

Preamble

College of Business Utah State University

INTRODUCTION AND BACKGROUND

Utah State University (USU) and the College of Business are very pleased that you have decided to join our faculty. As your career evolves and matures, the entire university community looks forward to your becoming an important contributor to the intellectual environment at USU. As a land-grant university, USU is committed to continuing a rich tradition of excellence in teaching, research, and service, and everyone anticipates that you will contribute significantly to our efforts in each of these areas. To help guide your professional development at USU, the University has adopted the use of role statements, as explained below, to clarify expectations for tenure track faculty.

Role Statements

A role statement is a document that broadly describes the multiple responsibilities of a faculty member at USU and outlines the performance expectations that the University has of faculty members. The role statement establishes general parameters and principles for faculty employment at Utah State University.

Role statements should not be confused with annual work plans (or “role assignment,” as defined in Section 405.6.1 of the Faculty Code). An annual work plan describes in detail the specific duties a faculty member will perform such as specific courses to be taught or precise research to be undertaken. An annual work plan also outline the goals for a faculty member for a given academic year in each of his/her areas of responsibility. While annual work plans may be modified from year to year, role statements are relatively stable and change infrequently. Annual work plans, however, should strive to be consistent with and reflective of the general parameters and principles outlined in the role statement.

The Faculty Code of USU requires that a role statement “be prepared by the department head or supervisor, agreed upon between the department head or supervisor and the faculty member *at the time he or she accepts an appointment*, and approved by the director (where applicable) or dean” (Section 405.6.1; italics added for emphasis). Initial role statements can be changed or modified using the procedures described in the Faculty Code (see Section 405.6.1).

The Faculty Code indicates that a role statement “shall include percentages for each area of professional service” (Section 405.6.1). The areas of professional service refer to the traditional areas of faculty responsibility at land-grant universities like USU; i.e., (1) **teaching** – including classroom instruction and the advising and mentoring of both undergraduate and graduate students; (2) **research, scholarship, and creative activities**; and (3) **service** – including academic unit operations, campus governance, service to professional organizations, participation in

Cooperative Extension programs, and professional involvement with community-based agencies and organizations. The relative weight allocated to each area of professional service should be adhered to judiciously by the faculty member and it is the responsibility of the faculty member to ensure that his or her efforts mirror these allocations.

While USU is committed to creating an environment in which all faculty members can succeed, probationary faculty members (specifically, assistant professors with tenure eligible appointments) must demonstrate to their Utah State peers that they can successfully manage the multiple responsibilities of a professor at a research-intensive university. Indeed, the Faculty Code states that a primary function of the role statement is to provide a means by which “the faculty member can gauge his or her expenditure of time and energy relative to the various roles the faculty member is asked to perform in the University” (Section 405.6.1).

Finally, the USU Faculty Code indicates that promotion to the rank of associate professor with tenure is awarded “on the basis by which a faculty member performs his or her role assignment” (Section 405.2.2). Specifically, the Code states that “Each candidate must present evidence of *effectiveness* in all of the professional services which he or she performs and must present evidence of *excellence in the major emphasis* of his or her role statement” (Section 405.2.2; italics added for emphasis). Thus, all role statements must state explicitly which area of responsibility is the *major emphasis* for the faculty member and, thus, in which area the faculty member will be expected to perform with *excellence*.

As indicated previously, tenure-eligible faculty members are expected to contribute to the service mission of the University. The Faculty Code, however, states that: “Although such activities are vital to the mission of the University, they are not expected to constitute a *major emphasis* in the role statement for tenure-eligible faculty” (Section 405.2.2.4; italics added for emphasis). Thus, the major emphasis for an untenured assistant professor can only be either the area of research and scholarship or the area of teaching.

Performance Evaluations

During your probationary period at Utah State, you will be expected to perform to expectations in all areas of your faculty responsibilities. You will be expected to perform with *excellence* in your major area of emphasis and with *effectiveness* in the other areas of faculty responsibility. Failure to reach expectations in any area is cause for dismissal. Indeed, as your probationary period continues, USU expectations will increase. That is, as you progress in your career and become more proficient at balancing your multiple responsibilities, your productivity should increase and our expectations of you will change concomitantly.

[Note: The following paragraph is for new assistant professors with no previous tenure track experience.] You will receive annual performance evaluations from several different sources (e.g., your Tenure Advisory Committee and your department head) that will provide you with feedback on the progress you are making. In addition, in the third year of your appointment, the University will undertake a more extensive review of your performance. During your probationary period, if you are not making adequate progress toward promotion and tenure, your contract may be terminated. Finally, at an appropriate time (but no later than the sixth year), the

University will make a final decision regarding your promotion and tenure at USU. The details of this final review are specified in the Faculty Code (see Section 405.7).

[Note: The following paragraph is for new hires with previous tenure track experience.] The Faculty Code (Section 405.1) states that *the pre-tenure probationary period at USU is 6 years, but up to 9 years of total probationary period will be allowed if the candidate was in a tenure-eligible position at another accredited college or university.* Since you were in a tenure track position at the University of <xxxxx> for <xxx> years prior to your employment at USU, your probationary period at USU will not exceed <xx> years as stated in the attached written agreement. You will receive annual performance evaluations from several different sources (e.g., your Tenure Advisory Committee and your department head) that will provide you with feedback on the progress you are making. During your probationary period, if you are not making adequate progress toward promotion and tenure, your contract may be terminated. At an appropriate time (but no later than the <xxx> year), the University will make a final decision regarding your tenure at USU. The details of this final review are specified in the Faculty Code (Section 405.7).

After you are granted tenure and promoted to associate professor, a new role statement will be prepared that will guide your continued professional development towards promotion to the rank of Professor.

ROLE STATEMENT

< *Department Name* >
College of Business
Utah State University

Faculty Name:

Current Rank:

Date of Current Rank:

Third Year Review Date:

Final Review Date:

Promotion Date:

Relative Weight Allocated to each area of Professional Service

Area		% Weight
A.	Research & Scholarship	$\geq XX$
B.	Teaching	$\leq XX$
C.	Service	≤ 10
Total		100

The tenure policy at Utah State University is detailed in Policy 405 of the *USU Faculty Policy Manual*. (See <http://www.usu.edu/hr/policies/405.htm>). The criteria for tenure and promotion from Assistant Professor to Associate Professor include, but are not limited to

...an established reputation based upon a balance of scholarship, teaching, and service; broad recognition for professional success in the field of appointment; evidence for effectiveness in all of the professional services which the faculty member performs; and evidence of excellence in the major emphasis of his or her role statement (Policies 401.4.2(3) and 405.2.1). Excellence is measured by national standards for associate professors within the professional peer group. [405.2.2]

Policy Number 405.11.1 states that

Role statements provide the medium by which the assigned duties of the faculty member are described and by which administrators and promotion evaluation committees can judge and counsel a faculty member with regard to his or her performance.

Your role as a faculty member is defined in three areas: teaching, research, and service. These areas are the core responsibilities of faculty members at Utah State University. You should note

that role statements are negotiable and may change over time. It is also important for you to start now in developing your tenure packet and keeping it current.

A. Research and Scholarship (XX%)

As part of your assignment as a faculty member within the _____ Department, you are expected to expand and disperse the knowledge of your discipline through scholarly research and publication. Documentation of the quality of your research and scholarship will be assessed using the following criteria listed below:

“Documentation supporting such activities must include peer recognition of their value and may include but is not restricted to publication of books or monographs or articles in peer reviewed media; participation in symposia and authorship of chapters in state-of-the-art review volumes; creative work in the arts and humanities that receives regional and national recognition; success in competition for extra-mural funding.” (see Section 405.2.2(2)).

[The following paragraph is for faculty with research as the major emphasis.]The area of research and scholarship represents the major emphasis of your role statement; thus, you will be expected to perform with *excellence* in this area of your responsibility. Specifically, you are expected to create a high-quality program of research and scholarship that is consistently productive, sustainable and recognized for excellence.

As your Utah State colleagues critically review the maturation of your program of research and scholarship, they will be looking for the following elements that are commonly associated with success in this area:

1. You have developed a recognized research program reflecting your contributions to your areas of specialization and research associates.
2. You have contributed to the literature during your probationary period sufficient to demonstrate professional competence and the promise of continuing scholarship throughout your entire professional career. It is expected that your research and writing will be presented at appropriate regional, national, and international conferences and that you will publish in journals in your field or specialty area. This research should be targeted towards those journals in which the most salient dialogue is occurring within your specialty area.
3. You generate a steady and consistent record of peer-reviewed publications emerging from your program of research. The College recognizes that high-quality research published in top journals requires more time and that this could affect the total number of articles published. As your career unfolds, USU expects that this record of research and scholarship will accumulate systematically.
4. Over time you will demonstrate increasing leadership for the published products emerging from your research.

5. Your published research, as judged by your peers, will be scientifically rigorous, innovative, and contributing new knowledge to your field of inquiry.
6. Extramural funding (i.e. grants, contracts, consulting opportunities) may be considered to be an external validation of your research stream and is highly valued. USU recognizes that such funding is relatively rare in colleges of business.
7. In some cases, patents documenting scientific discoveries and inventions will serve as valid indicators of productivity emerging from your program of research and scholarship.

USU and the College of Business expect your research activity to contribute to your professional growth and development and to be compatible with the mission and goals of the college and your department.

B. Teaching (XX%)

Teaching is a vital part of your role as a member of the _____ Department. You may be called upon to teach and develop courses in your field of academic preparation at both the undergraduate and graduate levels. The opportunity may also arise for you to teach/develop courses for delivery in USU's distance education programs. Your teaching load will consist of approximately **XX** semester credit hours per academic year and will not ordinarily exceed three preparations during any given academic year.

All courses you teach should be evaluated near the end of each semester, and you will be expected to receive consistently favorable student evaluations. You should be prepared to document performance in course preparation and in classroom presentation. In addition, you should demonstrate and document that your courses meet the teaching and learning goals that support the mission of the department and college. It is important to note that teaching excellence cannot be supported simply by superior teaching evaluations. The faculty code (Section 405.2.2 (1)) notes that teaching documentation may include, but is not restricted to

“proficiency in curriculum development as demonstrated through imaginative or creative use of up-to-date instructional materials such as syllabi, instructional manuals, edited readings, case studies, media packages and computer programs; authorship of textbooks; teaching and/or advising awards; authorship of refereed articles on teaching; success of students in post-graduate endeavors; recognition by peers of substantive contributions on graduate committees; service on professional committees, panels, and task forces; invited lectures or panel participation.”(Section 405.2.2(1))

In short, substantive changes in pedagogy and successful innovations in teaching style should be documented. You may have the opportunity to take a role in the development of new courses to enrich our existing _____ curriculum. In all of your teaching assignments you should feel

free to solicit the assistance of other faculty members within the department to assist, counsel, critique, and document your efforts in this important teaching role.

USU and the College of Business expect you to provide a variety of types and sources of data about your innovative course development and teaching performance (e.g., student outcomes; portfolios of student work; and course projects, course design). Ultimately, the evidence that you provide regarding your teaching and advising effectiveness will be enhanced, strengthened and be more persuasive if it addresses different aspects of your instruction (e.g., in-class presentations; written course materials; tests and examinations; contributions to the USU honors program; and/or out-of-class interactions with students).

As your Utah State colleagues review the maturation of your teaching (effectiveness or excellence) they will be looking for the following elements that are commonly associated with success in this area:

1. You teach with (excellence or effectiveness) the undergraduate and graduate courses assigned by your department head.
2. You are able to articulate a philosophy of teaching that communicates your approach to instruction and describes your primary goals as a teacher, advisor and mentor.
3. You have contributed to innovative course development and have strengthened our curricula.
4. You are an active participant in the AACSB continuous assessment and improvement processes of your Department's accredited curricula.
5. You garner positive (excellent) student evaluations of your classroom performance that demonstrate your ability to create an environment that invites student learning. Your tenure and promotion committee will look for patterns of consistency in your student evaluations. A successful profile will reflect either ongoing improvement in teaching or consistently high levels of classroom performance. Significant fluctuations in student evaluations from semester-to-semester will require an explanation.
6. Systematic and repeated peer evaluations of your classroom performance throughout your probationary period demonstrate learning and effectiveness. Your response to these peer evaluations documents changes to your instruction that you have made as a result of such feedback.
7. [Where applicable] You demonstrate ability to attract graduate students and to mentor them to the successful completion of their degree and in publishing the results of their research.
8. You engage with students outside normal classroom instruction. Such engagement may take many different forms; including involving students in your research and scholarly activities, supervising independent study, advising student organizations, or consulting with students regarding their evolving careers.

USU and the College of Business expect your teaching activities to contribute to and be compatible with the mission and goals of the college and your department.

C. Service (XX%)

During your first few years of employment at Utah State University, your involvement with department, college, and university committees and other administrative assignments will be kept to a minimum. The quality of your service will be assessed using the criteria listed in USU's faculty policies (see Section 405.2.2(4)).

Service activities include but are not limited to membership in, and leadership of, departmental, college, and university committees and organizations; active participation in regional and national professional organizations as evidenced by committee membership and/or by holding elective or appointive office; consulting activities in local, regional, national and international organizations and agencies; public speaking and/or information dissemination involving professional expertise.

Whereas there will be occasional committee assignments, your first priorities should be the establishment of a productive research program and the development of an outstanding teaching record. As in all dimensions of your job assignment, you are encouraged to carefully document the extent and importance of these service activities.

In this area of faculty responsibility, you are expected to demonstrate effectiveness in service to the operations and governance of the University, to your professional societies, and/or to the outreach and extension mission of the University. You are not expected to provide evidence of your service in all of these areas but, rather, some combination that represents the relative weight that has been assigned to this area. You must be prudent about your commitments to this area to ensure that you do not commit so much time in this area that it detracts from your achievements in the other areas.

In judging your efforts in the service area, your Utah State University colleagues will look for evidence of your contributions to a variety of significant and meaningful service activities. The following are suggestions/examples of how one may demonstrate service effectiveness:

1. Active participation in regional or national professional societies and organizations in your field of expertise as evidenced by committee membership and/or holding elected or appointed office;
2. Service as a reviewer of manuscripts or editor to a conference, scientific, or professional publication;
3. Service in consulting roles to local, regional, national, or international organizations and agencies;

