

Department of Government and Justice Studies  
College of Arts and Sciences  
Appalachian State University

**Bylaws of the Department of Government and Justice Studies**  
(Approved March 30, 2012)

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, MSCJC), and public administration (MPA). Each of these program areas has an independent curriculum committee, though, 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 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. 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 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. Job Descriptions
5. Off Campus Scholarly Assignments
6. International Exchanges
7. Curriculum proposals
8. Appointment of Faculty Senate Representative
9. Appointment of Equal Opportunity Associate

D. Department Committees: (Department Personnel Committee, Search Committees, Department Post Tenure Review Committee, Curriculum Committees)

1. Department Personnel Committee (DPC): (Approved: 4/26/07)

a. Composition of Committee and Nomination of Candidate

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 1 tenured alternate, 2 untenured voting members, and 1 untenured alternate.

The Chairperson of the department chairs the DPC and is a non-voting member. The Department Chair presides at all meetings, except when the personnel action being considered involves the Chairperson, in which case the Dean presides at the meeting.

b. Election of Members and Terms of Service

After being notified by the 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. [During the first year of

this procedure it will be necessary to nominate 2 persons from each program. One will serve a two-year term and one will serve a one-year term.]

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 of the DPC, and 1 untenured alternate. For the tenured alternate position, all tenured faculty are eligible without regard for program. For the untenured voting and alternate positions, all qualified untenured members of the department may be nominated without regard for programs. 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 1-year terms. 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.

#### c. Alternate 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.

d. Equal Opportunity Associate (EOA)

The Equal Opportunity Associate will be elected for a term of one year by the department faculty from a slate of candidates composed of the voting members of the DPC. This election will be held at the first department meeting of the academic year.

The EOA will review the Compliance Report and the interim reports as required in the *Affirmative Action Plan for Equal Employment Opportunity* at Appalachian State University before they are submitted to the Dean.

e. Meetings

Meetings will be called when the need arises by either the Chairperson 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.

f. 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 Chairperson and the EOA. 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 promotion, tenure or 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, promotion, and tenure. 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 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.

#### g. Duties

The DPC will meet with all candidates for tenure track positions within the department.

The DPC will consider the reappointment or non-reappointment of non-tenured faculty members.

The DPC will consider promotion and/or tenure for tenured and tenure track faculty members.

The DPC will not consider salary matters of any nature.

#### h. 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. In instances of personnel action involving promotion or tenure of a faculty member, the minutes will state specifically that the criteria for promotion or tenure as set forth in the *Faculty Handbook* and appropriate departmental guidelines were considered. The minutes will show the vote, the number 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.

#### i. Reappointment and Non-Reappointment of Non-Tenured Faculty Members

##### i. Instructors and Lecturers

The Chairperson 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.

#### b. 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 DPC will consider the faculty members 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*.)

The Chairperson will present to the DPC the names of assistant professors that are to be considered for reappointment.

The DPC 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 DPC 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 DPC'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 chair's recommendation to the dean on permanent tenure or promotion within three days, except under extenuating circumstances. The 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.

### iii. Associate Professor

An initial appointment to the rank of associate professor is for a probationary term of up to five academic years. Before the end of the probationary term, the associate professor shall receive written notice whether he or she will be recommended for permanent tenure at the same or higher rank when the current term expires or not be reappointed. (Variations in this formula may be adjusted 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.)

The Chairperson will present to the DPC the names of associate professors that are to be considered for reappointment.

The DPC 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 DPC 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 DPC'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 chair's recommendation to the dean on permanent tenure or promotion within three days, except under extenuating circumstances. The 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.

### iv. Professor

Appointments at the rank of Professor shall be with permanent tenure.



#### J. 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 DPC. The DPC 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 wish to have considered in the deliberations 1 week prior to the formal discussion and vote of the DPC.

For full consideration of the faculty member's accomplishments, the DPC should be provided with the following materials:

- i. A cover letter explaining the faculty member's achievements in the areas of teaching, research, and service.
- ii. A current Vita
- iii. Samples of published work or other academic products
- iv. Samples of conference papers or other unpublished works
- v. The UNC standardized form for faculty being considered for promotion and/or tenure. (Available from the dean's office)
- vi. Any other materials that a faculty member would wish to have considered by the DPC.

#### k. 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 Chairperson may not be able to convene the entire DPC in order to consider a temporary or part-time faculty replacement. In this case, the Chairperson will consult with as many members and alternates of the DPC as feasible concerning the actions taken.

## 2. Search Committees

The department has adopted ad hoc search committees for faculty recruitment.

### a. Selection of Members

The Departmental Chairperson, 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 six voting members; four 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. Generally, the four members from the primary discipline will have teaching areas that are similar to those in which the applicant will teach. The Departmental Chairperson will appoint the Chair of the search committee. The Departmental Chairperson will serve as an *ex officio* member of all search committees.

### b. Administrative Arrangements

Search Committees will perform all functions related to faculty recruitment as described in the *Faculty Handbook*, including reviewing the credentials of all applicants for new or vacant positions, interviewing selected candidates, and making a recommendation to the chair of two or more qualified persons to fill the position [*Faculty Handbook*, Section 4.1.3.1(a)]. Specifically, Search Committees will:

- i. Draft a job description to be approved by the Department by majority vote.
- ii. Select candidates to be interviewed after input from all interested faculty.
- iii. Meet formally with candidates to discuss issues related to teaching and curricula interests and qualifications. In addition, the DPC will meet formally with candidates to discuss departmental policies and issues related to appointment, reappointment, promotion and tenure. The DPC may submit comments to Search Committees for their consideration.
- iv. The Department will elect at least three untenured Equal Opportunity Associates (one each from Political Science, Criminal Justice, and Public Administration) at the beginning of each

academic year. At least one Equal Opportunity Associate will serve on each search committee.

### 3. Department Post Tenure Review Committee (PTR)

- a. The PTR committee must include at least one person from political science and one from criminal justice.
- b. The chairpersonship 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.
- c. 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:
  - i. Absence (one member of the committee may be on OCSA, for example)
  - ii. Workload
  - iii. Conflict of interest (many of us publish together, for example)
  - iv. A member of the committee is up for PTR
  - v. Maintenance of diversity
- d. The department will hold an election for a new member or an alternate from the appropriate discipline when a vacancy occurs.
- e. PTR is a personnel issue. Hence, confidentiality on PTR issues must be maintained at all times.

### 4. Curriculum Committees

- a. Curriculum committees are composed of all department faculty members that 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.

b. 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.

## **II. Tenure and Promotion (Approval 8/29/2008)**

The department recognizes that decisions regarding the promotion and tenure of faculty are among the most important decisions made at a university. The quality and quantity of efforts of individual faculty members in the areas of teaching, scholarship and service are the fundamental building blocks of the university. Because they are so important, decisions of promotion and tenure should be guided by explicit and generally accepted criteria, so as to ensure uniformity and encourage fairness.

Any system for evaluation should be based upon an individual's total contribution to the department and the university. Criteria should reflect the fact that individuals have differing strengths, but everyone is expected to contribute in each of the areas of teaching, scholarship and service. Furthermore, it is recognized that not all areas of activity are equally important, or that these areas are independent of each other. At ASU, teaching is generally accepted to be the most important function of most faculty members. However, teaching and scholarship cannot be separated. Therefore, it is important that individuals maintain an on-going research agenda to remain current in their chosen fields in order to provide their students with the best possible education. While service is less directly associated with the scholarship and educational activities of a faculty member, it is necessary to the functioning of the university. Therefore, service is important, but ranks third as a facet of a faculty member's contribution to the university.

While it is impossible to anticipate the unique mix of talents and interests that correspond to a faculty member's total contribution, this document will serve as a statement of the department's basic expectations for the granting of tenure and promotion. The sections that follow are devoted to discussing general guidelines for each of the three dimensions of performance and are designed to guide both the faculty member and the departmental committee engaged in the evaluation of faculty members.

### 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 DPC 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.

B. Dimensions of Performance for Promotion to Full Professor (8/29/2008)

In addition to the general criteria outlined in the *Faculty Handbook*, promotion to Full Professor requires that:

One must be a nationally or internationally recognized scholar in one's field of expertise;

One must have made a significant contribution to the department and the university in the area of teaching;

One must have a demonstrated record of service to the institution.

**III. Policies and Procedures for Performance-Based Merit**

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 Chair distributes merit according to those expectations (College of Arts and Sciences Chair Manual, Section 3, p. 2).

A. 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 Chair and approved by the Dean, all faculty will engage in teaching, research and service that reflects the allocation of effort identified in the Department's promotion and tenure policy.

## B. Performance Review

1. 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.

2. 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.

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

## C. Performance Areas Considered

1. 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.)

a. 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.

b. 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

c. Teaching Innovation

- i. Distance education course delivery

- ii. Internet-based instruction
- iii. Preparation and delivery of a new course
- iv. Creative pedagogical activity

d. 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

2. 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 occurs in stages over time: from design, to implementation, to dissemination. Examples of scholarly activities include but are not limited to the following:

a. 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.

b. 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.

c. 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

3. 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 Chair, Assistant Chair, and Program Director – will not be counted toward service.

a. Department, college and university service activities (examples)

- i. Service as a chair or member on Departmental committees
- ii. Service as chair, 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.

b. 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

c. Service to the community (examples)

- i. Lectures, interviews, answering inquiries
- ii. Service on community organizations
- iii. Editorials and media presentations.

D. Dimensions of Satisfactory and Exceptional Performance

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

- i. 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.
- ii. 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 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.
- iii. 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.

b. 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.

- i. 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.

ii. 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.

iii. 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.

#### E. 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 Chair shall determine the merit award in consultation with the faculty member. In determining merit, the 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:

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

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

3. 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 faculty members qualifying for merit by meeting the standards in the satisfactory category shall receive equal salary increases regardless of rank.

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

#### F. 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.

#### **IV. Off-Campus Scholarly Assignment Guidelines (Approved January 30, 2004)**

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 Political Science and Criminal Justice. *These guidelines are in conformity with the provisions of the Faculty Handbook.*

##### PART I. ELIGIBILITY:

A. 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 departmental 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.*

B. 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.

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

##### PART II. GUIDELINES FOR APPLICATION AND APPROVAL:

A. The Department of Government and Justice Studies will support at least one OCSA each academic year; if feasible, two (one each semester) 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.

B. Stipends from grants and other sources may be combined with university support to equal 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.

C. 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.

D. 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.

E. 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 least 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 in Part II (C).

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

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

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

- Conference papers
- Instructor manuals
- Book reviews
- Encyclopedia and other reference text entries
- Technical reports



F. 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.*

### Part III. Presentation of Work Completed on OCSA:

A. 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; if the report is determined by a three-fourths vote of the full-time tenure-track faculty members of the department to be unacceptable, the matter will be referred to the Departmental Personnel Committee (DPC) for review and final determination. If the vote of the department and the DPC are negative, the faculty member will be ineligible for any future off-campus scholarly assignments. A summary report of the decision of the department and the DPC will be filed with the department chair, the Dean of the College of Arts and Sciences and the Provost and Executive Vice Chancellor.

B. 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.

## **IV. Administration**

### A. Department Chair

1. The role and responsibilities of the Department Chair are outlined in the *Faculty Handbook*, Section 6.5.3.

2. Selection and review of the Departmental Chair are outlined in the *Faculty Handbook*, Section 4.5.4.1.

### B. Assistant Chair

1. The role and responsibilities of the Assistant Department Chair are outlined in the *Faculty Handbook*, Section 6.5.4.

2. Selection and review of the Assistant Departmental Chair are outlined in the Departmental Assistant Chair Policy.

### C. Graduate Program Directors

1. The Chair appoints graduate program directors.
2. 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.
3. 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 chairperson. The department chairperson 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 chairpersons.

b. 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 chairperson, 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.

At the time when this policy takes effect, faculty members currently serving in the role of program director have the option of applying for an extension of their current term for up to 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.

#### D. Undergraduate Program Coordinators

1. The chair appoints undergraduate program coordinators.
2. 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.
3. The activities of department curriculum committees are listed in Section I.4.b of these bylaws.