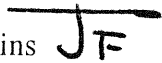


November 7, 2006

MEMORANDUM

TO: Timothy Messer-Kruse  
Ethnic Studies

FROM: John W. Folkins   
Provost and Vice President for Academic Affairs

---

RE: Updates to Promotion and Tenure Document

Your recent revision to your unit's promotion and tenure document has been reviewed and approved at all levels. This represents a significant step forward for the University, as it creates an unambiguous standard for the recognition of engaged activities. Although all agree that engagement with community partners is not necessary for successful fulfillment of faculty duties in teaching, research, and service, the revision of the promotion and tenure documents opens the door to allow, recognize, and encourage faculty to engage with community partners in all their scholarly undertakings.

C: D. Nieman  
D. Madigan

Preamble: The purposes of this document are:

- a) to guide and assist faculty and their academic units in the development of merit, contract renewal, promotion and tenure policies;
- b) to promote, protect, and ensure that the policies and processes so delineated reflect the autonomy and unique characteristics of the academic units;
- c) to assure that faculty personnel processes are reflective of the current BGSU vision statement;
- d) to assure that internal faculty peer review and judgment which lie at the core of our values are maintained in reappointment, promotion, tenure, and merit decisions;
- e) to ensure that all faculty experience fair, equitable and consistent processes in the evaluations that take place at their career mileposts, and
- f) to ensure that the relevant sections of the Academic Charter are followed.

## **DEPARTMENTAL POLICIES FOR ANNUAL REVIEW, MERIT, CONTRACT RENEWAL, PROMOTION, AND TENURE OF TENURED AND PROBATIONARY FACULTY 1**

Department of Ethnic Studies  
College of Arts and Sciences  
Bowling Green State University  
2006

### **I. Department Policy**

The Department of Ethnic Studies explains by means of this policy statement the procedures, criteria, and standards that it will use in the annual evaluation of tenured and probationary faculty for salary changes (merit), promotion, tenure, and contract renewal. This statement complies with the policies of the Board of Trustees of Bowling Green State University, the Academic Charter, and the College of Arts and Sciences. This statement is provided to all faculty in the Department upon request or annually and a copy is maintained in the department office. It has been approved by the faculty of the Department in accord with department policies.

### **A. Vision Statement**

The Department recognizes that in matters relating to annual review, contract renewal, promotion, and tenure of faculty, Bowling Green State University supports performance consistent with the University's aspiration to be the premier learning community in Ohio and one of the best in the nation. As defined by the Academic Charter (Article II.A, Section A), "The persons who create and maintain the University constitute the University Community. There are five groups within this Community: students, faculty, administrators, administrative staff and classified staff." To achieve its objectives, the University expects faculty participation in the interdependent areas of teaching, research/creative work, and service that are of the highest quality, grounded in intellectual discovery, and guided by rational discourse and civility. The essence of this Department's evaluation process is to improve faculty members' performance through appropriate evaluation and timely feedback. Careful and consistent application of the criteria and standards in evaluating faculty performance in

---

<sup>1</sup> This document was approved by the Faculty Senate on April 15, 1997. The procedural portions of this document (found in I-B of the Academic Charter) may be amended by the Faculty Senate when the document entitled "Review Process for Contract Renewal, Tenure and Promotion of Tenured and Probationary Faculty" prepared by the Task Force on Tenure, Promotion and Merit and the Faculty Welfare Committee is debated at future meetings of the Faculty Senate.

teaching, research/creative work, and service is of fundamental importance in achieving the Department's mission and in protecting the rights of the individual faculty member. Department review processes are to be conducted clearly, openly, responsibly, and fairly.

In the spirit of open and responsible review, it should be recognized that some faculty make essential contributions to the University community through their participation in the University's interdisciplinary programs. Joint and dual appointments as defined in the Academic Charter (sections B-I.A.2 and B-I.A.3) have been developed to provide structures for those faculty appointments wherein a faculty member may distribute his/her teaching, research/creative, and service activities across colleges, departments, and/or programs. Thus the evaluation for tenure, promotion and merit of faculty members with joint and dual appointments (Academic Charter section B-I.D.3) should include representation from all of the colleges, departments, and/or programs in which the faculty member serves. The chairs and directors of the departments and interdisciplinary programs in which a probationary faculty member participates should co-author a retention plan that clearly expresses the expectations of each unit and sets clear standards for tenure, promotion and merit. [Note: When need arises, faculty who have a joint appointment and are either probationary or tenured and ready for promotion to professor, the Department, with the appropriate program, will establish guidelines that conform to the provisions and criteria in the *Academic Charter* and the "Collegiate Personnel Policies" (Section 6.2) of the College of Arts and Sciences.]

## **B. The Academic Charter**

The University Policy on Faculty Appointment and Tenure (section B-I.C) and the statement on Evaluation of Faculty Personnel (section B-I.D), as contained in the Academic Charter, identify the three relevant evaluation criteria as teaching, research/creative work, and service and define the basic requirements for merit, contract renewal, tenure, and promotion. As stated in the Academic Charter (section B-I.D.2a), for promotion policies, "An academic unit may develop a promotion policy with more specific or more rigorous criteria in teaching, service, or scholarly activity, provided that such criteria are equitable and appropriate and provided that they do not conflict with the criteria below. More specific or more rigorous criteria shall be ratified by the majority of the faculty members of the academic unit." As stated in the Academic Charter for tenure policies, section B-I.D.2 b, "An academic unit may develop . . . more precise statements of what is expected under teaching effectiveness, scholarly or creative activity, or service, but may not add other criteria. All such statements shall be approved by the tenured faculty of the appropriate academic unit. . ." These criteria and standards allow for differentiation among faculty members with regard to their roles and contributions within the department in fulfillment of the, department, college and University mission.

### **1. Faculty Appointments**

The Academic Charter (B-I.C.2) defines two types of faculty appointments (tenure track and non-tenure track) and distinguishes between two types of tenure track appointment (probationary and tenured). Non-tenure track appointments are discussed in Section B-I.C.2.a of the Academic Charter. Probationary appointments and the policies associated with them are described in Section B-I.C.2.b of the Academic Charter. Tenured appointments and the policies associated with such appointments are described in Section B-I.C.3 of the Academic Charter, which includes statements on the meaning, obligations, and termination of tenure.

2. Annual Review for Reappointment

The Academic Charter mandates a comprehensive annual review of all non-tenure track continuing faculty members in Section B-I.D.4 (Instructor) or Section B-I.D.5 (Lecturer), and of probationary tenure track faculty members in B-I.D.2.b. For probationary faculty members, the overriding question to be considered by the department and the dean during the annual review is whether or not the candidate is making satisfactory progress toward tenure. Probationary faculty members who are awarded two or three-year contracts shall be reviewed during the last year of the contract to determine whether the candidate is making satisfactory progress toward tenure and whether the contract shall be rebewed.

3. Review for Tenure

The department has the primary responsibility for evaluating probationary faculty for tenure. In addition to annual reviews, the Academic Charter at B-I D.2.b.(2) mandates that a probationary faculty member be evaluated no later than the next-to-last year of the probationary appointment. Probationary faculty members may seek tenure at any time during the probationary period. Because department and college review committees apply tenure standards without discounted expectations based on a shorter probationary period, faculty members are discouraged from seeking early tenure decisions unless there are compelling reasons for doing so.

4. Review for Promotion

The department also has the primary responsibility for the comprehensive review of all faculty members nominated for promotion. The qualifications for assistant professor, associate professor, and professor are described in B-I.D.2.a.(1).(b), (c), and (d) of the Academic Charter. The department may stipulate criteria and standards for promotion that differentiate among the ranks with regard to their expected contributions to the department's performance as long as those criteria and standards do not conflict with the provisions of the Academic Charter and of the College.

5. Review for Merit

Finally, the department has the primary responsibility for making all recommendations of salary changes (merit) for faculty (Section B-I.D.1 of the Academic Charter). Although the Academic Charter does not require that this be done annually, University practice has been to encourage such reviews on an annual basis to provide feedback on performance to the faculty member regardless of whether or not a merit salary allocation is made in a particular year.

## **II. Allocation of Effort**

Each faculty member needs to allocate time and effort to a wide range of teaching, research/creative, and service obligations that promotes the mission and goals of the University, college, and department. All faculty members have a right to know what allocations of effort are expected of

them and to understand how departmental expectations, evaluative criteria, performance indicators, and weightings will be used in assessing their performance.

### **A. Departmental Norms**

The Department expects its faculty to maintain a standard allocation of effort that approximates 40% teaching, 40% research/creative work, and 20% service.<sup>2</sup> These weights will apply to most faculty who are carrying full teaching loads as defined by department policy. Modification of the allocation of effort for a faculty member who receives released time from teaching duties for administrative responsibilities, research, service, differential faculty workload policies, or reduced workloads or leaves granted by the Academic Charter or special projects needs to be specified and agreed upon at the time of assignment and at any rate no later than the beginning of the academic year. Probationary faculty will be evaluated for tenure based upon the department's standard allocation of effort.

### **B. Individual Variations**

The Department's standard allocation of effort applies to all faculty in the Department unless specific, formal agreements are made to the contrary. All individual variations must be in accord with the Department's differential faculty workload policies, or reduced workloads, or leaves granted by the Academic Charter made in writing, signed by both the faculty member and the Department Chair, and endorsed in writing by the Dean of the College. Faculty on leave shall have the right to determine with the Department Chair the appropriate variation in the standard departmental allocation of effort in accordance with the purpose of the leave.

Although all percentage allocations are approximations and not exact time measurements, reasonable attempts must be made to insure that a faculty member's allocation of effort is consistent with his/her actual distribution of workload for instruction, research/creative work, and service responsibilities. Unless otherwise specified in writing, a faculty member's allocation of effort will be considered to apply as an average over the period of any given academic year or contract period.

## **III. Evaluation of Teaching Effectiveness**

Teaching effectiveness by faculty is vital to the development and enhancement of the intellectual quality and academic integrity of the University. Achievement in this area is of critical importance to the Department's evaluation of faculty members who are under review for merit, reappointment, promotion, or tenure. Domains used in the evaluation of teaching include: undergraduate teaching; graduate teaching; instructional development; and other contributions to student learning. Beginning in the first year of a teaching appointment, faculty must create and maintain an up-to-date teaching portfolio that contains written records pertaining to their teaching. The portfolio will be used by reviewers as the primary source of information for the evaluation of teaching. The Department may obtain additional information from other sources to the extent that the information contained in a teaching portfolio is incomplete with respect to any of the domains or performance indicators applied.

---

<sup>2</sup> Consistent with the University Vision Statement of becoming the premier learning community in Ohio and one of the best in the nation, the following suggested principle shall guide allocation policy for the department as a whole: [a] allocations for teaching and research should each exceed the allocation for service; [b] except for doctoral granting departments, the allocation for teaching should equal or exceed that for research; [c] doctoral-granting departments should place greater weight on research [perhaps 40% teaching, 40% research, 20% service] than nondoctoral departments [where the allocation might be 50 % teaching, 30% research, 20% service]. Allocations established by departments are subject to review by the Dean of the College and by the Provost and Vice President for Academic Affairs.

### **A. Undergraduate Teaching**

Given the Department's involvement in undergraduate degree programs, it considers high quality undergraduate instruction to be a major component of a faculty member's record of teaching. The principal performance indicator that is used in the evaluation of undergraduate teaching is student evaluations of courses taught by department faculty. Evidence of effective teaching is student ratings consistently in the upper quartile on the department rating form, or evidence of improvement to that level.<sup>3</sup>

At least **two** other indicators are used in the evaluation of undergraduate teaching. They are among the following: statements of teaching philosophy and pedagogy; peer teaching observations and evaluations; documentation of student learning outcomes (such as results of standardized assessment measures, licensure or professional examinations, and graduate follow-up studies); student enrollment and retention data; evidence of student achievements as a consequence of faculty work with students; teaching awards and distinctions; and written statements from colleagues, students and others concerning preparedness and effectiveness in teaching.

### **B. Graduate Teaching**

Given the Department's involvement in graduate degree programs offered by other academic units on campus, it expects that faculty -- who have a graduate faculty appointment -- will contribute to the learning of graduate students. Based upon one's area of research/creative expertise and its relationship to the focus of the graduate program, eligible faculty should provide formal graduate instruction through regular courses and seminars and participate in the direction of theses and/or dissertations and serve on committees of students being directed by other faculty. In addition to the indicators of teaching effectiveness identified above that are applicable to graduate instruction, faculty members should maintain, as part of their teaching portfolio, at the least the following performance indicators: dates of admission and graduation of directed students; placement (and other success indicators) of directed students; and record of extramural support secured for graduate students.<sup>4</sup>

### **C. Instructional Development**

Departmental faculty are expected to devote professional development efforts to continuously improve the curriculum as well as their own teaching methods and effectiveness. Performance indicators that are used in the evaluation of instructional development include: course outlines, syllabi, and other items that demonstrate the nature of instruction and range of courses taught; independent studies offered to students; the development of new courses or the improvement of existing courses; conferences and workshops attended, courses taken, or other professional development activities to broaden and enhance teaching competencies; development of training workshops and teaching guides for GAs; incorporation of service learning activities into courses; and innovations in the effective use of instructional technology and resources to promote active student learning.

---

<sup>3</sup> Departments are expected to use no fewer than three of the performance indicators in the evaluation of undergraduate teaching effectiveness.

<sup>4</sup> Allocations established by departments are subject to review and concurrence by the Dean of the College and by the Provost and Vice President for Academic Affairs.

## **1. Contributions to Student Learning**

Faculty members make other contributions to student learning and development that fall outside the traditional domains of curriculum and instruction. Performance indicators that are used to evaluate such contributions include: academic advising services provided to students; guidance of students in clinical settings, internships, the supervision of GAs, or co-operative work experiences; involvement in clubs, organizations, and activities promoting faculty-student interaction and student retention; participation in University initiatives to create a campus-wide learning community; involvement in activities to promote departmental programs and services to prospective students; participation in University, college, or departmental projects to assess the effectiveness of teaching and learning; and other pedagogical activities that contribute to effective teaching, such as service learning.

In addition to the foregoing, a candidate may submit and request that the department consider other evidence of achievement in teaching that is appropriate to his/her specific case. The question to be considered by the Department in its evaluation of teaching is this: Is the faculty member's demonstrated performance in teaching consistent with the general standards for merit, reappointment, promotion, or tenure as described in the University's governance documents and supportive of the instructional mission of the Department, College, and University?

## **IV. Evaluation of Research/Creative Work**

Making significant contributions to the knowledge base or the creative practice of one's discipline and/or field is a central responsibility of all faculty members. Such contributions are important both in their own right, and because they are an essential qualification for instructing others at a university. Thus, achievement in this area is vital to the Department's evaluation of faculty members who are under review for merit, reappointment, promotion, or tenure. Domains used in the evaluation of research/creative work include: publications/presentations/performances; sponsored program extramural support; institutional outreach and scholarship of engagement; reputation within the disciplines and/or field. As a means of facilitating the evaluation, faculty members should maintain a record of their research/creative work which addresses the performance indicators used for evaluation.

### **A. Publications/Presentations/Performances**

Publications, presentations and performances are the primary products of any research/creative work and thus central to its evaluation. Publications in peer-reviewed journals or symposium volumes or performances/exhibitions in peer-reviewed settings are especially significant. So, too, are the publication of books, monographs, and other publications, presentations, and performances resulting from applied research, consulting, and scholarship of engagement. Research/creative work should show evidence of originality and importance. This is demonstrated by the prestige of the setting and the impact on the work of others in the discipline or field. In addition, in the case of applied or engaged scholarship, the impact of the work on the community is relevant.

### **B. Sponsored Program Extramural Support for Research or Creative Work**

In addition to supporting research, securing extramural support is an important external validation of the quality of research and creative activity. While no specific quantity of extramural research support is required for merit, reappointment, promotion, or tenure, department expectations are based upon norms appropriate to the discipline or field. Performance indicators include: number of grant applications submitted; agency reviewers' evaluations of the proposal; significance and scope of the project; research funds awarded; and performance of duties as principal or co-principal investigator

for funded projects.

### **C. Institutional Outreach**

The department shares the University's commitment to public service and community engagement. Therefore, faculty members may direct their scholarship/creative work to applied and engaged scholarship as well as basic research or creative activity. As in the case of basic research or creative activity, applied or engaged scholarship should be evaluated according to its quality, significance, and impact on the discipline or field. In addition, the impact of applied or engaged scholarship on the community should be assessed. In assessing the impact of applied or engaged scholarship, evaluations by community partners as well as academic and professional experts shall be considered. The characteristics by which applied and engaged scholarship is to be evaluated are included in the Report of the Standards Committee on the Scholarship of Engagement dated August 1, 2005.

### **D. Reputation Within the Discipline**

One indicator of the quality of a faculty member's research/creative work is his/her reputation within the discipline or field and among community partners in the case of faculty members who have pursued the scholarship of engagement.<sup>5</sup> In the case of tenure and promotion, this quality may be demonstrated by the evidence of reputation gathered by the department from authoritative reviewers external to the University. The reviewers will include individuals from a list provided by the candidate for evaluation as well as individuals who are selected independently by the departmental review committee. At least one reviewer must be selected from each list, with at least three letters included in the file. Overemphasis on external review may lead to a distortion of the standard department allocation of effort since external reviewers cannot effectively evaluate service and teaching contributions at BGSU.

### **Level 1: Tenure & Promotion to Associate Professor**

For tenure and promotion from Assistant to Associate Professor, the department expects faculty to be actively engaged in scholarly research and to publish that research in appropriate outlets. Appropriate outlets for publication include articles in refereed journals, single-authored books or monographs, and/or chapters in edited collections published by university or academic presses.

During the course of the faculty member's probationary period, the Department expects that she/he will deliver papers at national or international scholarly and professional meetings, submit grant applications for external funding to support their research, and/or engage in other scholarly/creative work (e.g., book reviewing, journal refereeing and consultancies, among others).

### **Level 2: Associate Professor to Professor**

For promotion from Associate to Full Professor, the department expects faculty to continue to be actively engaged in scholarly research/creative activity and to publish that research in appropriate outlets. Appropriate outlets for publication include articles in refereed journals, single-authored books or monographs, chapters in edited collections published by university or academic presses, edited collections, and/or creative production (e.g., film, fiction, poetry, play, etc.).

Since promotion to associate professor, the faculty member is expected to continue to deliver papers

---

<sup>5</sup> External peer reviews are not required for annual review, for merit and for contract renewal.



at national/international scholarly and professional meetings, actively pursue external funding and research fellowships, publish in well regarded journals, and/or prepare research reports and policy studies, among other scholarly/creative activity.

In addition to the foregoing, a candidate may submit and request that the Department consider other evidence of achievement in research/creative work that is appropriate to his/her specific case, including statements by community partners in the case of faculty members who pursue the scholarship of engagement. The question to be considered by the Department in its evaluation of research/creative work is this: Is the faculty member's performance in research/creative work consistent with the general standards for merit, contract renewal, promotion, or tenure as described in University governance documents and specified by the Department?

## **V. Evaluation of Service Effectiveness**

Service contributions by faculty at the Department, College, and University professional levels are critical to the overall mission of the University. Faculty seeking merit, tenure, contract renewal, or promotion shall provide evidence of appropriate service to the University community or to the profession. For faculty seeking tenure and/or promotion to associate professor, a record which documents continuous and active involvement in service is required. For faculty seeking promotion to professor, a record which documents significant service to the University or profession is required. The Department defines service as performance of departmental, collegiate, University, and professional activities which fall into three domains: involvement in internal affairs and institutional governance; professional expertise shared with the external community; contributions to a faculty member's profession. In presenting their records of service, faculty members should include documentation which provides evidence of their activities and contributions and which address the performance indicators used for evaluation.

### **A. Internal University Service**

These activities include participation in departmental, college, or University committees including governing bodies, councils, special task forces, review teams, and the like. University service also includes performance of any assigned administrative service responsibilities including those duties handled by faculty serving as center directors, program directors, department chairs, associate deans, and the like. Performance indicators used to evaluate internal service include: records of membership and attendance at committee and organizational meetings; amount of time devoted to activities; significance and scope of activities; degree of active involvement; documentation of significant contributions; leadership positions held; professionalism and dependability in performing assignments; collegiality in working with others and sharing responsibilities; testimonials from colleagues, committee chairs, and others. Performance indicators used to evaluate administrative service include: significance and scope of assignment; amount of time devoted to assignment; evidence of collegiality in working with others; documentation of specific contributions and accomplishments; evaluations by constituents, publics served, and others.

### **B. External Community Service**

Faculty members are encouraged to lend their professional expertise to collaborations with external entities that contribute to the well-being of the larger community. To be considered as community service appropriate for merit, contract renewal, tenure, or promotion considerations, such external activities must draw upon a faculty member's expertise and must be recognized by the Department, College, or University as qualifying. All faculty members are encouraged to participate fully in civic and community life as citizens, but they need to recognize that not all such activities will be viewed

as directly related to their professional expertise. Performance indicators used to evaluate community service include: records of relevant activities and professional contributions; degree of active involvement; significance and scope of involvement in each activity; evidence of contributions and achievements; leadership positions held; professionalism and dependability demonstrated in performing activities; community awards and other recognitions; written statements or testimonials.

### **C. Professional Service**

These activities include a faculty member's membership and active involvement with professional organizations connected to his/her discipline or field at the local, state, national, or international levels. Performance indicators used to evaluate professional service include: records of affiliation with appropriate professional associations; records of service to private or extramural funding agencies; attendance at professional meetings and conferences; leadership positions held in professional associations; time spent on fulfilling professional service obligations; professionalism and dependability demonstrated in performing activities; professional recognitions; organization of professional conferences, symposia, and the like; sessions moderated that contribute to the profession.

#### **Level 1: Tenure & Promotion to Associate Professor**

Leadership of at least **one** major department committee and membership on and contribution to work of several other department committees.

Active participation in the governance and affairs of the Department.

Membership on several college and university committees, and participation in college and university programs.

Service to the field: Participation in at least **one** state or national professional organization (e.g., organizing scholarly conferences, participating in the governance of professional associations and service on association committees), external examining for dissertations and programs.

Participation in external community service (e.g., public forums, expert testimony, consulting and other non-compensated professional services to the community).

#### **Level 2: Associate Professor to Professor**

Leadership of several department committees and program initiatives since promotion to associate professor.

Active participation in the mentoring of junior faculty and GAs.

Significant college/university service (e.g., offices held).

Service to the field: Leadership role in national and/or state professional organizations (e.g., coordinating scholarly conferences, editorship of professional journals), refereeing for journals and grant agencies, and evaluating manuscripts for university and commercial presses, among other

service activities.

Continuing participation in external community service.

In addition to the foregoing, a candidate may submit and request that the Department consider any other evidence of achievement in service that is appropriate to his/her specific case. The question to be considered by the Department in evaluating service is this: Is the faculty member's performance in service consistent with the general standards for merit, contract renewal, promotion, or tenure as described in University governance documents and as specified by the Department?

**VI. Application**

For faculty appointments commencing on or after January 1, 2007, these policies shall apply. For faculty appointments commencing before that date, these policies shall not apply to the tenure decision or to the next promotion decision, unless the faculty member consents to their application, but will apply to any subsequent promotion decision regardless of the consent of the faculty member.

Approved by the ~~Department of Ethnic Studies~~

Chair [Signature] Date 8/17/06

Reviewed by the Dean [Signature] Date 8-23-06

concur  do not concur for the following reason(s): \_\_\_\_\_

Reviewed by the Provost/VPAA [Signature] Date 11-76

concur  do not concur for the following reason(s): \_\_\_\_\_

*This document was approved by the Faculty Senate on April 15, 1997.*