

# DEPARTMENTAL GOVERNANCE PROCEDURES

---

Department of Philosophy  
University of South Florida

Approved January 26, 2007. Amended February 17, 2012. Amended September 4, 2015.  
Amended October 28, 2016. Amended January 18, 2019. Amended May 5, 2020

**TABLE OF CONTENTS:**  
**DEPARTMENTAL GOVERNANCE PROCEDURES**

I. MISSION STATEMENT.....	2
II. CONDUCTING DEPARTMENTAL BUSINESS.....	2
A. Departmental Meetings.....	2
B. Minutes of Faculty Meetings.....	3
C. Voting Procedures.....	3
III. DEPARTMENT ADMINISTRATORS.....	4
A. Department Chair.....	4
B. Associate Chair.....	5
C. Director of the Graduate Program.....	6
D. Director of Undergraduate Studies.....	6
IV. DEPARTMENT COMMITTEES.....	7
A. Standing and Ad Hoc Committees.....	7
1. Graduate Committee.....	7
2. Undergraduate Committee.....	8
V. ADJUNCT SCREENING PROCESS.....	9
VI. SUMMER APPOINTMENT POLICIES.....	10
VII. ACADEMIC DISHONESTY AND DISRUPTION OF ACADEMIC PROCESS.....	12
VIII. CRITERIA AND PROCECDURES FOR TENURE AND PROMOTION.....	12
A. Preliminaries.....	12
B. Tenure and Promotion to Associate Professor.....	14
C. Promotion to Full Professor.....	17
IX. Criteria and Procedures for Promotion to Instructor II and Instructor III.....	19
X. AMENDMENTS TO THIS GOVERNANCE DOCUMENTS.....	21
APPENDIX.....	22

## **I. MISSION STATEMENT**

It is the responsibility of the Department of Philosophy to provide the very core of a university education in the liberal arts and sciences, and the Department is committed to fulfilling this responsibility. Courses in philosophy require critical analysis of foundational texts in the liberal arts and sciences and of contemporary work central to discussions of knowledge and values across the curriculum. The Department is also committed to providing its students, undergraduate and graduate, with the knowledge and abilities needed to complete their program of study, and to advance if desired, to the next level of professional activity. Undergraduates should receive the training needed to matriculate in graduate programs; graduates, with that needed to teach at the college and university levels and to engage in professional philosophical scholarship. The program of study at the undergraduate level will require courses in the history of philosophy and in the problems of philosophy, e.g., the theory of knowledge, logic, and ethics. The programs of study at the graduate level will require those receiving the MA and PhD degrees to be well grounded in all periods in the history of philosophy to have a solid grasp of contemporary philosophical work; and to be thoroughly familiar with some of the areas and subjects of inquiry of both traditional and contemporary interest. The Department of Philosophy endorses the study of diverse philosophical traditions.

## **II. CONDUCTING DEPARTMENTAL BUSINESS**

### **A. Departmental Meetings**

1. The department's faculty meets on a monthly basis, subject to deferral or omission if pertinent business does not warrant a meeting. The department chair is expected to provide notice of the meeting five days in advance; this may be accomplished by distributing a projected set of meeting dates each semester. As needed, special meetings may be called; if circumstances permit, at least two days notice will be given. The Chair

is responsible for developing and distributing a tentative agenda prior to all meetings. Faculty members may add to the final agenda upon request. Departmental meetings will be conducted by regular faculty members on a rotating basis. If circumstances dictate, the Associate Chair may conduct meetings or portions of meetings.

2. The faculty member conducting a given departmental meeting will be assisted in this process, as needed, by a faculty member designated Departmental Parliamentarian. The job of the Parliamentarian is to advise department faculty regarding pertinent parliamentary procedure and bylaws.

## B. Minutes of Faculty Meetings

Minutes of all departmental faculty meetings, whether regular or special, shall be recorded. Minutes are distributed to faculty members, in advance of the next meeting. Faculty members may request to recommend changes to the minutes at the next scheduled meeting. In cases where there is dispute regarding changes to the minutes, proposed changes approved by 2/3 faculty present will be incorporated into the final minutes. Copies of the approved minutes, and any materials pertinent to the meeting discussed in the minutes, will be retained and filed in perpetuity.

## C. Voting Procedures

### 1. Eligibility for Voting

- a. Only full-time tenured and tenure-track faculty and permanent full-time instructors (with a Ph.D. in Philosophy or related fields) in the Department of Philosophy may vote. A representative of the PGSO may also cast one vote in decisions of hiring. Regarding faculty personnel decisions, (1) only tenured faculty vote on decisions to tenure and promote a non-tenure faculty member, and (2) only Full Professors vote on decisions to recommend promotion to Full Professor.
- b. This Department is not currently a multi-campus unit. If departmental faculty are hired

at branch campuses we will modify our governance and T&P documents to ensure that those faculty are included in matters of faculty governance and Tenure & Promotion to ensure they have voice in departmental issues. We recognize the principles of equity of assignment, resources and opportunities of faculty across a multi-campus university.

## 2. Quorum

A simple majority of eligible faculty not on leave constitutes a quorum. A quorum is required for a vote to be held on any matter. Proxy votes are acceptable, if written and signed (electronic signatures are acceptable).

## 3. Procedure

Votes on any matter may be conducted by voice, by a show of hands, or by secret ballot. Most votes will be by voice, except for personnel, hiring, and election decisions, where secret ballots are required. For any other vote, faculty members may request an alternative voting procedure, subject to approval by 2/3 of the faculty. Voting on any matter must be done at a called regular or special faculty meeting. Proxy votes are acceptable, if written and signed (electronic signatures are acceptable).

# **III. DEPARTMENT ADMINISTRATORS**

## A. Department Chair

### 1. Appointment

The Department Chair is appointed by the Dean of the College of Arts and Sciences upon recommendation of the Department faculty, the senior ranking staff member, and consent of the appointee.

2. Charge:

The Department Chair, with the assistance of other department administrators and committees, directs the administration of the department, devises policy, supervises all personnel. The Chair also supervises advising, scheduling, budgets, and reports to the Dean of the College of Arts and Sciences on all issues relevant to the department.

The Chair is charged with implementing University and College policies and procedures and developing internal policies and procedures consistent with them. The Chair serves as the primary link between the department and other academic and administrative units on and off campus, acting as representative of the department's faculty, staff and students. In council with other Chairs and Directors and the Dean, the Chair participates in the development and implementation of policy and procedures within the College.

B. Associate Chair

1. Appointment:

The Associate Chair is appointed by the Chair upon nomination by the Chair, endorsement of the Department faculty, and consent of the appointee.

2. Charge:

The Associate Chair assists in the administration of the Department.

## C. Director of the Graduate Program

### 1. Appointment:

The Director of the Graduate Program (DGS) is appointed upon nomination by the Chair, endorsement of the Department faculty, the senior ranking staff member, and consent of the appointee.

### 2. Charge:

The Director of the Graduate Program oversees the various aspects of the graduate programs by overseeing the graduate admission process, organizing the graduate student orientation program, overseeing the graduate programs' curricula, maintaining the graduate student handbook, monitoring the progress of students in the various graduate programs, facilitating periodic review of the graduate programs, serving on departmental Graduate Committee, and performing any other necessary duties with the graduate programs, the College of Arts and Sciences, and the Graduate School. The DGS reports directly to the Chair.

## D. Director of Undergraduate Studies

### 1. Appointment:

The Director of Undergraduate Studies (DUS) is appointed upon nomination by the Chair, endorsement of the Department faculty, the senior ranking staff member, and consent of the appointee.

### 2. Charge:

The Director of the Undergraduate Program supervises the various aspects of the undergraduate programs, oversees the undergraduate programs' curricula, maintains the

undergraduate student handbook, monitors the progress of students in the undergraduate programs, facilitates periodic review of the undergraduate programs, serves on departmental Undergraduate Committee, and performs any other necessary duties with the undergraduate program. The DUS reports directly to the Chair.

#### **IV. DEPARTMENT COMMITTEES**

##### **A. Standing and Ad Hoc Committees**

The department's standing committees include at least the following: Graduate Committee and Undergraduate Committee. Ad hoc committees are appointed as needed by the chair at a regular faculty meeting.

##### **1. Graduate Committee**

###### **a. Selection:**

1. The Graduate Committee is comprised of at least three faculty members. The DGS will be chair of the Graduate Committee. The other faculty members of the committee shall be appointed by the Chair upon nomination by the Chair, endorsement of the Department faculty, and consent of the appointee.

###### **b. Responsibilities:**

1. Review criteria and applications for admission to the Master's and Doctoral Programs and make decisions regarding admissions when applicants do not meet the standard criteria.
2. Review graduate curriculum and recommend revisions to the faculty.
3. Receive, review, and present to the faculty all graduate course proposals and changes.
4. Review applications for and recommend appointments of graduate assistantships, and make recommendations for university and college fellowships, scholarships, and awards
5. Review, when requested, the assignments of graduate assistants in accordance with an equitable policy; undertake and review evaluations of graduate assistant performance.
6. Review Master's and Doctoral student progress in the programs with the faculty at Departmental meetings once a year.
7. Review and make recommendations to the faculty regarding any other policies relevant to the graduate program.

## 2. Undergraduate Committee

### a. Selection:

The Undergraduate Committee is comprised of at least three Department faculty members. The DUS will be chair of the Undergraduate Committee. The other faculty members of the committee shall be appointed by the Chair upon endorsement of the Department faculty, and consent of the appointee.

b. Responsibilities:

1. Review requirements for the undergraduate major.
2. Review undergraduate curriculum and recommend revisions to the faculty.
3. Receive, review, and present to the faculty all undergraduate course proposals and changes.
4. Make recommendations for university and college scholarships, honors, and awards for undergraduates
5. Review and make recommendations to the faculty regarding any other policies relevant to the undergraduate program.

## **V. ADJUNCT SCREENING PROCESS**

A. The Adjunct Screening Process will be the responsibility of the Chair. Faculty members will assist the Chair when requested about hiring and assigning adjuncts in their areas of specialization.

B. The Chair will be responsible for obtaining all the documents necessary to assess the suitability of the applicant. This includes a current c.v., teaching evaluations from other

institutions (if they are available), letters of recommendation, and an official college transcript. Applicants must have at least a MA degree or equivalent training.

C. New adjuncts will be assigned by the Chair to a permanent faculty member who will serve as a mentor. The faculty member will also review the adjunct's course syllabus and other related instructional material to be certain they meet departmental standards.

D. The Chair will review all adjunct teaching evaluations at the end of each semester.

## **VI. SUMMER APPOINTMENT POLICIES**

A. Opportunities for summer employment shall be offered in an equitable fashion to every full-time, permanent member of the department (in full compliance with the Collective Bargaining Agreement).

B. A rotation system shall be utilized that enables faculty to make plans a year (or more) in advance. Assignments shall be made of a single course to each faculty in the order determined by the rotation system. Should funds exceed those needed to fund each eligible and willing summer appointment, a 2<sup>nd</sup> course can be offered to those faculty who desire such an assignment, again going through the established rotation system.

C. The rotation system is based on a list of all departmental summer teaching assignments (excluding Chairs) over the past 5 years. Faculty receive 5 points if they have received no summer assignment over those 5 years, 4 if they have not received an assignment in the past 4 year, and so on. A person who received a summer appointment in the immediate past summer would receive 0 points. Assignment for a coming summer would first be offered to those with 5 points, next to those with 4 and so on. New hires to tenure-track, full-time positions will be assigned 3 points in their initial year.

D. Place in rotation system.

1. A person who receives funding for summer from any non-departmental source will not have his/her place in the rotation affected by such funding (grants, Honors, non-departmental administration, etc.)
2. Once person has reached the point of having 5 or more years without summer assignment, that person remains at the top of the rotation indefinitely.
3. To allow for planning, all faculty will be required to declare no later than January 1 whether they wish to be in the pool for summer appointment. This will give faculty “on the bubble” an opportunity to find other summer income.
4. Any arrangement that would affect the rotation (e.g. a faculty member teaching free courses for the department throughout the 9 month period in exchange for a summer course assignment) should be brought to the Department for approval.
5. In cases of ties for places in the rotation, decisions will be made by a flip of coin or some similar tie-breaking mechanism.

E. Priorities for assignment: Summer appointments for the foreseeable future will involve instruction only. Consequently, the needs of students and the needs of the department to produce funded SCH will take precedence in the determination of which courses will be offered. It is the responsibility of the department chair to make assignments of the courses to be offered; while the preferences of faculty should be accommodated as much as possible, the over-riding considerations are those of offering the courses most beneficial the students and to the department.

F. Eligibility: Because of the exclusively instructional nature of summer appointments, no faculty member, regardless of place in the rotation, shall be eligible for summer appointment if the most recent annual evaluation by the chair in teaching is less than a

“satisfactory.” Visiting or limited term faculty will not be eligible except by vote of the Department, which vote should take place ideally before hiring is made of such an individual but not later than January 1. The place of faculty in the rotation will not be affected by sabbatical leaves.

## **VII. ACADEMIC DISHONESTY AND DISRUPTION OF ACADEMIC PROCESS**

### *Academic Dishonesty*

When a graduate teaching assistant has reason to believe a student has been dishonest in his or her performance on an assignment, the graduate assistant will communicate his or her concerns to the faculty member for whom the graduate teaching assistant is working, or who is acting as the graduate teaching assistant’s mentor. The faculty member will, in turn, report the incident to the Chair, and the procedures outlined in the University’s Undergraduate Catalog under “Academic Dishonesty and Disruption of Academic Process” will be followed.

## **VIII. CRITERIA AND PROCECDURES FOR TENURE AND PROMOTION**

### **A. Preliminaries**

1. **Department Mission.** This document contains criteria for tenure and promotion to associate professor, and for promotion to full professor, in the Department of Philosophy. These criteria are designed to promote the fulfillment of the Department mission, as defined in our governance document:

It is the responsibility of the Department of Philosophy to provide the very core of a university education in the liberal arts and sciences, and the Department is committed to fulfilling this responsibility. Courses in philosophy require critical analysis of foundational texts in the liberal arts and sciences and of contemporary work central to discussions of knowledge and values across

the curriculum. The Department is also committed to providing its students, undergraduate and graduate, with the knowledge and abilities needed to complete their program of study, and to advance if desired, to the next level of professional activity. Undergraduates should receive the training needed to matriculate in graduate programs; graduates, with that needed to teach at the college and university levels and to engage in professional philosophical scholarship. The program of study at the undergraduate level will require courses in the history of philosophy and in the problems of philosophy, e.g., the theory of knowledge, logic, and ethics. The programs of study at the graduate level will require those receiving the MA and PhD degrees to be well grounded in all periods in the history of philosophy to have a solid grasp of contemporary philosophical work; and to be thoroughly familiar with some of the areas and subjects of inquiry of both traditional and contemporary interest. The Department of Philosophy endorses the study of diverse philosophical traditions.

2. College and University Guidelines. In addition to the criteria in this document, candidates should familiarize themselves with the University Tenure and Promotion Guidelines, the College of Arts and Sciences Tenure and Promotion Procedures, and the USF-UFF Collective Bargaining Agreement.
3. Procedures
  - a. Application materials. Prior to consideration by Department Chair and Tenure and Promotion Committee, it is expected that each application for tenure and promotion be complete. A complete application contains all of the elements in the College of Arts and Sciences tenure and promotion application, including letters from external evaluators, up-to-date CV, narrative components, annual evaluations, course evaluations, and mid-tenure evaluations. It is the candidate's responsibility to assemble additional materials necessary to document satisfaction of Department criteria for tenure and promotion (See §§II-III for further detail.). In doing so, the candidate is encouraged to seek the advice of senior colleagues, who in turn should counsel the candidate to the best of their ability.
  - b. Departmental endorsement. Applications for tenure and promotion must be considered at three levels within the Department: by a departmental Tenure and Promotion Committee; by the Department Chair; and by the eligible voting members of the Department faculty, meeting in closed session and voting by secret ballot. For applications for tenure and promotion to the rank of associate professor, only tenured faculty members are considered eligible voting members of the Department faculty. For applications for promotion to the rank of full professor, only faculty members of the rank of full professor are considered eligible voting members of the Department faculty. In addition to the stipulated tenure status and rank, eligible voting members of the Department faculty must have at least 49% of a full-time, active appointment in the Department of Philosophy, or be on sabbatical leave with the expectation of returning to the Department of Philosophy with at least 49% of a full-time appointment. The Departmental Tenure and Promotion Committee for a given application is to consist of three faculty members considered eligible voting members for purposes of that application.
  - c. Sequence. Evaluations by Chair and Tenure and Promotion Committee, including all associated narratives, are to be completed before an application is submitted to the eligible voting members of the Department faculty for their consideration. Both evaluations, together with the remainder of the complete application, must be made available to eligible voting faculty members at least one week prior to any meeting at which a vote on the application is to take place.

## B. Tenure and Promotion to Associate Professor

Demonstrated excellence in research and teaching, together with substantive service, are expected for tenure and promotion to associate professor in the Department of Philosophy.

### RESEARCH

Successful candidates for tenure must demonstrate excellence in research. Excellence in research involves both qualitative and quantitative factors, where assessment of quality takes precedence.

#### 1. Assessment of Quality

The quality of scholarly production in philosophy is to be assessed by professional philosophers and, for faculty members engaged in interdisciplinary research, by qualified scholars in cognate fields. For purposes of tenure and promotion recommendations, the department Chair and Tenure and Promotion Committee should give great weight to judgments of quality by a candidate's external evaluators.

Other things being equal, the standings of journals and academic presses in which candidates published are to be considered significant indicators of quality. Assessment of research quality in philosophy is a rigorous process, but primarily a qualitative one. The assessment of quality may also take into account the public recognition of a candidate's work in the form of prizes, awards, fellowships, and grants. Although external funding is highly desirable, it is not a necessary condition for a first-rate scholarly career in philosophy, nor is it a primary consideration for tenure and promotion.

#### 2. Quantitative Productivity

The Department of Philosophy (with the understanding that quality takes precedence over quantity) stipulates that the successful candidate for tenure will normally present approximately ten publications of sufficient quality, to include at least six high-quality peer-reviewed articles or the equivalent. (See below, sec. a-f, for the equivalencies.) Work must be in press or published in order to be considered for this purpose.

##### a. Peer-reviewed Articles

A peer-reviewed article is an article in a peer-reviewed journal in philosophy (or cognate scholarly field, where appropriate), or a chapter in a peer-reviewed anthology.

##### b. Scholarly Monographs

A scholarly monograph is considered equivalent to approximately five peer-reviewed articles. Scholarly monographs are to be placed in reputable academic presses, enforcing rigorous peer-review practices in their acceptance of manuscripts.

##### c. New Editions or Translations of Major Works

New editions and translations of major works by important philosophers are absolutely essential to

contemporary philosophical scholarship. The scholarly qualifications and effort required to edit a major work to contemporary scholarly standards, with appropriate annotations and apparatus, or to translate such a work, can match or exceed those required for a scholarly monograph. Such publications are to be considered equivalent to between three and five peer-reviewed articles, depending on the extent of their original scholarly contribution. They are to be placed in reputable academic presses, enforcing rigorous peer-review practices in their acceptance of manuscripts.

d. Edited Anthologies

An edited anthology should be considered equivalent to between two and four peer-reviewed articles, depending on the extent of the candidate's original scholarly contribution. Assembling and editing an anthology is an important scholarly contribution in its own right. In addition, the candidate may also have contributed an introduction and one or more original chapters. Any such chapters should be considered in determining how much weight to place on the anthology; chapters should not be counted separately as stipulated in (2a).

e. Collaborative Work

In philosophy, co-authored and co-edited publications are the exception rather than the rule. Candidates may receive full or partial credit for such work, depending on the extent of their participation. A co-authored article or book in which the candidate played a leading role, or which could not have come about without the candidate's sustained and committed participation, may receive full credit.

f. Additional Publications and Other Public Scholarship

Additional publications and other public scholarship meriting consideration toward tenure include, but are not limited to the following: articles not peer-reviewed or solicited for peer-reviewed collections, encyclopedia articles, articles published in conference proceedings, and substantial critical book reviews published in major journals. Published ephemera (e.g. letters to the editor) or other work tangential to the candidate's field of philosophical expertise will not be considered.

g. Rate of Publication

While candidates are expected to have *averaged* significantly more than one peer-reviewed publication or equivalent per year over the course of their tenure-earning years, it is understood that evidence of scholarly productivity may vary widely from year to year. The preparation of a scholarly monograph can occupy a candidate's exclusive attention for some time, during which other monographs or articles are unlikely to be forthcoming. Publication rates tend to increase and ultimately stabilize as a research program matures. Should total productivity meet expectations at the end of a candidate's tenure-earning years, a lower publication rate at the beginning of that period must be viewed without prejudice.

## TEACHING

Successful candidates for tenure must demonstrate excellence in teaching as demonstrated in and through the categories below. The assessment of excellence in teaching occurs primarily at the departmental level, and should draw on documentation generated throughout the candidate's tenure-earning years. Such

documentation should include the following, where not every component need be weighted in equal measure for every candidate:

1. Evidence of Curricular Rigor

A candidate's syllabi must meet the highest disciplinary standards of rigor appropriate to the content and level of each course. They should reflect up-to-date knowledge of relevant scholarship, and due consideration of the place of each course in the department and university curriculum. Assignments should comply with disciplinary best practices, particularly with regard to the commitment of academic philosophy to persuasive discursive writing.

2. Evidence of Curricular Innovation and Maintenance

Candidates for tenure may present evidence of their participation in the renewal and maintenance of the philosophy curriculum. Such evidence can include the syllabi for experimental special topics courses, proposals for new courses, documented leadership in the certification or recertification of existing courses for college and university requirements, and participation in the periodic assessment and revision of department degree programs.

3. Reports of Peer Evaluation

The Department must maintain evidence that teaching has been carefully evaluated by senior colleagues. Such evaluation may involve peer visitation, exit interviews with students, and sampling of submitted assignments and instructor feedback.

4. Reports of Student Evaluation

During a candidate's tenure-earning years, the department must maintain an archive of student assessments of the candidate's instructional effectiveness. These materials may include written comments from graduate and undergraduate students at all levels, and from graduate teaching assistants the candidate has supervised. Both the narrative and statistical elements of student evaluations generated for each course at the end of every term should also be considered.

5. Evidence of Contribution to the Degree Programs in Philosophy

a. Graduate Program

Successful candidates for tenure will have made significant contributions to the graduate program in philosophy, above and beyond having offered graduate courses. Though it is not expected that untenured faculty serve as major professors for Ph.D. students, their contributions might include service on M.A. and Ph.D. comprehensive examination boards or thesis and dissertation committees, and the supervision of directed research by graduate students.

b. Undergraduate Program

Successful candidates for tenure will have made significant contributions to the B.A. program in philosophy. Such contributions may include assuming primary responsibility for required courses, offering the capstone seminar, supervising honors theses or directed research, and participating with undergraduates in clubs or other activities.

## 6. Evidence of Commitment to Pedagogy

Evidence of commitment to pedagogy may include honors and awards for teaching (both intra- and extra-mural); participation in training sessions, workshops, and conferences devoted to pedagogy in higher education, or in philosophy in particular; and contributions to publications on pedagogy.

## SERVICE

Successful candidates for tenure are expected to have been active in service to the department, college, university, profession, or community. Candidates need not be equally active in all categories of service; some may choose to focus their efforts on only one or two. Activity must be commensurate with commitment to the institutional and social role of a professional philosopher on the faculty of a public university. Examples of service activities in each of the five categories include:

### 1. Department

Participation in departmental governance in the form of service on departmental standing and ad-hoc committees and performance of related duties, and attendance at student recruitment events.

### 2. College

Participation in the governance of the School of Humanities and the College of Arts and Sciences in the form of service on standing and ad-hoc committees or on search committees for other departments; attendance at college convocations, assemblies, and other events.

### 3. University

Participation in university governance in the form of service on standing and ad-hoc committees and councils; attendance at convocations, commencement ceremonies, and other events.

### 4. Profession

Participation in the peer-review process; credited involvement in a scholarly journal; administration of or regular contribution to a professional blog or newsletter; consultant for other department or institution; and service as officer, or board or committee member for a regional or national professional or scholarly society or association (such service is rare for untenured faculty).

### 5. Community

Involvement in service-learning activities; participation in community outreach efforts; participation in local, regional, or national government or civic organizations that capitalizes on faculty professional expertise.

## C. Promotion to Full Professor

The successful candidate for promotion to full professor will have met and then exceeded all of the requirements for tenure and promotion to associate professor during the five-year period preceding the

application for promotion. In addition, he or she must also meet the following additional requirements.

#### RESEARCH

The candidate for promotion to full professor must be a scholar of some international standing. Evidence of international reputation includes presentation at conferences outside the United States and publication in international venues.

#### TEACHING

The candidate for promotion to full professor must have successfully supervised graduate students, serving on several Ph.D. committees and, where possible, serving as major or co-major professor. It is understood that the Ph.D. program will not attract doctoral students in every subdiscipline, and that consequently not every candidate meriting promotion to full professor will have served in this latter capacity.

#### SERVICE

The candidate for promotion to full professor should exercise a leadership role in one or another category of service. Such roles include chairing a committee of the department, school, college, or university, acting as officer in a national or international scholarly or professional society or association, and serving as editor or associate editor of a national or international scholarly journal.

A 2/3 vote of the faculty is required to amend this document. After amendment, it must be approved by the Offices of the Dean and Provost.

Approved by faculty vote on September 4, 2015.

Approved by Dean's Office on September 21, 2015.

## **IX. Criteria and Procedures for Promotion to Instructor II and Instructor III**

### **The Instructor Promotion Committee:**

This committee will consist of three members who are professorial faculty or Continuing Instructor III. It will be elected as needed each year in a secret ballot by the professorial faculty and Continuing Instructors. In accordance with guidelines established by the University and College, it will consider and make recommendations to the Department Chair and College Dean on applications by Continuing Instructors to ranks II and III. The Department Chair will make a separate recommendation to the College Dean.

### **Criteria for Promotion from Instructor I to Instructor II**

Department criteria for Promotion to Instructor II will be: 1) appropriate terminal degree, 2) typically five years or more at Instructor I with a minimum of three years, 3) rating of “Outstanding” in principal assigned duty based in concert with but not solely on annual evaluations, 4) rating of “Strong” or higher in all other areas of assignment above .10 FTE based in concert with but not solely on annual evaluations, 5) documented achievements in assigned duties; for example, student evaluations, peer evaluations, development of new programs, development of innovative approaches or materials, administrative accomplishments. In the evaluation of teaching, student evaluations shall be considered and given appropriate weight, with attention paid especially to student comments and response rates; but student evaluations shall not be the sole, or even predominant factor consulted in assessment.

### **Criteria for Early Consideration**

Department criteria for Early Consideration of Promotion to Instructor II will be: In addition to meeting the criteria for promotion to Instructor II, applicants must display **one** or more of the following:

- a record of student advancement from departmental General Education classes to upper-level courses;
- a record of conference participation;
- success in new course proposal submission;
- success in course redesign submission
- a record of training in online teaching/development
- a record of pedagogy workshop participation
- a record of effort in collaborative course development and team-teaching

### **Criteria for Promotion from Instructor II to Instructor III**

Department criteria for Promotion to Instructor III will be: 1) appropriate terminal degree, 2) typically five years or more at Instructor II with a minimum of three years, 3) rating of

“Outstanding” in principal assigned duty based in concert with but not solely on annual evaluations, 4) rating of “Strong” or higher in all other areas of assignment above .10 FTE based in concert with but not solely on annual evaluations, 5) documented achievements in assigned duties; for example, student evaluations, peer evaluations, development of new programs, development of innovative approaches or materials, administrative accomplishments, 6) further achievements such as awards related to assigned duties, conference presentations and publications, and innovations promoting the mission of the university. In the evaluation of teaching, student evaluations shall be considered and given appropriate weight, with attention paid especially to student comments and response rates; but student evaluations shall not be the sole, or even predominant factor consulted in assessment.

### **Criteria for Early Consideration**

Department criteria for Early Consideration of Promotion to Instructor III will be: In addition to meeting the criteria for promotion to Instructor III, applicants must display **two** or more of the following:

- a record of student advancement from departmental General Education classes to upper-level courses;
- a record of conference participation;
- success in new course proposal submission;
- success in course redesign submission
- a record of training in online teaching/development
- a record of pedagogy workshop participation
- a record of effort in collaborative course development and team-teaching

## **X. AMENDMENTS TO THIS GOVERNANCE DOCUMENTS**

This Governance Document may be amended at any regular meeting of the Department provided that the specific amendment in writing shall have been distributed at the previous regular department meeting.

A 2/3 vote of the faculty shall be required to amend this document.

## APPENDIX

### College of Arts and Sciences Tenure and Promotion Criteria and Procedures

The quality of a university depends chiefly upon the merited reputations of its faculty members. Thus, decisions to grant tenure and promotion are among the most critical in the university life. They require careful, deliberate planning by each faculty member who expects to be considered for such action, and responsible, objective and informed consideration by all who are involved in review and recommendations. For this reason, clear and consistent tenure and promotion criteria must be applied. The College of Arts and Sciences evaluates candidates for tenure and/or promotion based on their performance in teaching, research, and service. The following criteria establish minimum college-wide standards that are consistent with the University Guidelines for Tenure and Promotion and the Collective Bargaining Agreement. While the College standards allow for exceptions in compelling circumstances, the burden of proof in such a case rests on the candidate in the first instance and on those who review and judge the application favorably at successive levels of review.

Each department and program in the College of Arts and Sciences must also have written criteria for tenure and promotion that are consistent with both University and College standards. The criteria of each department or program should stipulate the relative importance and significance of teaching, research, and service in accordance with its particular mission. Departments or programs may establish criteria that assign higher priority to any one or combination of categories of teaching, research, and service. Whenever a department or program revises its criteria, it must submit revisions to the Dean for review to ensure compliance with College criteria.

In the tenure and promotion process, the reviewers at both the department and college levels should be thoroughly familiar with the documents offered to support the applications. The candidates and the responsible departmental representative should supply the College reviewers and the Dean with complete, clear, and accurate information.

#### CRITERIA

##### TENURE:

The minimum criteria for tenure in the College of Arts and Sciences are an outstanding record in either teaching or research and/or creative activity, at least a strong record in the other, plus at least a satisfactory record of service.

Teaching. To qualify for tenure, faculty members in the College of Arts and Sciences must have a

consistent pattern of positive evaluation in teaching and have achieved a level of performance that is strong or outstanding.

**Research.** The granting of tenure is a judgment based on past performance and potential for future contributions to research and/or creative activity. For a recommendation of tenure in the College, candidates must document that they have made a substantial contribution to research and/or creative activity in their discipline and have established a record of achievement that is strong or outstanding.

**Service.** To qualify for tenure, candidates must display evidence of some appropriate service to the University and/or the profession and/or the civic community. Community service must relate to the basic mission of the University and to the faculty member's professional expertise.

Each recommendation for tenure should be accompanied by a statement of the mission, goals, and educational needs of the department, college, and/or regional campus, and the importance of the contributions the candidate has made and is expected to make in the future toward achieving the goals and meeting the needs. Consideration should be given to the candidate's ability and willingness to work cooperatively within the department, college, and/or campus.

**PROMOTION TO ASSOCIATE PROFESSOR:** The minimum criteria for promotion to associate professor are the same as those for tenure. In cases where a candidate for tenure holds the rank of assistant professor, the recommendation for tenure should entail a recommendation for promotion to the rank of associate professor.

**PROMOTION TO PROFESSOR:** For promotion to the rank of professor, the candidate must offer conclusive evidence of a reputation beyond the University, among peers on a national or international level, for outstanding contributions in either research and creative activity or teaching. The candidate must also have at least a strong record of service. In summary, the minimum criteria for promotion to professor in the College of Arts and Sciences are an outstanding record in either teaching or research and/or creative activity and at least a strong record in the other two categories.

## PROCEDURES

**REVIEW OF PROGRESS TOWARD TENURE:** It is the responsibility of the department peer committee and department chair or other appropriate administrator to include a progress toward tenure review as part of the annual evaluation for all faculty in the probationary period for tenure. For those faculty appointed with the full probationary term a more extensive pre-tenure review will be conducted during the third year. If an individual is credited with tenure-earning service at the time of initial appointment, the review will be conducted at the approximated mid-point of the probationary period. The mid-point review will be conducted by the department's tenure and promotion committee, the department chairperson or other appropriate administrator, the college or college/campus tenure and promotion committee, and the college/campus dean. Upon the

request of the faculty member the review of progress toward tenure will include the Provost.

All mid-point reviews shall address the performance of annual assignments including teaching, research/creative activity, and service occurring during the preceding tenure-earning years of employment. In addition, all reviews should critically assess overall performance and contributions in light of mid-point expectations. The mid-point review will not be as extensive as the formal tenure review that occurs later but should be based on a set of documents which would include: a current vita; annual evaluations; student/peer evaluation of teaching; selected examples of teaching materials and scholarship; and a brief self-evaluation by the faculty member.

The mid-point review is intended to be informative, and to be encouraging to faculty who are making solid progress toward tenure, instructional to faculty who may need to improve in selected areas of performance, and cautionary to faculty where progress is significantly lacking.

The following procedures are intended to ensure uniform application of tenure and promotion guidelines within the College of Arts and Sciences. Individual departments and programs may include additional steps in accordance with their specific functions and disciplines, but all departments and programs must meet the deadlines set by the Dean.

Potential candidates for Tenure and Promotion should begin preparation during the Spring preceding the Tenure and Promotion process that occurs the following Fall. Chairs should ensure that candidates have received current Department, College, and University Guidelines and the BOR-UFF Collective Bargaining Agreement. Chairs should also inform candidates of the materials they will be expected to provide in support of their applications.

External reviewers. Candidates' scholarship and creative works are to be evaluated by external reviewers whose professional reputations are exceptional. The reviewers are expected to be familiar with the work of the candidate, to comment on the value of the candidate's work and to place it in relation to the work of others in the field. External reviewers should be selected so as to minimize the possibility of conflicts of interest - actual, potential, or apparent. Reviewers should be highly regarded and recognized scholars in the candidate's field and able to evaluate the quality, productivity, and significance of the candidate's research and creative activities.

A candidate for tenure and promotion to associate professor should submit a list of at least six suggested reviewers to his/her Department Chair or equivalent academic officer. A candidate for promotion to professor should submit a list of at least eight suggested reviewers to his/her Department Chair or equivalent academic officer. Each list must be accompanied by brief statements, including biographical sketches, to support the choices. If any reviewer is recommended who has had significant previous contact with the candidate, reasons for the choice should be presented in sufficient detail to allay concerns about conflicts of interest.

In the event that the candidate's Department Chair believes additional names are desirable or necessary, then (1) the candidate should make supplementary recommendations, and (2) the Chair may suggest additional reviewers to the candidate. In choosing reviewers it is recommended that

the Chair seek the counsel of the department tenure and promotion committee. Ordinarily, this process will result in a list of reviewers acceptable to the candidate and to the Chair.

Should agreement not be reached, the candidate and his/her Department Chair will develop a list of external reviewers in consultation with the Dean. The final list of reviewers, however it is developed, will be submitted to the Dean for approval and should be accompanied by brief statements, including biographical sketches, to support the choices.

The candidate's Chair, in consultation with the candidate, will solicit from the approved list at least three letters of evaluation from reviewers for candidates applying for tenure and/or promotion to associate professor and at least five letters for applying for promotion to professor. In either case, no more than six may be submitted. Although departments may contact the selected reviewers informally, an official request for an evaluation shall be in the form of a letter from the candidate's Chair composed in accordance with the model letter drafted by the Dean's Office. It is inappropriate for candidates to contact the reviewers regarding promotion and/or tenure consideration.

After ascertaining a reviewer's willingness to serve as an evaluator, the candidate's Chair will forward to the reviewer materials provided by the candidate, including a current vita and other materials the candidate chooses as appropriate. The process should be scheduled to ensure adequate time for the reviews to be returned and considered by the department and college committees. When the external reviews are added to the candidate's application, the materials, including biographical sketches, used to support the selection of these reviewers should be included.

Departmental recommendation for or against tenure is the prerogative of the tenured faculty. Typically, three distinct recommendations for or against tenure should be made by each department. The first will be by a vote of all the tenured members of a department, the second by the department's tenure and promotion committee, and the third by the Chair of the department. For all cases of tenure and/or promotion, the recommendation of the Department Committee and the Chair will be forwarded to the College Tenure and Promotion Committee and must be accompanied a clear, substantive summary of reasons for both positive and negative votes. A copy of the department's criteria for tenure and promotion should also be included.

After a candidate's file has been submitted for review by the College Tenure and Promotion Committee, materials may not be added or removed without consultation with the Tenure and Promotion Committee Chair. Any proposed deletions (e.g., an incorrect document) must be justified in writing to the Tenure and Promotion Committee Chair, who must approve the deletion. Any additions must be submitted to the Tenure and Promotion Committee Chair and must be accompanied by a written request to add the material, explaining the reason for their late addition. If materials are deleted or added to a candidate's file after it has been submitted to the Tenure and Promotion Committee, the Tenure and Promotion Committee Chair will be responsible for deleting or adding the materials and informing the candidate, the candidate's Department Chair, all members of the Tenure and Promotion Committee, and the Dean, of the

action.

After each member of the College's Tenure and Promotion Committee has reviewed the candidate's credentials, the Committee will meet to prepare its recommendations to the Dean. The Committee's deliberations will focus exclusively on how well a candidate meets college, university and department criteria for Tenure and Promotion. The Committee must not apply standards that are lower than those specified in the department's criteria.

If a College Tenure and Promotion Committee member is from the same department as a candidate for tenure and/or promotion, or if a member has special personal and/or professional associations with a candidate, that committee member will leave the room during all deliberations concerning that candidate and will abstain from making a recommendation concerning that candidate.

Tenure and Promotion Committee members shall confine themselves to making decisions solely upon the information provided in each candidate's official tenure and promotion file. No committee member shall solicit or consider any additional information conveyed privately, through personal contact, by phone, letter, or any other means. The entire committee may vote by a two-thirds majority to authorize the Tenure and Promotion Committee Chair to solicit additional information if necessary. All requests for additional information must be in writing by the Tenure and Promotion Committee Chair, who will provide the candidate and the Chair of the candidate's department with copies of the request.

Voting on a candidate by the College Tenure and Promotion Committee will be by secret ballot. These ballots shall be preserved in the Office of the Dean for a reasonable time. The committee's vote and clear, substantive summary of reasons for both positive and negative votes must be included in the candidate's file. All members of the Tenure and Promotion Committee must sign the recommendation forms for each candidate.

Once the Tenure and Promotion Committee has made its decision, it will identify those cases in which its recommendation differs from that of a candidate's Department Chair and/or the Department Committee, and the Tenure and Promotion Committee Chair will inform the candidate and the Chair of the candidate's department, in writing. The candidate's Department Chair, the candidate or, at the candidate's discretion, a faculty advocate chosen by the candidate will then be given an opportunity to respond to the Tenure and Promotion Committee in writing.

Once the recommendations of the Tenure and Promotion Committee are final, they will be forwarded to the Dean. In any case where the recommendation of the Dean differs from that of a candidate's Department Chair and/or Department Committee, the Dean will inform the candidate and the Chair of the candidate's department, in writing. The Department Chair, the candidate or, at the candidate's discretion, a faculty advocate chosen by the candidate, will then be given an opportunity respond to the Dean in writing. In the case of every application for tenure and/or promotion, the recommendations of the Department Committee, Department Chair, College Tenure and Promotion Committee, and the Dean will be forwarded to the Provost.

