

By-Laws of the Department of Marketing
Peter T. Paul College of Business & Economics
University of New Hampshire

- I. **Membership.** The faculty members of the Department of Marketing are individuals who have been hired to teach those courses offered by the department. The voting faculty members of the department are only those individuals who hold a tenure-track appointment with the university.

- II. **Department Chair.** The chair of the department will be elected by the department faculty and serve with the approval of the Dean for a three-year term. Only tenured faculty members are eligible to be the chair.

- III. **Meetings.** The chair will convene at least one department faculty meeting per semester. A quorum will consist of one-half of the tenure track faculty. Two or more voting faculty members may also call for special department meetings at any time, with at least twenty-four hours written notice to all other members of the department.

- IV. **Faculty Recruitment.** Faculty recruiting shall be handled in three stages. First, the department serving as a committee of the whole shall determine the hiring objectives and criteria. Second, a recruiting committee consisting of two or three faculty members and led by the chair or another member appointed by the chair shall solicit applications and conduct preliminary interviews. Third, the department serving as a committee of the whole shall be responsible for the remainder of the evaluation and selection process.

- V. **Department Promotion and Tenure Committee.**
 - (1) The committee shall consist of eligible, tenured members of the department and the department chair who is a non-voting member.

 - (2) Composition
 - a) For a decision involving promotion to associate, the members of the committee must have attained that rank.
 - b) The department chair shall appoint a committee chair from the department members eligible to serve on it.
 - c) Emeritus professors of this department and tenured members of the department on sabbatical or leave of absence are eligible to serve as members of the committee but may not chair the committee.
 - d) For a decision involving tenure, all tenured members of the department will comprise the committee. If there are fewer than three tenured members of the department, the chair will recruit committee members from the tenured faculty members of other departments in the college to create a committee of three.
 - e) For a decision involving a promotion to full professor, the members of the committee shall consist of three members of the department who must have attained that rank. In the event that there are fewer than three full professors in the department, tenured members of the department will be appointed to complete the committee. If there are fewer than three tenured department members, the chair will recruit committee

members from the full professors in other departments in the college. A person who has a conflict of interest is not required to serve. In the event that there are no full professors in the department eligible to serve, the department chair may solicit one full professor from another department in the college not currently serving on the college P&T Committee to serve as a committee member and who will be eligible to chair the committee.

(3) Role of Department P&T Committee

- a) Ensure that candidate receives a fair and equitable opportunity to be assessed for promotion and tenure.
- b) Adhere to all university, state and federal labor legislation, policies, and procedures.
- c) Ensure due process.
- d) Solicit input from entire department.
- e) Uphold the university's spirit of diversity.
- f) Make decision according to UNH, college and department policies and procedures.

(4) Role of Department P&T Committee Chair

- a) Conducts meetings, oversees process.
- b) Acts as liaison person to candidate. Assists the candidate in preparing the best case for a tenure and/or promotion decision.
- c) Writes-up the committee's final recommendations.
- d) Forwards recommendation of Department P&T committee to the department chair after all Department P&T committee members review candidate's written documentation, convene, prepare, and vote upon a final statement of decision.

(5) Role of Department Chair

- a) Organizes the committee for each candidate.
- b) Consults with candidate and eligible department faculty, as necessary, where the members of a committee must be solicited external to the department.
- c) Does not vote but may enter into Department P&T Committee discussions.
- d) Prepares own recommendation and forwards it according to UNH policies and procedures.

(6) Standards: The department will use the relevant department, college, and university standards to guide it in its decision for promotion and tenure.

- a) The current Faculty Handbook
- b) Guidelines published by the Vice President for Academic Affairs
- c) The current Faculty Collective Bargaining Agreement
- d) The Department's Teaching, Service and Research Statements.

VI. Interim Review Committee.

- (1) The purpose of Interim Reviews is to provide untenured faculty members with guidance on their progress to date and to assist them in planning for tenure and advancement in rank.

- (2) Interim Reviews are typically scheduled either at the end of the untenured professor's third year or at the beginning of their fourth year. The tenured faculty members of the department, with the exception of the chair, will select a committee of three tenured faculty members whenever a review is scheduled.
- (3) In the event that three eligible members are not available from the department, the necessary additional members will be drawn from the tenured faculty of the college. These additional members will be chosen by the Chair and eligible department members of the committee, in consultation with the faculty member being reviewed.
- (4) The interim review will follow the tenure review process guidelines, except that candidates will not provide outside letters. This spirit of the process will be to counsel and coach candidates for the tenure review process.

VII. Teaching Statement.

- (1) Our Teaching Mission.
 - a) The Department of Marketing helps students develop the knowledge, skills, and real-world experiences that will make them attractive to employers upon graduation, help them to be successful in their chosen careers, and provide the basis for lifelong marketing learning.
 - b) We interact with students in class and out of class in ways that encourages individual curiosity, interest and expression.
 - c) We believe that the type of pedagogy used for each course should be tailored to fit programmatic needs, course content and the type(s) students being taught.
- (2) How We Evaluate Teaching.
 - a) Department members' teaching accomplishments will be primarily evaluated on the basis of student evaluations, examination of course syllabi and awards for teaching excellence.
 - b) Observations of peers and colleagues, feedback from alumni, work undertaken by students, and evaluations of outside presentations may also be taken into consideration.
- (3) Our Teaching Expectations
 - a) Faculty in the Department of Marketing pride themselves on excellent teaching despite having rigorous undergraduate and graduate curriculums. We recognize that there is a learning curve in teaching new courses and that high levels of teaching effectiveness/excellence may not be achieved the first time a faculty member teaches a course. However, it is expected that after repeatedly teaching the course the student evaluations would show improvement.
 - b) We evaluate teaching effectiveness/excellence holistically based on students' rating of the course/ professor, the average hours/week students spend studying for the course, the student comments themselves, and the average expected grade. Typically, it is unlikely the department would recommend tenure for a candidate who hasn't shown the ability to consistently earn course/instructor ratings of at least 4.00 out of 5.00 with average study hours and average expected grades indicative of a rigorous course.

VIII. Service Statement.

- (1) Our Service Mission.

- a) The Department of Marketing sees itself as an active member of the college, the university, our academic discipline, and the business community.
- b) While all department members are expected to engage in a range of service activities, our expectations regarding the amount of service and the appropriate types of service vary by academic career stage.

(2) How We Evaluate Service.

- a. Department members' service accomplishments are evaluated in terms of the number or quality of service roles (i.e., committees, task forces, journals and conferences reviewed for), the outcomes of those service roles (i.e., committee decisions, task force recommendations, number of papers reviewed), and the number of leadership roles held in the department, college, university and professional associations.
- b. Leadership roles include but are not limited to:
 - Chairing/directing committees, task forces, major projects
 - Serving as an option coordinator, program director, department chair or associate dean
 - Serving as the editor or associate editor of a journal
 - Serving as the organizer or co-organizer of a national or international conference
 - Serving in a leadership position of a national or international academic professional organization
- c. Service accomplishments will be evaluated using self-reported data, letters of acknowledgement or recognition, and awards for outstanding service or leadership.

(3) Our Service Expectations

- a. Untenured Faculty as of Interim Review
 - Active in department service activities
 - Limited involvement in college
 - Limited involvement in professional association service activities
- b. Candidates for Promotion & Tenure
 - Active in department service activities
 - Active in college service activities
 - Limited involvement in university or professional association service activities
- c. Candidates for Full Professor
 - Active in department service activities
 - Active in college service activities
 - Involved in university service activities
 - Involved in professional association service activities
 - Some leadership roles at the college, university or academic profession level

IX. Research Statement.

(1) Our Research Mission

- a. The Department of Marketing produces research that expands the frontiers of knowledge in our discipline and disseminates this knowledge to the widest possible professional

audience.

- b. We publish our research in a range of sub-disciplines including Advertising, Brand Management, Consumer Behavior, Innovation & New Product Development, International Marketing, Marketing Channels, Marketing Research, Marketing Strategy, Modeling, Retailing and Services Marketing.
- c. Our mission of producing and disseminating knowledge is primarily accomplished through publications in academic journals. Publications in practitioner oriented journals or authorship of scholarly books also can contribute to our research mission, but typically are undertaken by tenured faculty members.

(2) Our Criteria for Evaluating Academic Journals

The Marketing Department has developed criteria for classifying academic journals based on the impact of the research they publish, the membership of their editorial boards, their acceptance rates, and other factors.

- A+ Recognized world-wide as one of the top peer reviewed journals in its field, it publishes rigorous original research that shapes the field. "A+ journals" publish pioneering or landmark studies more frequently than other journals in the field. Acceptance rates are very low and the editorial board is dominated by leading scholars in the field, including scholars from the top institutions around the world. The journal's very high degree of contribution to scholarly research is indicated by it having among the highest ISI Journal Impact Factors in the field or other indicators of having the highest reputation.
- A Recognized internationally as a leading journal in the field or a top journal in a sub-field, it publishes significant and rigorous original research. Acceptance rates are typically low and the editorial board includes leading scholars in the field from multiple countries. The journal's high degree of contribution to scholarly research is indicated by it having higher than average ISI Journal Impact Factors. Not all "A journals" will have high impact factors, especially those in sub-fields. Journals with low ISI impact factors may be considered for the A-tier if there are multiple indicators of reputation comparable to "A journals" with above average impact factors.
- B A well regarded journal in the field or in a subfield, it publishes research of a good standard in terms of originality, significance and rigor. The manuscripts are double blind reviewed according to good standards and practices, but acceptance rates are higher than for "A+" and "A journals". The journal will have modest to low ISI Journal Impact Factors. Sub-field journals not listed by ISI may be considered provided there are enough other indicators that the journal is of at least equivalent importance to scholarly research as ISI listed journals in that subfield.
- C A recognized journal that publishes research that is of a modest standard and/or is yet to establish its reputation because of its newness. This tier is more inclusive than the others but only includes refereed (peer reviewed) journals.

(3) Our Priority Journals for Publishing Marketing Research

Based on our journal evaluation criteria, quantitative journal quality data (ISI) and qualitative journal quality data (published journal reputation analyses), we believe that our department's research mission is most effectively fulfilled by publications in the A+, A and B marketing journals listed below:

- A+ Recognized world-wide as one of the top journals in marketing:
- Journal of Consumer Research*
 - Journal of Marketing*
 - Journal of Marketing Research*
 - Marketing Science*
- A Recognized internationally as a leading journal in marketing or as a top journal in a marketing sub-discipline:
- Industrial Marketing Management*
 - International Journal of Research in Marketing*
 - Journal of Advertising*
 - Journal of Consumer Psychology*
 - Journal of Interactive Marketing*
 - Journal of International Marketing*
 - Journal of Product Innovation Management*
 - Journal of Public Policy & Marketing*
 - Journal of Retailing*
 - Journal of Service Research*
 - Journal of the Academy of Marketing Science*
 - Marketing Letters*
- B A well regarded journal in the discipline or sub-discipline:
- Academy of Marketing Science Review*
 - European Journal of Marketing*
 - International Journal of Advertising*
 - International Journal of Technology Management*
 - International Marketing Review*
 - Journal of Advertising Research*
 - Journal of the Association of Consumer Research*
 - Journal of Business & Industrial Marketing*
 - Journal of Business Research*
 - Journal of Business-to-Business Marketing*
 - Journal of Engineering and Technology Management*
 - Journal of Macromarketing*
 - Journal of Personal Selling and Sales Management*
 - Journal of Services Marketing*
 - Marketing Theory*
 - Psychology & Marketing*
 - Quantitative Marketing and Economics*
 - R&D Management*
- C A recognized peer-reviewed journal that publishes research of a modest standard and/or has yet to establish its reputation because of its newness.

(4) Publishing in Non-Marketing Journals

While publishing in the A+, A and B marketing journals listed above is a priority for our department, we also value high quality research that our colleagues publish in leading interdisciplinary journals or leading journals of disciplines whose phenomena and/or methods overlap with marketing. Our journal rating criteria have been defined in such a way that interdisciplinary journals and journals from other disciplines can be evaluated, categorized and compared with those on our priority list. For example, *Management Science* (a top interdisciplinary journal) meets the "A+ journal" criteria.

Please Note: Promotion to associate or full professor requires a research record with the majority of publications in marketing journals. Provided that requirement is met, then publications in leading non-marketing journals will be valued the same as similarly rated marketing journals during research evaluations.

Any member of the department may ask to have a non-marketing journal evaluated and ranked. The person making the request will need to present to the department quantitative journal quality data (ISI) and qualitative journal quality data (published journal reputation analyses) needed for the assessment along with a short statement explaining why the requested journal rank is justified. Once ranked, the ranking will be valid until the next time the Priority Marketing Journal List is fully reviewed.

(5) Revising Our Journal Rankings & Priority List

- a. The department will conduct a full review and reassessment of its Priority Marketing Journal List and any ranked non-marketing journals every four years. The review will be based on the journal rating criteria presented above: quantitative journal quality data (ISI) and qualitative journal quality data (published journal reputation analyses).
- b. In between the quadrennial full reviews, any member of the department may ask to have a journal considered for addition to the Priority Marketing Journal List. The person making the request will need to present to the department the quantitative and qualitative journal quality data needed for the assessment along with a short statement explaining why the requested journal rank is justified.

(6) How We Evaluate Research

- a. The Department of Marketing evaluates faculty research for annual reviews, third year reviews, merit pay, promotion and tenure. We evaluate research portfolios using four interdependent criteria: the quantity of papers accepted for publication, the timing of publications (consistency), the focus of the research portfolio, and the quality of the publications. These criteria seek to answer the following questions:
 - i. Quantity - Has this faculty member published enough research to appropriately contribute to our research mission?
 - ii. Timing - Does the timing of journal acceptances and the consistency of the faculty member's research activities suggest he/she is an active and engaged researcher?
 - iii. Focus - Has this faculty member established a research program that is sufficiently coherent and focused to allow them to develop a clear identity as a researcher?
 - iv. Quality - Do the quality of the journals in which the faculty member has

published and/or the frequency with which that work is cited by others indicate that the quality of the research appropriately contributes to our research mission?

- b. Due to the lag between a paper's publication and its citation by others, the quality of untenured professors' research portfolios are often evaluated using journal quality only.

(7) Our Research Expectations

- a. The department believes that our research mission is best served by allowing faculty members the flexibility to pursue their research interests and opportunities. However, the department also believes that our departmental research expectations of each other must be sufficiently aligned with those of PAUL overall and our discipline in order for us to accomplish our mission.
 - i. *PAUL View* - A general rule of thumb within PAUL is that a consistent publication record averaging at least one paper published or accepted by a peer reviewed journal per year is desirable for someone seeking to be promoted to associate professor with tenure. When there are papers in the highest quality journals or very highly cited papers, this may vary.
 - ii. *Discipline View* - Seggie and Griffith (*Journal of Marketing*, 2009) provide the best publication benchmarks for discipline of marketing as a whole. They examined the publication activities of 337 marketing scholars at the top 70 business schools from 1982 – 2006. They found that scholars at schools ranked 41 – 70 averaged 1.6 publications in our four A+ journals when they were promoted to associate professor, and 3.2 publications in those journals when they were promoted to full professor. For the top 10 schools, the averages were 3.4 and 7.0, respectively. The paper does not discuss what non-A+ publications these scholars had when promoted to associate or to full.
- b. Building on these two perspectives as well as the trade-offs between publication quantity, timing, focus and quality, there are a variety of different research portfolios which can meet the Department of Marketing's research expectations. However, it is unlikely that this department would recommend promotion for candidates who do not at least meet the following criteria:
 - i. Associate Professor with Tenure
 - Five papers published or accepted by A+, A or B journals on our Priority Marketing Journal List or by comparably rated journals not on the list
 - At least three of the five papers in journals on the Priority Marketing Journal List
 - Either one publication in a "A+" marketing journal or three publications in "A" marketing journals
 - ii. Full Professor (cumulative publications)
 - Ten papers published or accepted by A+, A or B journals on our Priority Marketing Journal List or by comparably rated journals not on the list

- At least five of the ten papers in journals on the Priority Marketing Journal List
- Either two publications in “A+” marketing journals or six publications in “A” marketing journals