



Vackar College of Business & Entrepreneurship

Promotion to Full Professor Guidelines for Associate Professors

Principles

The University of Texas Rio Grande Valley (UTRGV) is committed to serving society through the excellence of its faculty, students, and staff. UTRGV is one of the largest and historically significant Hispanic Serving Institutions in the United States, which makes the work of UTRGV faculty a public good that is especially important to the Rio Grande Valley in addition to the state, nation, and each faculty member's respective discipline. To meet UTRGV's commitment to improving the quality of life of the Rio Grande Valley and beyond, faculty members are expected to perform at the highest levels in their respective disciplines and fields, continuously striving for distinction.

Every UTRGV faculty member should present a distinguished record as a scholar, educator, and colleague. UTRGV faculty must attain a successful and high-quality record of research, scholarship, and/or creative work that projects a clear, coherent, and independent identity as a scholar. As educators, UTRGV faculty must establish a teaching profile that demonstrates growth, impact, and student success. With the awarding of promotion to the next rank, UTRGV expects that faculty members will continue providing intellectual leadership in their research and teaching, and model professionalism in all their work, including service and shared governance activities. The following guidelines and expectations are meant to cultivate full professors at UTRGV who achieve these principles.

Expectations for Promotion to Full Professor

To be promoted to the rank of Professor, faculty are expected to perform with excellence and leadership in all areas of responsibility.¹ The dossiers of faculty must provide clear documentation of their effort and success in the categories of teaching, research, and service. UTRGV's Handbook of Operating Procedures (HOP), HOP ADM 06-504, articulates the principles and standards for earning promotion that a series of discrete annual reviews cannot fully define or evaluate. The type of review and decision-making required for promotion necessitates a qualitative analysis that goes beyond the reliance on numerical thresholds commonly associated with annual review.

Regarding the principles and standards for promotion, HOP ADM 06-504 makes repeated reference to achieving high standards of excellence with quality, significant, and impactful work that faculty sustained after earning tenure. For example:

- "Promotion to the rank of professor is a recognition of and reward to faculty who have sustained meritorious records of professional accomplishment that contribute to the university mission" (HOP ADM 06-504, C.2).
- "The purpose of promotion" is "to recognize and reward faculty with records of sustained meritorious professional accomplishments and who also demonstrate potential for continued contributions to UTRGV's mission and vision," with faculty needing to demonstrate "high potential for continued excellence and effectiveness (HOP ADM 06-504, Appendix A, Section 2.a.v and 2.a.v.1).
- "The faculty member must have demonstrated effective teaching if teaching is an assigned duty" (HOP ADM 06-504, Appendix A, Section 2.a.v.3).
- In research, scholarship, and/or creative works, the "quality, significance, impact, and quantity of publications or creative works" are factors in determining promotion (HOP ADM 06-504, Appendix B, Section 2.b).
- In service, the "quality, significance, and impact of the contributions to students, colleagues, the department, college, UTRGV, the community, and the profession," are factors in determining promotion (HOP ADM 06-504, Appendix B, Section 3.b).
- "All those involved in the review process are responsible for reading all materials, reviewing and evaluating the faculty member's performance on each of the performance criteria, and participating in committee discussions and formulating of committee recommendations" (HOP ADM 06-504, Appendix E, Section 2.c). The instruction to read all materials in the process of evaluating the

merits of recommending promotion means that an evaluation of faculty must include a qualitative assessment of the quality, significance, and impact of their work.

Faculty must provide the necessary information in their promotion dossiers to help ensure that reviewers can perform the type of analysis HOP requires. HOP ADM 06-504, Appendix D, outlines the structure of faculty dossiers and states that faculty must provide “summaries of professional accomplishments” for all areas of review (teaching, research and scholarship, service, university-related patient care) (Section 2.a.ii). In what follows, this document outlines how faculty should organize their summaries/narratives of professional accomplishments in each area of review and identifies the information necessary to explain how they are achieving the principles and standards identified in HOP ADM 06-504.

Expectations for Teaching

As educators, UTRGV faculty must establish a teaching profile that demonstrates growth, impact, and student success.² To document growth, impact, and student success, a successful teaching profile will include evidence of ongoing development and improvement in teaching quality, which should result in both student success and a positive and professional reputation as an educator. UTRGV values and holds high expectations for the quality and impact of faculty members’ teaching on student success. These values and expectations are reflected in the categories below. The following categories and expectations are intended to help tenured faculty demonstrate progress towards promotion to full. Department/School minimum criteria are guided by the following expectations:

Pedagogy Statement: Faculty should be able to articulate a philosophy of teaching that communicates their approach to teaching and describes their primary goals as a teacher, advisor and mentor. The body of evidence of teaching practices provided by the faculty member should align with this philosophy.

Continued Development of Teaching Skills: Faculty are expected to stay current with and utilize best practices in teaching and student engagement. Faculty are encouraged to contribute to the advancement of pedagogy within their respective fields. Efforts to develop teaching skills and to keep current on content in the field demonstrate dedication to high-quality teaching. Such efforts might include attending professional development sessions on best practices in teaching, utilizing resources to gather student feedback on teaching, and attending seminars that provide updates to current knowledge and trends in their respective disciplines. Faculty may create teaching and learning scholarship, develop peer-reviewed teaching resources, design and deliver professional development trainings on teaching, and/or create other materials that contribute to advancing pedagogy in higher education.

Use of Peer Feedback on Teaching: In accordance with UTRGV’s [Guidelines for Faculty Peer Observations of Teaching](#), Faculty must obtain at least one peer observation every three years. Peer observations of teaching should provide constructive feedback oriented to supporting faculty members’ continuous growth in teaching. Faculty must reflect on what they learned in this process and how they used their peers’ feedback to improve their pedagogical practices.

Alignment of Curricular Practices to Student Needs: Faculty should analyze and reflect on student outcomes regularly. This analysis and reflection should involve exploring student evaluations and feedback for patterns and using those patterns to make changes to course design, pedagogical strategy, assessment mechanisms, and other aspects of the course that best meets the learning needs of students.³

Engagement with Student Learning Outside the Classroom: This engagement may take many different forms and includes but is not limited to involving students in research and creative activities, supporting students’ participation in service learning and/or community engagement activities, supervising clinical or field experiences, and/or mentoring students in career exploration and development.

Participation in Development of Curricula: While these activities might not occur every year, faculty are expected to participate in course and program development and/or redesign to ensure curricula are reflective of current knowledge in the discipline, aligned with relevant program learning outcomes, and best meet the needs of students. Faculty must provide syllabi and their reflection on how their course aligns with the values and expectations established here.

Expectations for Research, Scholarship, and/or Creative Works

Upon earning tenure, UTRGV faculty must sustain a successful and high-quality record of research, scholarship, and/or creative work that projects a clear, coherent, and independent identity as a scholar.

The work of faculty in this area should lead to the advancement of knowledge.⁴ By achieving these expectations the faculty member will have demonstrated intellectual leadership, but documenting this achievement requires more than enumerating a list of scholarly products. Faculty must demonstrate their achievement in ways that allow for rigorous evaluation of the quality and impact of their work by professional peers both internal and external to the university. The following categories and expectations are intended to help tenured faculty demonstrate progress towards promotion to full. Department/School minimum criteria are guided by the following expectations:

Significance and National Reputation: Faculty should demonstrate achievement in research, scholarship, and/or creative work that establishes themselves as significant and distinguished contributors to the field or profession. Faculty should explain their reasons for choosing the venues where they publish, perform, and/or display their work and should demonstrate how the significance of their work yielded a nationally recognized research program with a coherent and focused theme. Faculty should articulate this theme and peers should be able to recognize the importance of the faculty member's role in developing knowledge in this area.

Consistent Record of Accomplishment with Increasing Significance and Impact: Upon earning tenure and maintaining a research-intensive workload, faculty should continue with the scholarly productivity that earned them tenure, but with increased significance and impact. Scholarly productivity refers to writing peer-reviewed research materials (including but not limited to books, chapters, and journal articles), participating in supplementary scholarly activities (including but not limited to participation in community-engaged scholarship, conferences, edited volumes, substantial book reviews reaching a broad audience, encyclopedia entries, blogs, and public publications, etc.), creating intellectual contributions (including but not limited to patents, inventions, and other intellectual property), displaying and/or performing of creative work, and obtaining external grant funding. Faculty must explain gaps in productivity when those gaps exist.

Sustainability of Agenda and Trajectory: Faculty must demonstrate that their research, scholarship, and/or creative work productivity continues to be sustainable by documenting their ability to secure external grant funding for their research/creative-work trajectory and/or by showing the systematic accumulation of a body of work that builds from their earlier research.

Scholarly Independence: Upon earning tenure, faculty must continue to be independent as a scholar. This independence should be documented by a publication and authorship record that is separate from earlier mentors (such as dissertation committee members), by the author ordering conventions in their respective disciplines, and by thorough explanations of their contributions to co-authored publications, or other collaborative endeavors such as external grant activity. Research, scholarship, and/or creative works conducted as teams are valuable and do not undermine scholarly independence, but faculty must demonstrate their contribution to that work and how that work has greater impact than if it was completed individually.

Quality and Impact: Faculty must explain the quality and impact of their research, scholarship, and/or creative works to both experts and non-experts alike who will evaluate their achievements relative to expectations. Peer review is a crucial indicator of quality work. Beyond peer review, many proxies (or metrics) exist that faculty may use as an indication of quality and impact. These proxies include but are not limited to journal impact factors, journal indices, journal acceptance rates, author citation indices (e.g., h-index), downloads/views, location or venue of the display or performance of creative work, and source of grant funding.⁵ UTRGV supports the responsible use of these proxies, which means that assessment of quality and impact shall not rely on any one proxy and that proxies shall not be used in place of qualitative, expert judgment.⁶ To help ensure responsible use, faculty must not rely on these proxies as being substitutes for detailed explanations of the steps they took to produce high-quality work. Faculty must document and explain how the significance of their work leads to disciplinary and societal impact. The documentation of impact can include but is not limited to the application of knowledge in the community and/or the use of the work in decision-making, citations, awards, and/or the use of products by others in the community, academic or otherwise (e.g., datasets, products, inventions).⁷ Faculty must demonstrate that the impact of their research agenda is greater than it was before earning tenure.

Selection of External Reviewers for Research, Scholarship, and/or Creative Works: External review of faculty in research, scholarship, and/or creative work is extremely important because these external reviewers provide input into the significance, reputation, trajectory, quality, and impact of this work.

Guidelines and selection procedures can be found in the [UTRGV Guidelines for the Selection of External Reviewers for Faculty Promotion and Tenure](#).

Expectations for Service and Shared Governance

UTRGV expects faculty members to model professionalism in all their work, including service and shared governance activities. These activities are essential to the life of the university and an important component of faculty profiles.⁸ Faculty should conceive of their service and shared governance activities as occurring in three areas: the university and its students, university operations and shared governance, and the profession and community. Upon earning tenure, faculty must assume leadership roles in service toward university operations and shared governance and assume leadership roles in their respective disciplinary organizations. Documented and sustained leadership and impact in service and shared governance is an essential component to promotion to the rank of Professor. When participating and leading in shared governance, faculty must document their role in the development of policies and decision-making that affect UTRGV. The following categories and expectations are intended to help tenured faculty demonstrate progress towards promotion to full. Department/School minimum criteria are guided by the following expectations:

Service and Student Success: Faculty should contribute as members, advisors, or leaders in student organizations, international experiences, and recruitment events for the university, college and/or department.

Service to University Operations and Shared Governance: Faculty must contribute to and lead in the life of their university, college, and department by serving on committees and taskforces in a membership and leadership role, which may include curriculum, assessment, awards, hiring, Faculty Senate, and many other areas of university, college, and department operations.

Service to the Profession and the Community: Faculty must contribute to their profession and community. They may contribute in a variety of ways, including but not limited to reviewing manuscripts and/or grant proposals, writing book reviews, or serving/leading in the following: professional organizations (for example, committee work and/or conference planning), agencies, non-profit community organizations, and/or advisory boards that reflect their professional expertise.

Minimum Criteria for Promotion

Upon earning tenure, faculty must evaluate and assess their progress toward achieving the principles and standards of promotion outlined in HOP ADM 06-504, which are specified more clearly in this document.⁹ This document instructs faculty to structure their work and career to meet these high standards and structure their dossiers to allow for rigorous qualitative reviews. Conducting these reviews helps ensure that UTRGV makes promotion recommendations with more substantial analysis than using quantitative minimum criteria as mere thresholds for guaranteeing promotion. The minimum criteria only offer guidance to faculty and does so without setting a threshold for achievement that guarantees promotion.

All evaluation categories can be found in HOP ADM 06-504 [Appendix B Evaluation Categories and Standards](#) and dossier requirements can be found in [Appendix D Dossier Requirements](#). All processes regarding the review, including committee composition and the protocols therein can be found in [Appendix E Review Committee Composition and Requirements Regarding the Review](#).

Any criteria referenced by HOP ADM 06-504 or the appendices, the UTRGV [External Reviewer Guidelines](#), or the [Peer Observation of Teaching Guidelines](#) should not be included in the Department/School/College guidelines as they are applicable as institutional requirements. The following minimum criteria are discipline-specific and uphold the institutional standard of quality, significance, impact, and productivity. Faculty and all other reviewers should use the following minimum criteria as a guide without setting a specific (enumerated) threshold or checklist for achievement.

End Note

¹ These guidelines and expectations have been drafted to establish clarity and consistency in the qualitative judgments that are required in tenure decision-making. On this point, please see...

² Appendix B, section 1, of HOP ADM 06-504 lists the teaching activities expected of faculty.

³ Research on student evaluations of teaching is extensive and tends to confirm the bias and limited usefulness of student evaluations. For example, please see Troy Heffernan, "Sexism, Racism, Prejudice, and Bias: A Literature Review and Synthesis of Research Surrounding Student Evaluations of Courses and Teaching," *Assessment and Evaluation in Higher Education* 47, no. 1 (2022), 144-154; and, Kerry Chávez and Kristina M.W. Mitchell, "Exploring Bias in Student Evaluations: Gender, Race, and Ethnicity," *PS: Political Science and Politics* 53, no. 2 (2020), 270-274

⁴ Appendix B, section 2, of HOP ADM 06-504 lists the research, scholarship, and creative work activities expected of faculty.

⁵ Research documenting the limitations of using any one of these proxies/metrics is extensive. Some proxies are not amendable to all disciplines, research, and/or publication types (e.g., journal articles versus books), and some proxies are subject to manipulation and inflation (as found with journal impact factors). For example, please see Kyle Siler and Vincent Larivière, "Who Games Metrics and Rankings? Institutional Niches and Journal Impact Factor Inflation," *Research Policy* 51 (2022), 104608; Peter Andras, "Research: Metrics, Quality, and Management Implications," *Research Evaluation* 20, no. 2 (2011), 90-106; Björn Hammarfelt and Alexander D. Rushforth, "Indicators as Judgment Devices: An Empirical Study of Citizen Bibliometrics in Research Evaluation," *Research Evaluation* 26, no. 3 (2017), 169-180. Using proxies as the dominant method for evaluation may lead to perverse incentives that undermine the goals that promotion guidelines seek to achieve, such as creativity, intellectual breakthroughs, and excellence. For example, please see Usha C.V. Haley, "Triviality and the Search for Scholarly Impact," *Organizational Studies* 44, no. 9 (2023), 1547-1550; Kevin Ryan, "Academic Freedom and the Eye of Power: The Politics and Poetics of Open Enclosures," *Journal of Political Power* 9, no. 2 (2016), 249-268.

⁶ For documentation of how proxies have been inappropriately substituted for expert decision-making and the slow adoption of responsible use in the United States, please see Alexander Rushforth and Sarah De Rijcke, "Practicing Responsible Research Assessment: Qualitative Study of Faculty Hiring, Promotion, and Tenure Assessments in the United States," *Research Evaluation* 00, preprint (2024), 1-11.

⁷ Documentation of impact, whether artistic, scientific, social, or political is not uniform across disciplines and takes careful consideration. Faculty should consider how impact is conceived in their field. For an overview of these issues, please see Emanuela Reale, et al., "A Review of Literature on Evaluating the Scientific, Social and Political Impact of Social Sciences and Humanities Research," *Research Evaluation* 27, no. 4 (2018), 298-308; Ziyad Marar, "On Measuring Social Science Impact," *Organizational Studies* 43, no. 5 (2022), 821-824; Teresa Penfield, et al., "Assessment, Evaluations, and Definitions of Research Impact: A Review," *Research Evaluation* 23 (2014), 21-32. The diversity of proxies/metrics supported here, and the demand for qualitative explanations of how faculty achieve quality and impact is in-line with the Declaration on Research Assessment (DORA), which calls for the expansion of research quality assessment beyond "journal-based metrics" like Journal Impact Factor. For a brief review of DORA and DORA-approved assessments in the field of biomedical research (with applications for research assessment in other disciplines), please see Anna R. Gagliardi, et al, "DORA-Compliant Measures of Research Quality..." *PLoS ONE* 18, no. 5 (2023): e0270616.

⁸ Appendix B, section 3, of HOP ADM 06-504 lists the basic dimensions of service activities expected of faculty.

⁹ See, for example, HOP ADM 06-504, Appendix A, Section 2.a, which states that department "guidelines must be in accordance with the general policy principles..."



Minimum Criteria in Teaching

The following minimum criteria helps guide faculty to understanding their progress toward attaining the principles and standards in Teaching delineated above. The minimum criteria pertain to their development of pedagogy, development of teaching skills, use of peer feedback on teaching, alignment of curricular practices to student needs, engagement with student learning outside the classroom, and their participation in the development of curricula.

Criteria 1: Faculty must demonstrate their commitment to meeting basic teaching requirements.

Guideline: The tenured faculty member must continue to develop a teaching philosophy that demonstrates their vision of education in the academic community, post the syllabus for each course taught on the approved online platform, attend all scheduled class meetings except under extenuating circumstances, and hold at least one office hour per week, in-person or online, for each three-credit course

Criteria 2: Faculty must demonstrate their commitment to developing pedagogy and teaching practices.

Guideline: The tenured faculty member must continue to demonstrate their effort in developing course design and delivery. In doing so, they must build their instructional portfolio by employing best pedagogical practices, which may include but are not limited to: inviting relevant guest speakers, incorporating experiential learning, engaging in faculty-led student research, utilizing flipped classroom methods, applying participant-centered learning approaches (e.g., case studies), using simulations, integrating open educational resources (OER), and adopting course technology. The faculty are encouraged to share best practices through teaching workshops, mentorship, peer review of teaching, learning communities, or other credible channels.

Criteria 3: Faculty must demonstrate commitment to developing their teaching skills.

Guideline: The tenured faculty member must regularly participate in professional teaching development activities meant to improve student success inside and outside of the classroom. These activities may include but are not limited to participating in professional conferences, serving on thesis and dissertation committees, conducting pedagogical research in business, and attending teaching effectiveness and methods training workshops or programs provided by different centers of UTRGV or external providers.

Criteria 4: Faculty must demonstrate their commitment to continuously improving teaching effectiveness through students' and peers' feedback.

Guideline: The tenured faculty member must use students' and peers' teaching feedback to continuously improve teaching effectiveness both in course design and course delivery. The faculty must demonstrate steps for continuous improvement in teaching.

Criteria 5: Faculty should enhance the achievement of student learning outcomes through effective communication and engagement with students outside the classroom.

Guideline: The tenured faculty member should foster a learning environment that promotes faculty-student communication and out-of-class engagement. The faculty can demonstrate this by documenting their effort in encouraging out-of-class communication, mentoring/supporting students for competitions, research, awards, and professional achievements, meeting with students outside scheduled office hours, and writing recommendation letters for past and current students.

Criteria 6: Faculty must provide evidence for curriculum alignment and engage in a continuous effort to improve their course curricula.

Guideline: The tenured faculty member must establish student learning outcomes for their course curriculum and explain how their course activities, assignments, and assessments contribute to achieving these learning outcomes. Curriculum improvement includes but is not limited to adjusting course content to align with the changing needs of the business landscape, including ethical and sustainability considerations, and adopting and using new technological advancements.



Minimum Criteria in Research, Scholarship, and/or Creative Works

The following minimum criteria helps guide faculty to understanding their progress toward attaining the principles and standards in Research, Scholarship, and/or Creative Works delineated above. The minimum criteria pertain to the existence of a national reputation, their consistent record of accomplishment with increasing significance and impact, the sustainability and trajectory of their research/creative agenda, their scholarly independence, and the quality and impact of their work.

Criteria 1: Emphasis on High-Impact Publications and Discipline-Specific Publication Requirements

Guidelines: RCVCOBE uses its target Journal Quality List to evaluate research quality by categorizing journals in the list as Elite, High Impact, Medium Impact, and other journals. The faculty are encouraged to prioritize these categories in selecting journals for publication, as these categories reflect the scholarly influence and impact standards recognized by RCVCOBE. Significant participation in external grants is desired and may complement journal publications.

Each academic discipline within RCVCOBE has tailored research expectations based on peer institution benchmarks. The minimum publication requirements to be considered for promotion to full professor by discipline include:

Accounting: 3 publications ranked Medium Impact or higher. Of these, there must be (min.) (A) 1 Elite publication or (B) 2 High Impact publications.

Economics: 4 publications ranked Medium Impact or higher. Of these, there must be (min.) (A) 1 Elite and 1 High Impact publications or (B) 3 from High Impact publications.

Finance: 4 publications ranked Medium Impact or higher. Of these, there must be (min.) (A) 1 Elite and 2 High Impact publications or (B) 4 High Impact publications.

Information Systems: 5 publications ranked Medium Impact or higher. Of these, there must be (min.) (A) 1 Elite and 2 High Impact publications or (B) 4 High Impact publications.

International Business and Entrepreneurship: 4 publications ranked Medium Impact or higher. Of these, there must be (min.) (A) 2 Elite publications or (B) 5 High Impact publications. Or (C) 1 Elite and 3 High Impact publications.

Management: 4 publications ranked Medium Impact or higher are required. Of these, there must be (min.) (A) 2 Elite publications or (B) 5 High Impact publications. Or (C) 1 Elite and 3 High Impact publications.

Marketing: 5 publications ranked Medium Impact or higher. Of these, there must be (min.) (A) 1 Elite and 2 High Impact publications or (B) 4 High Impact publications.

Criteria 2: Faculty must demonstrate consistent and increasing record of research impact and recognition.

Guideline: The tenured faculty member must continue to produce influential and well-regarded research in the field. They are encouraged to work on projects having significant intellectual merits and broader impacts on society. Evidence for research impact and recognition may include citations, impact factors of journals, research awards, patents, grants, editorial board affiliations, and invitations to speak or present at local, national, and international workshops and conferences.

Criteria 3: Faculty must demonstrate scholarly independence and leadership.

Guideline: The tenured faculty member must continue to establish their scholarly independence and leadership by producing research outcomes consistent with their research agenda. Tenured faculty should provide evidence of scholarly independence and leadership by clearly explaining their specific contributions in co-authored research projects. RCVCOBE encourages interdisciplinary research and collaboration across fields. Publications outside a faculty member's core discipline are accepted, provided they meet journal ranking requirements. However, to ensure focused expertise, at least 50% of publications counted towards Elite and High-Impact requirements must align with the faculty member's primary discipline.

Criteria 4: Faculty must demonstrate sustained productivity.

Guideline: The tenured faculty member must demonstrate a consistent pattern of papers or manuscripts in different stages of development (e.g., data collection stage, under initial submission, second/third-round review, etc.) and conference presentations. Furthermore, presentations in seminars, participation in research-related professional development, and similar activities should be aligned with the faculty's research streams. These activities must demonstrate long-term expertise and contributions to the field.



Minimum Criteria in Service and Shared Governance

The following minimum criteria helps guide faculty to understanding their progress toward attaining the principles and standards in Service and Shared Governance delineated above. The minimum criteria pertain to their participation and leadership in service to student success, to university operations and shared governance, and to their profession and community.

Criteria 1: Faculty must demonstrate commitment to serving university operations and shared governance.

Guideline: The tenured faculty member should continue to contribute to the university community by actively taking part in departmental, college, and university committees, furthering university operations and shared governance. Internal service should be discussed with the faculty departmental chair.

Criteria 2: Faculty must demonstrate their commitment to serving the profession and society.

Guideline: The tenured faculty member should continue to use their knowledge, experience, skills, and abilities to benefit the broader academic and society. Regarding service to academia, faculty should continue to demonstrate expertise and mentorship. For example, these activities include mentoring students and junior faculty, serving as a reviewer for high-quality outlets and funding agencies and a chair and/or track chair for the leading conferences in the field, and showing expertise through participating as a keynote speaker at professional development workshops, conferences, and academic ceremonies. Furthermore, faculty should strive to be involved in service to the community through, e.g., organizing workshops and conferences, consulting projects, or service to non-profit organizations.