

TENURE, PROMOTION, CERTIFICATE OF CONTINUOUS EMPLOYMENT, AND REAPPOINTMENT GUIDELINES

Department of Entrepreneurship and Innovation

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In its tenure, promotion, certificate of continuous employment (CCE), and reappointment decisions, the Department of Entrepreneurship and Innovation evaluates the research, teaching, and service contributions the candidate has made throughout their time at Baruch College. The goal of this document is to provide faculty with guidance about the criteria for such decisions.

Tenure and promotion to Associate Professor or CCE

Candidates for tenure and promotion to Associate Professor will be evaluated on their research, teaching, and service records, in that order. Candidates for CCE will be evaluated only on their teaching and service records, in that order. The following guidance is provided in order to highlight the Department's expectations across all three areas. However, it is important to note that this guidance is just that: guidance. The Department recognizes that no two candidates will have the same record and reserves the right to evaluate each candidate's case at its discretion and in the context of the candidate's accomplishments and career trajectory.

Research

The Department expects candidates for tenure and promotion to Associate Professor to engage in rigorous scholarship on significant issues focused broadly on entrepreneurship, innovation, or a closely related topic. To this end, candidates are expected to produce an ongoing research record of both quality and quantity that demonstrates that the candidate has made and will continue to make important contributions to the field. And, while there are multiple ways to demonstrate quality and quantity, a research record that includes the following publication profile at the end of the tenure clock would send a very strong signal that a candidate is deserving of both tenure and promotion to Associate Professor:

- 3 articles published in "A" journals
- **Either** 1 additional article published in an "A" journal **or** a minimum of 2 additional articles published in "high-quality" journals explicitly dedicated to entrepreneurship, innovation, or a closely related field

The Department recognizes that candidates may arrive at Baruch with prior publications in "A" journals and, in such cases, the Department will evaluate the entirety of the candidates' research records, not just the research they produce while at Baruch. That said, candidates are nevertheless expected to demonstrate ongoing "A" level scholarly productivity by having **at least** 2 additional "A" articles accepted during their tenure clock at Baruch. Note, this expectation may be relaxed at the Department's discretion (e.g., 1 additional "A" article

accepted) in very rare cases in which candidates hired as Assistant Professors have extensive prior publication records in “A” journals (i.e., well beyond the 3-4 expected of candidates for tenure and promotion to Associate Professor).

“A” journals are defined as the academic journals on the Financial Times Top 50 (FT50) and UT-Dallas (UTD) lists and journals of equivalent quality. The academic journals included on the FT50 and UTD lists are considered “A” journals by default and are those in which at least half of a candidate’s “A” publications are expected to appear. A case for the “A” status of a journal not included on the FT50 and UTD lists must be made by providing evidence that it is of similar quality to those on the FT50 and UTD lists, including but not limited to the journal’s impact factor, the prestige of its editorial team, its inclusion on external (e.g., Academic Journal Guide, peer/aspirant universities) or internal (e.g., other Zicklin departments) journal lists, assessments by the candidate’s external reviewers, etc. “High-quality” journals are those journals that are well-respected in the field, but lack the elite status of the academic journals on the FT50 and UTD lists. A case for the “high-quality” status of a journal must be made using similar evidence as above, though the quality bar would be set comparatively lower. All evidence in support of non-FT50/UTD “A” journals and “high quality” journals must be supplied by the candidate (with the exception of any assessments provided by external reviewers), will be evaluated subjectively by the Department, and comes with no assurance of successful advocacy.

In addition to the quantitative guidance above, the journal articles in a candidate’s research record must meet the following conditions to be considered toward meeting the expectation for research:

- Published or formally accepted.
- Double-blind reviewed (i.e., not editor reviewed)
- Of a scholarly nature (i.e., theoretical, conceptual, and/or empirical research, not teaching cases, book reviews, editorial essays, special issue introductions, etc.)
- Focused broadly on entrepreneurship, innovation, or a closely related topic (particularly those articles published in “A” journals) **and/or** appear in journals explicitly dedicated to entrepreneurship, innovation, or a closely related field (particularly those articles published in “A” journals)

It is important to note that the tenure and promotion decisions is not simply a mechanical counting exercise based on objective facts; thus, it is the Department’s prerogative to exercise its academic judgment about the subjective worth of a candidate’s research record as a whole. As such, the Department will also consider a number of additional factors when evaluating the quality of the candidate’s research record. The following is a non-exhaustive list of such factors, that may contribute favorably to a candidate’s case for tenure and promotion:

- Positive assessments by high-profile external reviewers
- Publications in top journals
- Sole-authorship and/or lead-authorship on articles with co-authors
- High citation counts
- Independence from doctoral supervisors and/or senior co-authors
- Publications that are beyond the dissertation

- Research awards
- Major external research grants
- Significant popular press coverage
- Theoretical and/or empirical sophistication of publications

Teaching

The Department expects that all faculty will be effective teachers and contribute to the quality of the curricular offerings in the Department. Thus, in order to best position themselves for tenure and promotion to Associate Professor or CCE, candidates should have a teaching record that includes the following:

- Student evaluations that are consistently above 4.0 out of 5.0 and/or trending upward
- Peer evaluations that are consistently positive and/or trending upward

As with a candidate's research record, the Department will not limit its evaluation to objective facts, but also consider more subjective evidence when evaluating the quality of the candidate's teaching record. The following is a non-exhaustive list of such evidence (which must be supplied by the candidate) that may contribute favorably to a candidate's case for tenure and promotion:

- Development and implementation of teaching innovations
- Contributions to ongoing maintenance and innovation of degree and non-degree curricular programs
- Teaching awards
- Additional evidence of teaching effectiveness

Service

The Department expects that all faculty members will be good citizens by contributing to the ongoing vibrancy and culture of the Department. Thus, in order to best position themselves for tenure and promotion to Associate Professor or CCE, candidates should have a service record that includes the following:

- Significant service contributions to the Lawrence N. Field Center for Entrepreneurship
- Service contributions at the department, school, and college levels
- Service contributions to the profession (e.g., editor, review board member, and/or ad hoc reviewer at top journals; organizing position at top conferences; etc.)
- Evidence of leadership roles (e.g., committee chair, workshop/symposium organizer, etc.)

In all cases, the contributions made by candidates are expected to evolve over time, from relatively low-commitment, low-impact contributions early on in their tenure clock to more involved, higher-impact contributions in the latter years of their tenure clock.

Annual reappointment

For annual reappointment decisions, the Department examines the candidate's progress-to-date with an eye toward the candidate's trajectory. Candidates whose research, teaching, and service profiles demonstrate that they are on a viable path toward attaining both tenure and promotion per the above guidance send a very strong signal that a candidate is deserving of annual reappointment. To this end, a wider lens is applied to the evaluation, particularly with respect to the candidate's research record, in an effort to assess the candidate's investment in the research enterprise and predict the candidate's long-term potential. Thus, in addition to journal publications, additional outputs not typically part of the tenure and promotion evaluation, such as conference presentations, articles under review, journal acceptances, etc., will be considered.

Promotion to Full Professor

Promotion to Full Professor is subject to the expectations set forth in the Zicklin Guidelines for Reappointment, Tenure, and Promotion and is evaluated Zicklin Personnel and Budget Committee, not by the Department. However, all Full Professors in the Department shall be given timely notice by the Dean of such candidacies and of the availability of the files for their review so that they may offer written advice on the candidates to the Zicklin Personnel and Budget Committee.

Summary statement

Due to the equifinality of what constitutes a research, teaching, and service record meritorious of tenure, promotion, CCE, and/or reappointment, the policy laid out herein is intended to serve as guidance for candidates seeking reappointment, tenure, and/or promotion and not as rigid criteria to be applied mechanistically. In fact, the Department reserves the right to evaluate each candidate's case at its discretion and in the context of the candidate's overall career trajectory. Thus, all faculty are encouraged to meet with the Department Chair to discuss their progress toward tenure, and promotion, CCE, and/or reappointment at any time.

* Approved by the Department Executive Committee on October 20, 2023