

**DEPARTMENT OF
SOCIAL, CULTURAL, AND JUSTICE STUDIES**

BY-LAWS

REVISED: FEBRUARY 2021

1 INTRODUCTION

These by-laws serve to govern the Department of Social, Cultural, and Justice Studies at the University of Tennessee at Chattanooga. These policies and procedures are considered to be supplemental to the policies and procedures of the College of Arts and Sciences, The University of Tennessee at Chattanooga, the University of Tennessee Board of Trustees, and the laws of the State of Tennessee. Should they conflict, the policies and procedures of these larger bodies will take precedent.

2 MISSION STATEMENT

2.1 Mission of the Department of Social, Cultural, & Justice Studies

- 2.1.1 The department shall have a Mission Statement that expresses its identity, purpose, goals, and vision.
- 2.1.2 The department mission shall be consistent with and reflect the broader mission of the College and University and should include long term and strategic plans.

3 MEETINGS AND DEPARTMENTAL ADMINISTRATION

3.1 Department Meetings

- 3.1.1 The department meeting will be the primary self-governance mechanism of the department.
- 3.1.2 The Department Head will chair department meetings, which will be held monthly during the regular academic year on a day and time in which all voting members can attend, taking into account the faculty's teaching and service commitments.
- 3.1.3 Tenure track/tenured faculty shall be voting members. Full-time non-tenure track faculty with three years consecutive full-time teaching experience in the department shall also be voting members. Emeritus faculty, phased retirement, retired, or adjunct faculty may also be invited to attend but shall not vote. Voting members of the department, who cannot attend due to sabbatical, illness, or scholarly-related travel, may issue a written proxy vote to the department head prior to meetings.
- 3.1.4 Meetings shall be held each month at a regularly scheduled time. Additional meetings may be added as needed. All agenda items must be submitted to the department head at least two weeks prior to the meeting. An agenda will be distributed to the full faculty one week prior to the physical meeting. If major requests need to be addressed within the year, the department head will solicit input from the faculty.
- 3.1.5 A quorum shall be a simple majority (more than half) of the voting faculty.
- 3.1.6 Major requests regarding budget priorities for the department will be distributed to the faculty during the academic year for faculty input prior to submission to the Dean.

- 3.1.7 All voting decisions shall be by simple majority of the voting faculty. Written ballots may be requested.
- 3.1.8 The departmental minutes will be taken by the departmental administrative assistant who will forward the minutes to the Department Head for editing, distribution to, and approval by the faculty. These minutes will be distributed one week prior to meetings.
- 3.1.9. The Associate Department Head is a member of the departmental faculty, who serves at the pleasure of the Department Head, the Dean, the Provost, and the Chancellor, to assist with the administrative operations of the department. The duties of the Associate Department Head include those listed below and other duties assigned as needed by the Department Head. The Department Head will solicit input from faculty regarding selected candidates.
- In consultation with the Department Head and faculty, draft and submit semester course schedules
 - Compile, update, and submit annual assessment data
 - Coordinate, compile information, and assist in writing drafts required for all 5 year reviews of non-accredited programs
 - Represent SCJS Department on university committees, as needed
 - Alert Department Head to staff and/or faculty concerns
 - Assist Department Head in addressing student complaints
 - Coordinate and track GE certification-recertification paperwork for SCJS courses
 - Monitor and coordinate student recruitment efforts and advising with the department advisor and the advising center

3.2 Ad Hoc Committees for Social, Cultural, & Justice Studies

- 3.2.1 Ad Hoc Committees will be created as needed to address departmental needs. Volunteers will be solicited, and the Department Head will appoint the chair of the ad hoc committee.
- 3.2.2 Ad Hoc Committees will consist of voting eligible full-time faculty members and, if applicable, represent all programs within the department.
- 3.2.3 All recommendations shall be brought before the department for simple majority approval. Of those present or those submitting votes by proxy, all voting shall be by simple majority. Upon approval, all decisions will be brought before the departmental faculty for approval.

3.3 Faculty Search Committee

- 3.3.1 All departmental searches will follow the *Faculty Handbook* and University policies and procedures.

- 3.3.2 The Department Head will appoint the chair of the Faculty Search Committee in consultation with the full faculty.
- 3.3.3 The membership of the Faculty Search Committee shall be determined by the tenure track and full-time faculty in conjunction with the Department Head.
- 3.3.4 The Faculty Search Committee shall consist of:
 - 1. At least four departmental faculty with the majority of the committee members having substantive knowledge of the discipline in which the hire will be made in which one committee member will be chosen from within the department but not in the discipline specific field.
 - 2. The committee will be diverse in terms of characteristics such as rank, gender, race/ethnicity, etc.
 - 3. When appropriate, additional individuals outside of the department may be added to the committee if the department head and committee believe the addition would enhance the ability of the committee to assess candidate qualifications.
- 3.3.5. The Search Committee in conjunction with the Department Head will examine staffing needs and construct a job posting reflecting the needs of the department. The job posting will be distributed to the entire faculty for review.
- 3.3.6 The search must be in compliance with the policies established by the Office of Equity and Diversity (OEI).

The Department uses the following internal procedures to review candidates: Faculty search committees review all applicant files, rank applicants, and recommend to the Department Head top applicants for consideration. Upon approval by OEI and the Department Head, the selected candidates will be given a video interview. All voting full-time faculty are invited to attend and are encouraged to provide feedback to the Search Committee. Only Search Committee member's rankings will be calculated in the final vote. After the video interviews, the Search Committee Chair will compile the data and present the averaged rankings to the Department Head. The department head then requests approval of the Office of Equity and Diversity and the Dean of the College of Arts and Sciences to contact the preferred candidate(s) and arrange for on-campus interviews.

All full time members of the department will be invited to observe the teaching demonstrations and/or research presentations given by the candidates, and will be invited to meet with each candidate. Members of the Search Committee will solicit feedback from those faculty who have attended complimentary/comparable sessions (i.e., all of the research presentations, or teaching demonstrations) given by all candidates who have been invited to campus. Non-committee faculty should provide feedback to the committee chair.

Committee members are expected to actively participate in the on-campus process if they are to rank prospective candidates. Based on their own observations as well as the feedback received from all other full-time faculty, the Search Committee will discuss and deliberate on the strengths and weaknesses of each of the final candidates and provide the Department Head with their final recommendations.

Based on the Search Committee recommendations, the department head in consultation with the Dean of the College of Arts and Sciences will request approval from the Office of Equity and Inclusion to contact the preferred candidate(s). When the Department Head deviates from the ranking of the search committee, a written explanation must be provided to the members of the search committee.

3.4 Department Head Search Committee

- 3.4.1 All Department Head searches will follow the *Faculty Handbook* and University policies and procedures.
- 3.4.2 The Department Head search will typically be chaired by a Department Head selected by the Dean of the College of Arts and Sciences.
- 3.4.3 After consultation with the Department and its faculty, the Dean selects no fewer than five (5) search committee members from individuals who have been nominated to serve and/or by invitation. Typically, the search for a Department Head is chaired by another Department Head (current or former) from within the College. The Dean should work to ensure that the Department has representation on the search committee from across the various ranks and divisions within the Department. It is not uncommon for search committee membership to include additional leaders from outside the Department (other Department Heads, graduate program coordinators, and the like) as such a search is for a peer, i.e., another department-level leader who understands the complexities, the nuances, and the demands on individuals who hold such positions.
- 3.4.4 The Search Committee in conjunction with the Chair of the Department Head Search Committee will examine staffing needs and construct a job posting reflecting the needs of the department. The job posting will be distributed to the entire faculty for review.
- 3.4.5 For both internal and external searches, standard search procedures will be utilized including interviews. Department Head Search Committee will recommend acceptable candidates to the faculty prior to submitting the nomination to the Dean
The Department Head Search Committee will then recommend a ranked list of acceptable candidates to the Dean.

3.5 Reappointment, Tenure, and Promotion (RTP) Committee

- 3.5.1 The Committee shall consist of all tenured faculty in the department as specified in the *Faculty Handbook* (Chapter 3), unless said individual is serving at the college-level RTP Committee. If needed, additional faculty at the appropriate rank from other departments shall be selected (see Faculty Handbook guidelines).
- 3.5.2 The Committee shall follow the procedures and timetable outlined in the *Faculty Handbook* and University policies and procedures documents.
- 3.5.3 The Committee Chair shall be elected by the tenured faculty to serve for a term of one year. Committee Chairs can be elected to consecutive terms.
- 3.5.4 At the organizational meeting, the Committee shall determine the list of candidates for reappointment, tenure and promotion and request dossiers from those candidates. Dossiers should be submitted in electronic format to the committee chair to be disseminated to the members of the Committee. Candidate dossiers will be reviewed based on the guidelines set by the Faculty Handbook.

- 3.5.5 Consistent with the College of Arts and Sciences and the Faculty Handbook, the Committee will also follow the department external review policies and procedures in evaluating the candidate (see Appendix A).
- 3.5.6 Upon completion of the dossier review, the Committee will call a voting meeting with a quorum present (a simple majority of the Committee membership at or higher than the rank being sought by a candidate). Voting shall be yes or no and shall be by an anonymous, written ballot with ballots being submitted to the RTP chair. Proxy votes are not permissible with the exception of faculty on approved leave by the university. Thus, faculty must be electronically or physically present to vote. Online meetings are permissible and may be scheduled by the RTP Chair when conducting informal evaluations; however, all policies shall remain consistent with traditional RTP Committee meetings. RTP cases occurring within formal years of evaluation must be held in person. Upon conclusion of both formal and informal votes, the RTP Committee shall notify the candidate of the committee's recommendation by letter.

3.6 **Graduate Program Committee**

The Graduate Program Committee shall consist of 3-4 faculty members with the Graduate Coordinator serving as the chair of the committee. Committee members shall make decisions regarding admissions, assistantships, appeals, scholarship awards, and comprehensive exam questions. Further tasks may be assigned as needed.

3.7 **Curriculum Committee**

The Department shall have a standing curriculum committee.

Every discipline will be represented on the committee with 1-2 faculty members depending on the size of the program (considering the number of majors in a program and the need for the criminal justice graduate program to be represented).

Members will serve for a 2-year period.

The Committee will elect the chair.

4 PERFORMANCE EVALUATION

4.1 Performance Evaluation

- 4.1.1 The Department will follow the *Faculty Handbook* and University policies and procedures for performance evaluation.
- 4.1.2 The criteria for EDO evaluations of Exceeds Expectations for Rank, Meets Expectations for Rank, Needs Improvement for Rank, and Unsatisfactory for Rank shall follow *Faculty Handbook* and University policy and procedure guidelines.

5 CRITERIA FOR TENURE AND PROMOTION

5.1 Reappointment, Tenure, and Promotion Committee

- 5.1.1 For tenure and/or promotion, the faculty member considered by the Committee shall meet the criteria presented in Chapter 3 of the *Faculty Handbook*.
- 5.1.2 A tenure request by an Assistant Professor may be accompanied by a request for promotion to Associate Professor. A tenure request by an Associate Professor may be accompanied by a request for promotion to Full Professor. All evidence of teaching, research, and service must be provided to the RTP committee via an electronic dossier.
- 5.1.3 All faculty are subject to the College of Arts and Sciences External Review Policy. Please refer to the policy for guidelines and procedures.

5.2 Reappointment, Tenure, and Promotion: Teaching, Research, Service, & Collegiality

5.2.1 Teaching Requirement for Reappointment, Tenure, and Promotion:

In accordance with the *Faculty Handbook* (Ch. 3), faculty at all ranks must exhibit the established requirements for reappointment, tenure, and promotion. Review of faculty for rank, tenure, and reappointment will be consistent with the policies and timeline established in the *Faculty Handbook*. Consistent with the *Faculty Handbook*, candidates for reappointment will be formally evaluated by the RTP Committee in year 3. In years 1, 2, 4, and 5, portfolios will be submitted to the committee; however, the committee shall only make an informal recommendation to the Department Head. During year 6, tenure-track faculty will be formally evaluated by the RTP Committee; a formal recommendation will be written and made to the Department Head for both tenure and promotion to the rank of Associate Professor.

Per the UTC Faculty Handbook (Section 3.4.1), “the scope of a faculty members ‘advising’ is determined by departmental bylaws.” As a professional advising office housed in the College of Arts and Sciences has been established to assist students in obtaining quality advising and overall course planning, the nature of faculty advising has shifted to a supplemental role in which faculty will serve as informal advisors, unless specified by designated administrative roles (e.g., graduate coordinator, online coordinator, internship coordinator). Group meetings (e.g., Zoom) may be used to inform students about career and advanced educational opportunities. Each coordinator or designated faculty member should offer a minimum of one professional informational session per academic year to

ensure students receive effective advisement beyond the curriculum and graduation information provided by the CAS Advising Center. In addition, consistent with the Faculty Handbook (Section 2.10), “instructors are expected to give assistance freely to students in their classes.” Such advising and counseling assistance, inside and outside of the classroom, may include: meetings with students upon the student’s request, letters of recommendation, links to career resources in course materials, field research opportunities, academic research opportunities, recruitment activities, networking opportunities, or career advice.

5.2.2 Evidence of successful teaching shall not be limited to student evaluations but will include collegial peer observation and review. Additional evidence to be included in electronic dossier should be consistent with university policy and may include: ability to fill departmental teaching needs, observation of office hours, accessibility to students, course syllabi, teaching in accordance with course syllabi and objectives, assessment of course rigor, involvement with student organizations, integration of technology in the classroom, and directing honors, independent studies, and/or theses. Both traditional and online courses are subject to evaluation. Assistant, Research and VAP Professors are subject to peer observation once an academic year by two tenured faculty chosen by the RTP Committee with Department Head approval. Associate Professors and Senior Lecturers are subject to peer observation every three years by two senior faculty designated by the RTP Committee with Department Head approval. Lecturers below the rank of senior are subject to peer observation once an academic year by one member of the Lecturer Committee and one associate or full professor. In evaluations of face-to-face and synchronous, notice must be given to the faculty member to be evaluated three weeks prior to the observation. Notice will be given for online course observations at the beginning of the academic semester. The faculty member to be evaluated, will determine course and date, in consultation with the RTP committee. Different modalities should be observed during the evaluation period, if applicable. Results are to be provided to the faculty member being reviewed, the RTP Committee, and the Department Head. The Department Head in conjunction with the RTP Committee will determine submission guidelines. Outcomes will be assessed in the annual evaluation. Observational peer reviews must be completed by the spring semester in which they are due.

Lecturer promotion will be based upon the recommendation of an advisory committee and the department head’s approval and will be conducted as follows:

A recommendation will be made by the Lecturer Committee, which will consist of a minimum of 3 people, made up of all lecturers at rank or above in the department and 1-2 associate or full professors. In the event that there are no lecturers in the department at or above the rank, at least 1 lecturer from outside of the department will participate in the committee. The chair of the Lecturer Committee will be elected by its members.

The committee will recommend promotion to Associate Lecturer based upon the following criteria: a minimum of four years’ service at UTC, evidence of high-quality teaching through student evaluations, peer observations, and EDOs. At least one of the peer evaluations will be done by a lecturer at or above the rank sought. The other will be done by a tenured professor.

The committee will recommend promotion to Senior Lecturer based upon the following criteria: a minimum of 8 years’ service in the rank of Associate Lecturer, evidence of excellent teaching through

evaluations, peer observations, and EDOs, as well as demonstrated service to the department. At least one of the peer evaluations will be done by a senior lecturer and the other done by a tenured professor.

In each case, faculty will create a portfolio that includes student evaluations, peer observations, and EDOs for at least the prior 3 years. Supplementary materials will be left to the discretion of the candidate.

As noted in the Faculty Handbook (2.10), “course loads should be consistent with UTC and departmental policies.” As such, tenure-track faculty and visiting professors shall teach a total of three courses (9-10 hours) per semester each academic year; lecturers shall be assigned a total of four courses (12 hours) per semester. While student credit hour is important, course assignments may differ due to the modality, type, and rigor of course offered; therefore, teaching loads shall follow established number of courses, but the number of students enrolled in assigned courses may vary. The Department Head, in consultation with the instructor, maintains the right to increase the course size of a class up to five students if enrollments and graduation requirements deem the increase necessary.

Course Enrollments:

- Online Courses: 25-30 students
- Face-to-Face Courses: 30-45 students
- Graduate Courses: 5-15 students

5.2.3 Research Requirement for Reappointment, Tenure, and Promotion:

For tenure and/or promotion to associate professor, a minimum of four peer-reviewed articles in the field will be expected. For promotion to full professor, a minimum of six peer-reviewed articles since achieving the rank of associate professor is expected. These requirements represent a minimum level and one may not meet departmental standards based on the number of publications alone. Other qualitative factors are important including: quality of the journal, evidence of citations, contribution as lead author, evidence of an ongoing research agenda, and evidence of a regional and national reputation. Quality peer-reviewed publications, including evidence from citation index measurements, are encouraged and are valued above numerous publications of lesser contribution to the discipline. Other evidence of research includes, but is not limited to, authored books, edited books, monographs, book chapters, evaluation studies, externally funded grants, grant applications, invited talks, and conference presentations. These accomplishments will be reviewed based upon the quality of the work (including things such as the reputation of the publisher, book reviews, and peer reviews) and the relative contribution to the work (such as lead author, coauthor, or edited volumes). Book revisions, vanity press, or pay for publication books are excluded from consideration.

Evidence of scholarship may be demonstrated by securing external funding. While grant applications alone do not constitute a scholarly agenda, the Department does recognize that it takes substantial time and effort to submit these applications irrespective of a favorable funding decision. External grant

applications are encouraged and this type of effort will be acknowledged by the Department with submitted applications recognized as a significant research effort.

5.2.4 Service Requirement for Reappointment, Tenure, and Promotion:

For reappointment, tenure, and promotion, faculty at all ranks are expected to demonstrate clear evidence of service at all levels: university, professional, and community. Evidence of dedication and commitment to the University is measured by participation in the normal operation of the Department, service on University committees, and formal participation in UTC graduation ceremonies (see Appendix B). Evidence of dedication and professional competence to the discipline is measured by, but not limited to, book reviews published in professional journals/newsletters, reviews of manuscripts for academic journals, organizing and/or chairing symposia at professional meetings, serving on an editorial board for a journal, serving as a discussant/chair at professional meetings, or other scholarly professional activity. Evidence of community involvement includes, but is not limited to, serving on community boards/committees, volunteering with discipline-related and community-engaged organizations, conducting interviews at the local, state, and regional levels.

5.2.6 Collegiality Requirement for Reappointment, Tenure, and Promotion:

Consistent with the college-level policy on collegiality, faculty in all ranks are expected to demonstrate the ability to practice good citizenship and relate effectively to students and professional colleagues. Faculty should present themselves in a professional manner within the Department, College, University, discipline, and community.

5.2.7 In accordance with the university faculty handbook, tenure and promotion is linked to the EDO process. Expectations for annual performance are consistent with the University Handbook and the EDO guidelines developed and approved by the department (see Appendix B).

5.2.8 Evaluation of non-tenure track faculty will be in accordance with the Faculty Handbook. Non-tenure track faculty members retain the same rights as tenure track faculty, and as appropriate may participate in departmental activities.

6 POST-TENURE REVIEW

6.1 Consistent with the UTC Faculty Handbook (Section 3.4.8), each tenured faculty member must undergo some form of comprehensive performance review no less often than every six years. All tenured faculty at the ranks of Associate or Full are subject to post-tenure review (PTR) every six years unless noted as an exception in Section 3.4.8. As such, faculty will be evaluated in accordance with their rank in the areas of teaching, research, and service. These areas of evaluation are consistent with the requirements for promotion and tenure as outlined in Section 5 of the departmental bylaws. All documentation and procedures are in accordance with the Faculty Handbook requirements and should be followed.

6.2 Tenured faculty are expected to maintain a record as an accomplished teacher in accordance with the Faculty Handbook (Section 3.2). Evidence of successful teaching may include, but are not limited to, student evaluations and requested peer observations; Faculty at the rank of Full Professor may request peer observations from faculty at the same rank if desired. Additional evidence of teaching effectiveness may include: ability to fill departmental teaching needs (e.g. online, core, general education, graduate-level, or research intensive courses), observation of office hours, accessibility to students, course syllabi, teaching in accordance with course syllabi and objectives, assessment of course rigor, teaching certifications (e.g., Quality Matters, GIS), teaching awards, involvement with student organizations, integration of technology in the classroom, and directing honors, independent studies, and/or theses.

6.3 All tenured faculty must demonstrate clear and consistent evidence of scholarship. While quality peer-reviewed publications remain the priority, scholarship includes but is not limited to authored books, edited books, monographs, book chapters, evaluation studies, externally funded grants, grant applications, invited talks, and conference presentations. Book revisions, vanity press publications, or pay for publication books are excluded from consideration.

6.4 Tenured faculty at all ranks are expected to demonstrate clear evidence of service at all levels: university, professional, and community. Evidence of dedication and commitment to the University is measured by participation in the normal operation of the Department, service on University committees, and formal participation in UTC graduation ceremonies (see Appendix B). Evidence of dedication and professional competence to the discipline is measured by, but not limited to, book reviews published in professional journals/newsletters, reviews of manuscripts for academic journals, organizing and/or chairing symposia at professional meetings, serving on an editorial board for a journal, serving as a discussant/chair at professional meetings, or other scholarly professional activity. Evidence of community involvement includes, but is not limited to, serving on community boards/committees, volunteering with discipline-related and community-engaged organizations, conducting interviews at the local, state, and regional levels, or other appropriate discipline-specific community engagement.

6.5 Consistent with the college-level policy on collegiality, faculty in all ranks are expected to demonstrate the ability to practice good citizenship and relate effectively to students and professional colleagues. Faculty should present themselves in a professional manner within the Department, College, University, discipline, and community.

6.6 In accordance with the UTC Faculty Handbook, tenure and promotion is linked to the EDO process. Expectations for annual performance should be consistent with the University Handbook and the EDO guidelines developed and approved by the department (see Appendix B). It is, however, the burden of the faculty member to ensure that they are meeting the standards for PTR. Clear documentation of teaching, research, and service should be maintained as EDOs are only one measure used to evaluate faculty.

7 TERM LIMITS

- 7.1 Departmental evaluation of the Department Head will occur at the end of a five year term. All tenured and tenure-track faculty will vote to either support or not support the current Department Head; notification of the committee's recommendation will be made to the Dean by the Chair of the RTP Committee. This recommendation will be sent directly to the Dean for consideration via written communication. If reappointed, the Department Head may serve up to an additional five year period. No one Department Head may serve more than 10 years.

8 CHANGES TO THE BY-LAWS

- 8.1 These by-laws can be changed by a simple majority vote of the tenure track and non-tenure track full-time faculty.
- 8.2 By-laws shall be reviewed as necessary for revisions.

*The term, Faculty Handbook, implies a reference to the current *UTC Faculty Handbook*.

Appendix A External Review Process

As stated in the Faculty Handbook, "The purpose of the external review is *not* to make a recommendation regarding tenure/promotion but to provide an objective evaluation of the faculty member's record to date in the three performance areas of teaching, research, and service." See Section 3.10.4 of the Faculty Handbook for related information.

In keeping with the Faculty Handbook, the College requires that the review of dossiers for tenure and promotion must include reviews by at least two (2) external reviewers. Should fewer than

two (2) external reviews be returned by the end of this process, the chair of the departmental RTP Committee will note the efforts made to solicit reviewers and their reviews.

Prior to October 8th in the year that a tenure-eligible faculty member applies for tenure and/or promotion, the faculty member will provide the departmental RTP Committee with a dossier (hard copy or electronic) that documents evidence of effectiveness in the “three performance areas of teaching, research, and service.”

The departmental RTP Committee and the candidate for tenure and/or promotion should collaborate to generate a list of appropriate reviewers. In doing so, the candidate will provide a list of potential external reviewers, no fewer than four (4), that the departmental RTP Committee will review. Each potential reviewer should be identified by name, title, institution, and be accompanied by a brief rationale for her or his selection. The departmental RTP Committee will choose at least two (2) reviewers from the faculty member's list. The Committee will then generate a list of potential external reviewers, no fewer than four (4), that the faculty member will review. Each potential reviewer should be identified by name, title, institution, and be accompanied by a brief rationale for her or his selection. From the Committee's list, the candidate will choose no fewer than two (2) reviewers. No fewer than four (4) external reviewers remain at this point.

By November 1st, the chair of the departmental RTP Committee, in collaboration with the Department Head, will solicit via email a minimum of four (4) and a maximum of seven (7) external reviewers using a “neutral” template letter supplied by the College. (In the event that the Department Head is being evaluated for tenure and/or promotion, the cover letter will be sent by the chair of the departmental RTP Committee and the Dean of the College.) Should some of the selected reviewers decline, the Committee would go back to the two lists and continue the process until at least three (3) reviewers agree to submit an external review of the candidate's materials. Reviewers will then be provided with the candidate's dossier and they will be asked to supply two things by no later than January 15th: 1) a one-to-two page letter of evaluation, and 2) a copy of their curriculum vitae.

External reviewers should be selected based on the following guidelines.

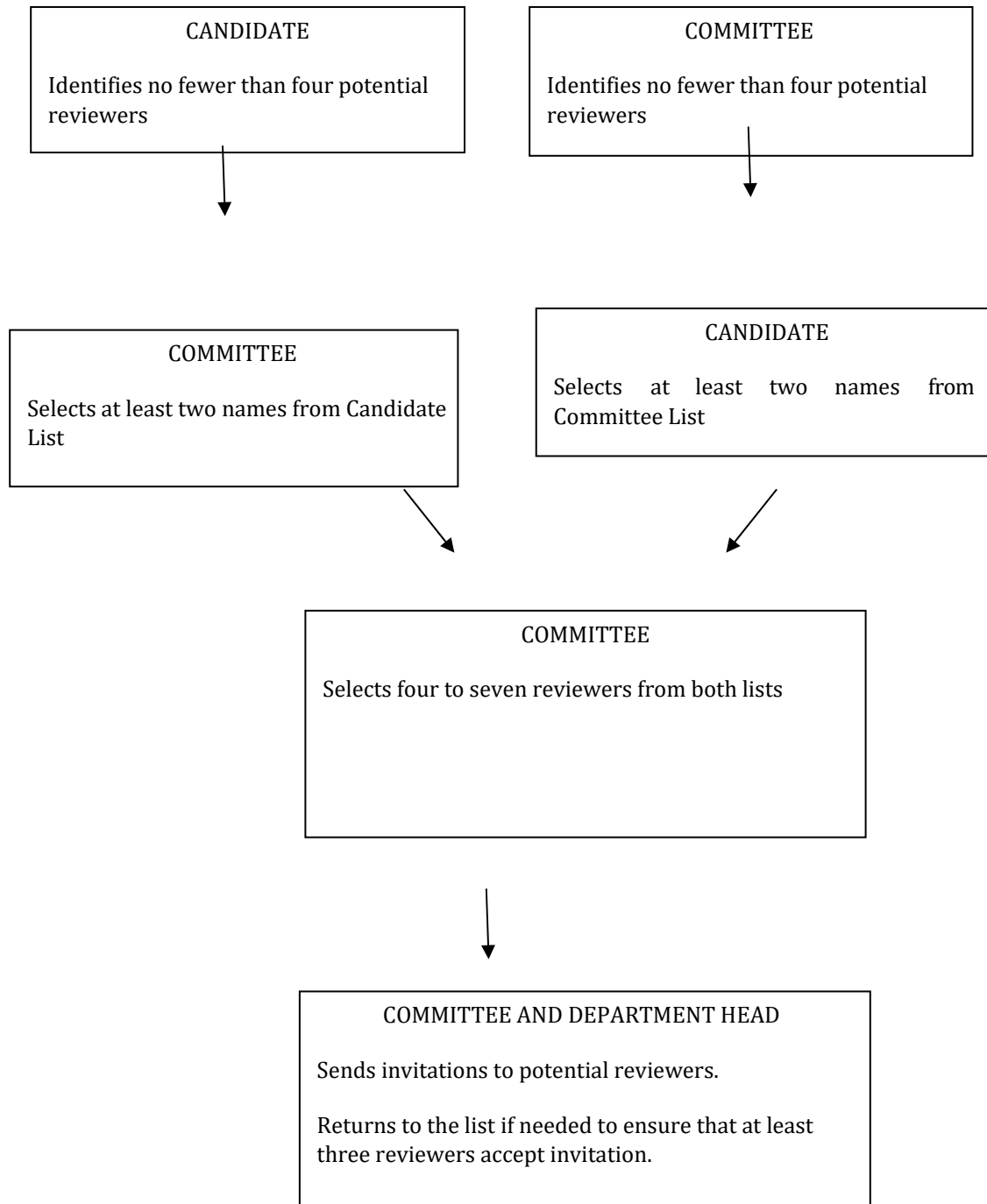
- Reviewers should be tenured and at or above the rank that the candidate seeks.
- Reviewers should be at a peer institution, an aspirant peer institution, or an institution that is universally recognized as excellent.
- Reviewers should not have had a working relationship with the candidate (dissertation director, chairperson, co-author, etc.). That is, there should be no conflict of interest with the candidate.
- Reviewers should not be in contact with the candidate about the review process from the time that they accept the external review assignment. The candidate should also

not attempt to contact the external reviewer.

Candidates must not contact external reviewers during the review process. In the event that the external reviewers should be contacted during the review process – for example, to clarify procedures or deadlines – only the chair of the departmental RTP Committee or the Department Head may contact the reviewers. In the event that the Department Head is being evaluated for tenure or promotion, the chair of the departmental RTP Committee or the Dean will communicate with the external reviewers.

External reviews will be delivered directly to the chair of the departmental RTP Committee.

FLOW CHART FOR EXTERNAL REVIEW PROCESS





CONCLUSION

A minimum of two external reviews must be completed to be included in the review process.

Appendix B

Teaching and Advisement

Required activities for Meets Expectations

Departmental members who have met the activities below should be awarded a standard EDO rating of "Meets Expectations":

- Demonstrate satisfactory teaching that encompasses and is informed by student and/or peer evaluation
- Teach courses in accordance with the syllabus, including such characteristics as:
 - Specifying (and following) appropriate, measurable student learning outcomes, including clear descriptions of assessment strategies
 - Selecting teaching materials which are appropriate to the course description and reflect current developments in the discipline or field
 - Meeting classes as scheduled
 - Submitting syllabi that follow UTC guidelines
- Share in the responsibility for advising students, according to departmental arrangements for accurate advisement

Additionally, faculty members are expected to:

- Hold regular (scheduled) office hours and respond in a timely manner to student inquiries
- Submit midterm and final grades on time
- Submit orders for course materials (i.e., books, textbooks) by due dates, or at the very least inform the bookstore that course materials are being researched

Isolated incidences of not meeting items on this second list of expectations should not be used as a reason for denying an EDO rating of meeting expectations. However, consistent failure to engage in these activities could be used as justifying for denying a "meets expectations" rating.

Representative elements for Exceeds Expectations

The following are activities that could demonstrate exceptional activity, going above and beyond the expectations of the department, but may not represent an exhaustive list.

Tier 1: Rare occurrence; high effort/time – could stand alone as evidence of exceptional EDO rating

- Prepare a new course or change a course modality
- Receive regional, national, or international teaching and/or advising award
- Chair Thesis Committee

Tier 2: Medium effort/time – could support, with other tier 2 or 3 activities, awarding of an exceptional EDO rating

- Attain superior (consistently above department averages) student evaluations on university-level questions with open comments provided by students that underscore excellent teaching
- Receive a departmental or college teaching and/or advising award
- Serve on Thesis and/or Ph.D. Dissertation Committee
- Direct Departmental Honors Thesis and/or student research project(s)

- Receive an internal university teaching and/or advising award

Tier 3: Common occurrence; low effort/time – could be supplemental for consideration of exceptional EDO rating

- Grade Comprehensive Exams
- Engage and actively mentor students outside of regularly scheduled class meeting times and office hours

Direct an undergraduate Individual Studies

- Participate in pedagogy-related professional development activities

Research, Scholarship, and Creative Activities

Required activities for Meets Expectations

A member of the department has met expectations in this area if they are able to demonstrate active progress on some research endeavor that is likely to result in one or more peer-reviewed publications. Examples of activities that would demonstrate such progress include things like:

- Writing a literature review
- Designing a survey or other data collection instrument
- Collecting data
- Analyzing data
- Attending and/or presenting at a conference
- Apply for and/or receive a department, college, or university travel grant
- Participating in a roundtable discussion or workshop
- Preparing and submitting a manuscript for publication (which can include articles, book chapters, book reviews, books, etc.)
- Submitting an application for funding

For pre-tenure faculty, it is important to recognize that efforts to meet expectations in this category should be done in consultation with departmental tenure expectations; in accordance with department bylaws, "a minimum of four peer-reviewed articles" is ultimately expected.

Representative elements for Exceeds Expectations

Authoring a published (peer-reviewed) article, book chapter, or book, or editing a book collection or reference work represents a significant achievement in terms of research and scholarship. However, given the diverse disciplinary (and even sub-disciplinary) standards that make up the department, it is impossible to firmly articulate which publications qualify as Tier 1 and which as Tier 2. As such, any of these sorts of publications (complete citations required) would qualify for Tier 1 or Tier 2 status based upon disciplinary expectations of significance.

The following are other activities that could demonstrate exceptional activity, going above and beyond the expectations of the department.

Tier 1: Rare occurrence; high effort/time – could stand alone as evidence of exceptional EDO rating

- Publish multiple peer-reviewed publications
- Receive an award from professional regional, national, or international organization
- Present a keynote lecture at professional association (discipline-related) event
- Receive a substantial national grant

Tier 2: Medium effort/time – could support, with other tier 2 or 3 activities, awarding of an exceptional EDO rating

- Receive an external research grant
- Receive an internal university research award

Tier 3: Common occurrence; low effort/time – could be supplemental for consideration of exceptional EDO rating

- Receive an internal research grant
- Author a published (peer-reviewed) encyclopedia entry or book review (complete citations required)

Service to the University, Profession, and Community

Required activities for Meets Expectations

Members of the department are expected to engage in meaningful, discipline-related service in at least two of four broad areas: service to the department, the college/university, the profession, and the community. When necessary, service to the department should take priority over other areas of service.

Since forms of service occur in a wide variety of ways, the lists below indicate common representative activities, but are by no means exhaustive. Other activities – and their exact configuration across the areas – should be determined in consultation between the faculty member and the department head. Additionally, recognizing that some forms of service require greater time commitments than others, care should be taken that more intensive service activities in one area be balanced with less-intensive activities in another area.

In addition to meaningful, discipline-related service in at least two of the four broad areas, faculty members are expected to contribute positively to the overall department and university culture by engaging in certain other activities¹, including:

- Regularly attending department faculty meetings
- Being an active and regular participant in departmental activities (e.g., lectures, award banquets, alumni receptions, etc.), as able
- Attending university and college-wide faculty meetings, as able
- Attending commencement

Examples of Service to the Department

- Serve on departmental committee(s), including attending meetings and reviewing relevant material prior to meetings

Examples of Service to the College and/or University

- Review grant proposals for campus funding opportunities
- Serve on university committee(s)

Examples of Service to the Profession

- Serve on committee of professional national or international organization
- Review manuscript(s) for a journal or press
- Review grant proposals for regional or national funding agencies
- Organize panel, chair session, or serve as discussant at professional meeting

Examples of Service to the Community

- Serve the community at the local, regional, or national level in a manner that matches the faculty member's area of expertise

¹ Consistent failure to meet these expectations could justify a rating of Needs Improvement. However, isolated incidences of missing these activities should not alone be used as a reason for denying an EDO rating of meeting expectations.

Representative elements for Exceeds Expectations

The following are activities that could demonstrate exceptional activity, going above and beyond the expectations of the department. Note that a faculty member must first meet expectations as outlined above before they may be considered for having exceeded expectations.

Tier 1: Rare occurrence; high effort/time – could stand alone as evidence of exceptional EDO rating

- Serve as editor of a professional journal
- Serve as Coordinator for professional discipline-related conference (regional or national) or for a major sub-theme of a conference
- Chair time-intensive, departmental, college, university, or community committee

Tier 2: Medium effort/time – could support, with other tier 2 or 3 activities, awarding of an exceptional EDO rating

- Engage in time-intensive special service to department, university, or community (e.g., SACS review process, Strategic Planning, etc.)
- Serve on Faculty Senate or another time-intensive university or community committee
- Serve as officer or on a time-intensive committee in professional or community organization
- Reviewing multiple grant proposals and/or manuscripts

Tier 3: Common occurrence; low effort/time – could be supplemental for consideration of exceptional EDO rating

- Serve as Marshal for commencement
- Regularly participate in student recruitment and retention activities (e.g., Fall Visitation Day, meeting with prospective students, Read2Achieve, "First Class" meetings, etc.)