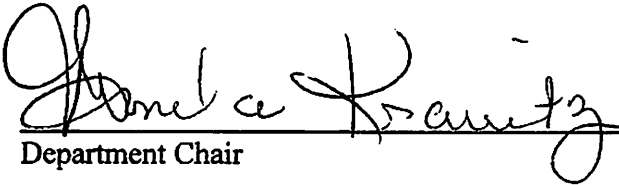


Management Department  
The College of New Jersey  
Disciplinary Standards for Reappointment, Tenure, and Promotion

The attached disciplinary standards have been reviewed and approved by the Committee on Faculty Affairs, the Council of Deans, and the Provost.

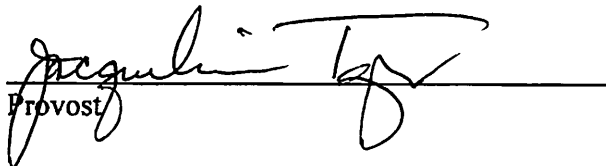
To avoid creating a moving target for candidates for reappointment, the disciplinary standards in effect during a faculty member's first year of employment will be used for reappointment and tenure applications. Candidates for promotion will use the disciplinary standards in effect in the year in which they apply for promotion

  
Department Chair

11/17/15  
Date

  
Dean

11/17/15  
Date

  
Provost

12/16/15  
Date

The Management Department will next review its disciplinary standards in Academic Year 2020.

**Scholarship Disciplinary Standards for Reappointment and Promotion  
Department of Management  
School of Business  
The College of New Jersey**

**I. PURPOSE**

This document articulates guiding principles for the evaluation of candidate's scholarship for reappointment or promotion within the Department of Management. The TCNJ Promotion and Reappointment Document (<http://www/tcnj.edu/~fhb/Promotion-Reappointment2015.pdf>) provides the timeline and processes mandated for promotion, reappointment, and tenure at the College. The document also includes the application format, and outlines the candidates' responsibilities. Note that important requirements are clearly specified in Appendix I – Standard application for Reappointment, Tenure and Promotion. Candidates are strongly encouraged to become intimately familiar with the College's reappointment and promotion policies.

The present document is supplemental to TCNJ College Promotion and Reappointment Document. It is designed to offer specific interpretation of the general standards with respect to scholarly activity and to provide additional guidance to candidates by highlighting other documents and policies.

**II. DEFINITION OF THE TEACHER-SCHOLAR ROLE**

An underlying premise is the conviction that research and teaching are complementary and that new discoveries augment and sustain our work as educators. The Management Department concurs that "the best teachers remain devoted learners" (see TCNJ Promotion and Reappointment). The Department expects that faculty will not only excel in teaching and scholarship, but will combine research and teaching in a way that expands knowledge and improves the community. This expectation is referred by TCNJ as the "teacher-scholar model" (<http://policies.tcnj.edu/policies/digest.php?docId=9164>), and is consistent with the College's mission of excellence in teaching, creativity, and scholarship.

The Department expects all faculty members to be productive scholars and to remain current in the theory, skills, and pedagogy of their respective disciplines. Accordingly, decisions relating to faculty reappointment and promotion are based on criteria that follow the Teacher-Scholar model.

**III. EVALUATING SCHOLARSHIP**

The Management Department embraces the TCNJ Promotion and Reappointment Document's standards for evaluating scholarship, which

include: 1) high quality work as judged by one's peers and as indicated by the significance of the field of inquiry; 2) consistent and sustained effort, involvement, and record of accomplishment; and 3) scholarship in keeping with the Teacher-Scholar model.

#### A. Research Quality

The Department believes that the quality of scholarship is more important than mere quantity. Indications of quality include, but are not limited to: a) acceptance rate of a journal; b) type and nature of the review process along with importance and depth of the published work. New and emerging outlets and venues (e.g., online journals) are acceptable to the extent that the quality of the work can be evaluated in a similar manner as more traditional outlets. It is incumbent upon the candidate to provide such indications of quality as: Journal Citation Report numbers, reputation of the publisher, stature of editor and review board members of a journal, extent of distribution, or quality of independent reviews. Acceptable outlets of publications are listed at the end of this document in Appendix A.

Both sole and joint authorship works will be considered and encouraged. The candidate does not need to be the first author on all of their published work. However, the overall body of their published work should support the inference that the candidate is able to generate new research ideas, show scholarly leadership, and publish this research in quality outlets. In instances when the candidate has co-authors, he/she should clearly indicate the order of authorship and explain the degree and nature of collaboration.

#### B. Continuity and Planning

There should be evidence of a history of ongoing publications, contributions and evidence of capability to define and carry out a program of research. The candidate should make clear which scholarly accomplishments were achieved subsequent to appointment at TCNJ and which were achieved since tenure or the last promotion.

The disciplinary areas present in the Management Department are all interdisciplinary in nature and have roots and/or connections to several of the social sciences (e.g., psychology, sociology, economics, and communications). Interdisciplinary scholarship is highly desirable and encouraged as such efforts often lead to rich research agendas and to highly valued publications. It is anticipated that faculty members in the Department will have a disciplinary core that allows them to deepen their understanding of a field or sub-field and master specific methodologies. However the Department believes in great flexibility with respect to the range of outlets for faculty members' scholarship in terms of disciplinary

focus (e.g., social science journals) to the extent that they meet the standards of quality as noted above.

Although scholarship of pedagogy is valued within the context of a larger research agenda, pedagogical contributions for an academic audience alone will not be enough to gain tenure or promotion.

The involvement of students in a candidate's research is valued and encouraged by the College and the Department. However, collaboration with students is not a requirement for reappointment, tenure, or promotion.

Some scholarship, such as work that requires international travel, collaboration with colleagues at other institutions, or the collection of longitudinal data, may encounter challenges that might lead to slower publication rates. The Department supports these types of scholarly endeavors and recognizes the special challenges it presents. However, it recommends that faculty on the tenure track with its fixed time limit for tenure recognize that it is incumbent upon the candidate to provide a record of scholarship at the time of evaluation for tenure that meets or exceeds the basic criteria set forth in this document.

### C. Research Quantity

To be eligible for tenure, the Management Department typically expects: 1) a minimum of three refereed journal articles (in print or in press) that are consistent with the quality measures explained above; and 2) additional evidence of an ongoing research program characterized only by research under peer review or in progress. The Department encourages conference presentations as a means to place work in refereed journals. Three publications in the absence of evidence of ongoing and substantial scholarly activities would in and of themselves not be sufficient for tenure.

For promotion to associate professor, the Management Department typically expects: 1) a minimum of three refereed journal articles (in print or in press) that are consistent with the quality measures explained above; and 2) additional evidence of an ongoing research program characterized by research under peer review or in progress.

A successful research program for promotion to associate professor will be exemplified by a) several projects at different stages of development or a systematic plan for one's research projects; b) significant contribution to the scholarly works (sole authorship or significant contribution a multi-authored work); c) work initiated at TCNJ; and d) record of appropriate dissemination of scholarly work.

For a candidate to be hired at an associate level, the candidate must meet the same requirements as an internal candidate. However, it would be the articles completed prior to employment at TCNJ that would be considered for the associate level ranking.

For promotion to full professor, the Department expects a minimum of three refereed journal articles consistent with the quality measures explained above, since promotion to (or hiring at) the associate professor rank. Candidates must show clear evidence of maturation as a scholar, contribution to one's discipline, and recognition by other professionals in their field of scholarship. The Department recognizes that as a faculty member progresses toward full professor, his/her widening reputation may present valuable publication opportunities in addition to peer-reviewed journals, such as (but not limited to) scholarly books and invited articles. Such contributions are encouraged as they are often the sign of an established scholar. The quantity and quality of these contributions will be evaluated by the Department in accordance with the measures stated above. Articles published prior to employment at TCNJ may be considered in the promotion to full professor decision.

#### **IV. REVIEW OF THIS DOCUMENT**

This document for Faculty Scholarship should be reviewed at a minimum of every 5 years by the Department, consistent with regular reviews by the School of Business and periodic accreditation review. Any proposed changes to the document must be voted on by the Department.

## **Appendix A –**

### **Evidence of scholarship and criteria of evaluation**

1. Peer reviewed Journal Articles
  - a. Acceptance Rate
  - b. Invited articles in special issue
2. Peer reviewed Books & Book Chapters
  - a. Authored or Invited chapters

### **Evidence of an ongoing scholarship program**

3. Other peer reviewed published work: proceedings papers, working papers, professional or trade journal, business case in a text or book, significant instructional software subject to public scrutiny
  - a. Acceptance rate
4. Invited presentations of scholarly work
  - a. Refereed presentations of scholarly work at academic meetings and conferences
  - b. The scope of the academic meeting or conference extending the invitation, i.e., international, national, regional or local
5. Invited professional contributions
  - a. Invited addresses to meetings of professional organizations
  - b. The scope of the professional organization extending the invitation, i.e., international, national, regional, or local
6. External grants
  - a. Peer review
  - b. Stature of the granting agency
  - c. Acceptance rate
  - d. Dollar amount
7. Applied scholarly activities
  - a. Frequency and range of use of a product (such as survey instrument)
  - b. Number and scope of original databases developed for public use
  - c. Number and scope of software developed for general public use
  - d. Editorial roles limited to those in a major continuously published journal, not just in a special issue capacity.

October 20, 2015