

**Department of Government and Justice Studies  
Governance Structure (Revised 2022)  
Table of Contents**

<i>Item</i>	<i>Page Number(s)</i>
Mission Statement	2
Structure	2
Faculty	2-9
Voting	2
Department meetings	2
Items that require departmental approval	3
Guidelines for merit-based pay	3
Guidelines for Off-Campus Scholarly Assignments	8
Department Committees	9
Promotion and Tenure Committee (PTC)	9
Department Personnel Committee (DPC)	16
Search Committees	18
Department Post Tenure Review Committee (PTR)	20
Curriculum Committees	21
Administration	
Assistant Chair Policy	21
Graduate Program Directors	22
Undergraduate Program Directors	23

## **Department of Government and Justice Studies**

College of Arts and Sciences

Appalachian State University

### **Bylaws of the Department of Government and Justice Studies**

This document includes the policies and procedures adopted by the Department of Government and Justice Studies (GJS). These policies have been developed to implement the provisions for faculty governance found in the Appalachian State University *Faculty Handbook*. Additionally, the department is governed by policies promulgated by Academic Affairs, the College of Arts and Sciences, the Academic Policies and Procedures Committee and listed in the Undergraduate and Graduate Bulletins, and offices such as the Office of International Education and Development.

#### **MISSION STATEMENT**

The Department of Government and Justice Studies is committed to quality teaching and scholarship. Our fundamental purposes are to prepare students to observe critically, analyze, and understand the complex political world in which they live, prepare students to recognize and address problems in our society that affect our governmental and justice systems, and encourage students to become knowledgeable, active citizens who play vital roles in the region, state, nation, and the world. Producing the highest quality scholarship and teaching in each of our disciplines will achieve these goals.

#### **STRUCTURE**

GJS is composed of three semi-autonomous units that deliver programs in three areas: Political Science (BS, BA, MA), Criminal Justice (BS), and Public Administration (MPA). Each of these program areas has an independent curriculum committee, but, because they overlap, they are open to all members of the department. Members of the public administration and the criminal justice faculty, for example, teach courses in political science in support of the undergraduate public administration and pre-professional legal studies concentrations.

#### **I. FACULTY**

##### **A. Voting:**

All members of the faculty, excluding emeriti faculty, adjunct faculty, and part-time faculty teaching less than six (6) hours per semester, have the right to hold faculty offices and to vote in faculty meetings and faculty elections and in departmental and college committees on which they serve except as noted in Article II, Section 3. (*ASU Faculty Handbook*, Article II, Section 2). Those eligible to serve and vote on the department's Promotion and Tenure Committee are all tenured faculty within the department. Those eligible to serve on and participate in election of members to departmental personnel committees are full time faculty in the ranks of instructor, assistant professor, associate professor, and professor. (*ASU Faculty Handbook*, Article II, Section 3). Those eligible to serve on and participate in the election of members to the department post tenure review committee are tenured full time faculty. With the exception of the PTC, proxy voting is not allowed at department meetings.

##### **B. Department Meetings:**

Department meetings are the forums in which faculty governance occurs in the department. Department meetings will be held regularly and will be generally managed according to *Robert's Rules of Order*. Members of the faculty will be given an opportunity to participate in agenda setting for department meetings and attendance is expected. A majority of voting membership shall constitute a quorum. Department meetings may

be called by the Department Chair or by petition of one-third of voting members of the department. Department meetings must be called one week in advance.

**C. Items that require departmental approval include:**

1. Changes to the Bylaws
2. Membership of the Department Personnel Committee
3. Membership of the Department Post Tenure Review Committee
4. Off Campus Scholarly Assignments
5. International Exchanges
6. Curriculum proposals
7. Appointment of Faculty Senate Representative
8. Online course offerings
  - a. Faculty seeking to teach a department course online must make the request to the appropriate curriculum committee. The curriculum committee must vote to approve. If approved by the curriculum committee, the faculty member must then submit the request to the department faculty. The department faculty must vote to approve.

**D. Guidelines for Merit-Based Pay**

The goals of the GJS merit system are to promote faculty recruitment and retention, adequately reward conscientious performance of normal duties and responsibilities, and provide incentives that encourage distinguished, innovative, and creative achievement in teaching, research, and service.

Members of the faculty establish meritorious performance expectations. The Department Chair distributes merit according to those expectations (College of Arts and Sciences Chair Manual, Section 3, p. 2).

**1. Merit Pool**

The merit pool for the Department of Government and Justice Studies includes all full-time faculty members eligible for a merit award, excluding the Department Chair.

Merit is a salary increment that is allotted for the performance of duties that meets or exceeds department or academic unit expectations. It is expected that, unless an exception has been negotiated with the Department Chair and approved by the Dean of the College of Arts and Sciences, all faculty will engage in teaching, research, and service that reflects the allocation of effort identified in the department's promotion and tenure policy.

**2. Performance Review**

Annual performance review for tenured and tenure-track faculty shall reflect the three areas of teaching, research, and service that are expected of all faculty in the department as described in the promotion and tenure guidelines.

Faculty members who have been assigned administrative responsibilities and/or other responsibilities as defined and agreed upon by the Department Chair and with the Dean's concurrence at the time of assignment will also have their performance evaluated with respect to fulfilling those responsibilities.

The review shall cover the previous academic calendar year but should, where appropriate, take into account performance over the most recent three-year period on a rolling basis. To include a year in the three-year period, the individual must have been employed by ASU on a contract that qualifies that individual for a merit award.

The dimensions of performance will be determined in consultation with the Department Chair during the annual performance review.

### **3. Performance Areas Considered**

#### **a. Teaching:**

The department embraces the teacher-scholar model.

"Teacher-scholars are committed to high-quality undergraduate [and graduate] education, pursue an active program of research and scholarship, and are presumed to enliven and enrich their teaching and the student experience by incorporating insights from their own research into their instructional activities, student advising, and related work. Teacher-scholars are also expected to promote deep approaches to learning through activities that encourage students to process information in ways that help them make qualitative distinctions about the merits of data-based claims or the persuasiveness of logic-based arguments" (Kuh, Chen, and Laird. 2007. "Why Teacher-Scholars Matter." *Liberal Education* [Fall]: 40 – 45.)

#### **Teaching activities include:**

- I. Lecture courses;
- II. Seminars, topics, directed readings, workshops, independent studies;
- III. Non-classroom instruction, non-workload credit;
- IV. Individualized studies for undergraduate and graduate students;
- V. Direction of theses or capstone projects;
- VI. Directed research for undergraduate and graduate students;
- VII. Independent studies for undergraduate and graduate students;
- VIII. Direction of honors theses;
- IX. Organizing, directing, or participating in groups attended by students;
- X. Organizing, directing, or participating in colloquia attended by students;
- XI. Directing undergraduate research projects;

#### **Additional activities that fall within teaching activities include:**

- I. Serving as academic advisor for undergraduate and graduate students;
- II. Serving on master's committees;
- III. Advising student organizations;
- IV. Meeting with prospective students;
- V. Writing letters of recommendation for students;
- VI. Serving on graduate examination committees;
- VII. Guest lecturing for other courses;
- VIII. Developing new departmental offerings;
- IX. Participating in workshops, programs, or other efforts for improving teaching or evaluation procedures devoted to improving teaching effectiveness;
- X. Participating in program assessments.

#### **b. Teaching Innovation:**

- I. Distance education course delivery;
- II. Internet-based instruction;
- III. Preparation and delivery of a new course;

IV. Creative pedagogical activity.

**Evidence of Performance Includes:**

- I. Student evaluations;
- II. Peer evaluations;
- III. Chair evaluations;
- IV. Review of course materials;
- V. Review of student work;
- VI. Availability to students;
- VII. Adherence to accepted standards of professional behavior;
- VIII. Response to feedback;
- IX. Innovative teaching;
- X. Development of new courses;
- XI. Integration of recent scholarship into courses;
- XII. Readings and assignments reflect contemporary subject matter development;
- XIII. Service learning activities;
- XIV. Teaching awards.

**c. Research and Scholarship:** The Department expects faculty members to be productively engaged in a variety of scholarly activities. The Department supports these activities because they provide direct support for the teaching mission of the university. The domain of "research and scholarship" includes designing and conducting research and disseminating research findings. Examples of research endeavors include presentations, the production of research, professional, and heuristic articles, the production of book chapters, books, media, other products and innovations, and editorial activities. Publication is the expected and final product of these endeavors.

The scholarship of engagement is another dimension of research and scholarship. The scholarship of engagement includes professional work with government agencies, non-profit and for-profit organizations, and includes many forms of contract research with identifiable products.

The department encourages and rewards all scholars who seek and obtain external funding for their work.

In the following sections, it is recognized that scholarship and research occur in stages over time, from design, to implementation, to dissemination. Examples of scholarly activities include, but are not limited to, the following:

**Designing and implementing research (examples):**

- I. Funding: The scholar actively pursues support from private, local, state, federal, and university sources. Funding proposals include the preparation, submission, and approval of the requests. Examples include research projects, training grants, equipment grants, and external contracts;
- II. Development/preparation of research and other creative work;
- III. Organizing collaboration with other scholars.

**Dissemination of research (examples):**

- I. Publication of scholarly articles;
- II. Publication of books;
- III. Presentation at professional meetings;
- IV. Invited presentations;
- V. Service as an editor or editorial board member;

- VI. Citation of research in prominent media or other public outlets.

**Scholarship of engagement (examples):**

- I. Production of research reports for agencies or organizations;
- II. Completion of program evaluations;
- III. Development of policies and procedures at the request of agencies or organizations;
- IV. Research undertaken in collaboration with an agency or organization.

**d. Service:** All faculty members are expected to contribute to faculty governance at the department, college, and university levels. In general, junior faculty at the assistant professor level are encouraged to focus attention on their teaching and scholarship, though some minimal level of service is expected. Service to the profession and the community is also valued.

Service that is separately compensated – such as service as Department Chair and Assistant Chair – will not be counted toward service.

**Department, college and university service activities (examples):**

- I. Service as a chair or member on departmental committees;
- II. Service as program director or curriculum coordinator;
- III. Interdisciplinary service to programs outside the department: e.g., Global Studies, Women's Studies, or Interdisciplinary Studies;
- IV. Service on college committees;
- V. Service on university committees;
- VI. Service to the Faculty Senate, Honors Program, etc.

**Service to the profession (examples):**

- I. Participation in national, regional, and state conferences;
- II. Participation in the governance of national, regional, and state professional associations;
- III. Services as chair or other officer of a state or national professional association;
- IV. Reviewer of manuscripts for journal or publisher;
- V. Service to the community (examples);
- VI. Lectures, interviews, answering inquiries;
- VII. Service on community organizations;
- VIII. Editorials and media presentations.

**Dimensions of Satisfactory and Exceptional Performance**

Satisfactory performance constitutes the expectations of faculty members in the pursuit of tenure and promotion (and promotion to full professor).

Satisfactory performance in the area of teaching requires demonstrated competence in the classroom according to student and peer evaluation, competently constructed syllabi and other course materials, and professionalism. Strong adherence to professional norms and standards are also expected for advising and other co-curricular activities.

In the area of research and scholarship, satisfactory performance in the area of research and scholarship constitutes two scholarly outputs on a three year rolling basis. This is the level of scholarly output for which

the department, college, and university expect to earn a course reduction for research. This is also generally the minimal level of scholarly output expected to earn tenure and promotion.

Satisfactory performance in the area of service is maintained via a willingness and capacity to serve on department committees, attendance at department meetings, and other bodies that engage in departmental, college, and university governance.

Exceptional performance goes beyond the expectations of faculty members in the pursuit of tenure and promotion. Each member of the faculty, in consultation with the chair during the annual performance review, must demonstrate exceptional performance.

Exceptional performance in the area of teaching includes any activities that go beyond regular teaching expectations. Faculty members who provide their students with service learning or international opportunities, innovative pedagogy, or integrate scholarship and teaching, and receive positive feedback may be considered for exceptional performance in the area of teaching.

Exceptional performance in the area of scholarship includes the publication of a book or the attainment of a research grant. It may also include the publication of an article in a top journal, the publication of numerous articles, or conducting significant contract research that is documented in publications or reports.

Exceptional performance in the area of service may include extraordinary performance as a curriculum committee coordinator, service as chair of a college or university committee, assuming leadership roles on the Faculty Senate, leadership in professional organizations, leadership in community organizations, or significant participation in college or university initiatives.

### **Calculating Merit**

An exceptional performance rating may be achieved by a single accomplishment of high significance, or by the sum of several accomplishments in a single area which, taken together, exceed the norms as defined above.

The Department Chair shall determine the merit award in consultation with the faculty member. In determining merit, the Department Chair shall consider the faculty member's report of annual activities, peer review of teaching, scholarship, and the annual evaluation. All merit claims must be fully documented. All members of the faculty will fit into one of the following merit categories:

**Exceptional:** Exceptional performance in at least one area of teaching or research. Satisfactory performance must be maintained in the other two areas.

**Satisfactory:** Satisfactory performance in teaching, research, and service.

**Unsatisfactory:** Unsatisfactory performance in teaching, service, or research.

All faculty members qualifying for merit by meeting the standards in the exceptional category shall receive an equal salary increase regardless of rank. All shall receive equal salary increases regardless of rank.

The Department Chair will determine the relative size of each merit pool.

### **Exceptions to the Policy on Performance Review and Merit**

If more than 3 academic years have passed between available merit pay, faculty shall be evaluated based upon their performance during the entire period since previous merit evaluation.

### **E. Guidelines for Off-Campus Scholarly Assignments (OCSA):**

An off-campus scholarly assignment (OCSA) reflects the dedication of Appalachian State University to the continued professional growth of its faculty. These assignments provide institutional encouragement and support to faculty in developing, maintaining, and broadening academic and instructional competencies that are highly valued by the university and the Department of Government and Justice Studies. These guidelines are in conformity with the provisions of the Faculty Handbook.

#### **Eligibility:**

All full full-time tenure-track faculty members who have served in the Department of Government and Justice Studies for at least four (4) years are eligible; however, tenured members of the department will be given preference. In exceptional circumstances, with the approval of the Department Chair and a majority of the full-time tenure-track members of the department, a faculty member with less than four years of service to the department may be declared eligible for an off-campus scholarly assignment.

Assignments will be made on the basis of three factors: longevity of service to the department, the number of previous awards, and a qualitative assessment of the proposals submitted for approval.

A faculty member will not be eligible for more than one OCSA within a six-year period.

#### **Guidelines for Application and Approval:**

The Department of Government and Justice Studies will support at least one OCSA each academic year; if feasible, two or more will be supported. While university guidelines state that a faculty member may receive full salary for “one to two semesters,” the usual practice will be for the department to grant an OCSA for one semester.

Stipends from grants and other sources may be combined with university support to equal a faculty member’s contract salary. Support from outside sources for travel and/or subsistence will not be included in the determination of the faculty member’s salary for the period of the OCSA.

Applications for an OCSA for the fall semester will be due by the beginning of the spring semester (January); applications for the spring semester must be received no later than the end of April of the previous spring semester.

Proposals for an OCSA should fully describe the rationale for the proposed assignment. The proposal should describe the specific purpose of the assignment, the site and nature of the work involved, and the intended result(s) of the assignment. Direct and indirect benefits for students, faculty, the department, and the university should be included. Non-traditional activities may be proposed where there are special circumstances or unusual opportunities. Additionally, the proposal must include a detailed description of how the faculty member’s teaching and, when appropriate, administrative responsibilities will be reassigned. This section of the proposal should be prepared with the assistance of the departmental chair and reflect the Chair’s endorsement of the overall project, including the reassignment of the faculty member’s duties. Additional information about the project may be requested from an applicant at the discretion of the departmental chair.

Assignments will be made on the basis of three factors—longevity of service to the department, the number of previous awards, and a qualitative assessment of the proposal. Faculty members will be ranked from most to fewest years of full-time service and the number of previous off-campus scholarly assignments. The Department



Chair shall maintain a roster of faculty rankings that shall be circulated to all faculty at least one month before the deadlines specified in the Part II (C).

**Examples of activities that would be considered as acceptable projects for an OCSA include:**

1. Books (including textbooks);
2. Book chapters;
3. Peer-reviewed journal articles;
4. Monographs;
5. Editing scholarly editions;
6. Grant proposals (with substantial likelihood of approval);
7. Research awards (e.g. Fulbright or Woodrow Wilson Fellowships);
8. Faculty exchange programs administered by the ASU Office of International Studies.

**Examples of activities that are unlikely to warrant an OCSA are:**

1. Conference papers;
2. Instructor manuals;
3. Book reviews;
4. Encyclopedia and other reference text entries;
5. Technical reports.

Applicants should submit their proposals, ranked by seniority and the number and date of previous awards, at least one week before a departmental colloquium at which the proposals shall be presented by the applicants to the department for its approval. A majority vote of the full-time tenure-track members of the department, and the endorsement of the Department Chair, should constitute approval of the proposal at the department level.

**Presentation of Work Completed on OCSA:**

During the semester following the completion of the OCSA, the faculty member will provide a detailed report of the results and accomplishments of the OCSA at a departmental colloquium.

The recipient of an OCSA is obligated to return to full-time responsibilities in the Department of Government and Justice Studies for at least one academic year at the conclusion of the OCSA.

**Administrative Positions During OCSA**

For the duration of off-campus scholarly assignments (OCSAs), faculty members who hold administrative positions with stipends (e.g. department chairs, program directors, etc.) are relieved of their administrative responsibilities, and will therefore not receive their stipend, unless specific arrangements are made with the dean of their College and detailed in a written memorandum of agreement.

## **II. DEPARTMENT COMMITTEES**

### **A. Departmental Promotion and Tenure Committee (PTC)**

The composition, functions, and procedures of the departmental promotion and tenure committee (PTC) as outlined in the Faculty Handbook Section 4.1.5 are the official guidelines for these committees and must be followed in all cases. The Provost and Executive Vice Chancellor shall be responsible for seeking interpretations of any relevant regulations or policies.

## **1. Composition of Departmental Promotion and Tenure Committee**

The Promotion and Tenure Committee consists of all tenured faculty members, excluding the Department Chair and excluding those who must recuse themselves (see section 4.1.8.8).

The Department Chair shall schedule all departmental PTC meetings. While the Department Chair shall be responsible for knowing and sharing both information about procedural matters and information requested by the committee, the Department Chair's role in the committee's deliberations and decision shall be minimal. The Department Chair shall not vote on the PTC.

At its first meeting, the PTC will elect a committee chair from among its members. The committee chair's responsibilities include compiling the votes of the committee members and forwarding the votes and the vote justification letters to both the Department Chair and Dean of the College of Arts and Sciences.

Tenured faculty members on OCSA or Family and Medical Leave are not required to serve on the PTC while on full paid or unpaid leave (6.2.3.3). However, they are eligible to serve should they decide to do so.

## **2. Functions of Departmental Promotion and Tenure Committees**

The departmental promotion and tenure committee (PTC) makes recommendations regarding contract renewal for tenure track faculty, Emeritus status (see section 3.12), graduate faculty status for tenure track and tenured faculty (see 4.5.3 and 4.4.5.1), the granting of permanent tenure, and promotion to tenure track or tenured ranks, either when a request for tenure is made by a faculty member, or at the automatic intervals specified in section 3.8 (inclusive) of the Faculty Handbook. The committee shall make a recommendation to the Departmental Chair, who in turn shall make a recommendation to the Dean of the College of Arts and Sciences, who will send to the Provost and Executive Vice Chancellor both her/his own recommendation and that of the committee and the Department Chair concerning the advisability of conferring promotion and/or tenure.

## **3. Procedures of Departmental Promotion and Tenure Committees**

All meetings of promotion and tenure committees shall be held on campus. Each member of an academic department must be notified in writing of all meetings and agenda items of the PTC. The announcement should clearly state the time and place of the meeting and it should become a part of the PTC's permanent records. All tenure-track faculty members who so desire, except for those who must recuse themselves (see section 4.1.8.8), may present their views before the committee in regard to any item(s) on the agenda.

The candidate's file will remain in the main departmental office (or its electronic equivalent) and all tenured faculty members in that department will have access to review these materials.

Face-to-face deliberations among the departmental PTC members are a crucial part of the faculty review of candidates being considered for reappointment, promotion, tenure, and/or emeritus status. The justification of votes in writing should take place only after, and cannot substitute for, such face-to-face deliberation. All reasonable efforts must be made to attend meetings to discuss the candidate's case. Absentee votes and vote justification letters are, therefore, permitted only in extenuating circumstances.

Voting will be carried out anonymously by paper ballots. In addition, each member of the departmental promotion and tenure committee (PTC) shall be encouraged to complete a university-wide vote justification form citing specific evidence of why the candidate does or does not meet departmental criteria for contract renewal, promotion, and/or tenure in the areas of teaching, research, and service as per the departmental guidelines. These forms are designed to provide important information to the deans and the provost in making their decisions.

The vote justification forms, which may be anonymous, shall be submitted within three working days of the PTC meeting at which the vote is taken. These letters shall be given to the committee chair, who will then provide these to the Department Chair and the Dean of the College of Arts and Sciences at the end of the aforementioned working days, and sent through the Dean to the Provost and Executive Vice Chancellor.

The minutes of the PTC should record all persons in attendance at the PTC meeting and all members of the PTC absent from the particular meeting. A record should be kept of each personnel action considered; however, this should not include individual comments. The written record should state that the committee formally considered personnel action of the particular faculty member and should state those things that were considered. In instances of personnel action involving promotion or tenure of a faculty member, the minutes should state specifically the criteria for promotion as set forth in section 3.8 or that the items required to be considered in granting tenure as specified in section 3.8 were considered along with the departmental criteria for promotion and tenure as published in the department's governing documents. The minutes should show the vote (the number of affirmative and negative votes) on each action, but not the votes of individual members of the committee.

All minutes of the PTC action must be approved and, if necessary, modified by a majority of the assembled committee. Such action will normally take place at the next meeting of the PTC except that, following the last meeting of the committee in a given academic year, the committee chair shall be responsible for gaining the approval of the minutes from the voting members of the committee.

A permanent file of all minutes of the PTC shall be maintained in the GJS department office. Nothing in these guidelines shall violate the confidentiality of the PTC minutes, except that any individual faculty member shall have access to those portions of the minutes of meetings in which personnel actions involving that faculty member were considered. All motions must be phrased in the affirmative.

A member may be present at the promotion and tenure committee meeting in which his or her case will be considered for the sole purpose of presenting information and answering questions. The candidate will be recused from the discussion and from the vote on his or her promotion. The candidate may rejoin the meeting for other considerations and will be allowed to participate in other PTC meetings during the year. Notification of results of the PTC vote for all candidates will not take place until the meeting is over. A member of the promotion and tenure committee may not address the PTC or cast a vote on any matter before the committee that concerns any related person.

The results of the PTC vote, written vote justification statements, the candidate's supporting material, and all related documents submitted to the committee chair, shall be forwarded to the Department Chair, who will include these materials along with her or his own recommendation to the Dean of the College of Arts and Sciences, and through the Dean to the Provost and Executive Vice Chancellor.

The Department Chair shall notify the faculty member of the results of a departmental PTC vote on reappointment, emeritus status, tenure, or promotion within three working days following the date of the PTC vote, except under extenuating circumstances. Notification to the faculty member of the Department Chair's recommendation to the Dean on promotion, tenure, reappointment, or emeritus status should be made in a timely manner as defined by the college or school, not to exceed five working days, except under extenuating circumstances.

The Department of Government and Justice Studies follows the Reappointment, Promotion and Tenure Process as outlined in the Faculty Handbook Section 4.4 Reappointment, Promotion, and Tenure

#### **4. Promotion and Tenure: Schedule and Materials**

At the first department faculty meeting in the Fall Semester, the Department Chair should announce a deadline by which time any faculty member wishing to be considered for tenure or promotion must notify the chair of their intent.

The Department Chair will present the names of faculty members wishing to be considered for promotion and tenure to the PTC. The PTC will notify the faculty member at least 2 weeks prior to formal deliberations on the request. The faculty member will supply materials he or she wishes to be considered in the deliberations 1 week prior to the formal discussion and vote of the PTC.

For full consideration of the faculty member's accomplishments, the PTC should be provided with the following materials (see Faculty Handbook Section 4.4.5.1)

- a. A cover letter explaining the faculty member's achievements in the areas of teaching, research, and service:
  1. A narrative statement describing the candidate's teaching philosophy and experience.
  2. A discussion of three particularly notable indicators;
- b. Summary one-page vita (see faculty handbook for unique requirements for one page vitas for [tenure](#) and [promotion](#))
- c. Candidate's vita, including evidence related to teaching, research/creative endeavors, and service. The organization of these entries is up to the candidate, but the outline should include education and experience; awards and honors; peer-reviewed/juried products (grant/contract funding, publications, presentations, exhibits, etc.); course development and teaching responsibilities and innovations; outreach and/or service to the department, college, school, university, and discipline;
- d. Candidate's departmental P&T policies;
- e. Evidence of quality and effective teaching;
  1. A narrative statement describing the candidate's teaching philosophy and experience;
  2. A discussion of three particularly notable indicators;
- f. Evidence of quality research/creative activities:
  1. A narrative statement describing the candidate's plans for continuing research/creative activities and how these activities contribute to the discipline.
  2. A discussion of three particularly notable indicators;
- g. Evidence of contributions to the department/college/university and/or the profession through service or outreach:
  1. A narrative statement describing the candidate's commitment to service.
  2. A discussion of three particularly notable indicators;
- h. Copies of Annual Reviews by the Department Chair;
- i. Written recommendations of the departmental promotion and tenure committee, Department Chair, Dean of the College of Arts and Sciences, and Provost and Executive Vice Chancellor will accompany the P&T dossier forward at each appropriate stage of the review;
- j. Graduate faculty membership (optional): If also requesting graduate faculty membership, faculty shall submit with the dossier an independent packet: the graduate faculty membership form (<http://www.graduate.appstate.edu/facultystaff/>), a CV, and a letter summarizing evidence of engagement in graduate education and of staying current in the discipline, and evidence of effective teaching and mentoring at the graduate level. These materials will be considered by the departmental promotion and tenure committee in a separate vote at the same time as the P&T review. The graduate faculty membership application will be sent forward to the Dean of the College of Arts and Sciences for approval, and then to the Dean of the Graduate School for final action (for more information see section 4.5 The Graduate Faculty);
- k. Any other materials that a faculty member would wish to have considered by the PTC.

The Collection of Artifacts/Documentation may include books, articles, recordings, videos, texts of grants and /or works in progress, other creative scholarly work, students' evaluations of teaching, peer reviews of teaching, syllabi, sample student work, letters documenting service, etc. Candidates are strongly advised to consult closely with their Department Chair for guidance on selecting appropriate materials for the collection of artifacts/documentation.

The entire P&T Portfolio (the P&T dossier and the collection of artifacts/documentation) shall be submitted to the department chair for consideration by the departmental promotion and tenure committee. The P&T Dossier as highlighted in section 4.4.5.1 of the Faculty Handbook must be submitted electronically. Artifacts and documentation may be submitted electronically or in printed form or a combination.

The departmental promotion and tenure committee and department chair shall use both the dossier and the collection of artifacts when evaluating the candidate for tenure and/or promotion. However, after departmental deliberations are completed, only the P&T Dossier shall leave the department and go to the dean of the candidate's college. The collection of artifacts/documentation shall be stored in the department and be available upon request during the remainder of that faculty member's P&T process.

## **5. Assistant Professor**

An initial appointment to the rank of assistant professor is for a probationary term of four academic years. During the third year of the four-year contract, the PTC will consider the faculty member's reappointment to a three-year contract. (Variations in this formula may be considered depending on exceptional factors, such as a faculty member's prior experience, family or medical leave, or other factors in which alterations to the "tenure clock" are deemed appropriate. Such conditions are outlined in the *Faculty Handbook*.)

### A. Dimensions of Performance for Tenure and Promotion to Associate Professor

In addition to the general requirements for tenure and promotion to associate professor outlined in the *Faculty Handbook*, the Department of Government and Justice Studies expects candidates for promotion and tenure to meet additional performance criteria, particularly in the area of research and scholarship. It should be noted that while tenure and promotion decisions may be separate for a variety of reasons, the standards expected of the faculty member are the same.

In the consideration of tenure and promotion, the three major dimensions of performance are: 1) instruction and student development; 2) contribution to new knowledge via scholarship, research and publication; 3) service to the institution, the profession, and external constituencies. A faculty member must have a demonstrated record of performance in all three areas, but teaching and research will be considered most important.

#### 1. Teaching

A faculty member's teaching performance will be assessed using a variety of indicators. These will include, but will not be limited to, the following:

- a. Peer Evaluations
- b. An assessment by the chair and the PTC regarding the faculty member's contribution to undergraduate and graduate curriculum
- c. A demonstrated commitment to undergraduate (and when applicable, graduate) education. Indicators of such a commitment include, but are not limited to:

- Chairing of masters degree and/or honors theses committees
- Development of innovative pedagogical methods

- Directing independent research
  - Participation in teaching workshops
  - Creation of new courses or programs
  - Directing capstone research projects
- d. Student evaluations of courses

## 2. Research and Scholarship

All candidates for tenure and promotion are expected to develop an active program of scholarship. Scholarship may be evidenced in a variety of ways, including:

- a. Publication of research books, textbooks, monographs, manuals, and/or other works that require peer review and that are nationally or internationally recognized sources of information in the discipline.
- b. Publication of peer reviewed articles in recognized journals related to the faculty member's area of expertise
- c. Publication of peer reviewed book chapters in significant works related to the faculty member's area of expertise
- d. Receipt of a major grant from a public agency or philanthropic organization in which the faculty member serves as either principal or co principal investigator
- e. Presentations, including talks and poster sessions, given at refereed professional conferences. Greater weight will be given to talks and poster sessions presented at national and international conferences than to those presented at local, state, or regional conferences.
- f. Publication of review articles, book reviews, encyclopedia entries, or non-peer reviewed book chapters, or editorship of a scholarly journal
- g. Approval of a minor grant, from a public agency, philanthropic organization, or the university

Although each person will contribute in these areas differently, the department expects that at a minimum all faculty members seeking tenure and promotion will have at least seven activities from the various categories, with no fewer than four from categories A, B, C, or D. It should be noted that in the case of a book or other major work, the product may be counted as more than one activity. In a case where the bulk of the articles are co-authored, there should be demonstrated evidence of independent research.

## 3. Service

Each member of the department is expected to participate in professional service to the department, the college, and the university. Indicators of service include, but are not limited to:

- a. Membership on departmental committees
- b. Membership on College Committees
- c. Membership on University Committees or Task Forces, the Faculty Senate, Faculty Assembly
- d. Participation in leadership roles in State, Regional, National, or International Professional Organizations.
- e. Participation in University sponsored lecture series.
- f. Community Engagement Activities

A demonstrated record of service in one or more of these areas is expected for tenure and promotion. The faculty member will be responsible for keeping records of this service and

providing it to the chair in annual reports and to the DPC as part of the tenure and promotion review process.

The Department Chair will present to the PTC the names of assistant professors who are to be considered for reappointment.

The PTC will discuss the faculty member's job performance and contributions to building a qualified and productive faculty. In its assessment of the faculty member's performance, the PTC may interview the candidate or others.

A positive motion will be made, seconded, and a vote taken concerning the reappointment of each of the faculty members. When possible, the faculty member will be notified of the PTC's decision within 24 hours. The recommendation for each faculty member will be included in the official minutes of the meeting.

The faculty member will be notified of the Department Chair's recommendation to the Dean of the College of Arts and Sciences on permanent tenure or promotion within three days, except under extenuating circumstances. The Department Chair shall give the faculty member being considered for promotion and/or permanent tenure a brief written statement explaining the reason(s) for the Chair's recommendation concerning the faculty member at the time the material is forwarded to the Dean.

## **6. Associate Professor**

Minimal criteria for consideration of appointment/promotion to the rank of associate professor are: (a) the appropriate earned terminal degree from an accredited institution, and at least five (5) years of appropriate experience, unless there are exceptional circumstances; (b) recognized skill in teaching; (c) recognized accomplishment in research or other germane creative activity; (d) recognized accomplishment in professional service to the University and/or to the public; and (e) demonstrated willingness to participate in institutional affairs.

An initial appointment to the rank of associate professor may be with tenure or for a probationary term of up to five academic years. The length of this initial appointment takes into account credit toward tenure and promotion for service elsewhere.

The Department Chair will present to the PTC the names of associate professors who are to be considered for reappointment.

The PTC will discuss the faculty member's job performance and contributions to building a qualified and productive faculty. In its assessment of the faculty member's performance, the PTC may interview the candidate or others.

A positive motion will be made, seconded, and a vote taken concerning the reappointment of each of the faculty members. When possible, the faculty member will be notified of the PTC's decision within 24 hours. The recommendation for each faculty member will be included in the official minutes of the meeting.

The faculty member will be notified of the Department Chair's recommendation to the Dean of the College of Arts and Sciences on permanent tenure or promotion within three days, except under extenuating circumstances. The Department Chair shall give the faculty member being considered for promotion and/or permanent tenure a brief written statement explaining the reason(s) for the Chair's recommendation concerning the faculty member at the time the material is forwarded to the Dean.

A promotion at any time from the rank of associate professor to the rank of professor confers permanent tenure from the effective date of the promotion.

## 7. Professor

Full professor is the highest academic rank that can be granted to a faculty member. Promotion to full professor requires a faculty member to have demonstrated and sustained a record of significant accomplishments in the following areas: research and scholarship, teaching, and service.

*Faculty are expected to meet standards of significant achievements in each area. While faculty can choose to highlight those area(s) in which they have had the greatest accomplishments or most significant contributions, it is expected that promotion to full professor requires excellence in research and scholarship.*

### Research and Scholarship

Evidence of performance will vary, but promotion to full professor will require maintaining an active, scholarly research agenda. Evidence of excellence in scholarship must include **any** of the following:

Publication of research books, textbooks, monographs, manuals, and/or other works that require peer review;

- a) Publication of peer-reviewed articles;
- b) Publication of peer-reviewed book chapters;
- c) Receipt of a major grant from a public agency or philanthropic organization in which the faculty member serves as either principal or co-principal investigator;

Evidence of a scholarly research agenda **may** include any of the following:

- a) External letters of support from recognized scholars;
- b) Index citations;
- c) Being an invited speaker to a national or international organization to present research;
- d) Being an invited speaker to a national or international governmental body to speak or testify to issues related to the faculty members area of expertise;
- e) Having one's research cited by national or international organizations;
- f) Being the associate editor or editor of a nationally or internationally recognized journal.
- g) Participation and/or presentation at a local, regional and/or national conference;
- h) Public facing/scholarship.

It is not expected that candidates for full professor produce evidence of all the examples noted above, but that they demonstrate a record of quality research that includes the years after promotion to associate professor. Academic semesters or years considered "inactive" and not for consideration in the promotion to full application are those noted for medical or family leave.

### Teaching

Evidence of performance will vary, but promotion to full professor will require maintaining excellence in teaching. Faculty members' teaching performance will be assessed using a variety of indicators. Indicators of teaching performance and commitment to undergraduate and/or graduate education may include, but are not be limited to, the following:

- a) Teaching awards or special recognition for teaching
- b) Peer observations;
- c) Chairing of a masters degree and/or honors theses committees
- d) Development of innovative pedagogical methods
- e) Directing independent research
- f) Participation in teaching workshops
- g) Creation of new courses or programs
- h) Directing capstone research projects
- i) Chairing comprehensive exam committee and/or contribution of assessment in undergraduate and/or graduate degree programs



## **Service**

Evidence of performance will vary, but promotion to full professor will require maintaining active participation in service. Each member of the department is expected to participate in professional service to the department, the college, and the university. Indicators of service may include, but are not limited to:

- a) Leadership roles in department, college, or university committees or task forces
- b) Membership on departmental committees;
- c) Membership on college committees;
- d) Membership on university committees or task forces, the Faculty Senate, Faculty Assembly;
- e) Leadership or service roles in state, regional, national, or international professional organizations;
- f) Participation in University-sponsored lecture series;
- g) Community engagement activities.

## **A. Emeritus Status**

Emeritus faculty status as stated in the *Faculty Handbook*, Section 3.12 may be awarded to honor a retired faculty member who has had a distinguished professional career and has made significant contributions to Appalachian State University. Successful candidates for consideration to the Emeritus rank will have:

1. permanent tenure and at least ten years of full-time employment at Appalachian State University prior to retirement. The Emeritus rank is that held at retirement; and
2. a consistent record of quality performance as demonstrated by one or more of the following:
  - a. a substantive record of scholarly achievement commensurate with national and international standards within the specific discipline;
  - b. a recognized record of outstanding teaching and educational contributions; and
  - c. evidence of significant service to the university and to the respective discipline.

## **Emeritus Status Procedure (Faculty Handbook 3.12.1)**

The candidate initiates application for Emeritus status no later than September 15 in the year of consideration. A letter will be submitted to the Department Promotion and Tenure Committee with supporting documentation, including a comprehensive curriculum vitae and record of the faculty member's achievement and contribution to the university and the appropriate discipline. The committee will review the application and make approval or non-approval, as provided for other personnel decisions to the Department Chair.

The Department Chair will forward his/her recommendation, with the supporting materials, to the Dean of the College of Arts and Sciences. The Dean will forward his/her recommendation, with the supporting materials, to the Provost and Executive Vice Chancellor by December 15. The Provost and Executive Vice Chancellor, after their reviews, will forward their recommendations, as well as the recommendations of the other reviewing individuals/bodies, to the Chancellor by February 15. Upon approval of the Chancellor, the Provost and Executive Vice Chancellor will submit the candidate's documentation to the Academic Affairs Committee of the Board of Trustees for consideration at the spring semester meeting. Candidates whose emeritus rank has been approved by the Board of Trustees are notified promptly. The Chancellor will confer the rank during the August annual meeting of the University. A letter of commendation and an emeritus faculty medallion shall accompany the emeritus faculty designation from the Chancellor upon official notice of the faculty member's full retirement from the University, i.e., at the end of any phased retirement service period or upon immediate, full retirement.

## **B. Department Personnel Committee (DPC):**

### **1. Composition of DPC Committee**

The DPC shall consist of 8 voting members and 2 alternates. The three departmental programs - Political Science, Criminal Justice, and Public Administration- will each have 2 tenured faculty members serve on the DPC. The department, as a whole, will elect 2 untenured voting members, 1 tenured alternate, and 1 untenured alternate.

The Department Chair serves as the chair of the DPC and is a non-voting member. The Department Chair presides at all meetings, except when the personnel action being considered involves the Chair, in which case the Dean of the College of Arts and Sciences presides at the meeting.

### **2. Election of DPC Members and Terms of Service**

After being notified by the Department Chair, the members of the faculty in Political Science, Criminal Justice, and Public Administration shall meet in their respective programs prior to the first departmental faculty meeting in the fall of each year. The members of each program will nominate 1 tenured member from their program to serve on the DPC.

Faculty members will be expected to participate only in those program areas in which they perform significant teaching and scholarship. In a case where a faculty member participates in the curriculum of more than one program, that faculty member may fully participate in the nominating process and may serve as a representative to the DPC from any of those programs. However, for the purposes of nominating and serving as a representative to the DPC, a faculty member may vote in only one program's nominating process per year.

At the general faculty meeting of the department, the slate of candidates from the three programs will be compiled. The list will be voted on "in total," with a simple up or down vote by the department for the entire slate of candidates. If the vote should fail, the three programs will be asked to reconsider their nominations and a new vote shall take place.

After the election of the tenured members of the DPC, the floor will be open for nominations of 1 tenured alternate, 2 untenured voting members, and 1 untenured alternate. For the tenured alternate position, all tenured faculty are eligible without regard to program. For the untenured voting and alternate positions, all qualified untenured members of the department may be nominated without regard to program.

Tenured faculty members will be elected to serve 2-year terms, on a staggered basis. The tenured alternate will serve a 1-year term. Untenured members and untenured alternates will serve a 1-year term. No faculty member may serve more than 2 consecutive terms.

Eligibility to vote and to serve as a member of the DPC is outlined in the *Faculty Handbook*, IV, Section 1. Only full-time tenure-track or tenured faculty holding the rank of instructor, assistant professor, associate professor, or professor may vote for and hold office on the DPC.

If a vacancy occurs because of resignation, the appropriate alternate will serve for the remainder of the term.

### **3. Alternate DPC Members:**

The alternate members should attend all meetings.

The tenured alternate will vote if one of the tenured members is absent. A non-tenured alternate will vote if one of the non-tenured members is absent.

The alternates may discuss matters in the meetings.

The appropriate alternate will serve and vote whenever a matter before the committee concerns another committee member or person related to a committee member.

#### **4. DPC Meetings**

Meetings will be called when the need arises by either the Department Chair or upon request of at least two members of the committee or one-fourth of the entire faculty of the department.

These meetings will be held in Anne Belk Hall.

Each member of the department will be notified in writing one week in advance of all meetings and the agenda of the DPC. The announcement will clearly state the time and place of the meeting, and it will become a part of the DPC's permanent records. Department members who so desire may present their views before the committee in regard to any item(s) on the agenda, but will be excused during the discussion and voting.

#### **5. DPC General Procedures**

In all cases involving a vote on personnel decisions, eight voting members of the DPC must be present. The appropriate alternate member will have full voting powers when substituting for a regular committee member.

All personnel actions will be by written ballot and counted by the Department Chair. Ballots of DPC actions should be placed in a sealed, labeled, and dated envelope.

Committee actions must be supported by an affirmative vote of at least 75% of the committee's voting membership.

When a DPC member is under consideration for reappointment, he or she will be excused after the interview and during the discussion and voting.

The DPC may request any appropriate information and recommendations relevant to the considered action from any member of the department or outside source prior to taking action on matters of reappointment. Any member of the department may present information or recommendations relevant to the action under consideration.

The DPC's action and any documents submitted to the committee will be forwarded to the Dean of the College of Arts & Sciences. This recommendation will be separate from that coming from the Department Chair.

It is unethical for any DPC member to discuss or make implications outside the DPC meetings about information relative to any discussions and/or recommendations.

The DPC will follow the procedures in *Robert's Rules of Order* except when there is a conflict with the *Faculty Handbook*, in which case the *Faculty Handbook* takes priority.

#### **6. DPC Duties**

The DPC will consider Reappointment and Non-Reappointment of Instructors and Lecturers

The Department Chair will present to the DPC the names of instructors who are to be considered for appointment or reappointment. Appointments at the rank of instructor are normally for one year, up to a total of seven years.

The DPC may interview and will discuss the faculty member's job performance and contributions to building a qualified and productive faculty.

A positive motion will be made, seconded, and a vote taken concerning the reappointment of each of the faculty members under consideration. An initial appointment to the rank of instructor is for a probationary term of one academic year.

Unless at any point the instructor is not reappointed, he or she may be reappointed successively for six terms of one academic year, a total of seven such terms.

After seven consecutive years of employment at the rank of instructor, by his or her request, a faculty member may be reappointed as a lecturer, with a fixed-term contract.

Appointment at the rank of lecturer comes with a fixed-term contract. As these are often multi-year contracts, the DPC should consult with the program faculty before making appointments at the rank of lecturer.

The recommendation for each faculty member will be included in the official minutes of the meeting.

The DPC will not consider salary matters of any nature.

## **7. DPC Records**

At the beginning of the academic year at the first meeting of the DPC, the committee will elect a recorder from its voting membership who will keep accurate records of the minutes of the meetings during the year.

The minutes will record all persons in attendance at the DPC meeting and all members of the DPC absent from the particular meeting. A record will be kept of each personnel action considered; however, this will not include individual comments. The written record will state that the personnel committee formally considered a personnel action of the particular faculty member and will state those things that were considered and what action was taken. The minutes will show the vote, the number of affirmative and negative on each action, but not the votes of individual members of the committee.

All minutes of the DPC actions must be approved and, if necessary, modified by a majority of the assembled committee. Such action will normally take place at the next meeting of the personnel committee except that, following the last meeting of the committee in a given academic year, the recorder will be responsible for gaining the approval of the minutes from the voting members of the committee.

A secure and permanent file of all minutes and the ballots of the DPC will be maintained in the departmental office. Nothing in these guidelines should violate the confidentiality of the DPC minutes, except that any individual faculty members will have access to those portions of the minutes of meetings in which personnel actions involving that faculty member were considered. No other copies of minutes will be retained.

## **C. Search Committees**

Section 4.1.9 of the Faculty Handbook allows for the creation of search committees to fill vacant tenured and tenure track teaching positions in academic departments. The department of Government and Justice Studies has adopted the use of search committees for faculty recruitment. Section 4.1.9.1 of the Faculty Handbook assigns to each department the determination of size and membership of the search committees.

### **1. Selection of Members in Government and Justice Studies:**

The Department Chair, with the following stipulations, should select members of search committees:

**Number of Members and Composition:** The composition of each ad hoc search committee will, whenever feasible, consist of at least five voting members; three of the members will be faculty whose primary discipline is the same as that of the position to be filled (Political Science, Criminal Justice, Public Administration), and one member each from the other two disciplines. Faculty in the primary discipline may select committee

members with teaching areas that are similar to those in which the applicant will teach. The Department Chair will appoint the chair of the search committee. The Department Chair will serve as an ex officio member of all search committees.

## **2. Functions of Search Committees:**

The search committee is responsible for reviewing ASU Policy Manual 601.8 “Hiring of EHRA Employees,” as well as the university’s current policies on diversity. After the department has determined the general responsibilities for a faculty vacancy, the search committee shall prepare or review the job announcement, which contains minimum and preferred qualifications, and shall develop selection criteria based on the position requirements. The job announcement must be approved by a majority vote of the entire department.

In accordance with ASU Policy Manual 601.8, the search committee shall oversee all aspects of advertising the position and receiving applications; review all applications; conduct reference checks and preliminary interviews; and schedule and conduct on-campus interviews. Prior to making their recommendation, the search committee will seek input from members of the department regarding the qualifications of the candidates. Whenever possible, the search committee shall recommend at least two candidates for hire and may provide a ranked list of the candidates.

Confidentiality shall be maintained throughout the search process. A detailed description of the components of confidentiality can be found in section 4.1.9.2 of the Faculty Handbook and the ASU Policy Manual, Section 4.5.3.

## **3. Search Committee Procedures**

(a) All meetings of search committees, involving deliberation, shall be held face-to-face or by appropriately secure digital communication on campus. Every member of the department must be notified in writing of all meetings and agenda items of the search committee. The announcement should clearly state the time and place of the meeting and it should become a part of the search committee’s records. All department members who so desire may present their views before the committee.

(b) The minutes of the search committee should record all persons in attendance at the meeting and all members absent. A record should be kept of each personnel action considered; however, this should not include individual comments. All personnel actions shall be determined by anonymous paper ballot votes. The written record should state that the search committee formally considered the personnel action. The minutes should show the vote (the number of affirmative and negative votes) on each action, but not the votes of individual members of the committee. All motions must be phrased in the affirmative.

(c) All minutes of search committee actions must be approved and, if necessary, modified by a majority of the assembled committee. Such action will normally take place at the next meeting of the committee except that, following the last meeting of the committee in a given academic year, the recorder shall be responsible for gaining the approval of the minutes from the voting members of the committee.

(d) A file of all minutes of the search committee shall be maintained with the search committee file (see ASU Policy Manual 601.8, Section 4.10). In addition, the paper ballots for each vote should be kept in sealed, labeled and dated envelopes with the search committee file. Nothing in these guidelines shall violate the confidentiality of the search committee minutes.

#### **D. Department Post Tenure Review Committee (PTR)**

Post-tenure review is a comprehensive, formal, periodic evaluation of cumulative faculty performance, the prime purpose of which is to ensure faculty development and to support and encourage faculty excellence. A complete description of the rules governing PTR can be found in section 4.7 of the Faculty Handbook.

Section 4.7.4 of the Faculty Handbook states: “A post-tenure review committee for a department or academic unit will be elected by a vote of the tenured faculty in the department or academic unit. The tenured faculty will elect from among themselves three tenured faculty, who will serve staggered, non-renewable, three-year terms. The post-tenure review committee elects a chair from among its members. The tenured faculty will elect tenured faculty members to fill any vacancies each year. The tenured faculty may also fill vacancies caused by resignation or other contingencies.”

In the Department of Government and Justice Studies, the PTR committee must include at least one person from Political Science and one from Criminal Justice.

The chair of the post tenure review committee – for any given member of the department who is undergoing post tenure review – should be from the discipline of the person being reviewed. Hence, for example, a political scientist will chair a political science review. The PTR committee will always choose the chair.

Two alternates will be selected for the committee, on an annual basis, one from Political Science and one from Criminal Justice. Alternates may relieve standing members for one of these reasons:

- 1) Absence (one member of the committee may be on OCSA, for example)
- 2) Workload
- 3) Conflict of interest (many of us publish together, for example)
- 4) A member of the committee is up for PTR

The department will hold an election for a new member or an alternate from the appropriate discipline when a vacancy occurs.

PTR is a personnel issue. Hence, confidentiality on PTR issues must be maintained at all times.

Faculty members are expected to create a five-year plan for each review cycle under PTR. The plans can be modified annually by the faculty member.

At the time of review, the faculty member under review will provide the committee with a brief one-page summary of their accomplishments over the previous five years and a current vita. The department chair will provide the review committee with copies of the faculty member’s annual reviews for the previous five years, and a copy of the faculty member’s five-year plan.

After review of submitted materials, the post-tenure review committee shall provide to the faculty member being reviewed and the departmental chair a one-page summary concerning its evaluation and shall designate the faculty member’s performance as “exceeds expectations,” “meets expectations,” or “does not meet expectations.” The summary with designations shall be provided to the faculty member and chair within fifteen (15) working days (barring extenuating circumstances) of receiving the materials. The post-tenure review committee’s feedback should include recognition for exemplary performance.

The department chair shall provide a written review in addition to the review of the committee. The chair shall provide a written copy of his/her evaluative review to the faculty member within fifteen (15) working days (barring extenuating circumstances) from the time that the department chair receives the review committee’s summary or from the time that the faculty member provides his or her written response to the committee recommendation (see Section 4.7.8 of the Faculty Handbook).

The faculty member under review may provide a written response to the PTR committee and the chairs reviews under the guidelines articulated in section 4.7.8 of the Faculty Handbook.

Any faculty member receiving a “does not meet expectations” rating will have an opportunity to improve performance under guidelines established by the dean and the department chair.

### **E. Curriculum Committees**

Curriculum committees are composed of all department faculty members who self-identify with the discipline or subfield - Political Science, Public Administration, or Criminal Justice. Members of the department may attend and participate in more than one curriculum committee. For the purposes of nominating and serving as a representative to the DPC from a particular curriculum committee, a faculty member may vote in only one program’s nominating process per year.

Curriculum committees are responsible for the general governance of the curriculum in each program area. This includes review and approval of course proposals, curriculum changes, the creation of new concentrations with programs, the elimination of concentrations within programs, preparing course schedule proposals, approval of job descriptions, and any other issues relevant to governance in these areas.

### **F. Other**

Unanticipated Recruitment: During the summer or during a period of severe time constraints (i.e. late in the semester, during semester break, unexpected resignation, etc.), the Department Chair may not be able to convene the entire PTC or DPC in order to consider a temporary or part-time faculty replacement. In this case, the Department Chair will consult with as many members of the PTC as feasible concerning the actions taken.

## **III. ADMINISTRATION**

### **A. Assistant Chair Policy**

The Assistant Chair shall be selected by the Department Chair and approved by a majority vote of the department faculty. Only tenured faculty may stand for appointment as Assistant Chair. Prior to the selection of a new Assistant Chair, the Chair will send a call for applications to all eligible faculty with deadline dates clearly stated. All tenured and tenure-track faculty are allowed to submit written confidential comments to the Chair about applicants’ qualifications. When possible, the Assistant-Chair should represent one of the programs not represented by the Chair's academic background. The initial Assistant Chair appointment shall be for three years. A continuation of service of 1-3 years may be recommended by the Department Chair and approved by a majority vote of the faculty.

### **Responsibilities:**

It is the general responsibility of the Assistant Chair to work with the Department Chair to guide the department toward its goals. The position will also provide faculty another level of administrative communication.

It is the specific responsibility of the Assistant Chair to:

1. Represent the chair in case of the Chair’s absence. This may require up to five week of summer service;
2. Serve as departmental representative on university committees as needed;
3. Assist with scheduling of classes and room assignments;
4. Assist with orientation of new departmental faculty;

5. Advise chair and assist in implementing, and evaluating short and long-term goals, objectives, standards, programs, and utilization of resources;
6. Assist with course transfer credit and course substitutions as needed;
7. Sign routine forms such as student course overrides and special course forms;
8. Contribute to the completion of other departmental tasks as they arise.

**Review:**

The Assistant Chair should be reviewed annually by the Department Chair and a written summary of that review (enumerating strengths and concerns) should be placed in the personal file of the Assistant Chair. In the event of a negative review relative to the position and subsequent documented attempts at remediation, the Department Chair may replace that person at the end of the current academic year. The faculty will approve the new appointment by majority vote. The faculty may also request replacement of the assistant chair by a 2/3 majority vote to consider the issue and a 2/3 majority vote to replace the Assistant Chair.

**Chair Discretion:**

By mutual agreement of the Assistant Chair and the Chair, the responsibilities of the Assistant Chair may be altered in accordance with the specific skills of the Assistant Chair and in accordance with the needs of the Chair and the department. However, substantive changes shall be communicated to the faculty at large. In the event that a new Chair replaces the current Chair, the new Chair may select a new Assistant Chair (with faculty approval) or continue with the current Assistant Chair (if time remains on the contract).

**Remuneration:**

The Assistant Chair will be compensated with a salary increment increase provided by the Dean's office in the College of Arts and Sciences and a reduction in class load as budget constraints allow

**B. Graduate Program Directors**

The Department Chair appoints graduate program directors.

Graduate program directors are responsible for the day-to-day operation of graduate programs, which includes curriculum design and development, recommending course schedules, receiving and collecting application materials, admitting students, liaison with the department, college, university, and community, advising, recruitment, intern placement and supervision, placement, management of the examination, capstone, and/or theses processes, coordination of the graduate assistant pool, coordinator of the graduate assistant selection process, strategic planning, assessment, managing the program curriculum committee, and coordination with other departmental graduate directors.

**Graduate program director evaluation and term limits.**

The faculty of the Department of Government & Justice Studies embraces evaluation of program directors as well as term limits for program directors, and establishes the following policies (Effective July 1, 2011):

a. Evaluation of Graduate Program Directors: A faculty member serving in the position of program director will be evaluated at the end of each year of service as part of his or her annual faculty evaluation, conducted by the Department Chair. The Department Chair will seek input from each of the faculty teaching within that program with regard to performance as it relates to the goals of the program; faculty teaching within that program will be asked to complete an evaluation form similar to that utilized in evaluations of Departmental Chairs.



Term Duration for Graduate Program Directors: A faculty member serving in the position of program director may serve in that position for a period of five years. The Department Chair, after consulting with faculty teaching in that program, will then appoint a new faculty member to direct the program for a term of five years.

In the case where a program director wants to remain in his or her position for a period longer than five years and/or where a new suitable director cannot be identified, the faculty of the department may approve one additional term of three years of service based on a majority vote of all departmental faculty members; this must be preceded by a majority vote of the faculty comprising the curriculum committee.

Years served in the position of “Interim Director” do not apply to this policy.

### **C. Undergraduate Program Coordinators**

The Department Chair appoints undergraduate program coordinators.

Undergraduate program coordinators are responsible for coordinating curriculum committee meetings. This includes the ability to call meetings, set the agenda, and generally preside over them.

The activities of department curriculum committees are listed in Section II. E. of these bylaws.

Evaluation of Curriculum Coordinators: A faculty member serving in the position of curriculum coordinator will be evaluated at the end of each year of service as part of his or her annual faculty evaluation, conducted by the Department Chair. The Department Chair will seek input from each of the faculty teaching within that program with regard to performance as it relates to the goals of the program.

Term Duration for Curriculum Program coordinators: A faculty member serving in the position of curriculum coordinator may serve in that position for a period of five years. In the case where a program coordinator wants to remain in his or her position for a period longer than five years and/or where a new suitable coordinator cannot be identified, the faculty of the department may approve one additional term of one to three years of service based on a majority vote of all departmental faculty members; this must be preceded by a majority vote of the faculty comprising the curriculum committee.