's *Faculty Employment Handbook* for more information on policies and guidance in preparing a portfolio.

All faculty are expected to perform basic responsibilities as specified in the faculty member's contract, the Faculty Employment Handbook (Handbook), and in accordance with the academic and procedural calendars. See Appendix 1 for a list of these key responsibilities.

These Department Faculty Evaluation Guidelines have been approved by the appropriate levels at the University and will be used for evaluation of all Department faculty members (see *Faculty Employment Handbook* regarding the timing for faculty change from a previous version of the Guidelines to the most recent). Criteria outside this document cannot be used for evaluating Department of Marketing faculty members by any level of evaluation.



## AREAS OF PERFORMANCE AND CRITERIA

University faculty members are reviewed on their performance in at least three areas: teaching, scholarly activities, and service.

1. **Teaching:** Teaching is the act of creating and maintaining an environment which enhances the opportunities for student learning and discipline-related growth; it includes advising students to facilitate graduation and to transition to post-baccalaureate careers or further educational opportunities.
2. **Scholarly Activities:** Scholarly and creative activities are disciplinary or interdisciplinary expressions or interpretations that develop ideas, frame questions, create new forms of representation, solve problems, or explore enduring puzzles.
3. **Service:** Service is participation in the shared governance of the university and the use of disciplinary or professional expertise and talents to contribute to the betterment of multiple environments, including professional and disciplinary associations, or non-profit and governmental agencies.
4. **Other Duties:** Faculty engaged in other duties, including faculty on reassigned time to serve in roles such as Department Chairs or Directors, will be reviewed on those activities. It is possible that the requirements for such faculty will be altered to take into account these responsibilities.

Depending on the type of review, faculty members should submit a Portfolio for review at the appropriate time and to the appropriate level of review as stated in the *Academic Affairs Procedural Calendar* and the *Faculty Employment Handbook*.

### Rating Scale

Faculty are assessed in the relevant performance areas and will be given a rating for each area at each level of review.

**Meets Standards** This rating represents a level of performance that demonstrates competency in the profession based on the criteria in the guidelines. It will be used in evaluations for performance anywhere from meeting the requirements in the guidelines to exceeding these requirements.

**Needs Improvement** This rating indicates that a faculty member's performance does not meet standards expected in this profession based on the criteria in the guidelines.

## TENURE AND PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR

### Criteria and Guidelines

The requirements for tenure and promotion from assistant professor to associate professor are summarized on the following page. Tenure-track faculty members are reviewed for tenure and promotion in the sixth year, though faculty may choose to apply as early as year four, per the *Faculty Employment Handbook*). If faculty apply in year four or five, additional criteria not included in this document will not be used for evaluation.

If a faculty member achieves a “needs improvement” rating in one category in the 2<sup>nd</sup> portfolio year, it indicates the faculty member is not satisfactorily progressing toward tenure in that category and it is strongly recommended that the faculty member develop a performance plan to meet that category’s standards the following year. If a faculty member earns a “needs improvement” rating in the any pre-tenure year after the 2<sup>nd</sup> portfolio year in one or more categories, it is possible that he or she will not be recommended for retention.

If a faculty member achieves all “meets standards” rating in the tenure portfolio year, it suggests that he or she has reached a level of performance in that category to qualify that faculty member for tenure and promotion. If a faculty member receives a “needs improvement” rating in the tenure portfolio year, it is probable the faculty member will not be recommended for tenure and promotion.

When submitting a portfolio for review, faculty should carefully address the items on the following page. Though suggestions may be sought or offered while the portfolio is still in the Department, it is a faculty member’s responsibility to show clear evidence that the minimum expectations are being accomplished, according to how long the faculty member has been on tenure-track.



## **Expectations for Tenure & Promotion from Assistant to Associate Professor**

### **By Third-year Portfolio**

#### *Teaching*

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Allowing Year 1 to be a developmental year, achieve a weighted average SRI score of no less than 4.5 (Q2 only). See Appendix, #2.
- Meet department needs for student advising and attend at least two student-supporting events per year. See Appendix, #3.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.

#### *Scholarly Activities*

- Have at least one article under review at a peer-reviewed journal that meets College policy.
- Accomplish at least two of the other scholarly activities that meet College policy.
- Maintain AACSB Qualification status each year. See the most recent College of Business policy.

#### *Service*

- Serve on at least two committees, task forces, etc., within the University.
- Serve in at least two additional capacities for the profession or the community. See Appendix, #5.
- Consistently attend Department, College and service-related meetings.

### **By Sixth-year Portfolio**

#### *Teaching*

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Achieve a weighted average SRI score (Q2 only) of no less than 4.5 since the Third Year Review. See Appendix, #2.
- Meet department needs for student advising and attend at least two student-supporting events per year. See Appendix, #3.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.
- Show evidence of effective and creative teaching. See Appendix, #4.

#### *Scholarly Activities*

- Maintain AACSB qualification status each year. Publish two peer-reviewed journal articles and five scholarly activities within a five-year period.

#### *Service*

- Serve on at least two committees, task forces, etc., within the University.
- Service on at least one committee should be substantial, through leadership, contribution of expertise, and/or significant time commitment; OR serve on more than two committees.
- Serve in at least two additional capacities for the profession or the community. See Appendix, #5.
- Continue to consistently attend Department, College and service-related meetings.

## PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR

### Criteria and Guidelines

"Professor" is the highest rank that can be achieved in our profession as faculty members and those achieving this rank should be our most highly-qualified faculty, with significant accomplishment in all three areas. This promotion requires a higher level of performance than merely meeting the guidelines for post-tenure review. Further, as continuous improvement is important, requirements for this promotion are more demanding than are the requirements for tenure and promotion to associate professor.

The requirements to be considered for promotion to professor are summarized below. Please also see the *Faculty Employment Handbook* regarding criteria for promotion, including years in rank as Assistant Professor and time served at MSU Denver.

Not achieving promotion from associate professor to professor carries no penalty; faculty may re-apply once the criteria for promotion are reached. In addition, tenured faculty are not required to apply for promotion to full-promotion and can instead continue to work to meet the post-tenure review criteria.

**Expectations for Promotion from Associate Professor to Professor** (Note: All items on these lists should be accomplished in the previous five years or since achieving the rank of associate, whichever is more recent. Achievement in scholarly activities occurring during the review year for promotion to associate professor may be included.)

### Teaching

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Achieve a weighted average SRI score (Q2 only) of no less than 4.75. See Appendix, #2.
- Meet department needs for student advising and attend at least two student-supporting events per year. See Appendix, #3.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.
- Show evidence of effective and creative teaching, reflecting achievements beyond what is required for successful post-tenure review. See Appendix, #4.

### Scholarly Activities

- For Scholarly Academic (SA) faculty, maintain SA status each year plus publish one additional peer reviewed journal article. See the latest College of Business Policy.
- For Practicing Academic (PA) faculty, maintain PA status each year, reflecting achievements beyond what is required for successful post-tenure review. See the most recent College of Business policy.

### Service

- Serve on at least two committees, task forces, etc., within the University.
- Service on at least one committee must show consistent and significant leadership.
- Serve in at least two additional capacities for the profession or the community. See Appendix, #5.
- Continue to consistently attend Department, College and service-related meetings.



## POST-TENURE REVIEW (PTR)

### Criteria and Guidelines

Faculty members who have achieved tenure are subject to post-tenure review (PTR) every five years and must submit their PTR Portfolios according to the schedule in the *Procedural Calendar* for the appropriate year.

The purpose of PTR is both to acknowledge the ongoing contributions of tenured faculty and to assist tenured faculty in improving performance as may be necessary. Marketing faculty should continue to be involved full-time in their profession and at MSU Denver to be able to make adequate contributions to the institution and thus have a successful PTR.

The requirements for PTR are listed below. When application of these criteria and guidelines results in a "Meets Standards" rating in each of the performance areas, the faculty member will be deemed satisfactory for PTR. In the event that performance in any area is determined to need improvement, the PTR process requires the faculty member to create and follow an individualized performance improvement plan.

**Expectations for Post-Tenure Review (Note: All items on this list should be accomplished since achieving tenure or since the last post-tenure review.)**

#### *Teaching*

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Achieve a weighted average SRI score (Q2 only) of no less than 4.5. See Appendix, #2.
- Meet department needs for student advising and attend at least two student-supporting events per year. See Appendix, #3.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.
- Show evidence of effective and creative teaching. See Appendix, #4.

#### *Scholarly Activities*

- Maintain AACSB qualification status each year. See the most recent College of Business policy.

#### *Service*

- Serve on at least two committees, task forces, etc., within the University.
- Service on at least one committee should be substantial, through leadership, contribution of expertise, and/or significant time commitment; OR serve on more than two committees.
- Serve in at least two additional capacities for the profession or the community. See Appendix, #5.
- Continue to consistently attend Department, College and service-related meetings.

## EVALUATION OF CATEGORY II FACULTY

### Criteria and Guidelines

Category II faculty members are reviewed at the end of each contract term and must submit a portfolio according to the schedule in the *Procedural Calendar* for the appropriate year. The review provides an opportunity to acknowledge the contributions of Category II faculty and to assist faculty in improving performance as may be necessary. A recommendation of "retain or not retain" will be made by both the department chair and the dean. In addition, retention from year to year will be determined by department needs and funding availability.

The requirements for Category II faculty are listed below. A rating of "Meets Standards" in each of the performance areas enables the faculty to be eligible for contract renewal. In the event that performance in any area is determined to need improvement, the chair and dean will determine whether the faculty is eligible for contract renewal or re-hire. If the faculty is retained, the faculty member will be required to create and follow an individualized performance improvement plan.

Category II Faculty members are on a one-year contract or a three-year contract. A faculty member must serve a minimum probationary period of three successive one-year contracts before being eligible for a multi-year contract. Three-year contracts are only available for base-funded employment lines. In rare cases, faculty may be hired for one semester only. The department chair may choose to terminate a contract after only one semester if the faculty member is performing poorly and/or not according to department needs.

### Expectations for Category II Faculty Evaluation

#### Teaching

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Allowing year 1 to be a developmental year, achieve a weighted average SRI score (Q2 only) of no less than 4.5. See Appendix, #2.
- Meet department needs for student advising and attend at least two student-supporting events per year. See Appendix, #3.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.
- Show evidence of effective and creative teaching. See Appendix, #4.

#### Scholarly Activities

- Maintain AACSB qualification status each year. Faculty on a one-year contract may qualify in any of the four qualification categories. Faculty on a three-year contract should be qualified as a Scholarly Practitioner, Practicing Academic, or Scholarly Academic. See the most recent College of Business policy.

#### Service

- Serve on at least two committees, task forces, etc., within the University.
- Service on at least one committee should be substantial, through leadership, contribution of expertise, and/or significant time commitment; OR serve on more than two committees.
- Serve in at least two additional capacities for the profession or the community. See Appendix, #5.
- Continue to consistently attend Department, College and service-related meetings.



**Expectations for Category II promotion to Senior Lecturer** (Note: Please see the *Faculty Employment Handbook* regarding when Category II faculty are eligible to apply for a Senior title. All items in this table should be accomplished in the previous three years.)

*Teaching*

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Achieve a weighted average SRI score (Q2 only) of no less than 4.75. See Appendix, #2.
- Meet department needs for student advising and attend at least two student-supporting events per year. See Appendix, #3.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.
- Show evidence of effective and creative teaching, reflecting achievements beyond what is required for successful post-tenure review. See Appendix, #4.

*Scholarly Activities*

- Maintain AACSB Scholarly Practitioner, Practicing Academic, or Scholarly Academic qualification status each year. See the most recent College of Business policy.

*Service*

- Serve on at least two committees, task forces, etc., within the University.
- Service on at least one committee should be substantial, through leadership, contribution of expertise, and/or significant time commitment.
- Serve in at least two additional capacities for the profession or the community. See Appendix, #5.
- Continue to consistently attend Department, College and service-related meetings.

**Expectations for Category II Faculty with a 5/5 Teaching Load**

*Teaching*

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Allowing year 1 to be a developmental year, achieve a weighted average SRI score (Q2 only) of no less than 4.5. See Appendix, #2.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.
- Show evidence of effective and creative teaching. See Appendix, #4.

*Scholarly Activities*

- Maintain AACSB qualification status each year. Faculty on a one-year contract may qualify in any of the four qualification categories. Faculty on a three-year contract should be qualified as a Scholarly Practitioner, Practicing Academic, or Scholarly Academic. See the most recent College of Business policy.

*Service*

- Consistently attend Department and College meetings.

## EVALUATION OF AFFILIATE FACULTY

### Criteria and Guidelines

Part-time, Category III ("affiliate") faculty are important contributors to the department's teaching. The requirements for affiliate faculty are listed in Table 5. A rating of "Meets Standards" in each of the relevant performance areas enables the faculty to be eligible for future teaching assignments. In the event that performance in any area is determined to need improvement, the chair will determine whether the faculty is eligible for re-hire.

Since affiliate faculty are hired on a semester-to-semester basis, some level of performance evaluation will occur every semester, based on review of student ratings of instruction (SRI) and student comments. Periodic classroom observation and meetings with the hiring manager (chair or assistant chair) will also contribute to ongoing performance assessment. Both performance and department needs will be considered in retention and non-retention decisions.

### Expectations for Affiliate Faculty Evaluation

#### *Teaching*

- Demonstrate willingness to teach classes and schedules conducive to department needs.
- Allowing year 1 to be a developmental year, achieve a weighted average annual SRI score (Q2 only) of no less than 4.5. See Appendix, #2.
- Contribute to assessment activities and implement curriculum changes as requested by the Department and College Assessment Committees.

#### *Scholarly Activities*

- Maintain AACSB faculty qualification (usually Instructional Practitioner). See the latest College of Business Policy.

#### *Service*

- No service requirements.



## CRITERIA FOR EMERITUS STATUS OF FACULTY

Please see the *Faculty Employment Handbook* for the details of eligibility for Emeritus faculty status.

In addition to these basic requirements of the University, emeritus status in the Marketing Department requires the following. The faculty member should have:

- consistently exceeded the College of Business requirements for qualification.
- a teaching history that significantly and consistently exceeded the Department's minimum standard for teaching, such as weighted average SRIs of 4.5 or higher, participating in advising and assessment, and other student involvement and support.
- a record of service at all three levels of the university (Department, College, and University), as well as service to the community and the profession.
- a desire to continue involvement with the Department, the College of Business, and the University.

As noted in the *Faculty Employment Handbook*, a department chair or any faculty member of the department may nominate faculty for emeritus status. The *Handbook* outlines the steps of selection.

## APPENDIX

### 1. Basic faculty obligations

Faculty are expected to:

- adhere to accepted standards of professional conduct as established by the *Handbook* and AAUP.
- be available by email or phone and for scheduled meetings during the contractual period, from one week prior to the fall semester to one week after the spring semester, excluding holidays when the University is closed; provide the chair with timely notice in the event they are unavailable during the contractual period.
- use the University's Learning management system for communicating basic course information, at a minimum.
- prepare a syllabus by the first class, which contains the course description, grading criteria, syllabus policies and special notices required by law or institutional policy.
- assure that adequate and accurate records of student performance are maintained; keep these for one calendar year after the end of the semester in which the course was taught.
- establish, post, and keep a minimum of five office hours weekly during each academic term of the regular academic year.
- submit grades by the deadline established by the Registrar.

### 2. Teaching standards

- Weighted average SRI scores will be calculated using Q2 only and weighting each class by the number of students responding to the SRI instrument. The formula used for this calculation is as follows.

$(n \times (\text{CRN mean Q2}) \text{ divided by total of } n)$

- Lower SRIs may occur for several reasons (e.g., developing a new class, a new pedagogy in an existing class, a different way of delivering a class, low response rates). Thus, SRI ratings for some sections may be considered and given less importance in the evaluation, based on the faculty member's explanation. The burden is upon the faculty member to explain the justification for this consideration in the narrative.

### 3. Advising and student-engaging activities

- All department faculty are expected to:
  - consistently hold office hours during which they are available to advise students;
  - document advising activity in the MSU Denver system (currently SSC Navigate); and
  - communicate advising-related information to both on campus and online classes (example: reminders regarding registration).
- Full-time faculty teaching marketing courses are typically expected to provide academic advising to marketing students.
- Full-time faculty teaching general business courses are expected to provide student advising that is a fit for the courses taught and faculty expertise. For example, faculty teaching BUS 1850 and 1950 can schedule time for professional advisor visits during class and advise students on choosing a major or career path. Other BUS faculty options include being an advisor for a student group, being a guest speaker for a student group, participating in



retention calling campaigns (but cannot then count for student events, below) or other activity determined in consultation with the department chair.

- All department faculty are expected to engage in at least two student-facing events per year. These activities could include:
  - Open House
  - Commencement
  - Retention calling campaigns
  - Planning or bringing a class to a special event, such as a career panel
  - Actively participating in a networking event (such as the Sales Meet and Greet, Digital Marketing Job Fair)
  - Attending the department's annual outstanding student awards banquet and/or the College-level student awards banquet
  - Attending a Beta Gamma Sigma induction event or other activity
  - Or other activity determined in consultation with the department chair

**4. Effective and creative teaching can be illustrated by achieving some combination of the following:**

- Develop a new course.
- Substantially revise an existing course.
- Apply a major change in pedagogy.
- Apply innovative (not commonly used) educational technology.
- Include an experiential component in a course.
- Actively engage the business and/or alumni community in a course.
- Stay current in pedagogy developments and consistently try new teaching strategies/activities/assessments.
- Stay current in your field by publishing or presenting research or otherwise participating in professional development that clearly facilitates currency in your field.
- Actively serve as a course coordinator for a class.

**5. *Suitable service activities for the profession and the community.***

- Profession
  - Serve as a reviewer for peer-reviewed journals or conferences
  - Review texts or textbook supplements for a publisher
  - Serve on the editorial review board of a peer-reviewed journal
  - Serve as chair of a conference relevant to marketing, or business communication, if applicable
  - Serve as session chair or discussant at a conference relevant to marketing, or business communication, if applicable
  - Serve as a track chair for a conference relevant to marketing, or business communication, if applicable
  - Be active in a local chapter of a professional organization
  - Serve as a member of a local, state, or national organization relevant to marketing, or business communication, if applicable
  - Serve as an officer in an academic organization relevant to marketing, or business communication, if applicable
  - Other activities, in consultation with the department chair

- Community
  - Serve as a member of a local, state, or national organization outside the profession
  - Provide media interviews
  - Serve a local agency, non-profit, community group, etc.
  - Serve in a public service capacity or perform consulting work to community, business, or professional organizations
  - Serve on the board of a professional or community organization
  - Work with local small businesses or non-profit organizations with students in class projects
  - Give presentations to community groups
  - Other activities as determined in consultation with the department chair
- Alumni
  - Attend MSU Denver-hosted event for alumni
  - Engage alumni in the classroom, as a visiting speaker, or another student-facing activity