

Departmental Bylaws

**Department of Biology, Geology, and Environmental Science
University of Tennessee at Chattanooga**

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I. INTRODUCTION

The Department of Biology, Geology, and Environmental Science ("BGE" or "Department") has established these bylaws ("Bylaws") that serve to mediate fair understanding of procedures and policies among faculty and staff at the University of Tennessee at Chattanooga ("UTC"). Our unified department maintains and promotes disciplinary identities and strengths in the areas of Biology, Geology and Environmental Science. These Bylaws govern the Department within the College of Arts and Sciences ("CAS") at UTC. If any policy or procedure in these Bylaws should be found to conflict with policies or procedures of (1) CAS, (2) UTC, or (3) the University of Tennessee Board of Trustees, the higher level policies and procedures shall take precedence.

II. DEPARTMENTAL MEETINGS, VOTING, AND MEMBERSHIP

A. Frequency of Meetings

Departmental faculty and staff meet approximately biweekly during fall and spring semesters. The Department Head may cancel meetings if there is no business or may schedule additional meetings if needed.

B. Voting Procedures

1. Voting will typically take place during departmental meetings.
2. At least two-thirds (>67%) of the voting membership shall constitute a quorum.
3. A majority vote (>50%) by a quorum will be sufficient to carry a measure.
4. When necessary due to time constraints and/or upcoming CAS or University deadlines, the Department Head and/or faculty may allow proxy voting or electronic voting, except where prohibited by University policy. Circumstances under which proxy or electronic voting may be allowed include:
 - a. A faculty member is unable to attend a meeting.
 - b. An issue was discussed at a faculty meeting, but no vote was taken because additional information is needed.
 - c. An issue that requires a response arises when classes are not in session.
 - d. A majority of faculty have met face-to-face and discussed the issue.
 - e. Circumstances make it impossible or inconvenient to meet.
 - f. There is nothing to be gained by meeting in person.
 - g. Issues that do not require a vote by the full faculty (e.g., departmental committees).
5. For matters for which University policy requires that an anonymous vote be taken, votes shall be cast anonymously by written ballot.
6. Notwithstanding any provision in this Section I. to the contrary, the membership and voting procedure requirements applicable to the departmental Reappointment, Tenure and Promotion (RTP) Committee under the Faculty Handbook apply.

C. Voting Membership

1. Tenured faculty, tenure-track faculty, full-time non-tenure-track faculty, faculty associates, laboratory coordinators, and professional advisors may vote on curricular issues, degree requirements, programs, bylaws, annual performance review standards, scholarships and awards, allocation of resources, hiring, etc.
2. Tenured faculty may vote on issues related to termination of tenured faculty for adequate cause, promotion, tenure, and reappointment (when necessary) of tenure-track faculty and non-tenure-track faculty if assigned to the Non-Tenure-Track Reappointment and Promotion Committee (NTTRP). Only tenured faculty holding at least the rank to which a tenure-track candidate seeks promotion are eligible to consider an applicant's request.
3. Lecturer faculty holding the rank of Associate Lecturer, Senior Lecturer or Distinguished Lecturer and tenured faculty serving on the NTTRP Committee may vote on issues related to promotion of non-tenure-track faculty. Only lecturers holding at least the rank to which a candidate seeks promotion are eligible to consider an applicant's request. The NTTRP Committee will consist of all Lecturer faculty holding the rank of Associate-, Senior- or Distinguished Lecturer and two tenured faculty, one appointed by the Department Head and another appointed by the co-chairs of the RTP Committee. The chair of the NTTRP Committee will be a Senior or Distinguished Lecturer appointed by the Department Head.
4. Phased retirement faculty, retired faculty, and part-time faculty do not have voting rights, but they are welcome to attend meetings and are invited to participate in an advisory capacity.
5. Temporary suspension of a voting procedure or membership policy must be supported by at least three-fourths (>75%) of the voting membership.

D. Adoption and Amendment of Departmental Bylaws

Adoption and amendment of these Bylaws requires a vote to adopt/amend by at least two-thirds (>67%) of a quorum of the voting membership. The normal departmental voting requirements of a simple majority (>50%) of a quorum of the voting membership do not apply to votes to adopt or amend these Bylaws. Amendments to these Bylaws will become effective only upon approval of the CAS Dean and Provost.

E Curricular and Key Programmatic Changes

Prior to open department discussion and voting on curricular changes, the faculty who have expertise in the relevant discipline will be given an opportunity to provide input on the proposal at hand. After that, the discussion will be opened up to the full Department and motions can be made.

Curriculum proposals for courses and/or major program changes that are exclusively of consequence to that program and do not affect other programs in the Department must receive a majority of votes by the faculty in that discipline. The results of that vote will be presented as an information item to the department faculty.

III. DEPARTMENTAL COMMITTEES

The Department has multiple standing committees and creates ad hoc committees as needed. Each year, the Department Head requests committee preferences and then assigns faculty to committees and identifies committee chairs – except for the Reappointment, Tenure, and Promotion (RTP) Committee, which consists of all tenured Departmental faculty members except the Department Head and whose chair is elected by members of the RTP Committee.

A. Standing Committees

Currently, the Department has 22 standing committees (described in the following table).

Committee	Purpose of committee
AIPG Committee	Maintains relationships and coordinates activities with student group American Institute of Professional Geologists (AIPG)
Assessment and Retention	Develops annual outcomes and compiles annual assessment reports for BGE's four academic programs
Curriculum Planning	Develops and monitors undergraduate and graduate curricula; assists faculty in the preparation of curriculum proposals; advises the Department on curriculum proposals
Departmental Honors Committee	Sets guidelines for and manages review of departmental honors thesis proposals
Development	Manages fundraising initiatives and development activities in coordination with relevant UTC offices
EDGE Advisory	Maintains relationships and coordinates activities with student environmental group EDGE
Equipment	Assesses current and future equipment needs and develops short- and long-range priority lists
Field Station	Oversees use, maintenance, and development of field stations
Geology Club	Maintains relationships and coordinates activities with Geology Club student group
Graduate	Makes decisions regarding admission to the MS Environmental Science program; makes recommendations to full BGE faculty concerning curriculum, policies, and procedures
Hiring Planning	Assesses existing and future needs to hire departmental faculty and staff; recommends discipline-specific hires to sustain and improve BGE programs
Natural History Museum	Oversees use, maintenance, and improvement of museum collections of plants, fungi, and animals
Newsletter and Public Relations	Develops and coordinates BGE newsletter and organizes public relations activities of the Department
Non-Tenure-Track Reappointment and Promotion Committee	Reviews NTT faculty portfolios and makes recommendations for reappointment and promotion. Composed of two tenured representatives and all Associate, Senior and Distinguished Lecturers
Pre-Professional Advisory	Advises pre-professional students; arranges recruitment visits; keeps records concerning student acceptance rates

Reappointment, Tenure, and Promotion	Reviews faculty dossiers and makes recommendations for reappointment, tenure, and promotion. Composed of all tenured faculty members, except the Department Head
Schedule	Schedules classes; develops and implements procedures for ensuring BGE's instructional effort is equitably divided
Space Planning	Assesses current and future space needs of BGE; recommends allocation of space for Department
Strategic Plan	Develops, revises, and leads assessment of BGE Strategic Plan
Student Awards & Relations	Recommends students for annual awards, scholarships, and recognition; develops faculty-student events that connect students to the Department
Tri-Beta Advisory	Maintains relationships and coordinates activities of Department's honor society, Beta Beta, Beta
Wildlife Zoology Club	Maintains relationships and coordinates activities with student wildlife group
WINS	Maintains relationships and coordinates activities with Women in the Natural Sciences (WINS) student group

B. Ad hoc Committees

The Department Head may create ad hoc committees as needed, and assign faculty to serve on these committees. The Department Head will consider faculty work load, interest, and expertise when making ad hoc committee assignments.

IV. HIRING

All BGE search committees must follow all applicable procedures and requirements of CAS, the Office of Equity and Inclusion (OEI), the Faculty Handbook, Human Resources, the University, and the University of Tennessee System.

A. Faculty Searches

1. Search Committee Composition

Faculty search committees are established by the Department Head, subject to the following principles: (1) all or some members of the committee will have substantive knowledge of the discipline that the position involves; and (2) the committee will be diverse to the extent possible with regard to factors such as rank, gender, ethnicity, and race. Search committees are normally composed of faculty in BGE; however, an outside person might be added to the committee if the Department Head and faculty believe it would enhance the ability of the committee to assess candidate qualifications. Faculty members not assigned to the search committee are welcome to participate in the review of applicants.

2. Search Procedures

Initial candidate evaluations and virtual interviews are conducted by the search committee. The full Department will have the opportunity to: (1) provide input regarding candidates who are selected for on-campus interviews; (2) participate in on-campus interviews; and (3) provide input into the final ranking of candidates recommended for hiring.

Appointments to tenure-track positions should satisfy relevant Faculty Handbook criteria for appointment to faculty rank (Section 3.2.1 of Faculty Handbook) and criteria in these Bylaws for tenure and promotion.

B. Department Head Searches

1. Department Head Search Committee Composition

Department head search committees are established by the CAS Dean with the advice and input of BGE, subject to the following principles: (1) committee will be composed primarily of faculty from the Department; (2) committee will be diverse to the extent possible with regard to rank, gender, ethnicity, and race; and (3) committee will include a sitting or former head of another department that is acceptable to the CAS Dean.

2. Department Head Search Procedures

The Department Head is supervised and evaluated by the CAS Dean. Therefore, the CAS Dean takes an enhanced role in determining the search process and selection and appointment of the Department Head, and specific procedures for department head searches are determined by the CAS Dean and upper-level administrators. Regardless of

the specific process, a successful candidate must have strong support of both the CAS Dean and BGE faculty and staff. These requirements apply to external and internal department head searches.

C. Staff Searches

1. Staff Search Committee Composition

Staff search committees are established by the Department Head, subject to the following principles: (1) the committee will include departmental administrators and staff with substantive knowledge of the duties of the staff position; (2) the committee will include at least one regular faculty member; and (3) the committee will be diverse to the extent possible with regard to rank, gender, ethnicity, and race. The Department Head typically serves as chair of staff search committees.

2. Staff Search Procedures

Candidate evaluations, interviews, and final recommendations for hiring are made by the search committee. The search committee will keep the faculty informed of its progress during the search.

V. PEER MENTORING

A. Peer Review of Faculty Instruction

The Department's peer review of instruction program is intended to assist new tenure-track and non-tenure-track faculty in improving the quality of their teaching. Two (2) members of the RTP Committee will observe a lecture and a laboratory (where applicable) of each faculty member every semester until all regular course preparations have been evaluated or for a minimum of two years. Each evaluator submits a written report (BGE Peer Evaluation of Instruction Form) to the faculty member for each lecture and each lab reviewed. The report is included in the faculty member's yearly evaluation materials (i.e. with their EDO Performance Report), as well as in the tenure and promotion materials for tenure-track faculty.

B. Peer Mentoring of New Faculty

All new tenure-track and non-tenure-track faculty members will be assigned a faculty mentor. The duties of the mentor are to answer questions and provide guidance on a range of topics including professional development, teaching effectiveness, departmental issues, and RTP procedures. The Department Head will inform new faculty members of their mentor assignment in writing no later than the second week of their first semester at UTC. The faculty member has the right to request, in writing, a new faculty mentor.

VI. REAPPOINTMENT, PROMOTION, AND TENURE OF TENURE-TRACK FACULTY AND EDO EVALUATIONS OF FULL-TIME FACULTY

The UTC Faculty Handbook and CAS Bylaws address faculty reappointment, tenure, promotion, and annual evaluation. Generally, faculty performance is evaluated within the Department by two distinct but complimentary processes: (1) review by tenured faculty serving on the RTP Committee and review by the Department Head; and (2) review by annual EDO by the faculty member and Department Head.

RTP Committee discussions and deliberations of departmental colleagues are confidential and should be treated as such. That is, RTP Committee discussions and deliberations of candidates must not be shared with anyone outside of the RTP Committee members who actively participated in the candidate's review, including sharing information with candidates. If the committee decides it is necessary to communicate with a faculty member concerning his or her candidacy, the communication should be done by the RTP Committee chair(s).

These Bylaws: (1) expand upon Faculty Handbook and CAS criteria for reappointment, tenure, and promotion of tenure-track faculty; (2) include criteria and a process for reappointment of non-tenure-track faculty; and (3) address the annual EDO review, which is required for all full-time faculty members, regardless of appointment classification.

A. Reappointment, Tenure, and Promotion of Tenure-Track Faculty

1. Standard Format for RTP Folder and Dossier for Tenure-Track Faculty

RTP Folder – The RTP folder consists of a folder that contains the “UTC Reappointment Folder Checklist” (for annual reappointment) or the “UTC Tenure/Promotion Folder Checklist” (for promotion and/or tenure) followed in order by the materials identified in the checklist.

Dossier – The dossier is a comprehensive collection of materials that document faculty activities and accomplishments in all areas of faculty responsibility. The UTC Faculty Handbook contains the following language concerning the dossier:

All tenure candidates must prepare and submit a tenure dossier, which will be reviewed and inform the recommendations made at each stage of the tenure review process. The dossier is standard to the extent that it describes the way in which the candidate has met each of the respective criteria for tenure as listed in this Handbook. The departmental bylaws shall contain a statement of the required contents of the tenure dossier that is consistent with the Faculty Handbook and with applicable college bylaws, unless the dean and the Provost have approved the department's application of tenure dossier requirements established in college bylaws.

The dossier should include a preface that must contain a Curriculum Vita (CV) describing the candidate's education and experience (both prior to coming to UTC and while at UTC) and a one-page executive summary of

the same. In addition, the preface to the dossier may contain a summary of the candidate's EDO evaluations. The dossier should be divided into the three distinct components based on the three performance areas outlined in the EDO: (1) teaching and advising; (2) research, scholarship and creative activities; and (3) professional service to the University, profession, and community. The respective components of the dossier should include all documentation for and evidence of activities related to, respectively, the teaching, research, and service in which the candidate has engaged since the candidate's initial appointment at UTC. A teaching philosophy and a record of Student Ratings of Faculty for the candidate must be included in the dossier. Other materials should be included at the discretion of the candidate, and, if possible, on the advice of the departmental RTP Committee. The departmental bylaws shall set forth information pertaining to appropriate activities of faculty members in the academic department for each of the three areas of professional responsibility.

These Bylaws expands the minimum dossier requirements of tenure-track faculty under the UTC Faculty Handbook. First, all probationary tenure-track faculty applying for reappointment should submit both the RTP Folder and a dossier annually. Within the Department, these documents will be reviewed by the RTP Committee and the Department Head (discussed below under "Reappointment"). Second, the Department expands the required content of tenure-track faculty dossiers, which shall contain, at a minimum, the following elements/sections and be arranged in the following order:

- (1) Brief cover letter addressed to departmental RTP Committee;
- (2) Title page including faculty name, rank, and date of dossier submission;
- (3) Table of contents;
- (4) One-page narrative of accomplishments;
- (5) Updated CV;
- (6) Summary of EDO evaluations;
- (7) Teaching and Advising section including:
 - a. Summary of courses taught
 - b. Student teaching evaluations
 - c. Candidate commentary on student evaluations
 - d. Peer-teaching evaluations (for tenure and promotion to Associate Professor)
 - e. Candidate commentary on peer-teaching evaluations
 - f. Discussion of student advising activities

- g. Discussion of student research mentoring;
- (8) Research, Scholarship, and Creative Activities section including (listings of most recent to oldest works):
- a. Peer-reviewed publications
 - b. Book chapter or book publications
 - c. Non-peer-reviewed publications
 - d. Technical reports submitted (e.g., final reports for research grants)
 - e. Invited oral presentations at conferences, other universities, etc.
 - f. Oral/poster presentations at professional conferences
 - g. External and internal grants/contracts awarded
 - h. External and internal grants/contracts pending or declined;
- (9) Professional Service section including record of:
- a. Service to Department or University
 - b. Professional service to one's discipline
 - c. Public service to the community;
- (10) Collegiality statement and evidence demonstrating candidate's ability to relate effectively to students and professional colleagues.

2. Reappointment of Tenure-Track Faculty

The UTC Faculty Handbook contains the following language concerning the reappointment review process of probationary, tenure-track faculty:

In each year of the tenure-track faculty member's probationary period in which the faculty member is subject to consideration for reappointment, the department head is responsible for the careful evaluation of the faculty member in determining whether to recommend reappointment of the faculty member for the following year. Departments may elect to require that the departmental RTP Committee perform the initial evaluation and recommendation on reappointment in each year of the faculty member's probationary period and provide such recommendation to the department head. To the extent a department elects to do so, the department must include such a requirement in its departmental bylaws.

In order to provide probationary tenure-track faculty members with regular, constructive feedback from the RTP Committee, the RTP Committee will

perform the initial evaluation and recommendation regarding reappointment in each year of the faculty member's probationary period. As such, tenure-track faculty applying for reappointment should submit both the RTP Folder and a dossier annually. Within the Department, these documents will be reviewed by the RTP Committee and the Department head. Specifically, the RTP Committee will review and evaluate the faculty member's progress towards tenure and provide the Department Head with a written evaluation of the faculty member's progress toward tenure and include a recommendation for or against reappointment. Upon receipt of the RTP Committee's evaluation, the Department Head will conduct an independent review of the reappointment documents and submit his or her written recommendation for or against reappointment to the CAS Dean along with the RTP Committee's evaluation and recommendation. The reappointment review otherwise follows the process at the CAS Dean and Provost levels described under Section 3.7.1. of the UTC Faculty Handbook.

In a tenure-track faculty member's mid-probationary review year (i.e., typically the third year of the probationary period), the RTP Committee shall conduct a full review and evaluation (Enhanced Tenure-Track Review or ETTR) of the faculty member's progress towards tenure. The RTP Committee shall provide to the Department Head a written report that will contain a list of the participating tenured faculty members; suggestions for enhancing the faculty member's progress toward tenure; the majority and minority report, if applicable; the summary anonymous vote on whether the faculty member is progressing satisfactorily toward the grant of tenure; and a recommendation for or against reappointment. Upon receipt of the RTP Committee's report, the Department Head will present and discuss with the faculty member the RTP Committee's report, as well as the Department Head's own written assessment, and develop a plan to address suggested enhancement from the RTP Committee. Copies of the ETTR documents will be given to the faculty member.

After meeting with the faculty member, the Department Head shall submit his or her written recommendation for or against reappointment to the CAS Dean along with the RTP Committee's report and recommendation. The reappointment review for the faculty member's mid-probationary review year otherwise follows the process at the CAS Dean and Provost levels described under Section 3.7.1. of the UTC Faculty Handbook.

3. Tenure and Promotion of Tenure-Track Faculty

The UTC Faculty Handbook provides the following guidelines regarding tenure:

The criteria for appointment and reappointment reflect the basic elements for tenure consideration; however, a positive recommendation for tenure requires demonstrated excellence in performance. Expectations necessarily vary within the respective disciplines of faculty members and in light of the

differing ranks of faculty members. The natures of disciplines are such that they emphasize differing levels of performance and differing mixes and types of research and service. Consequently, the tenured faculty members in the disciplines in which tenure-track faculty members work will recommend the standards, degrees of emphasis, and the appropriate types of research and service required for tenure. The individual standards and criteria for tenure for each academic department must be explicitly laid out in the bylaws of the academic department.

A faculty member, at a minimum, must meet the following criteria necessary for the rank of Associate Professor in order to be granted tenure:

- (1) have a doctorate degree or other terminal degree in his or her discipline or present equivalent training and experience;
- (2) have achieved a reputation as an accomplished teacher;
- (3) have achieved a good record in research, scholarly, or creative activities;
- (4) have an established record of effective participation in professional activities other than teaching and research;
- (5) have demonstrated ability to relate appropriately to students and professional colleagues; and
- (6) have demonstrated excellence in at least one of the three areas of responsibility (i.e., teaching, service, and research) required for full-time faculty status.

An academic department may also establish more specific criteria for tenure in that academic department, subject to the approval of the dean and Provost. After approval by the dean and Provost, the specific criteria for tenure of an academic department shall be published in the bylaws of the academic department. The specific tenure criteria for an academic department shall include and be consistent with the criteria stated in Board policy and the Faculty Handbook as well as any criteria established by the college within which the academic department resides.

The UTC Faculty Handbook provides the following guidelines regarding promotion:

Promotion is recognition of promise and a sign of confidence that a faculty member is capable of greater accomplishments and of assuming greater

responsibilities within UTC. The policy of UTC is to make promotion decisions objectively, equitably, impartially and strictly on the basis of merit.

At UTC, promotion is usually tied to tenure for tenure-track faculty members, as application for tenure is usually linked to application for promotion from the rank of Assistant Professor to the rank of Associate Professor. A tenure-track faculty member at the rank of Assistant Professor must be granted tenure in order to be promoted to the rank of Associate Professor. A tenure-track faculty member initially appointed at the rank of Associate Professor or higher may be granted tenure without receiving a promotion.

Faculty members who wish to be promoted should meet the expectations of the new rank as outlined in the criteria for appointment to rank.

Regarding the rank of Professor, the UTC Faculty Handbook notes the following:

A Professor is expected to:

- (1) have a doctorate degree or other terminal degree in his or her discipline or present equivalent training and experience;
- (2) have achieved and maintained a reputation as an accomplished teacher;
- (3) have achieved and maintained a significant record in research, scholarly or creative activities;
- (4) have achieved and maintained a significant record of effective participation in professional activities other than teaching and research;
- (5) have demonstrated an ongoing ability to relate appropriately to students and professional colleagues; and
- (6) have demonstrated excellence in at least two of the three areas of responsibility (i.e., teaching, service, and research) required for full-time faculty status.

In BGE, we value the diverse strengths of our faculty and the varied needs of our programs. We therefore recognize that faculty in BGE will differ in their work assignments and the relative amount of professional effort devoted to teaching, research, and service. Thus, when evaluating faculty for tenure and/or promotion, the RTP Committee and Department Head shall consider a faculty member's teaching, research, and service assignments. Faculty members should document or describe their relative teaching, research, and service

assignments in their dossier and in their annual EDO reports. For example, BGE faculty who teach more than three (3) preparations, more than ten (10) contact hours, and/or at least double the Delaware norm for student credit hours in a given semester (fall or spring), would be considered as having a higher than average teaching load. Faculty who have higher than average teaching or service assignments should describe their allocation of effort to teaching, research, and service in relation to their work assignments. Likewise, faculty who have lower than average teaching or service assignments (e.g., due to release or reassignment related to grant or publication preparation, managing grants, administrative appointments, teaching and learning fellowships, leaves) should also describe their allocation of effort to teaching, research, and service in relation to their work assignments.

In order to align Departmental and UTC policy, BGE focuses its tenure and promotion evaluations on the following areas: (1) teaching, advising, and mentoring; (2) research/scholarly; (3) service; and (4) collegiality. The tenure and promotion criteria are defined below. As mentioned in the UTC Faculty handbook, a faculty member applying for tenure and promotion to Associate Professor, at a minimum, must have demonstrated excellence in at least one of the three areas of responsibility (i.e., teaching, service, research). A faculty member applying for promotion to Professor, at a minimum, must have demonstrated excellence in at least two of the three areas of responsibility (i.e., teaching, service, research). All faculty applying for tenure or promotion are also expected to have demonstrated collegiality while at UTC. In BGE, faculty are eligible to be promoted to Professor after serving as an Associate Professor for a minimum of five (5) years; that is, faculty in BGE can apply for promotion to Professor while in their fifth year as an Associate Professor in order to be promoted to Professor six years following promotion to Associate Professor.

- a. Teaching, Advising, and Mentoring** – In BGE, evidence of having “achieved a reputation as an accomplished teacher” means the candidate must become an effective teacher at UTC. In BGE, having “achieved and maintained a reputation as an accomplished teacher” means that the candidate has an established and respected reputation as an effective teacher at UTC. BGE considers faculty performance in the classroom, student advising, and research mentoring in the evaluation of teaching performance.

Teaching – A faculty member, at a minimum, must meet the following teaching requirements to be considered for tenure and/or promotion:

- (i) Student evaluation results with median scores of 5.0 or greater for all Course Content and Delivery and Course Instruction questions (scale of 0-7 with 7 being best) on average during the three (3) years prior to tenure consideration.
- (ii) A majority of peer-evaluation ratings of “very good” or “excellent” during the

last two semesters of peer evaluations.

- (iii) Evidence of responding positively to reasonable criticisms offered through student and peer evaluations, by showing a willingness to change and improve.

To demonstrate excellence in teaching, a candidate for tenure and/or promotion must also provide additional evidence of teaching commitment and success. Evidence of excellence in teaching can be demonstrated by some combination of the following: regular student teaching evaluations with median scores greater than six (6); nomination and/or receipt of teaching awards; high quality teaching materials; evidence of updating and developing new courses; unsolicited positive feedback from former students; use or development of innovative teaching methods (e.g., flipped classrooms; experiential learning; recitation section); participation in teaching development workshops or fellowships; authorship on lab manuals; authorship on a textbook; other comparable activities.

Candidates applying for promotion to Professor must also provide evidence demonstrating that they have maintained an established and respected reputation as a teacher.

Advising – A faculty member, at a minimum, must meet the following advising requirements to be considered for tenure and/or promotion:

- (i) Offering sufficient opportunities for student advising, based on CAS and Departmental expectations for availability.
- (ii) A record of maintaining regular, posted office hours.

To demonstrate excellence in advising, a candidate for tenure and/or promotion must also provide additional evidence of advising commitment and success. Evidence of excellence in advising can be demonstrated by some combination of the following: service on advising-related committees; nomination or receipt of CAS, University, or external advising award(s); other comparable activities.

Research Mentoring – A faculty member, at a minimum, must meet the following research mentoring requirements to be considered for tenure and/or promotion:

- (i) Meaningful involvement of an average of one (1) undergraduate or graduate student in research per semester after the first year of employment at UTC. This may include any student participating in an independent study/research course (BIOL/ESC/GEOL 4995, 4997, 4998; GEOL 4800, 4900; ESC 5997, 5998, 5999) and/or involved in the experimental design, collection of data, analysis or manuscript preparation, or curatorial/data archiving work.
- (ii) Complete at least three (3) of the following activities: serving as committee chair for an undergraduate honors student or a graduate student; serving as a committee member for an undergraduate honors student or a graduate student; sponsoring student presentations at meetings; sponsoring grant proposal

submissions by students; awards for faculty sponsored student presentations at meetings; student publications in student or in regional, national or international peer reviewed journals; supervising additional students in meaningful research activities beyond the minimum listed above; other comparable activities.

To demonstrate excellence in research mentoring, a candidate for tenure and/or promotion must also provide additional evidence of research mentoring commitment and success. Evidence of excellence in research mentoring can be demonstrated by some combination of the following: meaningful involvement of an average of more than one undergraduate or graduate student in research per semester; completing more than the minimum number of activities listed above; other activities that reflect excellence in research mentoring.

b. Research and Scholarly Competence -- In BGE, evidence of having “achieved a good record in research, scholarly, or creative activities” means the tenure and promotion candidate must establish an independent and externally recognized research program that involves students at UTC. In BGE, having “achieved and maintained a good record in research, scholarly, or creative activities” means the promotion candidate has established an independent and nationally or internationally recognized research program that involves students at UTC. To be considered for tenure and/or promotion, at a minimum, the following criteria must be met:

- (i) Ongoing research activity: A candidate for tenure and/or promotion must provide evidence of ongoing and productive research activity. The Department values and encourages collaboration. However, all candidates for tenure and/or promotion must develop and successfully lead their own research program, regardless of whether their research program involves collaboration.
- (ii) Three (3) full-length peer-reviewed original research papers published in discipline-appropriate journals (i.e., journals related to the candidate’s area of expertise) and/or maps published by a government agency. One paper or map may be in press at the time of the candidate’s review. For papers, at least one (1) must be published in a national or international journal. A peer-reviewed book chapter may be substituted for one of the three required papers or maps.
- (iii) Externally-funded research grant submissions. A candidate for tenure and/or promotion should be lead PI or co-PI on at least two externally submitted grant pre-proposals or full proposals. If co-PI, a substantial portion of the grant activities and budget must focus on the candidate’s research program. Note: funding of these grants is not a minimum requirement for tenure or promotion consideration.
- (iv) Three (3) presentations given by the tenure or promotion candidate at professional meetings or institutions other than UTC, one of which must be national or international, if funding is available.

To demonstrate excellence in research, a candidate for tenure and/or promotion must also provide additional evidence of research commitment and success. Evidence of

excellence in research can be demonstrated by some combination of the following: presentations at a conference or academic institution other than UTC beyond the minimum requirement stated above; peer-reviewed full-length publications in discipline-appropriate journals, peer-reviewed maps published by a government agency, and/or book chapters in a research book or volume beyond the minimum requirement stated above; editor or co-editor of a scholarly book (not professional editing for service) or an invited special feature or proceedings in a peer-reviewed journal; author or co-author of a research-based book (does not include lab manuals); book review in a peer-reviewed journal; PI on a funded grant from an in-house (intramural) competition (e.g. Faculty Development Grant); author of short publication in a regional, national or international journal (e.g., research note, short commentary, or species list); plenary presentations at scientific conferences; PI or co-PI on a funded research grant; peer-reviewed conference proceedings; other examples of scholarly productivity (e.g. technical report of a finished research project submitted to a granting agency).

When demonstrating excellence in research, it is the candidate's responsibility to provide evidence of the level of quality, effort, peer review, and potential impact of the activities listed above to the RTP Committee and Department Head. Candidates applying for promotion to Professor must additionally describe and provide evidence that they have achieved a national or international reputation as a scholar in their field.

The Department recognizes that some faculty members may have relatively large teaching or service assignments that affect their ability to be research active. Thus, it is important that the Department allow for some flexibility in tenure and promotion expectations for research. The Department will consider the following alternatives to the stated minimum requirements for research above:

- (i) Tenure-track faculty members with higher than average teaching or service loads (e.g., >10 contact hours, >3 preps per semester, and/or more than double the Delaware norm for student credit hours or large administrative assignments) will not be deemed ineligible for tenure or promotion if they fail to meet the minimum requirements outlined above.
 - (ii) A tenure-track faculty member who does not seek external funding to sustain a research program can substitute a grant submission with one (1) additional full-length research publication in a peer-reviewed journal or one (1) additional peer-reviewed map published by a government agency (resulting in an expectation of 4 papers or maps).
- c. **Service** – In BGE, having “achieved a significant record of effective participation in professional activities other than teaching and research” or “achieved and maintained a significant record of effective participation in professional activities other than teaching and research” involves providing service that supports the University mission as an engaged metropolitan university and the research mission of the Department. Candidates for tenure and promotion are expected to actively participate in Departmental committees as assigned by the Department Head as well as provide

service to the University, community, and their profession. At a minimum, candidates for tenure and/or promotion should meet the following requirements:

- (i) **Departmental service:** Tenure-track faculty members are expected to actively serve on the Departmental committees that they are assigned to each year; the actual number of committee assignments will depend on Departmental needs and number of faculty in the Department.
- (ii) **University and Discipline-Appropriate Community Service:** Each faculty member will provide service to UTC and the community/region as appropriate given their professional expertise. Candidates for tenure or promotion are expected to participate in a minimum of two (2) University or discipline-appropriate community service activities on average per year. Examples of potential University and community service include, but are not limited to, the following: active participation in university committees; participation in university events; workshops for UTC students; participation in outreach or volunteer programs with community organizations; mentoring of K-12 students, or discipline relevant presentations at local K-12 schools; submission of grants for community/university service activities; serving as a judge for school, local and regional science fairs; participation in outreach or volunteer programs associated with local schools; other comparable activities.
- (iii) **Professional Service:** Candidates for tenure or promotion are expected to participate in a minimum of two (2) professional activities on average per year. Examples of professional activities include, but are not limited to the following: participation in professional organizations; membership on a committee or leadership for a professional organization; leadership position in a student (e.g., EDGE) or campus-based scientific organization (e.g., adviser for UTC chapter of Sigma Xi); participation in a professional development activity at a scientific meeting or a regionally or nationally recognized program (e.g., mentoring activity at a professional meeting, attending workshops sponsored by professional organizations, NSF or various regional and national laboratories); reviewer for an academic journal; reviewer for a granting agency; editorial position for an academic journal; host or co-host of a professional meeting or workshop; other comparable examples.

To demonstrate excellence in service, a candidate for tenure and/or promotion must provide additional evidence of service that substantially exceeds the minimum requirements listed above. Additionally, candidates for promotion to Professor are expected to demonstrate leadership in relation to service (e.g., effectively serving as the chair of committees, leading outreach activities, serving on editorial boards, successfully holding an administrative appointment) to demonstrate excellence in service.

- d. Collegiality** -- This criterion expands upon the UTC Handbook criterion requiring “demonstrated ability to relate appropriately to students and professional colleagues”.

In BGE, collegiality consists of a shared decision making process and a set of values which regards members of the Department and other University constituencies as essential for the success of the Department, CAS and University. Central to collegiality is the foundation of academic freedom – the respect for differing opinions and points of view – which welcomes diversity and actively sponsors its opinions. Collegiality between faculty and staff, regardless of rank or status, incorporates mutual respect for similarities and for differences in background, expertise, judgments, assignment responsibilities and visions for the department. Collegiality also consists of an ability to relate with students and a respect for similar and different opinions of students.

In BGE, the candidate for tenure and promotion must be a good citizen of the Department, CAS and University, must interact in a collegial and professional manner with colleagues, staff and students, and must serve as a good role model for students and a good representative of UTC. In turn, members of the RTP Committee are expected to be collegial to candidates for tenure and promotion and promote an environment in which different forms of collegiality can be expressed freely. The department supports a vision that differing viewpoints are valuable and essential to promoting academic freedom.

BGE policy conforms with the CAS vision that collegiality (or the lack thereof) impacts the assessment of performance. For this reason, the departmental faculty is mindful of the statement on collegiality in the CAS Bylaws.

The Department will assess collegiality based on:

- (i) Evaluation of the candidate's Statement of Collegiality in tenure/promotion documents.
- (ii) Evidence that a candidate receiving criticisms regarding collegiality during an annual review has appropriately responded to those criticisms. In the event that concerns are expressed about a candidate's collegiality, the RTP Committee chair must submit these concerns in writing to the candidate and Department Head as part of the candidate's annual review for reappointment. The candidate should arrange a meeting with the Department Head and/or chair of the RTP Committee to discuss the concerns. The candidate is also encouraged to write a response to written criticisms regarding a perceived lack or absence of collegiality, to be submitted to the RTP Committee chair and Department Head. The candidate should also address how s/he addressed these perceived concerns in his/her subsequent annual review or as part of Statement of Collegiality in a tenure or promotion application.

In BGE, the absence or lack of collegiality is defined as substantial evidence of sustained, intentional actions and statements that are detrimental to or interfere with the teaching, scholarly, and service goals of the Department, CAS, or University as well as the physical or mental well-being of students, faculty, and staff. The absence or lack of collegiality shall not be based on civil disagreements over academic issues or personality conflicts that do not result in disruptions to departmental, college, or

university activities or are not detrimental to the physical or mental well-being of students, faculty, and staff.

4. External Review Process for Promotion and Tenure

The Department adheres to University and CAS external review process for promotion/tenure. Details of these policies and procedures are available on the CAS webpage and in the CAS Bylaws and UTC Faculty Handbook.

5. Departmental Tenure Recommendations

The tenure review process set forth in the UTC Faculty Handbook will be followed.

After receiving and reviewing dossiers from each tenure-track faculty member under consideration for tenure, the RTP Committee will hold a preliminary review at which it has an opportunity to request clarifying information from each candidate prior to final consideration and forwarding of recommendations to the Department Head. The RTP Committee's recommendation will be decided upon majority vote (yes or no) of those committee members present and voting. Votes will be cast anonymously. Abstentions are permitted. A quorum of two-thirds (2/3) of the members of the RTP Committee is required for actions to take place. A simple majority ($>1/2$) votes in favor of tenure is necessary to constitute a positive recommendation. The RTP Committee will forward a written recommendation to the Department Head, together with records of the committee membership, attendance at final discussions, and voting results.

After making an independent judgment on the tenure candidacy, the Department Head shall submit a recommendation to the CAS Dean with a written summary explanation of his or her judgment, with a copy provided to the candidate at the same time. If the Department Head's recommendation differs from the recommendation of the RTP Committee, the summary must explain the reasons for the differing judgment, and the Department Head must provide a copy of the summary to the RTP Committee. The RTP Committee may forward a dissenting report to the CAS Dean, with a copy provided to the candidate at the same time.

B. Evaluation and Development by Objectives (EDO)

Evaluation and development by objectives (EDO) occurs annually for all full-time faculty, regardless of appointment classification. EDO requires that each faculty member develop annual Individual Objectives with the advice of the Department Head. At the end of the review period, the faculty member submits an Individual Performance Report Form to the Department Head. The Department Head reviews the Individual Objectives and Individual Performance Report Form and completes an Individual Evaluation Form which includes a determination that the faculty member's performance 1) Meets Expectations for Rank, 2) Needs Improvement for Rank, or is 3) Unsatisfactory for Rank. After reviewing all faculty in the Department, the Department Head then considers recommending faculty for Exceeds Expectations for Rank ratings.

The annual EDO evaluation process and criteria are linked to the long-term efforts toward promotion and/or tenure. While a positive annual reappointment or EDO evaluation for a tenure-track faculty member is usually a reflection of the faculty member's progression toward tenure and promotion and meeting of annual expectations, it is no guarantee that those ultimate decisions will be positive unless the cumulative work over the appropriate period of years meets the expected criteria for tenure/promotion.

An additional review process, called Enhanced Post-Tenure Performance Review (EPPR) Process, is triggered for tenured faculty whose annual review is “Unsatisfactory for Rank” or for faculty who have received two overall annual performance ratings of "Needs Improvement for Rank" during any four consecutive annual performance review cycles. Additional details of EPPR are provided in the UTC Faculty Handbook.

For non-tenure-track faculty, the UTC Faculty Handbook provides the following information regarding evaluation:

“All faculty holding non-tenure-track appointments will be evaluated annually as appropriate to the particular appointment. The department head will evaluate annually all non-tenure-track faculty members holding Teaching, Clinical, or Faculty of Practice appointments within the department. A non-tenure-track faculty member holding a Research appointment will be evaluated by the principal investigator(s) of the research grant or contract, or, if the principal investigator(s) are not able to perform the evaluation, by the department head. Each academic department will be responsible for establishing procedures in the departmental bylaws for the regular review of all non-tenure-track faculty members.

The scope of a non-tenure-track faculty member's evaluation will be determined by the assigned duties specified in the faculty member's appointment letter, and the standards for evaluation should be consistent with the relevant standards of performance for teaching, research, and service as defined at UTC”

The Department will follow the above guidelines regarding the evaluation of non-tenure-track faculty. In addition, when deemed appropriate by the Department Head and CAS Dean, Associate Department Heads in BGE may contribute to the evaluation of non-tenure-track faculty members.

VII. EVALUATIONS OF NON-TENURE-TRACK FACULTY

The UTC Faculty Handbook and CAS Bylaws address non-tenure-track faculty reappointment, promotion, and annual evaluation. Generally, non-tenure-track faculty performance is evaluated within the Department through (1) review by annual EDO by the faculty member, Associate Department Heads and Department Head; (2) reappointment review by the Department Head with optional review by the Non-Tenure-Track Reappointment and Promotion Committee; and (3)

promotion review by the Non-Tenure-Track Reappointment and Promotion Committee and Department Head.

Non-Tenure-Track Reappointment and Promotion Committee discussions and deliberations of departmental colleagues are confidential and should be treated as such. That is, NTTRP Committee discussions and deliberations of candidates must not be shared with anyone outside of the NTTRP Committee members who actively participated in the candidate's review, including sharing information with candidates. If the committee decides it is necessary to communicate with a faculty member concerning his or her candidacy, the communication should be done by the NTTRP Committee chair(s).

A. Reappointment and Promotion

1. Standard Format for Non-Tenure-Track Faculty Reappointment and Promotion Materials

For lecturers seeking optional reappointment evaluation from the NTTRP Committee, a Reappointment Folder should be assembled and provided to the NTTRP Committee at the same time that his/her Individual Performance Report is due. The Reappointment Folder for those on a one-year appointment should consist of the most recent reappointment letter, the EDO evaluation and all student and peer teaching evaluations from the previous academic year. The Reappointment Folder for lecturers on a multi-year appointment should include items from the time of the most recent appointment to the present. For those on a multi-year appointment, reappointment evaluation materials should include the most recent reappointment letter, EDO evaluations, and student and peer evaluations.

For lecturers seeking promotion, a promotion portfolio should be assembled and provided to the NTTRP Committee at the same time that his/her Individual Performance Report is due. The promotion portfolio should be divided into at least three distinct components: (1) teaching and advising; (2) service; (3) collegiality; and if applicable (4) research, scholarship and creative activities. Other materials should be included at the discretion of the candidate, and, if possible, on the advice of the NTTRP Committee. The promotion portfolio shall contain the following elements/sections and be arranged in the following order:

- (1) Title page including faculty name, rank, and date of portfolio submission;
- (2) Table of contents;
- (3) EDO evaluations;
- (4) Teaching and Advising section including:
 - a. Teaching philosophy
 - b. Summary of courses taught for each semester including enrollment
 - c. Student teaching evaluations

- d. Quantitative summary of student teaching evaluations: a tabulation of results of Student Ratings of Faculty
- e. Reflective commentary on student teaching evaluations: a considered response to trends in the student evaluations or legitimate student criticisms and suggestions
- f. Peer-teaching evaluations (if candidate was evaluated by peers within the past 4 years for those seeking promotion to Associate Lecturer and within the past 8 years for those seeking promotion to Senior Lecturer)
- g. Reflective Commentary on peer-teaching evaluations(if candidate was evaluated by peers within the past 4 years for those seeking promotion to Associate Lecturer and within the past 8 years for those seeking promotion to Senior Lecturer): a considered response to trends in the peer evaluations or peer criticisms and suggestions.
- h. Summary of student advising activities: a record of regular advising sessions, letters of recommendation, participation in advisor training, and any other relevant activities
- i. Optional indicators of quality: other evidence of quality teaching (e.g., learning outcome assessments, development of a new or online course, samples of student learning assessments, evidence of student learning, participation in pedagogy training or workshops, etc.) and explanations of how those materials demonstrate effective teaching
- j. Discussion of any other relevant activities, such as student research mentoring

(5) Service section including record of:

- a. Service to Department and University: a record of committee work at department, college, and university levels; participation in faculty senate; record of participation or contribution to the University's programs to enhance diversity, inclusion and/or student learning, and if applicable a description of lab coordination duties and efforts
- b. Professional and public service: a record of membership/participation in professional societies; a record of participation in community affairs as a representative of the University.
- c. Optional indicators of quality: other evidence of quality service

(6) Collegiality statement and evidence demonstrating candidate's ability to relate effectively to students and professional colleagues.

(7) Research, Scholarship, and Creative Activities. This section is not required, but is suggested if the candidate participates in research or other scholarly activities. This section could include (listings of most recent to oldest works):

- a. Peer-reviewed publications
- b. Book chapter or book publications

- c. Non-peer-reviewed publications
- d. Technical reports submitted (e.g., final reports for research grants)
- e. Invited oral presentations at conferences, other universities, etc.
- f. Oral/poster presentations at professional conferences
- g. External and internal grants/contracts awarded
- h. External and internal grants/contracts pending or declined

2. Reappointment of Non-Tenure-Track Faculty

The UTC Faculty Handbook contains the following language concerning the reappointment review process of non-tenure-track faculty:

A non-tenure-track appointment (whatever its duration) may be renewed for a new term pursuant to the reappointment review process described in this section. A non-tenure-track faculty member's reappointment review is combined with his or her annual performance review in the year in which reappointment is under consideration.

The department head is responsible for the careful evaluation of the faculty member in determining whether to recommend reappointment for a new term. Reappointment recommendations will include consideration of available funding and the faculty member's performance. A non-tenure-track appointment may be, by its nature, funding-limited; the compensation amounts for the position may be funded through a grant, contract, or restricted donation, and it may automatically expire when funding lapses.

The department head will make a recommendation regarding reappointment to the dean. The dean will consider the department head's recommendation and make a recommendation regarding reappointment to the Provost. The Provost will consider the recommendation of the dean and make a final decision regarding reappointment.

The Provost shall provide the faculty member notice of his or her decision in writing. If the Provost decides not to reappoint a non-tenure-track faculty member, the Provost, whenever feasible, should give the faculty member at least (a) one month's written notice of termination of the faculty member's employment or (b) salary equivalent to that which would be paid in the event of one month's notice of the termination of the faculty member's employment.

The Department will follow the reappointment review process described above for non-tenure-track faculty members. However, in any year that a non-tenure-track faculty member is applying for reappointment, they may request for the NTTRP Committee to provide the initial evaluation for reappointment. Upon such a request, the NTTRP

Committee will review and evaluate the faculty member's performance during the previous appointment period and provide the Department Head with a written evaluation of the faculty member's performance and include a recommendation for or against reappointment. Upon receipt of the NTTRP Committee's evaluation, the Department head will conduct an independent review of the reappointment documents and submit his or her written recommendation for or against reappointment to the CAS Dean along with the NTTRP Committee's evaluation and recommendation.

The evaluation and recommendation regarding reappointment of non-tenure-track faculty members will focus on the annual review materials for that faculty member. Non-tenure-track faculty members applying for reappointment are also welcome to provide additional evidence of excellence in teaching, research and service at their discretion. If additional materials are provided, the NTTRP Committee, when applicable, and the Department Head will consider these additional materials in the evaluation and recommendation regarding reappointment.

3. Promotion of Non-Tenure-Track Faculty

The UTC Faculty Handbook contains the following language concerning the promotion of non-tenure-track faculty:

Each academic department shall establish the criteria and process for evaluating applications for promotion of departmental faculty members holding Teaching appointments, subject to the approval of the dean and Provost. The departmental criteria and process for evaluating promotion decisions shall be consistent with this Faculty Handbook and any criteria established by the college within which the department resides and shall be published in the departmental bylaws.

The CAS Bylaws contain the following criteria for promotion of NTT faculty:

A Lecturer, at a minimum, must meet the following criteria necessary for rank of Associate Lecturer in order for promotion to be granted:

1. have a graduate level degree in his or her discipline or present equivalent training and experience;
2. have achieved a reputation as an accomplished teacher (with a minimum of 4 years at rank of Lecturer or equivalent);
3. have an established record of effective participation in professional activities other than teaching
4. have demonstrated ability to relate appropriately to students and professional colleagues.

An Associate Lecturer, at a minimum, must meet the following criteria necessary for rank of Senior Lecturer in order for promotion to be granted:

1. have a graduate level degree in his or her discipline or present equivalent training and experience;
2. have achieved and maintained a reputation as an accomplished teacher (with a minimum of 8 years at rank of Associate Lecturer or equivalent);
3. have an established record of effective participation in professional activities other than teaching;
4. have demonstrated ability to relate appropriately to students and professional colleagues.

In BGE, we value the diverse strengths of our faculty and the varied needs of our programs. We therefore recognize that non-tenure-track faculty in BGE will differ in their work assignments and the relative amount of professional effort devoted to teaching and service. Thus, when evaluating non-tenure-track faculty for promotion, the NTTRP Committee and Department Head shall consider a non-tenure-track faculty member's teaching and advising and service assignments and other optional indicators of quality provided by the lecturer. Faculty members should document or describe their relative teaching and advising, service, and research (if applicable) assignments in their promotion portfolio and in their annual EDO reports. Non-tenure-track faculty who have higher than average teaching or service assignments should describe their allocation of effort to teaching, research, and service in relation to their work assignments.

BGE focuses its non-tenure-track faculty promotion criteria on the following areas: (1) teaching and advising; (2) service; (3) collegiality; and if applicable (4) research and scholarly competence. The non-tenure-track promotion criteria are defined below.

a. Teaching and Advising – In order to align Departmental and UTC policy, BGE considers faculty performance in the classroom and student advising in the evaluation of lecturer teaching performance. In BGE, evidence of having “achieved a reputation as an accomplished teacher” means the candidate must become an effective teacher at UTC. In BGE, having “achieved and maintained a reputation as an accomplished teacher” means that the candidate has an established a respected reputation as an effective teacher at UTC. BGE considers faculty performance in the classroom and student advising in the evaluation of teaching performance.

Teaching – A lecturer, at a minimum, must meet the following teaching requirements to be considered for promotion:

- (i) Evidence of effective teaching through: a. Student evaluation results with median scores of 5.0 or greater for all Course Content and Delivery and Course Instruction questions (scale of 0-7 with 7 being best) on average during the three (3) years prior to promotion consideration; and, or b. Multiple indicators of

effective teaching. These indicators of teaching quality may include but are not limited to: student assessments, in-class activities, syllabi, learning outcome assessments, evidence of student learning, evidence of efforts to enhance teaching quality, and additional peer observations of teaching approved by the NTTRP Committee. The candidate should provide commentary explaining how these materials demonstrate effective teaching. The NTTRP Committee will determine if the commentary and evidence provided by the candidate demonstrate the ability and commitment to teach effectively.

- (ii) A majority of peer-evaluation ratings of “very good” or “excellent” during the last two semesters of peer evaluations.
- (iii) Evidence of responding positively to reasonable criticisms, offered through any of the following: student evaluations, peer evaluations, the NTTRP Committee, and the EDO process, by showing a willingness to change and improve.

Candidates applying for promotion to Senior Lecturer must also provide additional evidence demonstrating that they have maintained an established and respected reputation as a teacher.

Advising – A faculty member, at a minimum, must meet the following advising requirements to be considered for promotion:

- (i) Offering sufficient opportunities for student advising, based on CAS and Departmental expectations for availability.
- (ii) A record of maintaining regular, posted office hours.

Candidates applying for promotion to Senior Lecturer must also provide additional evidence demonstrating that they have maintained an established record of advising commitment and success.

b. Service – In In BGE, having “achieved a significant record of effective participation in professional activities other than teaching” or “achieved and maintained a significant record of effective participation in professional activities other than teaching” involves providing service that supports the University’s mission as an engaged metropolitan university and the mission of the Department. Candidates for promotion are expected to actively participate in Departmental committees as assigned by the Department Head as well as provide service to the University and their profession. At a minimum, candidates for promotion should meet the following requirements:

- (i) Departmental Service: Non-tenure-track faculty members are expected to actively serve on the Departmental committees that they are assigned to each year; the actual number of committee assignments will depend on Departmental

needs and number of faculty in the Department.

Some lecturers have lab coordination duties. These lab coordination duties are varied and diverse, requiring substantial time dedicated to activities other than teaching and advising. As such, lab coordination duties are recognized as service to the department. Lab coordinators must provide a description of his/her lab coordination duties and evidence of effective execution of those duties.

- (ii) **University and Discipline-Appropriate Community Service:** Each faculty member will provide service to UTC and the community/region as appropriate given their professional expertise. Candidates for promotion are expected to participate in a minimum of two (2) University or discipline-appropriate community service activities on average per year. Examples of potential University and community serve include, but are not limited to, the following: active participation in university committees; participation in university events; workshops for UTC students; participation in outreach or volunteer programs with community organizations; mentoring of K-12 students, or discipline relevant presentations at local K-12 schools; submission of grants for community/university service activities; serving as a judge for school, local and regional science fairs; participation in outreach or volunteer programs associated with local schools; other comparable activities.
- (iii) **Professional Service:** Candidates for promotion are expected to participate in professional activities annually. Examples of professional activities include, but are not limited to the following: participation in professional organizations; membership on a committee or leadership for a professional organization; leadership position in a student (e.g., EDGE) or campus-based scientific organization (e.g., adviser for UTC chapter of Sigma Xi); participation in a professional development activity at a scientific meeting or a regionally or nationally recognized program (e.g., mentoring activity at a professional meeting; attending workshops sponsored by professional organizations).

Candidates applying for promotion to Senior Lecturer must also provide additional evidence demonstrating that they have maintained an established record of effective participation in service activities.

c. Collegiality -- This criterion expands upon the UTC Handbook criterion requiring “demonstrated ability to relate appropriately to students and professional colleagues”.

In BGE, collegiality consists of a shared decision-making process and a set of values which regards members of the Department and other University constituencies as essential for the success of the Department, CAS and University. Central to collegiality is the foundation of academic freedom – the respect for differing opinions and points of view – which welcomes diversity and actively sponsors its opinions. Collegiality between faculty and staff, regardless of rank or status, incorporates mutual respect for similarities and for differences in background, expertise, judgments, assignment

responsibilities and visions for the department. Collegiality also consists of an ability to relate with students and a respect for similar and different opinions of students.

In BGE, the candidate for promotion must be a good citizen of the Department, CAS and University, must interact in a collegial and professional manner with colleagues, staff and students, and must serve as a good role model for students and a good representative of UTC. In turn, members of the Non-Tenure-Track Reappointment and Promotion Committee are expected to be collegial to candidates for promotion and promote an environment in which different forms of collegiality can be expressed freely. The Department supports a vision that differing viewpoints are valuable and essential to promoting academic freedom.

BGE policy conforms with the CAS vision that collegiality (or the lack thereof) impacts the assessment of performance. For this reason, the departmental faculty is mindful of the statement on collegiality in the CAS Bylaws.

The Department will assess collegiality based on:

- (i) Evaluation of the candidate's Statement of Collegiality in reappointment/promotion documents.
- (ii) Evidence that a candidate receiving criticisms regarding collegiality during an annual review has appropriately responded to those criticisms. In the event that concerns are expressed about a candidate's collegiality, the Non-Tenure-Track Reappointment and Promotion Committee chair must submit these concerns in writing to the candidate and Department Head as part of the candidate's review for reappointment. The candidate should arrange a meeting with the Department Head and/or chair of the Non-Tenure-Track Reappointment and Promotion Committee to discuss the concerns. The candidate is also encouraged to write a response to written criticisms regarding a perceived lack or absence of collegiality, to be submitted to the Non-Tenure-Track Reappointment and Promotion Committee chair and Department Head. The candidate should also address how s/he addressed these perceived concerns in his/her subsequent annual review.

In BGE, the absence or lack of collegiality is defined as substantial evidence of sustained, intentional actions and statements that are detrimental to or interfere with the teaching, scholarly, and service goals of the Department, CAS, or University as well as the physical or mental well-being of students, faculty, and staff. The absence or lack of collegiality shall not be based on civil disagreements over academic issues or personality conflicts that do not result in disruptions to departmental, college, or university activities or are not detrimental to the physical or mental well-being of students, faculty, and staff.

d. Research and Scholarly Competence -- In BGE, lecturers have no formal research expectations. Even so, some lecturers do engage in research and regularly demonstrate scholarly competence, meaning that they have achieved success and/or a

good record in research, scholarly, or creative activities. These endeavors will be considered “going above and beyond” and are encouraged, as long as the lecturer is also satisfactorily meeting his or her responsibilities in the areas of teaching, advising, and service.

Achieving “success and/or a good record in research, scholarly, or creative activities” means that candidates demonstrate activities, including but not limited to, some combination of the following:

- (i) Participation in ongoing and productive research activity, published original research in discipline-appropriate peer-reviewed journals
- (ii) Presentation of research at professional meetings or respected institutions (either at UTC or at some other location)
- (iii) Submission of one or more external or internal grant proposals.

Any lecturer/candidate exhibiting evidence of having “achieved a good record in research, scholarly, or creative activities” will have done one or more of the preceding in any given semester. **Again, it must be stressed that there is no formal expectation that lecturers must establish an independent and externally recognized research program that involves students at UTC, nor is there any expectation that lecturers must engage in any of the aforementioned activities to be considered for promotion.**

In short, success in research, scholarly activities and/or creative activities will only help the candidate, but will in no way count against the candidate should he or she not participate in such activities. When demonstrating excellence in these areas, however, it is the candidate’s responsibility to describe and provide evidence of the level of quality, effort, peer review, and potential impact of the activities listed above to the NTTRP Committee.

4. Departmental Non-Tenure-Track Faculty Recommendations

After receiving and reviewing portfolios from non-tenure-track faculty members requesting consideration for reappointment, the Non-Tenure-Track Reappointment and Promotion Committee will hold a preliminary review at which it has an opportunity to request clarifying information from each candidate prior to final consideration and forwarding of recommendations to the Department Head. The Non-Tenure-Track Reappointment and Promotion Committee's recommendation will be decided upon simple majority vote (yes or no) of those committee members present and voting. Votes will be cast anonymously. Abstentions are permitted. A quorum of two-thirds (2/3) of the members of the Non-Tenure-Track Reappointment and Promotion Committee is required for actions to take place. A simple majority (>1/2) in favor of reappointment is necessary to constitute a positive recommendation. The Non-Tenure-Track Reappointment and Promotion

Committee will forward a written recommendation to the Department Head, together with records of the committee membership, attendance at final discussions, and voting results.

After receiving and reviewing portfolios from each non-tenure-track faculty member under consideration for promotion, the Non-Tenure-Track Reappointment and Promotion Committee will hold a preliminary review at which it has an opportunity to request clarifying information from each candidate prior to final consideration and forwarding of recommendations to the Department Head. The Non-Tenure-Track Reappointment and Promotion Committee's recommendation will be decided upon majority vote (yes or no) of those committee members present and voting. Votes will be cast anonymously. Abstentions are permitted. A quorum of two-thirds (2/3) of the members of the Non-Tenure-Track Reappointment and Promotion Committee is required for actions to take place. A simple majority in favor of promotion is necessary to constitute a positive recommendation. The Non-Tenure-Track Reappointment and Promotion Committee will forward a written recommendation to the Department Head, together with records of the committee membership, attendance at final discussions, and voting results.

In years that a non-tenure-track faculty member requests to be evaluated for reappointment and promotion, the NTTRP Committee will use the aforementioned process to make two separate recommendations: one recommendation for reappointment and one recommendation for promotion. Failure to obtain a recommendation for promotion does not exclude a candidate from potentially receiving a recommendation for reappointment.

After making an independent judgment on the reappointment or promotion candidacy, the Department Head shall submit a recommendation to the CAS Dean with a written summary explanation of his or her judgment, with a copy provided to the candidate at the same time. If the Department Head's recommendation for reappointment or promotion differs from the recommendation of the Non-Tenure-Track Reappointment and Promotion Committee, the summary must explain the reasons for the differing judgment, and the Department Head must provide a copy of the summary to the Non-Tenure-Track Reappointment and Promotion Committee. The Non-Tenure-Track Reappointment and Promotion Committee may forward a dissenting report to the CAS Dean, with a copy provided to the candidate at the same time. After the CAS Dean receives the departmental recommendations, the non-tenure-track faculty promotion procedure set forth in the Faculty Handbook will be followed.

VIII. EVALUATION OF ADJUNCT FACULTY

Adjunct faculty will be evaluated each year. Evaluation will consist primarily of review of student evaluations of faculty by the Department Head. Should concern arise about the quality of an adjunct instructor, the Department Head, Associate Department Head, or a tenured faculty member may observe the adjunct instructor teaching. When this occurs, the Department Head, Associate Department Head, or tenured faculty member will provide the adjunct faculty with a completed Peer Evaluation of Instruction Form that includes a general rating (excellent, very good,

satisfactory, or unsatisfactory), discussion of strengths and weaknesses, and suggestions to strengthen teaching. Each year, the Department Head will return student evaluations to adjunct faculty and discuss any significant concerns with adjunct faculty at that time. The Department will not rehire adjunct faculty whose performance is determined to be unsatisfactory by the Department Head.