

PROCESS FOR ENDOWED CHAIR-CONSIDERATION

AT THE KENAN-FLAGLER BUSINESS SCHOOL

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amended by May 4, 2007**

On behalf of the Chaired Faculty

Following up on the request made at the November 14, 2001 meeting of the Chaired Faculty at the Kenan-Flagler Business School (KFBS), and feedback received from the Chaired Faculty and Area Heads, we submit the following document outlining a process for Endowed Chair nomination and evaluation. The proposed process document is in four parts: (1) Objectives, (2) General Criteria, (3) Process Timetable/Design, and (4) Proposed Data to be Evaluated.

1. Objectives:

- a) To match internal chair openings with the best Candidates on a school-wide basis;
- b) To ensure that Internal Chairs are awarded to individuals who could achieve this level at peer or better schools;
- c) To motivate high levels of performance from all faculty members who may aspire to earn an Endowed Chair during their academic career;
- d) To increase the ability of KFBS to attract and retain faculty members who are indisputably leaders in their respective fields (and thus to have approximately equal allocation of Chairs to inside- and outside-Candidates over a five-year period);
- e) To ensure equal access to Chair-consideration by all individuals whose records match data-driven criteria; and therefore
- f) To ensure that faculty perceive the Chair-consideration process as fair and will maintain the positive work-attitudes and behaviors that tend to accompany perceived fairness.

2. General Criteria

- a) The Candidate has a record of research-grounded scholarship that is widely recognized as clearly distinguished.
- b) Substantial external evidence exists that the Candidate is a demonstrated leader in his/her field and has had a major impact on this field (e.g., the individual's publications are frequently cited in the scholarly literature, and/or the Candidate is regularly quoted in the national and international media pursuant to his/her scholarly work).
- c) Solid evidence exists that the Candidate would likely receive an Endowed Chair at a number of other top 15 business schools should that person be considered there.
- d) For the most part, chairs will be awarded on the basis of research and scholarship. Chairs may also be awarded based on other criteria.
- e) Good teaching and a proven commitment to institution-building are expected, the absence of which will likely disqualify the candidate.

3. Process Timetable/Design

Process to be conducted every year in conjunction with the regular promotion and tenure process. Specific timing is illustrative only.

If there are fewer than three Chaired Professors on the Promotion and Tenure Committee, the Dean will appoint enough additional ad hoc members to bring the total to at least three Chaired Professors. If a candidate is being considered for a Chair and there is not a Chaired Professor from the candidate's Area on the Promotion and Tenure Committee, the Dean will appoint an ad hoc member who is a Chaired Professor in the candidate's Area. All ad hoc members will serve on all Chair cases in a given year for consistency across cases.

Phase 1: Start of Process: May 15 – June 15.

- Send list of full professors without Chairs to the Chaired faculty along with a list of available unfilled chairs to solicit "names to look at."
- Nominations due by July 1.
- Department (Area) Heads, Chaired Professors, and Dean's office can make nominations.
- All nominations are confidential. (Nominees are not aware that they have been nominated at this stage.)
- Individuals may not nominate themselves.

Phase 2: Preliminary Round of Data Compiling: June 15 – July 1.

- Chaired Professors on the Promotion and Tenure Committee summarize data on names suggested based on person's vita and citation counts (the latter obtained via a standardized procedure, perhaps with David Ernsthausen's assistance).

Phase 3: First Chaired Professors evaluation meeting for preliminary nominees: July 1 – July 15.

- Data compiled in Phase 2 discussed at meeting of the Chaired Professors.
- Chaired Professors take confidential advisory vote for Deans' Office on who will be moved forward to the next phase of the process.

Phase 4: Vetting of letter writers and preparation of packet: July 15 – August 15.

- If the Dean's office decides to move forward with the case, candidate is informed of intention to proceed and prepares packet for submission. Candidate and candidate's area chair compile lists of potential reviewers in accordance with "Selection of External Referees for Promotion and Tenure" document (attached).
- Chaired Professors who are currently serving on the Promotion and Tenure Committee review the list of proposed letter writers, may add or delete names, and approve the final list.
- Letters and packets are sent to referees with October 15 due dates.

Phase 5: Final Round of Data Gathering: October 15 - December 1

- Chaired professors on Promotion and Tenure Committee gather final data. See Section 4 below for suggested data to be gathered. Chaired Promotion and Tenure Committee members write a report summarizing the case and recording votes (distinguished, excellent, effective or ineffective) on research, teaching and service.

Phase 6: Chaired Professors Advisory Vote: Included in the December Promotion and Tenure Meeting

- Chaired Professors meet to discuss data and to take advisory vote for Deans with response-options on the ballot being Strongly Favor, Favor, Neutral, Oppose, and Strongly Oppose.

4. Proposed Information and Data to be Evaluated.

- a) Comparison of Candidate's record to the record of Chaired-Professors (at the time of Chair-conferral) at peer- or better institutions in the Candidate's Discipline/Area;
- b) Impact of Candidate's research and scholarship evidenced empirically by citation-counts of candidate's publications in academic journals and candidates quotes or citations in the national and international press;
- c) Editor- and/or Associate Editor-positions held by the candidate;
- d) Research awards and grants received by the Candidate;
- e) Publications by the Candidate;
- f) Letters received from external reviewers who are Chaired Professors and who meet the criteria in the Selection if External Referees document. Letters received from Chaired Professors at peer- or better institutions should explicitly state, minimally, that the Candidate meets the general Chair-related criteria (listed earlier in this document) and would likely receive an Endowed Chair at the letter writer's institution (with recognition of letter writer's business school ranking);
- g) Candidate's teaching- and institution-building-contributions (evidenced by a summary of teaching ratings and institutional service).
- h) Other information as deemed appropriate by the Chaired Professors on candidates put forward.

Selection of External Referees in the Tenure and Promotion Process

In Spring, 2003, the faculty of the Kenan-Flagler Business School at the University of North Carolina – Chapel Hill voted to create a school-wide Promotion and Tenure Committee and elected a group of faculty peers to serve on it. The Committee recommends the following guidelines concerning external reviewers.

Premise and objective

Evaluation of each candidate for tenure or promotion should include inputs from a panel of external reviewers who are recognized thought leaders in the candidate's discipline and who have scholarly expertise to judge the candidate's research contributions. The goal is to be systematic and rigorous in collecting information that helps to benchmark each candidate's research record against high external standards.

Procedures

- 1) By July 15, each candidate for promotion or tenure will supply the Chair of the Promotion and Tenure Committee with a list of 10 potential external reviewers. The candidate may also request that a specific individual *not* be asked to serve as a reviewer. The candidate's area chair will also supply a list 10 names, at least five of which do not overlap with the candidate's list. Prospective external reviewers are not be contacted in advance by either the candidate or the area.
- 2) Any individual nominated to serve as an outside reviewer should meet one or more of the following criteria:
 - a. Holds a full-time tenured appointment as a faculty member at a peer institution (see attached list).
 - b. Holds a research chair in a department externally recognized for leadership in the candidate's subspecialty.
 - c. Has served or currently serves as editor or associate editor of a leading scholarly journal in the candidate's general field.
 - d. Has been selected as a research fellow (or similar major career research recognition) by a major professional association in the candidate's field.
- 3) At least 7 reviewers on the candidate's list and 7 reviewers on the area list should be from peer institutions (criterion a).
- 4) Outside reviewers must be individuals at a rank equal to or higher than the rank for which the candidate is being considered.
- 5) Outside reviewers must be individuals who have no direct tie to the candidate (no coauthors, dissertation committee members or chairs, graduate school peers, etc).

- 6) The Promotion and Tenure Committee has discretion to ask for additional names from either the candidate or the area chair.
- 7) The Promotion and Tenure Committee will select 10-12 names from these lists and/or add other names; not more than 6 names will be from the candidate's list.
- 8) The Promotion and Tenure Committee submits the list of external reviewers and the candidate's materials to the Senior Associate Dean by the first week in August so that letters can be solicited.
- 9) The Senior Associate Dean sends out a request for letters by August 15.

List of Peer Schools:

1. UC Berkeley
2. Cornell
3. Michigan
4. Texas-Austin
5. Carnegie
6. Duke
7. NYU
8. Virginia
9. Columbia
10. MIT
11. Wharton
12. Stanford
13. Kellogg
14. Chicago
15. Purdue
16. Harvard
17. UCLA
18. USC
19. INSEAD
20. Dartmouth

Note: Schools on this list are primarily those which are used by Kenan-Flagler for comparison of faculty compensation.