

EXHIBIT I

CONRAD N. HILTON COLLEGE P & T GUIDELINES

PROMOTION & TENURE COMMITTEE

The Promotion and Tenure committee shall be comprised of all tenured faculty who have achieved the rank under consideration or higher. Faculty members who hold administrative positions are not eligible to vote on this committee. The chair will be elected by simple majority vote of the committee members and will serve a 3 year term. Consecutive terms can be served but a maximum of 2 consecutive terms may be served.

ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR

PROMOTION TO ASSOCIATE PROFESSOR

Promotion to associate professor will typically be after six years of teaching. Credit for teaching at another institution may be granted at the time of appointment. Maximum credit for previous teaching will be three years. An assistant professor or an associate professor without tenure must teach at the University of Houston a minimum of three years before tenure will be granted. There is a provision for extremely talented individuals regarding early promotion. This requires that the candidate should have shown outstanding performance in the areas of teaching, research, and service. Tenure will not be awarded at the assistant professor rank. Candidates for promotion to associate professor and/or tenure must satisfy the college requirements and have attained national recognition.

A. DOCUMENTATION OF TEACHING AND STUDENT LEARNING

Flexibility in evaluation of faculty must be the paramount concern if the college is to fulfill its goal of providing quality professional education in hospitality management. The College of Hotel and Restaurant Management recognizes classroom teaching as a major criterion for evaluation. The classroom teaching of HRM faculty will be evaluated by:

1. Evaluation of teaching

Student evaluation: summary table of student evaluations with comparative data and any other teaching evaluation procedures. The committee will also examine (1) trends in student comments from the evaluations and (2) grade distributions.

Peer feedback: early in the tenure process, tenure-track assistant faculty will request a tenured faculty member to visit a class and provide feedback. The emphasis of the feedback is developmental and not evaluative.

2. Course and program development and/or revision.

3. Evidence of student learning

4. Other Evidence of Scholarship of Teaching

- a. List and describe any activity or tools used that demonstrated a pursuit of teaching excellence. Tenure-track assistant faculty are expected to actively use tools and engage in activities related to teaching excellence, such as: midterm student evaluations; completing a university-sponsored teaching seminar; focus groups with students.
- b. List the number of professional papers, theses, and dissertation committees and your role.

- c. Core values for teaching: Office hours & availability for students; timely communication.

B. RESEARCH, SCHOLARSHIP AND OTHER CREATIVE PRODUCTIVITY

This highlights the minimum expectations for a faculty member to become tenured. List work in the following order:

1. Scholarly and Creative

a. Articles

Assistant professors of the Conrad N. Hilton College of Hotel and Restaurant Management are expected to have the following in terms of published research at the time of tenure and promotion submission:

- A minimum of ten published or accepted articles with at least two additional articles under consideration at the time of tenure submission.

Within these articles, you also need to meet the following criteria (see Journal Rankings, Appendix A):

- At least 8 articles must be in A or B journals.
- At least 4 articles with you being the lead author and 2 articles must be in A journals.
- For the remainder of your articles, only 2 can be in C journals.
- You must have at least one solo publication within the published articles or have dual (2 people only) authorship publication with a graduate student. You are not required to be the first author when engaged in dual (2 people only) authorship with a graduate student.

Given that hospitality includes many different disciplines and emerging fields, there may be instances whereby a potential faculty member's research is not a traditional fit within A journals on the approved list. In these cases, a potential hire is required to do the following prior to being hired by the College:

- A potential hire candidate must provide a written explanation that demonstrates where the top researchers in his/her area are publishing.
- The Promotion and Tenure Committee will review the explanation and will either accept it as a modification to the A journal requirement or will not accept it, which means that above criteria must be met. This review process will be expedited by the Promotion and Tenure Committee an offer from the College.

If the Promotion and Tenure Committee accepts the modification, then the following criteria will apply:

- Alternative journals can be substituted for the current journal requirements; however, the promotion and tenure committee must approve the alternative journal list. The Promotion and Tenure Committee will provide the hire candidate in writing the approved journal list as part of their decision.

- The approved list will be given to external reviewers.

On an annual basis, you will be evaluated on your progress towards tenure, which must reflect a continuous progression towards tenure. Thus, you are encouraged to have at least two articles submitted on an annual basis that represent excellence in your research area. These articles should be submitted to the list of approved journals developed by the College's Journal Ranking Committee. If you are planning to submit to a journal that is not on the approved College's Journal list, you need to consult with the College's Journal Ranking Committee for them to classify the journal as an A, B, or C journal prior to submission. These articles should demonstrate the candidate has obtained a national reputation in their field.

We will consider other discipline journals since we are an interdisciplinary field; however, the ranking of journals will be determined by the College's Journal Ranking Committee. Note, articles that are "in press" will count toward these tenure and promotion requirements.

If the modification to the A journal requirement is accepted by the Promotion and Tenure Committee, an assistant professor can follow the modification during his/her promotional period; however, the modification only applies during a person's tenure and promotion decision to an associate professor.

b. Books

Early in a faculty career, a faculty member is expected to focus on publishing research but as you progress in rank, you should begin seeking out opportunities to publish book chapters and books to further expand your national and international reputations. As you become known in your area, these opportunities will present themselves.

c. Articles (not refereed)

Articles such as newspapers and trade publications enhances your visibility with the industry and public. These publications should focus on your previous published refereed articles or your area of expertise. You are using these outlets as vehicles to further disseminate your research and enhance your reputation.

d. Other publications

Publications that results in disseminating results of grants or tools for the industry to enhance your national and international visibility.

e. Research Grants and Contracts

List funded grants and contracts and grants and contracts applications that you have submitted. All faculty are encouraged to submit grant proposals at all levels. Grants and funded projects should also lead to publications especially for those who are seeking promotion and tenure.

- i. Submissions of internal or external grants with the amounts.
- ii. Grants or funded projects less than \$50,000.
- iii. Grants or funded projects in excess of \$50,000 or at least \$150,000 with a course buyout clause.

f. Other Scholarly and Creative Works in Progress

- i. Refereed presentations: A minimum of one (1) per year at a national or international conference.
- ii. Published courseware: Examples include case studies and simulations.
- iii. Citations: Listing the number of times that your publications are cited enhances your national and international publications. You are strongly encouraged to use Google Scholar's h-index.
- iv. Technical reports: If you are involved in writing technical reports, it should be a part of a research or grant project that should also lead to a publication.
- v. Major work in progress: List projects and research that is currently under development as well as the percentage of completion.
- vi. Other

C. PROFESSIONAL SERVICE

Tenure-track faculty are expected to engage in service at the College level. Faculty are also encouraged to engage in service at the University level. The Tenure & Promotion Committee strongly advises that great care be exercised to ensure that service activities do NOT distract the faculty from meeting or exceeding teaching and research effectiveness.

Service can be broken into five categories: college, university, hospitality industry, community and other. Examples of each are described below. Faculty are expected to serve in a variety of ways, however, the expectation for service is that there will be progressive involvement in service as you mature. Please explain what you accomplished (i.e., productivity) with your service roles.

1. College

- Serve on a college committee.
- Chair a college committee.
- Serve as a student organization advisor.
- Advise undergraduate students on UH related research (e.g. Honor thesis, PURS, SUFR, etc.)

2. University

- Serve on a university committee/subcommittee.

3. Hospitality Industry

- Participate in ICHRIE, NRA, AH&LA, HFTP, NACE and/or other professional societies as more than just members. Become committee chairs and/or officers for local, state, national and international professional organizations.

4. Community/Public

- a. The college often receives requests for assistance with multiple initiatives including serving as judges for competitions, representing the college at community functions or solving specific problems, which are usually referred to the faculty member with expertise in that area.
- b. Speaking engagements for associations and other professional organizations.
- c. Expert witness for the media and/or legal matters.

5. Other evidence of professional service

- a. Faculty may also report other evidence of professional service.
- b. Editorial work: You are encouraged to serve as editor and/or reviewers for top tier

journals and conferences.