The following document has been prepared for the purpose of informing members of the tenured, tenure-track, and clinical/professional faculty of the school of the policies and procedures that are followed in recommending them for tenure and promotion to higher academic rank. These guidelines have been developed consistent with the University policy revised August 2010.

GENERAL UNIVERSITY CRITERIA (Focused Summary: The information below is not complete, and does not substitute for University policy.)

The tasks of University faculty members are to acquire, discover, appraise, and disseminate knowledge. They should communicate this knowledge and the manner of its acquisition or discovery to their immediate community of students and scholars, to their profession, and to society at large. Service to the institution, the community, the state, and the nation constitutes an important mission of University faculty members. As an institution of higher education with a commitment to excellence and a diversity of missions, Purdue University values creative endeavor, research, and scholarship; teaching and learning in its many forms; and engagement in its many forms, including extension and outreach.

Diversity of academic enterprise in a land-grant institution is to be taken into account when promotions are considered. Innovation in clinical instruction, diagnostic activities, engagement, extension and outreach roles, and the like represent important contributions. Administrative functions, committee service, special program management, professional society contribution, membership on review panels, consultation to government agencies, assisting in the production of scholarly publications, curriculum development, counseling students and student organizations are additional examples of worthy contribution.

HTM CRITERIA

The discipline of hospitality and tourism is multifaceted and applied in nature. Examples of foundations on which hospitality and tourism research are based include not only non-applied areas such as the natural and social sciences and the humanities but also applied fields such as business, education, health sciences and engineering. Therefore, the nuances within our field will be given due consideration in the promotion and tenure process.

To be considered for promotion, a faculty member should demonstrate excellence in at least one of the three areas: research/scholarship, teaching and engagement. Ordinarily, strength should be manifest in more than one of these
areas. Within HTM there should be a clear basis for the nomination. The normal basis is scholarship. Teaching has been regarded as a basis only for those who have emphasized hospitality education in their scholarship and publications. An outstanding record of success in the classroom is not considered as a basis by itself. It is possible to make a nomination based on two areas.

Awards and honors provide a strong indication of recognized excellence. Outside recognition of the quality of work is very important. Diversity of contribution has long been valued within the School of HTM. Involvement as a university, community, industry, and national citizen is expected for all faculty. Some faculty members, depending on assignment or interest, focus on extensive involvement in intramural or extramural activity. Steady involvement with increasing leadership roles is considered important for promotion/tenure reviews.

The guidelines apply to normal tenure track faculty seeking tenure and advancement in rank.

EXCELLENCE IN RESEARCH AND SCHOLARLY CONTRIBUTION:

The School of Hospitality and Tourism Management expects candidates for promotion to demonstrate excellence in research and discovery. HTM expects all candidates for promotion to demonstrate a sustained record of scholarly achievement.

Excellence in research and discovery can be achieved by pursuing a variety of investigatory strategies resulting in the generation of empirical information of utility to the field of hospitality and tourism management. It can also be attained through the development of theoretic and conceptual approaches that would be of significance to the advancement of the field.

Productivity, quality and national/international contribution are among the primary considerations.

Productivity

The governing philosophy of research productivity is sustainability. Candidates are expected to maintain a continued record of research activities. Although the school favorably considers various types of academic and industry-related publications in assessing productivity, primary emphasis is given to publications in refereed journals. Listed below are productivity guidelines for faculty promotion and tenure in HTM.
1. **Dissemination**
   - Two to four publications per year, on average, are expected depending on the quality of the journals.
   - Conference proceedings at regional, national and international meetings are expected as indicators for active involvement in the field but are not substitutes for publications in refereed journals.
   - Authored books and book chapters can be considered positively in the context of a sustained record of refereed publications.
   - A record of publication such as project/technical reports and trade journal articles designed to enhance the development and operation of hospitality and tourism companies and industry groups is positively considered.

2. **Funding**
   - Active pursuit of internal and external funding is expected. While a candidate seeking promotion and/or tenure is expected to demonstrate activity in seeking funding, the source, availability and size of funding often vary depending on the specialty area of a candidate. Although grant sizes may be small, industry projects are a valued source of funding for HTM. Grant activities are considered in conjunction with the candidate’s entire scholarly record.
   - Candidates seeking promotion from associate to full professor are expected to demonstrate leadership in initiating funded projects and, where appropriate, mentorship of untenured faculty members. A lack of awarded grants does not preclude a candidate from achieving promotion and/or tenure.
   - Faculty members are encouraged to participate in projects submitted by other faculty members – showing involvement and building credibility for larger projects.

Note: Some faculty members publish on the basis of extended-time research projects. Some provide more applied information for industry consumption. Assignments to special committees and assignment to a variety of classes requiring extensive preparation time may delay a faculty in establishing a research program. Requirements of funding sponsors and many other factors may also affect this record. After an initial employment period, however, productivity should be relatively steady.

**Quality**

The quality of a candidate’s research is a key ingredient in assessing scholarly contribution. Research quality can be assessed by the impact of the research on the field of inquiry, intellectual independence and sustained programmatic thrust.
Candidates are expected to demonstrate leadership in research within the field of Hospitality and Tourism Management. The quality of the journals, as suggested by reputation, impact and ranking, are indicators of quality. In addition, external reviewers’ assessments are used in the evaluation process. Listed below are quality guidelines for faculty promotion and tenure in HTM.

1. **Academic impact:** Candidates are encouraged to publish in highly regarded journals. Publication in widely read and respected journals will generally lead to greater impact. Candidates seeking promotion from associate to full professor rank are expected to show progression with more publications in top tier journals.

   Note: Appendix one provides information about the tiers of journals in Hospitality Management and Tourism Management. The quality and reputation of journals may change and therefore the listing is regularly reviewed by the faculty.

2. **Intellectual independence:** Candidates are expected to be a lead/sole author or to have publications where project leadership is evident. Candidates are also expected to publish with current and former student advisees.

3. **Programmatic thrust:** It is expected that the candidate will develop a coherent focus or connected foci in a program of research. However, the candidate is not discouraged from moving into new areas of inquiry. Candidates seeking promotion from associate to full professor rank are expected to demonstrate strong expertise in an area of Hospitality and Tourism Management.

**National and International Contribution and Recognition**

HTM faculty members are expected to develop a national and/or international reputation. For those seeking promotion to the rank of associate professor, there should be some evidence of developing a reputation at the national level, and promise in the field of specialization.

A candidate (tenured) seeking promotion to the rank of full professor should have recognition for outstanding contributions to his or her field. Some examples of this include scholarly work that is original in concept and advances the knowledge in the candidate’s field of specialization; applied research that is innovative and applicable to industry practices and contributes to the advancement of hospitality business and management; a third example is a record of contributions based on expertise in an area or methodology. As previously indicated – HTM shares with Purdue a commitment to excellence and a diversity of missions, it values creative endeavor, research, and scholarship; teaching and learning in its many forms; and engagement in its many forms,
including extension and outreach. Similarly, contributions and recognition may come in various ways.

Examples of National and International Reputation include:

**Category A: Assistant professor to associate professor:**
- Serve as a reviewer for academic journals and/or conferences
- Serve as a conference session moderator/leader
- Awards/honors such as best paper awards, citation awards

**Category B: Associate professor to full professor:**
- Serve as an editorial board member
- Serve as editor/co-editor of academic journals
- Serve as grant review board member/accreditation review panel member
- Election/nomination to boards of professional organizations
- Serve as conference organizer
- Invited speeches/seminars/lectures/interviews
- Awards/honors such as best paper awards, citation awards, achievement awards, and other industry/academic awards or honors.
- Major offices in national associations or other appropriate significant areas of leadership

**EXCELLENCE IN TEACHING:**

In the School of HTM a record of strong teaching and accomplishment has traditionally been expected. Even though contributions to the pedagogy may not be an area of emphasis for the candidate, solid scores for teaching, and a record of student support are very important. Over the first years of teaching, student evaluation scores should show improvement, followed by steady levels of classroom excellence.

Additional contributions in the area of course development are expected. Examples include the use of new materials, use of information technology, creative use of teams, creative use of project-based learning, structures that foster individualized help, etc.

The number of courses taught, especially in the initial years of faculty membership may indicate flexibility and support for total school efforts. However, faculty members are expected to move toward areas of teaching specialization consistent with their research and other scholarly endeavors.

If the primary assignment is to the teaching faculty, special contributions should be carefully noted. Leadership in course design, supervision of graduate student
instructors (with records of their increasing success), participation in curriculum committees, development of specialized course support for the school, web based learning, use of design systems, etc. would be good examples.

The teaching records for all candidates for promotion are expected to include evidence of the following:

a. Favorable results of an external review of one or more courses including syllabi, and additional instructional materials such as handouts or lecture overheads, reflecting the currency, appropriateness of depth and breadth of information, and the rigor and creativity of assignments.

b. Favorable Purdue student evaluation scores and narrative comments for each course taught in the preceding three years. This information is reviewed as a student perspective within the context of class size, level of class, whether the course is a requirement or elective, and whether the candidate has prior teaching experience in this or a similar course.

c. Positive contributions to undergraduate student development through effective advising of students. Accessibility to students, favorable advisee perceptions of helpfulness, accuracy in advising, records of facilitating student projects are examples of this area of contribution.

d. Positive contributions to graduate student development through effective advising of students on a temporary basis, membership on student committees, and chair or co-chair of graduate student committees. The level of involvement in graduate student advising is weighed in the context of the available pool of graduate students in the candidate’s area.

e. Contributions to achieving excellence in the School’s instructional activities through active participation in and/or leadership of a HTM standing committee focused on instruction, and/or supervision of graduate teaching assistants serving as the instructor of record.

For promotion where excellence in teaching is the primary basis of nomination, the following indicators are expected:

a. Significant contributions to the scholarly literature on teaching published in refereed journals.

b. Significant contributions to the development of instructional materials, e.g. a well-reviewed teaching manual or text. Development of on-line courses or materials may be involved.

c. Significant and sustained contributions to the improvement of teaching in the School (e.g. a leadership role in a School special interest group or committee focused on teaching.)

d. It is deemed valuable for the candidate to receive serious consideration for - and/or - receipt of a competitive award(s) for excellence in teaching from a Purdue entity (e.g. Mary L. Matthews Award) or a recognized state or national professional organization. Nomination for an award must be a competitive process (e.g. entail more than a letter of nomination from a student or colleague).
EXCELLENCE IN SERVICE AND ENGAGEMENT:

The records of all candidates for promotion are expected to show contributions in the areas of service and engagement. This is a very broad area and contributions can be made in many ways.

Involvement as a good university and community citizen is expected of all faculty. Such involvement includes support of student groups, faculty team projects, committee assignments, attendance at public events, and other activities which advance the strength and image of the school. Some faculty members, depending on assignment or interest, focus on deeper involvement.

For faculty members with a deeper commitment to engagement, some concentrate on internal university service. In this group some serve on specialized academic committees, such as the use of human subjects and animal subject protection. Some provide service to overall university committees such as cultural diversity groups, university partaking, development of cross-disciplinary programs, etc. Some get involved in statewide engagement programs through the statewide technical assistance programs, or Discovery Park activities. Some provide outstanding assistance to student groups within the School, College or the University as a whole.

Other faculty members focus on activities outside of the university. Leadership in academic associations is valued. Recognized leadership service to industry association groups or other professional groups is also valued. Significant leadership roles in community groups or state groups are also important. All activities should reflect well on the school’s reputation.

Steady involvement with increasing leadership roles in the areas of activity is important concerning the suitability of the advancement in tenure and rank.

All candidates for promotion are expected to include evidence of the following:

a. Service as an ad-hoc reviewer for first tier scholarly journals. Membership on at least one scholarly journal editorial board is deemed valuable.

b. Service as a reviewer of submissions to annual or biennial meetings of major national organizations.

c. Contributions to engagement activities, including: presentations at meetings of community or state organizations, providing training programs organized by industry associations, consultation to or leadership in the development of educational programs for industry associations or other entities, and/or other professional assistance contributions to industry groups.
d. Participation in School, College, or University level committees and special assignment groups.
e. Significant service to state or national groups focused on industry-related issues, including leadership roles.

For promotion where excellence in engagement is the primary basis for nomination, the following indicators are expected.

a. Demonstrated skill in developing innovative research-based education programs on topics related to hospitality and tourism management for industry practitioners.
b. Favorable results of an external peer review of one or more educational programs developed by the candidate.
c. Significant contributions to refereed scholarly literature (e.g. published reports of program evaluations, contributions in program design, or other examples of dissemination of expert knowledge.)
d. Other significant contributions over an extended period of time that enhance the performance of individuals, organizations, or the industry; for which the candidate has achieved a clear position of national or international leadership.