

Procedures and Standards for the Gabelli School of Business Strategy and Statistics Area

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SECTION 1: GENERAL PROCEDURES

A. Establishing Procedures

Procedures are established by a majority vote with a fifty percent (50%) quorum of the area's tenured and tenure-track faculty. Tenured and tenure-track faculty on leave are not counted in the quorum requirement.

B. Notation

- i. Strategy and Statistics Area = SSA
- ii. Strategy and Statistics Area Chair = Area Chair
- iii. Personnel Committee = PC
- iv. Chair of Personnel Committee = PC Chair
- v. Office of the Dean of Faculty at Gabelli = Dean's Office

C. Personnel Committee

This section is pertinent to applicants discussed in Sections 2, 3, 4, and 5.

i. Composition of the PC

The PC is composed of eligible SSA faculty as defined by the University Statutes §4-05.01.b General Personnel Procedures. If there are fewer than five such faculty in the SSA, the procedure in the University Statutes §4-05-0.1.d on how to add additional PC members should be followed. In order to hold a PC meeting, at least five (5) PC members or at least eighty percent (80%) of the PC must be present.

ii. Chair of the PC

The Area Chair will be the PC Chair. He/she will schedule the PC meetings for the academic year and notify the Area Faculty.

If the Area Chair is not eligible to be on the PC as defined by the University Statutes §4-05.01.b (e.g., Area Chair is an Associate Professor, but applicant is submitting a package to be promoted to Full Professor or the Area Chair is also the applicant), then he/she is still responsible for scheduling the PC meeting(s) but the guidelines listed in the University Statutes §4-05.01.g will apply in determining the Chair of the PC.

iii. Responsibilities of the PC

See University Statutes. Voting will be conducted by secret ballot and in person.

D. Composition of Subcommittee

Forming a subcommittee is required for the applicants discussed in Sections 2 and 3, but optional for those in Sections 4 and 5.

A three-member subcommittee comprised of faculty who are eligible to be on the applicant's PC will be formed. Two members of the committee may be appointed by the Area Chair (or the PC Chair if different from the Area Chair). The applicant is permitted to select the third member.

The subcommittee is charged with two goals. First, they are to mentor and provide guidance to the applicant. In addition, the applicant is encouraged to be proactive in discussing his/her progress, application materials, and future plans with the subcommittee.

Second, the subcommittee will prepare and present a summary of the applicant’s contract renewal package to the PC. This summary should be made available to the applicant prior to the PC meeting so that he/she can review it for accuracy and completeness.

The members of the subcommittee can be changed by the Area Chair (or PC Chair if different from the Area Chair) after consulting with the applicant.

SECTION 2: REAPPOINTMENT FOR TENURE-TRACK FACULTY

A. Deadlines for Applicants

	Deadline	Description
i.	October 1 st	Renewing a two-year initial contract.
ii.	February 15 th	Renewing a three-year initial contract and for all other contract renewals.
iii.	December 1 st	Renewing a one-year contract.

B. Application Items

The applicant’s reappointment package consists of the following:

- i. Application for renewal obtained from the Faculty Activity Report on my.fordham.edu.
- ii. Curriculum Vitae.
- iii. Packet of publications (e.g., papers, books) which the applicant wants considered. For papers which have been accepted but not yet published, documentation regarding the paper’s acceptance must be provided.
- iv. Teaching evaluations: The Dean’s Office will provide the applicant’s teaching evaluations to the applicant prior to the renewal deadline. The applicant should check the completeness and accuracy of this spreadsheet and the accompanying notes. All courses taught at Fordham should be included and missing evaluations should be indicated as such. Any corrections should be submitted to the Dean’s Office. The final spreadsheet will be made available to the applicant and a copy will also be sent directly to the PC to be added to the applicant’s reappointment package.
- v. Optional materials may include, but are not limited to: cover letter; research statement; teaching statement; service/outreach statement; citation counts showing impact of research; journal rankings; works in progress; or syllabi for courses taught. The applicant is strongly encouraged to consult with his/her subcommittee on whether including any supplementary materials is advisable.

C. Application Submission

Two (2) printed copies of the materials listed in Section 2.B should be submitted to the Dean’s Office by the appropriate deadline listed in Section 2.A. As the Dean’s Office will send the teaching evaluations

(see Section 2.B.iv) directly to the PC, the applicant is not required to add them to his/her reappointment package.

D. Standards for Reappointment

The decision to reappoint an applicant shall be based on demonstrated progress toward and potential promise of a future, favorable tenure decision. See University Statutes §4-05.03b for more on norms for reappointment.

SECTION 3: TENURE

A. Deadlines for Applicants and the Chair of PC

The PC Chair is the Area Chair unless he/she is not eligible to be on the PC.

	Deadline	Description	Who is/are Responsible
i.	October 1 st	Application item in Section 3.B due to the PC Chair.	Applicant
ii.	November 1 st	<p>Have three (3) qualified, external (i.e., non-Fordham) reviewers identified. Each reviewer must have stated that he/she can complete the letter by January 15th and not have a conflict of interest with the applicant.</p> <p>To obtain this list, the PC Chair confers with the PC to select potential reviewers. The applicant may not select these reviewers; however, he/she will be informed of the reviewers' names to avoid any conflicts of interest. In the case of such a conflict, the PC Chair, in consultation with the PC, will select replacement reviewers.</p> <p>The PC Chair will then email these reviewers to determine whether they are willing to write a letter by January 15th. The item from Section 3.B will accompany this solicitation. If the potential reviewer is unable to write a letter, the procedure above is repeated until three (3) confirmed reviewers are found.</p>	PC Chair
iii.	November 1 st	Application items in Section 3.C due to the PC Chair.	Applicant
iv.	November 1 st	<p>Applicant selects four (4) external (i.e., non-Fordham) reviewers and submits their names and contact information to the PC Chair. The applicant may contact these reviewers to obtain their permission.</p> <p>Contact information to be included for each reviewer: name, title, institution, mailing address of institution, telephone number, and email address.</p>	Applicant
v.	Between November 1 st	The PC Chair will email the seven (7) external (i.e., non-Fordham) reviewers from Section 3.A.ii and 3.A.iv above to	PC Chair

	and January 15 th	solicit a letter about the applicant. All items from Section 3.C will accompany each request to an external reviewer.	
vi.	January 15 th	Submit tenure application (items in Section 3.D) according to the instructions in Section 3.E. If the applicant is also submitting an application for promotion to Associate Professor at this time, submit the promotion application item listed in Section 4.B as well at this time.	Applicant
vii.	March 1 st	PC chair checks that each tenure application is complete and submits it to the Dean's Office along with the results of the tenure vote, summary of the PC meeting, and external letters. Therefore, before March 1 st , the following must occur: (a) the Area Chair sets the PC meeting and informs the PC (see Section 1.C.ii), (b) the PC chair distributes the external letters to PC members, (c) all PC members review the applicant's materials and the external letters, (d) the PC members meet to discuss the applicant and vote by secret ballot on the applicant, and (e) the PC Chair compiles a summary of the PC meeting and votes for the Dean's Office. This summary must be approved by the PC members before submission.	PC
--	--	The final tenure decision is mailed to the applicant by May 15 th from the Office of the Provost.	--

B. Application Item for Soliciting External (i.e., non-Fordham) Reviewers

Electronic copy of the Curriculum Vitae.

C. Application Items for External (i.e., non-Fordham) Reviewers

Electronic copies of the following items:

- i. Curriculum Vitae.
- ii. Packet of publications (e.g., papers, books) which the applicant wants considered. For papers which have been accepted but not yet published, documentation regarding the paper's acceptance must be provided.
- iii. Optional materials may include, but are not limited to: a cover letter or a research statement. The applicant is strongly encouraged to consult with his/her subcommittee on whether including any supplementary materials is advisable.

D. Application Items for Tenure Package

The applicant's tenure package consists of the following:

- i. Application for tenure obtained from the Faculty Activity Report on my.fordham.edu.
- ii. Curriculum Vitae.
- iii. Packet of publications (e.g., papers, books) which the applicant wants considered. For papers which have been accepted but not yet published, documentation regarding the paper's acceptance must be provided.
- iv. Teaching evaluations: The Dean's Office will provide the applicant's teaching evaluations to the applicant prior to the renewal deadline. The applicant should check the completeness and accuracy of this spreadsheet and the accompanying notes. All courses taught at Fordham should be included and missing evaluations should be indicated as such. Any corrections should

be submitted to the Dean's Office. The final spreadsheet will be made available to the applicant and a copy will also be sent directly to the PC to be added to the applicant's reappointment package.

- v. Optional materials may include, but are not limited to: cover letter; research statement; teaching statement; service/outreach statement; citation counts showing impact of research; journal rankings; works in progress; or syllabi for courses taught. The applicant is strongly encouraged to consult with his/her subcommittee on whether including any supplementary materials is advisable.

E. Tenure Application Submission

Two (2) printed copies of the materials listed in Section 3.D should be submitted to the Dean's Office by the deadline listed in Section 3.A.vi (i.e., January 15th). As the Dean's Office will send the teaching evaluations (see Section 3.D.iv) directly to the PC, the applicant is not required to add them to his/her tenure package.

F. Standards for Tenure

As part of a Jesuit institution, the SSA values research, teaching, and service. Accordingly, the applicant's contribution to all three missions will be evaluated by the PC when determining whether to grant tenure.

The University Statutes §4-05.04d lists Fordham University's norms for granting tenure. Building on those guidelines, the SSA's standards for tenure are as follows, in order of relative importance:

- i. Research: The applicant is expected to establish an active and ongoing research agenda which has an impact on the scholar's chosen field(s). Both current research activity and future promise will be considered. The PC will evaluate the applicant's refereed journal publications, books, book chapters, research presentations at conferences, and other research activities. The letters from external reviewers will aid in this evaluation as well. Journals listed in the Financial Times Research Rank (i.e., FT 50) will be considered top-tier. Candidates can justify the quality of journals not on the FT 50 list by using evidence including, but not limited to, impact factor, other ranking lists, or citation counts. The candidate is encouraged to use the annual "Merit Narrative" supplied in the Faculty Activity Report to keep an ongoing record and explanation of his/her scholarly activities.
- ii. Teaching: The applicant is expected to have favorable teaching evaluations. Furthermore, the PC will consider ways in which the applicant has contributed to curriculum through the development of new programs, courses, and teaching innovations within his/her assigned courses.
- iii. Service: Untenured faculty are expected initially to focus primarily on their research and teaching. As the applicant becomes more established, he/she should contribute more to the betterment of the SSA, the Gabelli School of Business, Fordham University, and the public.

SECTION 4: PROMOTION TO ASSOCIATE PROFESSOR

A. Deadlines

- i. If the applicant is applying for promotion in the same calendar year as promotion, all of the procedures for tenure as specified in Section 3 apply. The application for promotion listed in Section 4.B should be added to the tenure package when it is submitted on January 15th. The PC meeting for determining promotion will follow the same procedure as the tenure meeting in Section 3.A.vii; however, the secret ballot vote will be for promotion to Associate Professor instead of for tenure.
- ii. When the applicant was not granted tenure in the same calendar year as he/she is applying for promotion, he/she must prepare a separate promotion application. The table below should be used instead. The PC Chair is the Area Chair unless he/she is not eligible to be on the PC.

	Deadline	Description	Who is Responsible
i.	May 15 th	Applicant signifies his/her intentions to apply for promotion to the Area Chair and the Dean's Office and submits the materials listed in Section 3.C and Section 3.A.iv to the PC Chair.	Applicant
ii.	October 15 th	<p>Have three (3) qualified, external (i.e., non-Fordham) reviewers identified. Each reviewer must have stated that he/she can complete the letter by October 15th and not have a conflict of interest with the applicant.</p> <p>To obtain this list, the PC Chair confers with the PC to select potential reviewers. The applicant may not select these reviewers; however, he/she will be informed of the reviewers' names to avoid any conflicts of interest. In the case of a conflict of interest, the PC Chair, in consultation with the PC, will select replacement reviewers.</p> <p>The PC Chair will then email these three (3) reviewers along with the four (4) reviewers selected by the applicant in Section 4.A.i to determine whether they are willing to write a letter by October 15th. The items from Section 3.C must accompany this solicitation.</p> <p>If a potential reviewer selected by the PC is unable to write a letter, the procedure above is repeated until three (3) confirmed reviewers are found.</p>	PC Chair
iii.	October 15 th	Application items in Section 4.B due to the PC Chair.	Applicant
	December 1 st	<p>The PC chair checks that each promotion application is complete and delivers it to the Dean's Office along with the results of the promotion vote, summary of the PC meeting, and external letters.</p> <p>Therefore, before December 1st, the following must occur: (a) the Area Chair sets the PC meeting and informs the PC (see</p>	PC

		Section 1.C.ii), (b) the PC chair distributes the external letters to PC members, (c) all PC members review the applicant's materials and the external letters, (d) the PC members meet to discuss the applicant and vote by secret ballot on the applicant, and (e) the PC Chair compiles a summary of the PC meeting and votes for the Dean's Office. This summary must be approved by the PC members before submission.	
--	--	The final promotion decision is mailed to the applicant by February 15 th from the Office of the Provost.	--

B. Application Items

The application for promotion to Associate Professor obtained from the Faculty Activity Report on my.fordham.edu. When the applicant was not granted tenure in the same calendar year as he/she is applying for promotion, submit the items listed in Section 3.D as well, apart from 3.D.i.

C. Application Submission

- i. If the applicant is applying for promotion in the same calendar year as promotion, all of the procedures for tenure as specified in Section 3 apply. The printed application listed in Section 4.B should be submitted along with the tenure package.
- ii. When the applicant was not granted tenure in the same calendar year as he/she is applying for promotion, two (2) printed copies of the materials listed in Section 4.B should be submitted to the Dean's Office by the deadline listed in 4.A.iii (i.e., October 15th). As the Dean's Office will send the teaching evaluations (see Section 3.D.iv) directly to the PC, the applicant is not required to add them to his/ her promotion package.

D. Standards

The standards for promotion to Associate Professor are similar to those for tenure and frequently both decisions will occur in the same year. However, consideration for promotion will focus on actual accomplishments rather than future promise. See Section 3.F and the University Statutes §4-05.05d for more information.

SECTION 5: PROMOTION TO FULL PROFESSOR

A. Deadlines

The PC Chair is the Area Chair unless he/she is not eligible to be on the PC.

	Deadline	Description	Who is Responsible
i.	May 15 th	Applicant signifies his/her intentions to apply for promotion to the Area Chair and the Dean's Office and submits the materials listed in Section 3.C and Section 3.A.iv to the PC Chair.	Applicant
ii.	October 15 th	Have three (3) qualified, external (i.e., non-Fordham) reviewers identified. Each reviewer must have stated that he/she can complete the letter by October 15 th and not have a conflict of interest with the applicant.	PC Chair

		<p>To obtain this list, the PC Chair confers with the PC to select potential reviewers. The applicant may not select these reviewers; however, he/she will be informed of the reviewers' names to avoid any conflicts of interest. In the case of a conflict of interest, the PC Chair, in consultation with the PC, will select replacement reviewers.</p> <p>The PC Chair will then contact these three (3) reviewers along with the four (4) reviewers selected by the applicant in Section 5.A.i to determine whether they are willing to write a letter by October 15th. The items from Section 3.C must accompany this solicitation.</p> <p>If a potential reviewer selected by the PC is unable to write a letter, the procedure above is repeated until three (3) confirmed reviewers are found.</p>	
iii.	October 15 th	Application items in Section 5.B due to the PC Chair.	Applicant
	December 1 st	<p>The PC chair checks that each promotion application is complete and delivers it to the Dean's Office along with the results of the promotion vote, summary of the PC meeting, and external letters.</p> <p>Therefore, before December 1st, the following must occur: (a) the Area Chair sets the PC meeting and informs the PC (see Section 1.C.ii), (b) the PC chair distributes the external letters to PC members, (c) all PC members review the applicant's materials and the external letters, (d) the PC members meet to discuss the applicant and vote by secret ballot on the applicant, and (e) the PC Chair compiles a summary of the PC meeting and votes for the Dean's Office. This summary must be approved by the PC members before submission.</p>	PC
--	--	The final promotion decision is mailed to the applicant by February 15 th from the Office of the Provost.	--

B. Application Items

Submit the items listed in Section 3.D with one alteration. Replace the item in Section 3.D.i with the application for promotion to Full Professor obtained from the Faculty Activity Report on my.fordham.edu.

C. Application Submission

Two (2) printed copies of the materials listed in Section 5.B should be submitted to the Office of the Dean by the deadline listed in 5.A.iii (i.e., October 15th). As the Dean's Office will send the teaching evaluations (see Section 3.D.iv) directly to the PC, the applicant is not required to add them to his or her promotion package.

D. Standards

Promotion to Full Professor requires distinguished academic achievement as evidenced by outstanding contributions to research, teaching, and service, which are recognized by scholars within and outside Fordham University.

SECTION 6: ENDOWED AND NAMED PROFESSORSHIPS

A. Procedure

The search committee will consist of the Area Chair, all Full Professors in the SSA, and one Full Professor at Fordham University who is outside the Gabelli School of Business. An eighty percent (80%) quorum will be required and a majority vote will determine the successful applicant.

B. Standards

The successful applicant should be tenured or tenurable in the sought-after field. Furthermore, the applicant should have an internationally recognized research record and be an active researcher who is currently publishing in top-tier journals. Leadership qualities and a willingness to build and nurture a research group at Fordham University are also desirable.

SECTION 7: INITIAL APPOINTMENT AND REAPPOINTMENT FOR CLINICAL STAFF

The clinical appointee is responsible for teaching his/her assigned courses. Any other service responsibilities will be performed at his/her discretion and will be compensated by an appropriate course release. Refer to the University Statutes §4-02.15 for more information.

SECTION 8: INITIAL APPOINTMENT AND REHIRING OF ADJUNCT FACULTY

Refer to the University Statutes §4-02.14.

APPENDIX A: USEFUL FORDHAM UNIVERSITY WEBSITES

- i. Quick Guide to Your First Six Years
https://www.fordham.edu/info/24952/faculty_personnel/7957/your_first_six_years
- ii. Faculty Personnel Forms
https://www.fordham.edu/info/24952/faculty_personnel/7956/faculty_personnel_forms
- iii. University Statutes
https://www.fordham.edu/info/20981/university_statutes

- iv. University Statutes: Article 4, Chapter 2: Ranks of Instructional Staff
https://www.fordham.edu/info/20985/article_4_policies_and_procedures_for_faculty/2155/chapter_2_ranks_of_instructional_staff
- v. University Statutes: Article 4, Chapter 5: Faculty Personnel Policies and Procedures
https://www.fordham.edu/info/20985/article_4_policies_and_procedures_for_faculty/2158/chapter_5_faculty_personnel_policies_and_procedures
- vi. University Statutes: Appendix 1: Academic Freedom and Tenure
https://www.fordham.edu/info/20981/university_statutes/3869/appendix_1_academic_freedom_and_tenure
- vii. Appendix 3: Faculty Policies, Appendix 3c: Faculty Personnel Procedural Calendar
https://www.fordham.edu/info/20981/university_statutes/3871/appendix_3_faculty_policies/4