

## **A. Criteria and Evidence for Recommendation Regarding Tenure University of Stavanger Business School**

The granting of tenure is a long-term commitment of resources, which requires the proof of excellence in past performance and a forecast that an individual faculty member's performance will continue to be of high quality. There is no entitlement to tenure based upon a record that is merely competent and satisfactory. A recommendation for promotion with tenure should clearly present evidence that the candidate will continue to make significant contributions.

Scholarly excellence and productivity are measured by the quality of 1) research and scholarly work, 2) teaching and the development of teaching materials, and 3) service to the university, the profession, and the public. Research, teaching, and service collectively encompass the diversity of activities essential for all faculty. Performance in each of these areas is expected of all faculty and hence part of the requirements for tenure.

### Research

The candidate should have a record of scholarly inquiry that makes a contribution to knowledge. Evidence of research performance and of a candidate's standing in a discipline includes articles published or accepted for publication in scholarly journals; scholarly books and scholarly book chapters; reviews and other evaluations of the candidate's publications and manuscripts; citation of the work if particularly frequent or laudatory; research awards, grants, and proposals; evaluation by authorities, especially those from other major universities, in the candidate's field of specialization; editorial board positions with major journals; invited lectures at other universities and learned societies, invitations to participate in professional meetings; testimony before governmental committees; professional honors and awards; patents or evidence of intellectual property.

In order to be considered for a tenured position, the candidate must demonstrate an overall record of excellence in the above areas, based on a balance of outputs across the different areas. In order to ensure transparency and make the criteria as predictable as possible, the requirements for publication in scholarly journals are made explicit. Specifically, the candidate must satisfy a minimum publishing requirement in scholarly journals.

The candidate must have collected at least twelve publishing points:

- Six points for (co-)authorship of an article published in a level 4\* ranked journal in the Academic Journal Guide published by the Association of Business Schools (ABS).
- Four points for (co-)authorship of an article published in a level 4 ranked journal in the Academic Journal Guide published by the Association of Business Schools (ABS).
- Two points for (co-)authorship of an article published in a level 3 ranked journal in the Academic Journal Guide published by the Association of Business Schools (ABS).
- One points for (co-)authorship of an article published in a level 2 ranked journal in the Academic Journal Guide published by the Association of Business Schools (ABS).

As a main rule, at least four of the 12 points should come from a publication in a level 4\* or level 4 ranked journal in the Academic Journal Guide published by the Association of Business Schools (i.e. at least one article at level 4 or higher). However, the tenure committee may consider a set of subject area-relevant publications in level 3 ranked journals in the ABS academic journal guide as equivalent if these are of an excellent quality. Moreover, a minimum of 10 points should come from level 3 or above.

Publications in journals outside the ABS list of an equivalent quality to ABS 2, 3, 4 or 4\* can be counted at the appropriate level at the discretion of the tenure committee. Evidence of the quality, impact and selectiveness of these journals in comparison to ABS listed journals must be provided.

It should be recognized that the journal is not always a good proxy for the quality of the paper. An independent evaluation of the paper itself is therefore needed to decide whether the paper is of a different quality than reflected by the journal in which it is published. It is the responsibility of the tenure committee to evaluate this.

The extent of co-authorship should be taken into account. The candidate must demonstrate that s/he has made substantial contributions to all the publications counted for the requirement. At least four of the points should come from publications without the PhD advisor(s) as co-author(s).

The tenure committee will consider the candidate for a tenured position within a given discipline/field of specialization. Importantly, fields differ in their expectations in this regard. Some fields are inherently interdisciplinary (e.g., innovation) and candidates in these fields would find relevant publication outlets across various categories of the ABS list (e.g., innovation, entrepreneurship, management, social sciences, planning). Some disciplines use approaches that can be applied to various fields of specialization (e.g., economics or econometrics) and contributions from these disciplines can therefore also be published in outlets across categories (e.g., finance, management, social science journals). Other disciplines (e.g., finance or marketing) mainly publish within the specialization proper. The requirements for breadth and depth need to reflect the different traditions found in the Business School disciplines.

As a base rule, the candidate must have published the majority of the articles with a content and/or approach that builds on those used in their main discipline/field of specialization. This is not necessarily equivalent to the placement of these journals in specific categories of the ABS list. The tenure committee must evaluate the extent to which the publication output conforms to the expectations for a scholar within the discipline or field in which the candidate is hired. In fields where interdisciplinary research is part of the norm, this would also include showing evidence of conducting interdisciplinary research.

The tenure committee may consider a promising revise and resubmit, as long as the manuscript is on a clear path to publication, as counting equivalent to an accepted paper.

## Teaching

The candidate should have demonstrated effective teaching abilities. The following should be evident in the record: commitment to teaching, success in communication of material, and stimulation of learner interest. Because continual improvement of courses is part of good instruction, evidence of these achievements should be furnished. Some candidates may have made significant, innovative developments in instructional techniques and materials which affect academic programs in the school or within the discipline. Procedures adopted or admired by colleagues within and outside the school should be documented. Other noteworthy contributions include teaching beyond regular duties, collaborative efforts, and interdisciplinary instructional activities.

Evaluation of teaching ability and performance must take into account the wide range of approaches to teaching within the university. Evidence must be presented that the candidate has engaged in a teaching program of substantial quality and quantity. The following kinds of information should be presented: 1) a statement by the candidate of teaching philosophy, 2) a statement by the department of the candidate's contributions to the teaching mission, 3) systematic survey of student (teaching assistants where applicable) opinion, 4) evaluation by peers based on direct observation of teaching and examination of teaching or program materials, 5) evidence of scholarly achievements related to the candidate's teaching program, such as publications, honors, or awards. Each type of evidence provides an incomplete picture; a balanced judgment of teaching ability must rely on several kinds of evidence.

The candidate must demonstrate an overall record of excellence in the above areas, based on a balance of outputs across the different areas. As a formal requirement, the candidate must present documentation of having at least three completed peer reviews of their teaching. These reviews should be conducted by at least two different peers.

## Service and dissemination

Service activities fall into three general categories: university, professional, and public.

University: Effective operations of the business school and the university at large requires a high degree of faculty participation and, at times, intensive activity in faculty government, departmental and university committees, administrative roles, advisory functions, and similar tasks. All faculty must share in this task, but a heavier burden may and should fall on the shoulders of more senior (and already tenured) faculty members.

Professional: Service to one's profession or academic discipline include member of a board, committee, or task force of a professional group, reviewing research proposals or manuscripts, organizing and participating in professional meetings, workshops, conferences, etc.

Public: Faculty members participate in various ways in carrying out the university's obligation to serve the public, including membership on committees and boards, on-site

visits, articles and reprints for the public, participating in or organizing workshops and conferences.

As part of the service to society, all university faculty are expected to communicate their research to relevant stakeholders. This can take different forms depending on the type of research and the type of stakeholders (e.g., firms, policy-makers, citizens) which make up the main audience. Researchers may choose to communicate their research through public lectures, meetings with target groups, op-ed articles, policy advice, interviews, etc. As a minimum requirement for being granted tenure, the candidate must have completed on average at least one communication activity per year.

### Overall evaluation

The recommendation for promotion with tenure should identify the candidate's relative balance of responsibilities and accomplishments in research, teaching, and service. It is important that tenure track positions do not provide incentives for candidates to only focus on research outputs, but that the incentives also lead them to prioritize teaching and service activities. Demonstrated excellence in research and teaching is required.

## **B. Criteria and Evidence for Recommendation Regarding Tenure as Full Professor at the University of Stavanger Business School**

The following criteria applies for the granting of tenure as full professor:

- The candidate must fulfil the tenure criteria as specified in A.
- The candidate must have collected eighth additional points for (co-)authorship of articles published in any journal ranked in the Academic Journal Guide published by the Association of Business Schools (ABS).
  - Publications in journals outside the ABS list of an equivalent quality to ABS 2, 3, 4 or 4\* can be counted at the appropriate level at the discretion of the tenure committee. Evidence of the quality, impact and selectiveness of these journals in comparison to ABS listed journals must be provided.
  - An article published in an ABS level 1 journal may be given one point if the committee finds sufficient merit in the article.
- The candidate must fulfil the general national qualification requirements for promotion to professor.