

BETHUNE-COOKMAN UNIVERSITY



2010

UNIVERSITY FACULTY ASSOCIATION PROMOTION AND TENURE MANUAL

**Sarah H. Williams, Ph.D.
Vice President for Academic Affairs**

**Trudie Kibbe Reed, Ed.D.
President**

(The Promotion and Tenure Manual is also available as a link on the University's Homepage.)

TABLE OF CONTENTS

President’s Letter to Faculty	4
Vice President for Academic Affairs’ Letter to Faculty	5
Faculty Association President’s Letter to Faculty	6
Chairman of the Board of Trustees’ Letter to Faculty	7
Definitions	8-9
• Portfolio	
• Tenure Track	
• Tenure and Promotion Committee	
• Tenure	
Bethune-Cookman University: Structure and Governance	10-14
• History	
• Mission	
• Core Values	
• Statement on Ethics and Values	
• Institutional Student learning Outcomes	
• Faculty Association	
Promotion and Tenure Philosophy	14
• Tenure and Academic Freedom	
• Promotion and Tenure and Hiring	
• Promotion and the Small Private University	
• Promotion and Tenure Commitment	
• Tenure and Extenuating Circumstances	17
• Faculty with Light or Non-Teaching Assignments	18
• Failure to Apply for Tenure	18
• Applying for Promotion and Tenure	18
• General Eligibility Requirements	19
• Determining Appropriate Terminal Degree	19-20
• Teaching Assignment and Promotion and Tenure	20
• Meeting the Specificity Requirement	20
• “Soft” Money and Promotion and Tenure	21
• Portfolio Evaluation Areas	21-23

- Faculty Development Requirement 23
- Applying for Promotion24-26
- Promotion Policies26
- Promotion Application Process 26-27
- Appealing Promotion Decisions28-30
- Tenure Policies.....30-31
- Tenure Application Process32-33
- Appealing Tenure Decisions33-35
- Post-Tenure Review Process 35-36
- Release of Tenured Faculty36
- Termination or Suspension of Tenured Faculty for Cause.....36-37
- Appendix 138-40
- Appendix 241-44
- Rating Form45-47
- Recommendation Summary Sheet48-49
- Department Head Summary of Findings50
- Academic Dean’s Summary of Findings51
- Application Summary Form52

President's Letter to the Faculty

Spring 2010

Dear Faculty,

Congratulations on a document that demonstrates Faculty Governance at its best!

As your President, I am pleased to receive your new Promotion and Tenure Manual and applaud you for producing a document that each of you should point to with pride.

My review of the new manual served as a reminder of your brilliance and commitment to the University. Of even greater significance, your document is positive proof of the tremendous accomplishments that are within reach when faculty members become deeply committed to working on projects that are so important to having productive and valued careers at the *Great Bethune-Cookman* University!

I am both pleased and excited to receive your 2010 Promotion and Tenure Manual and salute you on a job well-done.

Sincerely,

Trudie Kibbe Reed, Ed.D.
President

Vice President for Academic Affairs Letter to the Faculty

Spring 2010

Bethune-Cookman University
640 Dr. Mary McLeod Bethune Boulevard
Daytona Beach, Florida 32114-3099

Dear Faculty:

Congratulations on the excellent work in creating the 2010 Promotion and Tenure Manual. I cannot think of a better way to begin a new decade at the Great Bethune-Cookman University. This Manual represents faculty governance at its best because of the broad-based input from University faculty members, with leadership from the Faculty Association.

It has been my pleasure to work with members of the Faculty Association in the development of promotion and tenure policies and procedures that reflect best practices in the Academy.

You have my sincere congratulations!

Dr. Sarah H. Williams

Vice President for Academic Affairs and Chief Academic Officer
Bethune-Cookman University

President of the Faculty Association's Letter to the Faculty

Spring 2010

Dear Colleagues,

I cannot thank each of you enough for the time, energy, and expertise that you so generously shared as we embarked on the critical task of producing the 2010 Promotion and Tenure Manual.

Steel really does sharpen steel! Because of your dedication and your caring spirit, we have produced a document that all of us can and should be proud of.

Does it have everything that every individual faculty person was hoping for? No, it doesn't. In all likelihood, that would probably be an impossible feat. Our Manual could not include policies created to address the specific needs and individual concerns of one or two faculty members. These are exceptional circumstances and deserve to be addressed as individual cases.

What we have produced is a document that is specific and detailed. It answers questions that had to be answered and provides guidance and instruction that will make the process of applying for promotion and tenure far less uncertain and cumbersome.

In closing, I can't say enough about the respect and admiration I have for each of you. Bethune-Cookman is a blessed institution and now, more than ever before, I know that much of its blessings reside in the kind of men and women who make up her faculty.

Thank you so much for allowing me to serve you.

Claudette McFadden, Ph.D.
2009-2010 President, Faculty Association

Chairman of the Board of Trustees Letter to the Faculty

INTRODUCTION

This manual contains policies and guidelines applicable to the University's faculty, as adopted by the University from time to time. This manual is not intended to be, and should not be construed as, a contract between the University and its faculty. This manual will be updated or revised from time to time, as deemed advisable by the University and, in its discretion, in consultation with the faculty. In the event that, or to the extent which, any policy or provision set forth in this manual conflicts with any term or provision set forth in a faculty member's contract, the contract will always control. Nothing contained in this manual shall be construed so as to amend or modify the express terms of a faculty member's contract.

DEFINITIONS

Portfolio

“A teaching portfolio is a collection of materials that document teaching performance. It brings together in one place information about a professor’s most significant teaching accomplishments. It presents thoughtfully chosen information on teaching activities along with indisputable evidence of their effectiveness. All claims made in the portfolio must be supported by empirical evidence. An effective portfolio requires careful selection and thoughtful organization and must give an accurate, well-rounded picture of teaching effectiveness in order to be convincing to those who read it”

Peter Seldin, 2003

Bethune-Cookman University is a teaching institution. However, both Research and Service are fundamental components of the complete professional portfolio of each Bethune-Cookman University faculty member. For this reason, Scholarship and Service (scholarship/research, service, and creative activities) are included as separate and distinct parts of every portfolio submitted for promotion or tenure.

Academic Promotion

Promotion is the advancement from one rank to a higher rank within the series that includes from highest to lowest is Instructor, Assistant Professor, Associate Professor, and Full Professor.

Tenure Track

A tenure track position is a faculty position at the level of assistant professor or associate professor in which an individual is eligible for tenure after recommendation by their tenure advisor for their applicable department or school or after serving as a faculty member for five years. The tenure review process will be completed during the faculty member's fifth year of employment. At the time of the initial appointment, the faculty member's contract will specify whether the faculty member is being appointed to a tenure track position or a non-tenure-track position. If originally posted as "tenure-track," tenure-track appointments will continue as tenure-track.

Beginning with the fall of 2010, the University will use its best efforts to ensure that initial hiring and interview discussions include identification of any faculty position as either "tenure-track" or "non-tenure-track." In addition, a prospective faculty member will be given the opportunity to sign and receive a copy of a written job description that, if appropriate, includes its "tenure-track" designation; provided however, that any such job description shall not be binding on the University unless and until it becomes part of a faculty member's contract.

Tenure and Promotion Committee

The Tenure and Promotion Committee is a committee with the responsibility of reviewing the completed applications (portfolios) of those faculty members who have applied for tenure and/or promotion. The Tenure and Promotion Committee is made up of tenured professors who have been elected by their peers from the ranks of the faculty and functions as an independent body. Following a review and vote on each candidate's portfolio, the Committee will make recommendations to the Vice President for Academic Affairs for the awarding of promotion or tenure.

Tenure

Holding “Tenure” refers to faculty members in good standing who, therefore, have the right to remain in their academic positions unless they are dismissed for "Cause" or under other circumstances contemplated by a tenured faculty member's contract (for example, financial exigency). Tenured faculty members should, subject to the terms of their contracts, have the expectation of continuing employment with the University and may represent themselves both internally and externally as a tenured faculty member at the *Great* Bethune- Cookman University.

Faculty

As used in this manual, the terms "faculty" or "faculty member" shall include those individuals serving Bethune-Cookman University in a teaching capacity, and shall also include deans or administrators who previously served the University in a teaching capacity.

A Brief History of the University

The year was 1904 when a very determined young black woman, Mary McLeod Bethune, opened the Daytona Educational and Industrial Training School for Negro Girls. It underwent several stages of growth and development through the years. As a result of a merger with Cookman Institute of Jacksonville, Florida, it became a co-ed high school in 1923. A year later, the school became affiliated with the United Methodist Church, evolved into a junior college by

1931, and became known as Bethune-Cookman College.

In 1941, the Florida State Department of Education approved a 4-year baccalaureate program offering liberal arts and teacher education. Mrs. Bethune retired in 1942 at which time Dr. James E. Colston served as president until 1946 when Mrs. Bethune resumed the presidency for one additional year.

Dr. Richard V. Moore, Sr., became Bethune-Cookman's president in 1947. Under his tenure the college received its accreditation from the Southern Association of Colleges and Schools (SACS) and in 1970 joined the United Negro College Fund and other academic and professional organizations. The curriculum expanded, student enrollment increased, and new buildings were constructed for residential housing and classrooms.

Dr. Oswald P. Bronson, Sr., an alumnus of the College, served as its fourth president from 1975 to 2004. Increased student enrollment during his tenure led to the College's continuous development and expansion. A rapidly increasing student enrollment resulted in the construction of more student housing and classroom buildings. Major fields of study increased from 12 in 1974 to 37 by 2003 and seven continuing education centers were operated throughout the state. In addition to maintaining its accreditations with SACS, the Florida State Board of Education, and the United Methodist Church Board of Higher Education, the College added new accreditations for its Nursing and Teacher Education programs.

Since August of 2004, Dr. Trudie Kibbe Reed has served as the College's president.

Dr. Reed is the first woman to serve as president of Bethune-Cookman since Dr. Bethune. Under the leadership of President Reed, the International Institute for Civic Participation and Social

Responsibility was launched in January 2005 as a way to expand student learning about citizenship and leadership development. This new focus successfully infuses values with critical reflection about individual and collective responsibility as well as respecting and honoring differences and diversity of thought. It has been integrated throughout campus life, including in new residential housing, as a vehicle to empower decision making through team efforts and leadership.

In the fall of 2006, Bethune-Cookman launched its Freshman College, a precursor to its current Center for Academic Retention and Enrichment Services (C.A.R.E.S). The fall of 2006 also saw the University launch its new graduate program in Leadership Studies. In the Spring semester of 2007 the Masters of Science Degree in Transformative Leadership (MSLS) received its initial accreditation and the name of the institution was officially changed to Bethune-Cookman University. In the fall of 2007 a 65,000 square foot facility was identified for renovation to become the new home for the School of Nursing. In addition to this major renovation, the Rev. Eugene Zimmerman and Alexis Pugh Scholarship Houses were built.

Bethune-Cookman University Mission

Founded by Dr. Mary McLeod Bethune in 1904, Bethune-Cookman University is a historically Black, United Methodist Church-related university offering baccalaureate and master's degrees.

The mission is to serve in the Christian tradition the diverse educational, social, and cultural needs of its students and to develop in them the desire and capacity for continuous intellectual and professional growth, leadership, and service to others. The University has deep roots in the history of America and continues to provide services to the broader community through a focus on service learning and civic engagement. Bethune-Cookman University accomplishes its mission by providing quality instruction in an intellectually stimulating environment that nurtures the head (intellect), the heart (transformative leadership) and the hand (service learning) which are the three words displayed so prominently on the University's official institutional seal. **Approved by Board of Trustees, March 2008**

Core Values

Members of the Bethune-Cookman University Family draw motivation and direction from six strongly held principles. These principles guide the manner in which we treat each other and those we serve.

- **Christian Mission.** We exist to serve the needs of our communities and incorporate Christian values at every level of service.
- **High Ethical Standards.** We conduct our business with integrity, honesty, and fairness. As responsible stewards, we use our financial resources wisely by choosing business

practices which are cost-effective, productive, and which result in a fair return on our investment.

- **Quality and Service Excellence.** We strive to meet or exceed both the service standards of the education industry and the expectations of the students we serve. We measure our success by continuously surveying student satisfaction.
- **Compassion.** We are sensitive to the needs of the individuals and families we serve and meet their needs with kindness and empathy.
- **Focus on Community.** We commit time, talent, and financial support to involve and educate our neighbors on the principles of civic engagement and social responsibility. Examples are the Town Hall Forums which are held year around and meetings with stakeholder groups, (i.e. church, community, businesses, political leaders, alumni, parents, etc.).
- **Cultural diversity.** We value the diversity of our students, employees, business colleagues, and visitors and treat them with kindness and respect, regardless of race, religion, creed or culture. (Approved by the Board of Trustees of Bethune-Cookman University)

University Statement on Ethics and Values

Bethune-Cookman University seeks to develop graduates who are honorable and democratic citizens capable of making worthwhile contributions to society. The University expects its students to uphold the highest moral and ethical standards by practicing self-discipline. Students are held accountable for their behavior. The University believes that commitment, perseverance, and high regard for the value and quality of work should be demonstrated with pride as tasks are completed with accuracy and timeliness. Bethune-Cookman University further affirms that students should respect the environment, including the University's grounds, buildings, and all other properties.

Bethune-Cookman University seeks to develop graduates who demonstrate academic excellence. Graduates are expected to show competence in their careers and vocations by mastering verbal and written communication skills, research techniques, and aggressively pursuing knowledge in their major areas of study. Bethune-Cookman University believes that its graduates are individuals who will enter the future with confidence and high self-esteem.

Human Worth and Dignity

Based on the premise that all human beings are worthy of respect, honor, and dignity, Bethune-Cookman University is a proponent of the concept of human worth that is deeply embodied in its founding and purpose. In communicating this fundamental belief, the University seeks to define those characteristics that reflect honesty, tolerance, and genuine sincerity in all phases of human relations. The University strives to instill within each student the value of human worth and to show justice, compassion, and equality towards all.

Spiritual Growth and Development

Bethune-Cookman University, founded in the Christian tradition, strives to facilitate spiritual growth by nurturing a continuous understanding and appreciation of the ecumenical tradition and heritage of the institution. The study and acceptance of other religious cultures is demonstrated with tolerance, understanding, and love toward others. Students will be able to make wholesome decisions for themselves and important contributions to their communities.

(Approved by Bethune-Cookman University Board of Trustees, October 16, 1992)

Promotion and Tenure Philosophy

Tenure and Academic Freedom

While every faculty member is assured of academic freedom at Bethune-Cookman University, tenure is recognized as the most reliable instrument in higher education for incorporating academic freedom into the life of a University. Academic freedom allows faculty and students to explore new ideas and value systems, criticize accepted doctrine, and defend

traditional views without fear of reprisal.

Promotion, Tenure, and Hiring

During the hiring process, the University will use its best efforts to ensure that positions ~~will be~~ are clearly identified as tenure-track or non-tenure track with a clear and accurate description of attending implications and benefits provided. Beginning in the Fall of 2010, the University will use its best efforts to ensure that positions that are “tenure-track” and those that are not will be clearly and consistently advertised as such. Specific details of both “tenure-track” and “non-tenure-track” will be available by accessing the University’s website as well as during the candidate’s initial interview. Also, beginning with the 2010-2011 academic year, a new document that states clearly whether a position is tenure-track or non-tenure track will be provided during the actual hiring interview; provided however, the terms of such document shall not be binding upon the University unless and until it becomes part of a faculty member's contract.

Human Resources will have the responsibility of safeguarding the “tenure-track” status of all faculty positions by ensuring that the words, “tenure-track,” be included on the contract of each faculty member whose hiring is a result of a job announcement which identified the position as “tenure-track.” Finally, beginning with contracts issued for the 2010-2011 academic year, the wording “tenure-track” or “non-tenure track” shall be included in all faculty contracts.

Transfer of rank and/or tenure from another institution must be negotiated and approved by the University, at its discretion, at the time of hire.

Promotion and Tenure and the Small Private University

What attracts many students to Bethune-Cookman University is the sense of unity and

pursuit of a common mission, which is fostered by a dedicated faculty. There is a relationship between promotion and tenure and the sense of unity and common mission. The faculty member who is transient may be less personal, less rooted in the student body, and less involved in students through mentoring and student organization advisement activities. Promotion and tenure opportunities encourage faculty to make broader and more diverse commitments to the University. When a faculty sees a future outside of the institution, important contributions to the university and, especially, its student body may be lost. There is good reason to say that this sense of unity and common mission for students, families, and faculty is fundamental to what Bethune-Cookman University is as a small private HBCU.

Promotion and Tenure Commitment

The University is committed to ensuring an ethical and transparent Promotion and Tenure process for each promotion or tenure candidate and views the promotion and tenure process as continuous and on-going.

The granting of promotion and tenure by Bethune-Cookman University is the recognition of faculty excellence in teaching, scholarship (including creative projects and expression), and community service. The consideration of either is, on the one hand, the result of effort, growth, and merit on the part of the individual faculty member and, on the other hand, the result of the Administration's commitment to recognize and reward excellence of performance. It is understood that neither attainment of an academic degree, graduate credits nor seniority in length of service result in automatic promotion or tenure. Academic freedom, shared governance, and faculty credibility are products of tenure. Subject in all cases to the terms of a tenured faculty member's contract, tenured faculty in good standing will enjoy privileges commonly associated with tenure status, including an expectation of continued employment and compensation; teaching classes, engaging in service, and conducting research; participating in faculty governance; and representing oneself as a tenured faculty member at Bethune-Cookman University. Tenure status is awarded only to tenure-track faculty.

Faculty tenure and promotion at Bethune-Cookman University is designed to be an open and fair process. The University acknowledges the complexity and challenges associated with

making judgments on professional performance in the large variety of disciplines represented among faculty members. The University strives to achieve a balance between a positive accountability meant to foster the development of a quality faculty and a negative accountability, which can threaten individuality and academic freedom.

There is a relationship between promotion and tenure and the development of a core group of faculty members who have a strong sense of commitment to Bethune-Cookman University, to its mission, its core values, and to its students. Commitment to an institution through many years of service brings with it an intangible spirit and vibrancy which is so important to an institution dedicated to the legacy of its founder.

Tenure and Extenuating Circumstances

The University recognizes a variety of extenuating and mitigating circumstances and developments in the life of its faculty, including serious personal or familial illness, special reassignments resulting in significant changes in a faculty member's responsibilities, and other circumstances which the University President may assess and determine to warrant an extension of the seven year probationary period that the faculty member has to apply for tenure. The faculty member must initiate the request for an extension through a written request which is submitted, with appropriate documentation, to the Dean and Vice President for Academic Affairs. If a faculty member is unable to file the request, the Department Head or Dean may submit the request on behalf of the faculty member. With the recommendation of the faculty member's Academic Dean and Vice President for Academic Affairs, an additional year may be granted. The final decision on the extension rests with the Vice-President for Academic Affairs in consultation with the Promotion and Tenure Committee, and with legal counsel for the University.

Faculty with Non-Teaching Assignments

If a faculty person holds a faculty rank but, at the time he or she applies for promotion and/or tenure, is not teaching a full load and is, otherwise, not formally associated with a particular academic school, his or her supervisor will be identified at the time the assignment is made. The supervisor will clearly outline how the faculty member will be evaluated in the three evaluation areas...Teaching, Scholarship, and Service. The faculty member will be made aware of what is expected relative to teaching load, scholarship, and service (see also the requirements and criteria set forth in Appendices I and II). The level or degree of workload in these three evaluation areas will be consistent with duties and responsibilities associated with the non-teaching assignment and communicated to the faculty member at the time of the assignment.

The faculty member who has been given an assignment that is primarily non-teaching is still eligible to apply for promotion and/or tenure. For example, a faculty member who has been moved from primarily teaching responsibilities to administrative, service, research or other university duties is still eligible for promotion and tenure.

Failure to Apply for Tenure

Tenure is not automatic at Bethune-Cookman University. Persons hired in tenure-track positions must apply for tenure within their seven year probationary period. Barring such extenuating circumstances as those outlined above, any faculty member who elects to not apply within the seven year period will have effectively removed himself/herself from all consideration for tenure. In no case shall there be de facto tenure. The only tenured faculty members are those who have been given written notification from the Board of Trustees through the President. The President will inform the Vice President for Academic Affairs, who then has an obligation to convey official written notification of the tenure decision to the faculty members involved.

APPLYING FOR PROMOTION AND/OR TENURE

The primary responsibility for assembling and presenting data about any faculty

member's career development and professional performance rests solely with the individual faculty member. Each faculty member will create and maintain on an "ongoing basis" a teaching-professional portfolio which documents his/her performance in the three evaluation areas that are tied to the University's Mission...teaching; scholarship, and service to the community and the University. Each Bethune-Cookman University faculty member (undergraduate and graduate) will be promoted and/or tenured based on criteria provided in the then-current Promotion and Tenure Manual.

General Eligibility Requirements for Applying for Promotion and Tenure

In general, any full-time faculty member who has met the minimum number of required full-time teaching years may be eligible to apply for promotion. Faculty members who are tenure track, may apply for tenure after meeting the minimum number of full-time teaching years (usually five years) or after recommendation by their tenure advisor. Notwithstanding anything contained herein, when a professor has demonstrated exemplary teaching, scholarship, and community and university service, that professor may apply for tenure before the usual five year timeframe. Having satisfied this first pre-application requirement, each faculty member must meet the following standards.

Determination of Appropriate Terminal Degree

The "Terminal Degree" requirement is satisfied when a faculty member has the appropriate terminal degree in the area in which he/she is seeking promotion and/or tenure. Using best practices, Academic Deans will determine the appropriate degree for disciplines

taught within their respective Schools. Notwithstanding the foregoing, Instructors possessing the Masters degree in the appropriate or related discipline and 15 years continuous service to Bethune-Cookman University will be eligible to apply for promotion and tenure at the rank of Assistant Professor.

The University will use its best efforts to ensure that discussions about appropriate terminal degrees for promotion and/or tenure in the faculty member's field or discipline occur during the faculty member's initial interview, at the point of hire, and during new employee orientations with Human Resources for faculty in both tenure-track and non-tenure-track positions; provided however, the responsibility for determining the requirements for tenure, including the appropriate terminal degree, rests with the faculty member. If a prospective faculty member has questions or concerns regarding the requirements, he or she should consult with the Academic Dean for his or her respective school prior to appointment.

Acceptance of the Ed.D as the terminal degree for Promotion and Tenure applications in Schools other than the School of Education, will be made by the faculty member's Academic Dean, Department Head, and/or Supervisor (for faculty not teaching at the time of their application). Faculty members should be informed that, before a final determination is made that the Ed.D is an appropriate terminal degree for the discipline for which the faculty member is being employed, each Dean is required to consider the SACS requirement that faculty must have terminal degrees in the fields in which they teach and must meet SACS standards for faculty credentials.

Beginning fall 2010, Academic Deans, Department Heads, and Human Resources personnel are expected to share this important information with any prospective faculty member

holding the Ed.D. SACS guidelines on the required percentage of faculty holding the standard terminal degree in the faculty member's discipline must be followed. In general, faculty must have terminal degrees in disciplines taught and must meet the SACS standards for faculty credentials.

The University reserves the right to make changes to the policies and procedures set forth herein at any time as necessary in order to meet all applicable SACS standards.

Teaching Assignment and Promotion and Tenure

Applicants for promotion and/or tenure must satisfy the "Teaching Assignment" requirement. The "Teaching Assignment" requirement is satisfied when a faculty member seeks promotion and/or tenure in the area in which he/she teaches. Usually, faculty members are given teaching assignments in the area in which they were hired. If University (School or Department) expediency results in the faculty member teaching outside the area in which he was initially hired, the faculty member will communicate such as a part of his application for promotion and/or tenure. The application will be received and evaluated without penalty for the applicant now being in an alternative assignment.

A faculty member seeks promotion and/or tenure only in the Department and School in which he or she was originally hired, or to which he or she has been administratively reassigned.

Meeting the Specificity Requirement

Applicants for promotion and/or tenure must satisfy the "Specificity" requirement. The "Specificity" requirement is satisfied when letters of evaluation/recommendation that are written

by the faculty member, the faculty member's Academic Dean, Department Head and/or Supervisor (if appropriate) clearly specify the field/discipline in which the faculty member is applying for promotion and/or tenure. For example, one letter might have the phrase, "Promotion and/or Tenure to Associate Professor of **Business Administration.**"

"Soft" (Non-institutional Funds) Money and Promotion and Tenure

Neither tenure nor promotion is given to faculty members who are hired on grants or soft money. Making promotion and tenure available to faculty members hired on grants represents an unfunded liability for the University. However, if a faculty member has a tenure-track position at Bethune-Cookman prior to moving to a position funded by a grant, the faculty member may apply for tenure and promotion if the faculty member will eventually return to a position funded by the General Fund at the conclusion of the grant. The faculty member must discuss the move from "hard" to "soft" money with the Vice President for Academic Affairs, the Academic Dean, and Department Head at the time that he or she moves to the soft money of the grant.

If a tenure-track faculty member is presented with the opportunity to be paid a salary through an externally-funded program as a way to retain employment with the University following the elimination of position or program, or as a result of either down-sizing or right-sizing, he or she will retain eligibility for promotion. However, because the faculty member is now being paid through a grant, the faculty member is no longer in a tenure track position.

When a faculty member is hired in a non-tenure-track position but moves to a tenure track position, he or she becomes eligible to apply for tenure, after serving the requisite number of years in the tenure track position. When moving to a tenure-track position, from a non-tenure

track position, the professor's contract must indicate that he or she is now on a tenure-track appointment.

Portfolio Evaluation Areas for Promotion and Tenure (The Guide to Selecting Portfolio Content is included on page __ of this manual.)

Faculty members will be evaluated in the areas of Teaching, Scholarship and Community and University Service. Evaluation in the area of Research will include a broad definition of research and/or scholarship and includes creative activity in the Humanities and the Arts as well as in the Natural, Biological, Social, and Physical Sciences.

When considering promotion and tenure, faculty members are directed to review the following list of items that appear under each evaluation area. The goal is that individual faculty members will be able to demonstrate these characteristics, qualities, and accomplishments through supporting documentation covering the immediately preceding three year period, whether related to teaching or administrative assignment (see Appendices I and II). Additional supporting documentation can also be provided by the faculty member's colleagues who are in similar fields either internal to or external to the University.

When a faculty member has been transferred to a non-teaching and/or administrative position the supporting documentation will also include an evaluation coming from the supervisor of the area to which he or she has been transferred.

Teaching

- Knowledge/Command of the subject matter as demonstrated by consistently positive student, peer, and supervisor evaluations.
- Planning and organization of courses.
- Effectiveness as a classroom communicator.
- Respect for students.
- Ability to help students think critically and creatively.
- Maintenance of high academic standards.
- Instructor reliability and flexibility.
- Curriculum development/revision.

Service (Community and University)

- Availability to students.
- Demonstrably successful student academic or professional advising.
- Personal mentoring.
- University, School, and Departmental Committee or Administrative Service.
- Attendance at meetings/workshops, ceremonies, events at the University, especially at night
- Registration and advisement.
- Community service and involvement
- Church service and involvement.
- Sponsoring student organizations

Scholarship

- Publications such as journal articles and conference proceedings, textbooks and textbook chapters, essays or chapters in edited volumes, invited contributions to edited journals.
- Presentations at professional meetings, articles presented and published in conference proceedings, guest lecturing.

- Research, Grants, and Contracts in which the faculty member is the primary author of externally funded, discipline-related research resulting in significant benefit to the university's academic community.
- Editing books, journals and other learned publications.
- Creative Activities such as the creation and interpretation of the arts, including the performing arts, producing or directing theatrical works, presenting exhibitions of graphic and performing arts, the development and implementation of new hardware or software systems, or new laboratories, or the introduction of innovative use of information systems in curriculum development.

Faculty Development Requirement and Promotion and Tenure

In addition to the foregoing requirements, Faculty Development is a requirement for promotion and tenure, thus all faculty members are expected to participate in the variety of programs sponsored through the Faculty Development Center. Programs not specifically sponsored by the Faculty Development Center, including faculty development activities external to the University such as attendance at professional conferences, are frequently identified as satisfying this faculty requirement. A minimum requirement of two faculty development activities is required of each faculty member each semester. Participation in faculty development programs is included in annual Department Head and Dean Evaluations for each faculty member. It is the responsibility of the faculty member to make sure that his/her participation has been properly documented. For many faculty development programs, Certificates of Participation or Attendance are prepared at the conclusion of the program. Faculty should see the Director of the Faculty Development Program for these Certificates. Participation in two faculty development programs each semester is required of all faculty employed by Bethune-Cookman University,

including tenured faculty members, individuals on tenure-track appointments, and individuals on non-tenure track appointments.

About Applying for Promotion

Degree Appropriateness

The appropriateness of the degree to the discipline is determined during the interview/hiring process by the School's Academic Dean and the Department Head. All degrees must have been earned at a regionally accredited university or college.

Terminal Degree

The initial appointment for a tenure-track person with a terminal degree in an appropriate discipline is, under usual circumstances, that of Assistant Professor. The Vice-President for Academic Affairs reserves the right to recommend to the President the appointment of faculty at a higher rank in cases of special merit. Such recommendations will be made in consultation with the Dean of the School recommending the hire of the faculty member.

- After recommendation by tenure advisor, or after five years of quality service, a tenure-track Assistant Professor is eligible for promotion and tenure in accordance with the University's applicable regulations and guidelines for promotion and tenure.
- The doctorate or approved terminal degree appropriate to the field is required for the rank of Associate Professor and for tenure, except in instances where the faculty member has been grandfathered in accordance with the further provisions of this manual.
- After five years of quality service to the University as an Associate Professor, the Associate Professor is eligible to be considered for promotion to Full Professor.
- The terminal degree appropriate to the discipline is required for the rank of Professor. A

faculty member cannot be promoted to the rank of Professor without already having tenure or without simultaneously applying for and receiving tenure.

- Exceptions may be made in the case of equated experience which is defined as either (1) transferable teaching at the same academic rank at another regionally accredited college or university, or (2) other professional experience in the teaching field of the faculty member. The provisions below are exception guidelines only and, in each instance, a current or prospective faculty member will be evaluated on a case-by-case basis at the discretion of the University and in accordance with its then applicable guidelines.
- **Teaching experience.** Two years of full-time teaching experience at the rank of Assistant Professor at a regionally accredited college or university may be applied toward the five years required prior to consideration for promotion to Associate Professor, with one full year of such experience equal to one full year teaching at the rank of Assistant Professor. A maximum of two years of full-time teaching experience at the associate level at another regionally accredited college or university may be applied toward promotion to Full Professor, with each year of such experience equal to a year of teaching at the rank of Associate Professor.
- **Professional experience.** Professional experience in the faculty member's teaching field may be transferred toward the time required for promotion. A faculty member may apply a total of four years of professional experience to reduce the time for consideration for promotion on the basis of two full years of such experience being equal to one full year of college teaching. Professional experience applied toward the time required for promotion will be determined and agreed on at the time of hire in a consultative process involving the prospective faculty member, the Vice-President for Academic Affairs, and the Dean of the School proposing the hire of the faculty member, and is subject to Presidential approval.

Documentation of equated experience is the responsibility of the faculty member. Evaluation of the experience is the responsibility of the Department Head, the appropriate Dean, the Vice President for Academic Affairs, and the Director of Human Resources, and

will be done at the time of initial appointment.

Promotion Policies

- All tenured and tenure-track faculty will be evaluated each year on each of the three evaluation areas previously identified. In particular, each course taught by a faculty member will be evaluated by students before the end of each semester, and one Department Head's review of a course taught by each faculty member will be conducted annually. One self-evaluation and one Dean's evaluation of teaching performance, scholarship, and service will be conducted at the end of each academic year for each faculty member. These evaluations will be taken into consideration in decisions of promotion, tenure, and merit increases, if applicable. Notwithstanding the foregoing, nothing contained herein shall be construed so as to require the University to provide merit increases as a result of promotion. Salaries shall be set by the University annually (or more often as needed), and shall be only as expressly provided for in a faculty member's contract.
- The evaluation of the candidate for promotion is a function of the Faculty Committee on Promotion and Tenure. The Faculty Committee on Promotion and Tenure shall be composed of tenured faculty members. The Committee has a responsibility (a) to the University to ensure that a quality faculty is developed and maintained and (b) to the candidate for a public and just recognition of achievement.
- Titles and ranks for advancement within the faculty are Instructor, Assistant Professor, Associate Professor, and Professor. At the time of appointment to the University, the rank and title of the appointed faculty member is indicated.
- A faculty member seeking promotion to Full Professor must already be tenured at the

level of Associate Professor, or apply for and receive tenure at the time of promotion.

Promotion Application Process

- Responsibility to initiate the process for promotion belongs to the individual faculty member.
- The faculty member must:
 - Inform the Dean of the decision to apply for promotion
 - Request a letter of recommendation/evaluation from the Dean and the Department Head (if applicable)
 - Complete the portfolio and submit to the Dean by October 15th. The Dean will review the portfolio, and will then submit the portfolio along with his/her letter of recommendation/evaluation to the Vice President for Academic Affairs. The portfolio will be kept in the Office for Academic Affairs until completion of the promotion or tenure process, at which time, it will be returned to the faculty member.
 - The Academic Dean will submit the portfolio to the Office of the Vice President for Academic Affairs no later than November 15 of each year. The file must contain the Summary Findings of the Dean Form (page ___), the Summary Findings of the Department Head Form (page ___) and all evaluations for the previous three years. A sealed letter from the Academic Dean clearly articulating an assessment of the individual faculty member's contribution to teaching, service, and scholarship must be submitted to the Vice President for Academic Affairs. This letter, along with other Tenure and Promotion matters, such as notes from the Committee deliberations, rating forms, Department Head assessments, Dean's assessment, letters of recommendations, and other pertinent information and documents will be permanently kept in the Office for Academic Affairs.

The schedule for the submission of the portfolio is presented below:

- Portfolio must be submitted to the Dean by October 15.

- Dean's letter of recommendation and evaluations are submitted to the Vice President for Academic Affairs by November 15.
- Portfolio submitted by the Dean to the Vice President for Academic Affairs by November 15.
- Faculty Committee on Promotion and Tenure members shall be elected at the November faculty meeting. The Committee shall be comprised of one member from each School. Persons who are elected will be required to attend a Faculty Development workshop on the promotion and tenure process.
- Faculty Committee on Promotion and Tenure recommendations to the Vice President for Academic Affairs by January 15.
- Vice President of Academic Affairs recommendation to the President by February 1.
- The President shall use best efforts to complete his or her review by March 1.
- The Board of Trustees Review and decision by March 30, or by the next scheduled meeting of the Board of Trustees if review by March 30 is not possible.

The University will use its best efforts to adhere to the aforementioned schedule, however, the University shall have no liability to any faculty member for failure to meet the deadlines above.

- The content of the committee discussions on these issues are confidential. The individual faculty member shall be responsible for being knowledgeable about the processes for promotion and for maintaining and supplying all required documentation required by those processes. A complete listing of requirements used by the Committee on Promotion and Tenure to evaluate each candidate is enclosed in this manual. The Committee, upon consideration of the documentation submitted to it, shall issue a report and recommendation to the Vice President for Academic Affairs.
- The Vice President for Academic Affairs evaluates the recommendations of the Committee and will examine the portfolios, and in turn makes recommendations to the President of the University. The President of the University reviews the recommendations of the Vice President for Academic Affairs and presents them to the Board of Trustees for final approval.
- The Vice President for Academic Affairs informs the faculty member of the final decision on promotion and/or tenure following action by the Board of Trustees. If the

eligible faculty member has not been promoted, he or she will be provided with the specific reasons for denial in writing by the Faculty Committee on Promotion and Tenure. In addition, the affected faculty member may appeal in accordance with the further provisions of this manual.

Appealing Promotion Decisions

- The request for appeal shall be made in writing to the Vice President for Academic Affairs within thirty days of the date on which the faculty member was notified in writing of the decision of the Faculty Committee on Promotion and Tenure.
- The Vice President for Academic Affairs shall appoint, within fourteen days of the written appeal request, a minimum of five full-time tenured faculty members to act as a final appeals board. The Appeals Board may also include members of the Faculty Committee on Promotion and Tenure.
- The Appeals Board shall conduct a review of the portfolio and any additional documentation as originally submitted, together with any written response from the appealing faculty member that responds to the reasons for denial received from the Faculty Committee on Promotion and Tenure (which response shall be included with the original request for appeal). The Appeals Board shall conclude its review and issue a decision by October 1st of the subsequent academic year.
- If the Appeals Board sustains the decision of the Committee on Promotion and Tenure, the decision shall be transmitted in writing by the Vice President for Academic Affairs to all parties involved. The written decision must delineate specific reasons that the faculty member's appeal was denied. The faculty member will then have two years to reapply for promotion. The two years in which the faculty member may reapply for promotion shall commence at the beginning of the academic year after the faculty member was denied promotion.
- If the Appeals Board does not sustain the decision to deny promotion, the reasons shall be submitted in writing to the Vice President for Academic Affairs, the faculty member and the Faculty Committee on Promotion and Tenure. **In effect, this action recommends**

promotion thereby overturning the original decision. The Vice President for Academic Affairs then evaluates the findings of the Appeals Board and makes a recommendation to the President.

- The President reviews the findings of the Appeals Board and the Vice President for Academic Affairs and, in turn, presents them to the Board of Trustees. The Board of Trustees considers the recommendation at its next meeting. Once a decision is reached by the Board of Trustees it is given to the President, who then notifies the Vice President for Academic Affairs. The decision given to the Vice President for Academic Affairs shall be transmitted in writing to all parties involved within fifteen days and is final.

Tenure Policies

- Tenure is based on excellence; it is awarded only to those persons of demonstrated achievements as a public recognition of outstanding contributions and outstanding service to the University, its mission, core values, and its students.
- Subject only to such exceptions as may be set forth herein, a terminal degree appropriate to the field is required for tenure. The decision to grant tenure is oriented to the future as well as to the past. The judgment is made by the University that the candidate for tenure has the capacity to make on-going contributions to the development of an academic School, a Department/Sector, and the University. It is particularly important that faculty understand that the granting of tenure is a public demonstration of their having gained unqualified trust within the Bethune-Cookman University community. Tenure, therefore, is an honor and a responsibility.
- Tenure is understood as continuous appointment on the faculty of Bethune-Cookman University, and it will not be withdrawn except for Cause or such other circumstances as may be set forth in a faculty member's contract. Adequate Cause is understood to include professional incompetence or moral delinquency. Financial exigency is also a reason that tenured faculty might be terminated. Notwithstanding the foregoing, nothing contained herein shall be construed to amend or modify a tenured faculty member's contract. Withdrawal of tenure is also considered when a tenured faculty member has received

three consecutive unsatisfactory annual performance reviews by his/her supervisor).

- In order to make knowledgeable and equitable decisions on tenure, Bethune-Cookman University offers to the faculty member the opportunity of documenting his/her professional growth with a portfolio which contains a compilation of annual evaluations, accountability reports, and other supporting documents.
- Following receipt of written recommendations/evaluations from the faculty member's Department Head, Academic Dean, or Supervisor (when appropriate) along with supporting evidence, the Faculty Committee on Promotion and Tenure will be responsible for evaluating the faculty member's application for tenure. The Faculty Committee on Promotion and Tenure will communicate its recommendation for tenure to the Vice President for Academic Affairs.
- Faculty members with the appropriate degree who hold the rank of Assistant Professor or Associate Professor are eligible for tenure. A faculty member seeking promotion to Full Professor must already be tenured at the level of Associate Professor or apply for and receive tenure at the time of promotion. Tenure is not available to Instructors.
- Those who entered the academic profession at Bethune-Cookman University will be considered for tenure during their fifth year of full-time employment at the academic rank of Assistant Professor or higher. If tenure is recommended and approved by the President and the Board of Trustees, tenure is awarded with the contract for the sixth year of teaching. Notwithstanding the foregoing, all decisions regarding tenure shall be made by the University at its discretion on a case-by-case basis.
- Up to two years of full-time teaching experience at academic rank at another accredited college or university may be applied toward the five years required for tenure review if recommended by the Vice President for Academic Affairs, the appropriate Dean, and the appropriate Department Head. The decision to accept a transfer of prior teaching experience is made at time of hire at Bethune-Cookman University and is also subject to Presidential approval. Thus, a person with one year of previous teaching experience could be considered during the fourth year at Bethune-Cookman University (for a total of

five years experience) with tenure awarded with the fifth contract year at Bethune-Cookman University. Additionally, a person with two or more years of previous teaching could be considered for tenure during the third year at Bethune-Cookman University, and tenure granted during the fourth contract year.

- Notwithstanding that tenured faculty are generally full-time, when a tenured faculty member voluntarily agrees to a reduction of duties to less than 100%-time, the tenured faculty member is entitled to retain his or her tenure status.
- Nothing contained herein shall be construed so as to require the University to provide merit increases as a result of tenure. Salaries shall be set by the University annually (or more often as needed), and shall be only as expressly provided for in a faculty member's contract.

Tenure Application Process

- Responsibility to initiate the process for tenure belongs to the individual faculty member.
- The faculty member must:
 - Inform the Dean of the decision to apply for tenure
 - Request a letter of recommendation/evaluation from the Dean and the Department Head (if applicable)
 - Complete the portfolio and submit it to the Dean. The Dean will review the portfolio, and submit the portfolio and letter of recommendation/evaluation to the Vice President for Academic Affairs. The Portfolio will be kept in the Office of Academic Affairs until completion of the Promotion/Tenure Process, at which time, it will be returned to the faculty member.

- The portfolio must be submitted to the Office of the Vice President for Academic Affairs by the Dean no later than October 15. The Portfolio must contain the Summary Findings of the Dean Form (page __), the Summary Findings of Department Head Form (page __) and all evaluations for the previous three years. A sealed letter from the Academic Dean clearly articulating an assessment of the individual faculty member's contribution to teaching, service, and research must be submitted to the Vice President for Academic Affairs. This letter, along with other Tenure and Promotion matters, such as notes from the Committee deliberations, rating forms, Department Head assessments, Dean's assessment, letters of recommendations, and other pertinent information and documents will be permanently kept in the Office for Academic Affairs.

- **The schedule for submitting the portfolio is presented below:**
 - Portfolio must be submitted to the Dean by October 15.
 - Dean's letter of recommendation and evaluations in file November 15.
 - Portfolio submitted by the Dean to the Vice President for Academic Affairs by November 15.
 - Faculty Committee on Promotion and Tenure members shall be elected at the November faculty meeting. The Committee shall be comprised of one member from each School. Persons who are elected will be required to attend a Faculty Development workshop on the promotion and tenure process.
 - Faculty Committee on Promotion and Tenure recommendations to the Vice President for Academic Affairs by January 15.
 - Vice President of Academic Affairs recommendation to the President by February 1.
 - The President shall use his or her best efforts to complete review by March 1.
 - The Board of Trustees review and decision by March 30, or by the next scheduled meeting of the Board of Trustees if review by March 30 is not possible.

The University will use its best efforts to adhere to the aforementioned schedule, however, the

University shall have no liability to any faculty member for failure to meet the deadlines above.

- The content of the committee discussions on these issues are confidential. The individual faculty member shall be responsible for being knowledgeable about the processes for tenure and for maintaining and supplying all required documentation required by those processes. A complete listing of requirements used by the Committee on Promotion and Tenure to evaluate each candidate is enclosed in this manual (See Appendices I and II). The Committee, upon consideration of the documentation submitted to it, shall issue a report to the Vice President for Academic Affairs.
- The Vice President for Academic Affairs evaluates the recommendations of the Committee and will examine the portfolios, and in turn makes recommendations to the President of the University. The President of the University reviews the recommendations of the Vice President for Academic Affairs and presents them to the Board of Trustees for final approval.
- The Vice President for Academic Affairs informs the faculty member of the final decision on tenure following action by the Board of Trustees. If the eligible faculty member has not been awarded tenure, he or she will be provided with the specific reasons for denial in writing by the Faculty Committee on Promotion and Tenure. In addition, the affected faculty member may appeal in accordance with the further provisions of this manual.

Appealing Tenure Decisions

- The request for appeal shall be made in writing to the Vice President for Academic Affairs within thirty days of the date on which the faculty member was notified in writing of the decision on tenure.
- The Vice President of Academic Affairs shall appoint, within fourteen days of the written appeal, a minimum of five full-time tenured faculty members to act as a final Appeals Board. The Appeals Board may also include members of the Faculty Committee on Promotion and Tenure.

- The Appeals Board shall conduct a review of the portfolio and any additional documentation as originally submitted, together with any written response from the appealing faculty member that responds to the reasons for denial received from the Faculty Committee on Promotion and Tenure (which response shall be included with the original request for appeal). The Appeals Board shall conclude its review and issue a decision by October 1st of the subsequent academic year.
- If the Appeals Board sustains the decision of the Committee on Promotion and Tenure, the decision shall be transmitted in writing by the Vice President for Academic Affairs to all parties involved. When the denial of tenure is affirmed by the Appeals Board, the written notification to faculty should include specific reasons why the faculty member was denied tenure.
- Effective as of Fall 2010, when a faculty member's application for tenure is unsuccessful, the faculty member may reapply for tenure within the next two academic years. The two years in which the faculty member may reapply for tenure shall commence at the beginning of the next academic year after the faculty member was denied promotion.
- If, upon reapplication for tenure, the faculty member is unsuccessful for a second time, he or she may submit a request to his or her Dean for continuing employment pursuant to a non-tenured, non-tenure track annual contract which may be issued by the University at its discretion. The faculty member's rank shall not be affected by his or her unsuccessful application for tenure.
- If the Appeals Board does not sustain the decision to deny tenure, the reasons shall be submitted in writing to the Vice President for Academic Affairs, the faculty member, and the Faculty Committee on Promotion and Tenure. **In effect, this action overturns the original decision and, thereby, recommends that the faculty member be granted tenure.**
- The Vice President for Academic Affairs then evaluates the findings of the Appeals Board and makes a recommendation to the President. The President reviews the findings of the Appeals Board and the Vice President for Academic Affairs and presents them to the Board of Trustees.

- The Board of Trustees considers the recommendation at its next meeting. When a decision is made by the Board of Trustees it is given to the President, who then notifies the Vice President for Academic Affairs. The decision given to the Vice President for Academic Affairs shall be transmitted in writing to all parties involved within fifteen days.

Post-Tenure Review Process

A tenure system that insures permanence of appointment could diminish faculty accountability and interest in the shared responsibility for the future of the University. The University, therefore, addresses itself to this possibility through its formalized evaluation process that includes the evaluation of tenured faculty.

While the granting of tenure conveys a partnership and co-commitment in mission and expectations between faculty and institution, tenured faculty continue to undergo the same process of evaluation used to evaluate the effectiveness of all University faculty, including student evaluations of all classes, one annual peer evaluation, an annual Dean's evaluation, and a Department Head's evaluation each semester.

When a tenured faculty member has received an unsatisfactory evaluation from his or her academic Dean, the following steps will be implemented:

- At the beginning of each academic year, the Vice President for Academic Affairs will establish a committee of tenured faculty peers as partners in the post-tenure review process.
- When a tenured faculty member has an unsatisfactory annual review, he or she will work with this committee of peers to formulate a plan for addressing documented concerns during the upcoming academic year.
- The tenured faculty member will have the right (and obligation) to demonstrate enhanced performance throughout the year following an unsatisfactory review
- If, at the end of the year, a second unsatisfactory review occurs, the faculty member will follow the same process for a second academic year.

- Three consecutive years of unsatisfactory evaluations shall be the basis for removal of tenured status from a tenured professor.
- The tenured faculty member will have the right to respond to all unsatisfactory evaluations both orally and in writing, and in consultation with the committee of peers.

Release of Tenured Faculty

In cases where there exists financial exigencies or the need to make a bona fide decision to discontinue a program or academic area, every effort will be made to place a tenured faculty member in another suitable position within the University. Should no position be available, the faculty member will be informed according to the guidelines contained in the faculty member's contract. Release of a tenured faculty member as a result of disability shall be in accordance with applicable law and the terms of the faculty member's contract.

Termination or Suspension of Tenured Faculty for Cause

In general, a faculty member holding tenured status, like all other faculty members, may be terminated for Cause during or at the end of a contract period for any of the following reasons:

1. Incompetence
2. Failure, unwillingness, or neglect to perform professional academic duties
3. Delinquency
4. Moral turpitude
5. Violation of the University's policies regarding sexual harassment, discrimination, or harassment
6. Inefficiency
7. Violation of the ethical code
8. Conduct in violation of the law or commonly accepted standards of morality
9. Failure to cooperate within the bounds of accepted standards
10. Insubordination
11. Any other cause substantially prejudicing the effective performance of the duties of the person.

The foregoing list is meant to be illustrative, not exhaustive, and does not in any way amend or modify the express terms of a faculty member's contract.

APPENDIX 1

Guide for Portfolio Preparation

Part I. Required Documents

- A. Promotion and Tenure Application Summary Form
- B. Current Vitae
- C. Letter from faculty member clearly articulating contributions to teaching, service, and scholarship
- D. Letter from School Dean, Department Head or Supervisor (if applicable), which addresses teaching, service, scholarship or other areas of performance commensurate with work assignment.
- E. Professional Teaching Goals - A brief, concise and thoughtful statement about the faculty member's intentions and aspirations in teaching, especially for the near future.

Part II. Teaching

- A. Description of Teaching Responsibilities
 - 1. Percentage of appointment devoted to teaching, if stipulated.
 - 2. Courses recently and currently taught
- B. Reflective Statement of Teaching Philosophy
- C. Successful Methods and Strategies for Effective Teaching
 - 1. Learning more about teaching (faculty development).
 - 2. Instructional innovations (novel use of instructional technology, collaboration outside department, school, or university, innovative pedagogies).
 - 3. Work with individual students (independent study, research projects, course work).
- D. Student Evaluations and Letters including Student Rating of Instruction
- E. Letters from Colleagues Who Have Observed Classroom Practice and/or Reviewed Materials and Student Work
- F. Statement by the Department Chair Assessing Teaching
- G. Detailed, Representative Course Syllabi, Assignments, Exams, Handouts, Web-based Materials
- H. Specific Products of Student Learning: Exams, Projects, Learning Portfolios, Student Conference Presentations and Publications, Essays in Drafts with Comments, Evidence of

Successful Student Internships and Professional Achievement Tied to Professor's Teaching

I. Teaching Awards and Recognition

J. Teaching Goals: Short and Long Term, tied to Departmental and Institutional Strategic Priorities

Part III Scholarship

- A. Publications: Refereed and non-refereed journal articles and conference proceedings, textbooks and textbook chapters, essays or chapters in edited volumes.
- B. Presentations: peer-reviewed and non-peer-reviewed presentations at professional meetings, articles presented and published in conference proceedings, guest lecturing.
- C. Creative Activities: creation (play writing, professional speech writing, etc.) and interpretation in the arts of the performing arts (dance recitals, choreography, theatrical directing, interpretation through set, sound, lighting design and innovation), directorship of performance group (marching band, theatre group, dance ensemble, featured artist for musical concerts) writing music for production, scores production, directing theatrical works, presenting exhibitions of graphic and performing arts. Also includes: development of new teaching aids, new laboratory experiments, fabrication of scientific instruments for teaching.
- D. Research, Grants and Contracts: Authorship of funded and non-funded, discipline-related research resulting in significant benefit to the university's academic community.
- E. Research Awards and Recognitions

Part IV. Service (Community and University)

- A. Serving on University Committees (Department, School, or University).
- B. Working with individual students
- C. Serving on external committees and consortia beyond the University
- D. Providing service to individuals and groups in the community (tutoring, mentoring etc.)
- E. Working with Student Organizations
- F. Advising (advisement of majors and number of advisees, advisee fellowships and scholarships,

admission to graduate school)

F. Service Awards and Recognitions

Part V. Appendices (Please provide evidence/support/verification of content included in your narrative.)

Note. Each of the lettered items above may be written as individual headings within the Narrative. Supporting evidence should be referenced as (See Appendix 1.) You may reference as many appendices as necessary.

Note. The portfolio must be organized in the order described above. However, the items included in the Guide for Portfolio Preparation serves as a guide, but are not an exhaustive list. Nevertheless, keep in mind that the Portfolio must not exceed one 4 inch binder.

APPENDIX 2

**QUICK REFERENCE GUIDE FOR ORGANIZING
PORTFOLIO**

(The following reference guide is offered as a quick documents' check that will help faculty in determining which of their activities are recognized. It is not expected that any single faculty member would accomplish the entire listing under any given criterion.)

The list is **not** an exhaustive nor is it to be considered a list of required or “must-haves.” Those **REQUIRED** items are identified as such.

If an activity is not listed and does not appear to fall naturally into any given category, please include the item you would like to have considered under “Other.”

If in doubt about how a particular item should be classified, the faculty member is encouraged to consult with the appropriate dean/department head/supervisor.

CHECKLIST (REQUIRED Areas to be documented appear in bold type. Listings that follow each bold type heading are suggested/recommended materials and are not exhaustive.)

Criteria	Provided	Pending
Promotion and Tenure Application Summary Form		
Current Vitae		
Letter from faculty member clearly articulating contributions to teaching, service, and scholarship		
Letter from Dean or Supervisor (as applicable), which addresses teaching, service, and scholarship		
Professional Goals A brief, yet concise and thoughtful statement about the faculty member’s intentions and aspirations in teaching, especially for the near future.		
Responsibilities Percentage of appointment devoted to teaching, if stipulated. Courses recently and currently taught, with credit hours and enrollments.		
Teaching Philosophy		

Teaching - Learning more about teaching through Faculty Development (This is a contractual obligation – therefore highlighted.)		
Instructional innovations (novel use of instructional technology, collaboration outside department, school, or university, innovative pedagogies).		
Work with individual students (independent study, research projects, course work).		
Attachment of typical syllabi as exhibits may be appropriate		
Please add others as appropriate		
Service (Community and University)		
Serving on external committees and consortia beyond the University		
Providing service to individuals and groups in the community (tutoring, mentoring etc.)		
Serving on University Committees (Department, School or University).		
Working with individual students		
Working with Student Organizations		
Advising (advisement of majors and number of advisees, admission to graduate school, scholarships).		
Supporting students through attendance at and sponsoring student activities at night or on weekends		
Attending assemblies, workshops, athletic or extracurricular events with students		

Scholarship		
Publications: Refereed and non-refereed journal articles and conference proceedings, textbooks and textbook chapters, essays or chapters in edited volumes, invited contributions to edited journals.		
Presentations: peer-reviewed presentations at professional meetings, articles presented and published in conference proceedings, guest lecturing.		
Creative Activities: creation and interpretation in the arts, including the performing arts, producing or directing theatrical works, presenting exhibitions of graphic and performing arts.		
Research, Grants and Contracts: Authorship of funded and non-funded, discipline-related research resulting in significant benefit to the university's academic community.		
Evaluations		
Student rating of Instruction		
Self Evaluations		
Department Head		
Evaluation (If Applicable)		
Dean's Evaluation (To be submitted by Dean to the Vice President for Academic Affairs)		
I Include evaluations for the past three years. If unable, please provide rationale.		

Awards		
Teaching		
Community		
Research		
Other		
Recent Letters of Support		
Colleagues		
Students		
Other		

**Promotion and Tenure Committee Analysis and Recommendation of Applicant
Rating Form**

Name of faculty member evaluated: _____

Year hired: _____

Current Title: _____

Current School: _____

Current rank: _____

How long in current rank: _____

Tenured: Yes No

Applying for Promotion: Yes No

Applying for Promotion to: _____

Applying for Tenure: Yes No

Qualifications for Promotion:

A. Earned doctorate or appropriate terminal degree: Yes No

B. 5 years as Assistant Professor (or equivalent): Yes No

5 years as Associate Professor (or equivalent): Yes No

C. Support by School Dean:

1. Promotion: Yes No Notes: _____

2. Tenure Yes No _____

D. Support by Department Head:

1. Promotion: Yes No Notes: _____

2. Tenure Yes No _____

E. Self-Evaluation: Yes No Notes: _____

F. Student Rating of Instruction (each course taught/each semester)

Yes No Notes: _____

G. Support Letters from Colleagues (may consider)

- | | | | |
|--------------|-----|----|--------------|
| 1. Internal: | Yes | No | Notes: _____ |
| 2. External: | Yes | No | _____ |

H. Evidence of participation in faculty-development workshops (at least two per semester)

Yes No

I. Presence of Each Required Evaluation Area:

1. Teaching

Yes No

2. Service (Community and University)

Yes No

3. Scholarship

Yes No

If needed, please enter additional discussion on attached pages.

**Promotion and Tenure Committee
Faculty Applicant Analysis and Recommendation Summary**

CONFIDENTIAL

Name of faculty member evaluated: _____

Year hired: _____

Current Title: _____

Current School: _____

Current rank: _____

How long in current rank: _____

Tenured: Yes No

Applying for Promotion: Yes No

Applying for Promotion to: _____

Applying for Tenure: Yes No

Individual Committee Member Ballot:			
Tenure:	Promotion:		
_____ number of votes FOR tenure	_____ number of votes FOR promotion		
_____ number of votes AGAINST tenure	_____ number of votes AGAINST promotion		
Recommended for tenure:	Yes	No	
Recommended for promotion:	Yes	No	

Qualifications for Promotion:

- Earned doctorate or appropriate terminal degree: Yes No
- 5 years as Assistant Professor (or equivalent): Yes No
- 5 years as Associate Professor (or equivalent): Yes No

- Support by School Dean:
 1. Promotion: Yes No
 2. Tenure Yes No

- Support by Department Head for:
 1. Promotion Yes No
 2. Tenure Yes No

 3. Self-Evaluation Yes No

- Student Rating of Instruction (each course taught/each semester)

Yes No

- Support Letters from Colleagues
 1. Internal: Yes No
 2. External: Yes No

- Evidence of participation in faculty-development workshops (at least two per semester)
 1. Internal: yes no mediocre NA
 2. External: yes no mediocre NA

- Criteria (Evidence Summary)

1. Teaching

2. Service (Community and University)

3. Scholarship

<u>Committee Member</u>	<u>Date</u>	<u>Recommends Promotion</u>	<u>Recommends Tenure</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Enter additional discussion on the back or attach additional pages.

SUMMARY FINDINGS OF THE DEPARTMENT HEAD

(This form must be completed and submitted with the letter from the applicant's Department Head along with Department Head's Evaluations. All items must be delivered by the Dean to the Office of Academic Affairs.)

SCHOOL OF _____

Name of Faculty Applicant _____

Please write a concise statement regarding the applicant's ability in each of the areas below.

1. Teaching

2. Service (Community and University)

3. Scholarship

Signature of Department Head

Date

SUMMARY FINDINGS OF THE DEAN

(This form must be completed and submitted with the letter from the applicant’s Dean along with the Dean’s Evaluations. All items must be delivered by the Dean to the Office of Academic Affairs.)

SCHOOL OF _____

Name of Faculty Applicant _____

Please write a concise statement regarding the candidate’s ability in each of the areas below.

1. Teaching

2. Service (Community and University)

3. Scholarship

Signature of Dean

Date

SUMMARY FINDINGS OF SUPERVISOR

(This form must be completed and submitted with the letter from the applicant’s Supervisor along with the Supervisor's Evaluations. All items must be delivered by the Supervisor to the Office of Academic Affairs. NOTE: If applicant was previously assigned teaching duties, applicant's former Dean must also complete the "Summary Findings of the Dean" form.)

SECTOR/DEPARTMENT _____

Name of Faculty Applicant _____

Please write a concise statement regarding the candidate’s ability in each of the areas below.

4. Teaching

5. Service (Community and University)

6. Scholarship

Signature of Supervisor

Date

References

Seldin, P. (2003). *The teaching portfolio: A practical guide to improved performance and promotion/tenure decisions*. New York: JB - Anker.