

**TEMPLATE DEPARTMENT HANDBOOK  
NATURAL AND BEHAVIORAL SCIENCES**

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**SECTION I  
PREAMBLE**

This department handbook (hereinafter "Handbook") contains the operational policies and procedures for the Department of \_\_\_\_\_ (hereinafter "Department") within the College of \_\_\_\_\_ (hereinafter "College"). The policies and procedures contained in this Handbook shall not conflict with any University, Administrative and Operational Policy of Kent State University, any applicable *Collective Bargaining Agreement*, or any federal, state and local law.

## SECTION II GOALS AND MISSION OF THE DEPARTMENT

The primary objectives of the Department are to:

1. Create an academic environment which promotes the intellectual and professional development of students and faculty;
2. Develop and maintain a commitment to scholarly activity in research, graduate education, and undergraduate education which is commensurate with the goals and mission of Kent State University;
3. Provide programs for all students which meet the educational and technological demands of the disciplines represented in the Department;
4. Offer courses in cognate academic disciplines and professional fields which provide the necessary base for the career goals of students and faculty; and,
5. Provide the public with service commensurate with a University.

Implicit in these objectives is our responsibility as teachers, which includes but is not limited to, educating undergraduate and graduate students and providing continuing education while promoting and clarifying the role and philosophy of education.

A strong commitment to research means creating and maintaining a significant intellectual environment and achieving our broader commitments to the advancement of knowledge and service to the public.

Service to the University and to the general public unifies and clarifies the role of the University in the local community, in the State of Ohio, in the nation, and is valued within the Department, the College and the University.

SECTION III  
STRUCTURE AND ORGANIZATION OF THE DEPARTMENT

A. Administrative and Service Positions

1. Department Chair

The Department Chair (hereinafter “Chair”) is the chief administrative officer of the Department (See, Appendix I of this Handbook) and reports directly to and is accountable to the Dean of the College (hereinafter “Dean”). The Chair is responsible for recording, maintaining, and implementing the policies and procedures stated in this Handbook through regular and thorough consultation with the Department faculty and the Department’s various committees. The Chair's duties and responsibilities shall include but are not limited to the following:

- a. Ensuring Department compliance with University, Administrative and Operational Policies, rules, regulations and any applicable *Collective Bargaining Agreement*.
- b. Developing and carrying out administrative and educational policies in the Department, with appropriate consultation.
- c. Developing the Department’s budget, with appropriate consultation.
- d. Recommending new staff and faculty appointments to the Dean, with appropriate consultation.
- e. Recommending the reappointment, non-reappointment, tenure, promotion, sanction and/or dismissal of faculty members in the Department.
- f. Appointing and directing the nonacademic staff of the Department.
- g. Recommending leaves of absence for faculty members in the Department, including but not limited Professional Improvement Leaves and other academic leaves and/or non-academic leaves, including but not limited to leaves of absence without pay, sick leave, temporary disability leaves, court leaves and/or military leaves of absence.
- h. Notifying the Dean of the absence or resignation of a faculty member.
- i. Recommending course changes through the appropriate Dean(s).
- j. Assigning workload to faculty members, with appropriate consultation.
- k. Scheduling classes and rooms through the appropriate University offices.

- l. Overseeing the preparation of reports to University officials, as required and appropriate.
- m. Maintaining custody of University property allocated to the Department.
- n. Supervising the academic counseling of student majors in the Department.
- o. Notifying the President's Office, through appropriate channels, of the needs of the Department for which gifts or bequests should be sought or are being sought.
- p. Promoting good communications and morale within the Department.
- q. Representing the Department and communicating the views of its faculty in College and University affairs.
- r. Keeping the Department informed of the views and policies of the College and University administrations.
- s. Maintaining appropriate balance and emphasis among the various disciplines of the Department.
- t. Performing other tasks and duties as assigned, all of which cannot be cataloged and may include but not be limited to following the progress of graduates, maintaining relationships with the Regional Campuses, providing orientation to new faculty, developing brochures of course syllabi, etc.

The Chair is an ex officio, non-voting member of all Department committees, and may make appointments as necessary and permitted to Department committees and to the various administrative and service positions in the Department.

The selection, review, and reappointment of the Chair is the responsibility of the Dean, who consults with the Department faculty on such matters. Procedures for the selection, review and reappointment of the Chair are included in the applicable *Collective Bargaining Agreement*.

2. **Assistant to the Chair**

The Assistant to the Chair is appointed by the Chair after consultation with the Faculty Advisory Committee (hereinafter "FAC"). The term of service is indefinite and may be terminated by the Chair, in his/her sole discretion. The duties and responsibilities of the Assistant to the Chair shall include but are not limited to the following:

- a. Preparing the schedule of classes.
- b. Assisting in developing the Department's budget.

- c. Advising and counseling students.
- d. Serving as liaison to program counselors in the various Colleges and Schools.
- e. Approving course substitutions, individual investigations and transfer or transient credit.
- f. Serving as chief administrative officer of the Department in the absence of the Chair.
- g. Performing other duties and tasks as assigned or delegated by the Chair.

3. **Graduate Coordinator**

The Graduate Coordinator is appointed by the Chair after consultation with the Graduate Studies Committee (hereinafter "GSC") and the Graduate Faculty. The appointment is for a three (3) year term and is renewable. The Graduate Coordinator must be a full member of the Graduate Faculty holding the rank of Associate Professor or Professor. The Graduate Coordinator chairs the GSC and oversees the operation and development of the Department's graduate programs. The Graduate Coordinator serves as the Department liaison to the Division of Research and Graduate Studies. The duties of the Graduate Coordinator shall include but are not limited to:

- a. Overseeing and coordinating admissions into the Department's graduate programs.
- b. Recommending to the Chair, with the advice of the GSC, the awarding of graduate assistantships and teaching fellowships.
- c. Serving as Department liaison to the College of \_\_\_\_\_, the Graduate College Council and the Division of Research and Graduate Studies.
- d. Conducting performance evaluations of graduate student teaching.
- e. Implementing the current policies of the Department's graduate programs and the current policies of the College of \_\_\_\_\_.
- f. Maintaining and processing graduate student records and informing students of their standing and progress toward degrees.
- g. Conducting reviews and making recommendations on Graduate Faculty status.
- h. Initiating and coordinating changes and improvements in graduate curricula, requirements, and programs.
- i. Chairing meetings of the Graduate Faculty.

- j. Serving as advisor for the Department's Graduate Student Council.
- k. Approving individual investigations and special topics courses at the graduate level.

4. **Additional Administrative Appointments**

Appointments to other administrative positions are made by the Chair after consultation with the FAC. Appointments will be dependent upon the specific requirements of the position and an individual's qualifications for the position.

5. **Non-Academic Staff**

The Department's non-academic staff includes all classified and unclassified staff positions within the Department including but not limited to the Administrative Assistant and secretarial staff. Each position has specific duties as defined in the applicable position description.

B. **Department Committees**

All Department committees are advisory and recommendatory to the Chair. The membership, structure, and function of some of the Department's committees is governed by University, Administrative and Operational Policies and the applicable *Collective Bargaining Agreement*. The Chair may establish ad hoc committees in consultation with the FAC. The Chair will welcome requests from faculty members for positions on the Department's various committees. The Chair, when making appointments to Department committees, will be mindful of the diversity of disciplines within the Department and will consider the expertise and interests necessary for the effective functioning of specific committees.

1. **The Faculty Advisory Committee (FAC)**

The FAC is structured and operates as described in the applicable *Collective Bargaining Agreement*. The FAC is elected directly by the full-time faculty of the Department who hold tenured or tenure-track appointments.

FAC terms are for one (1) year. Elections are conducted in the Spring Semester and the FAC members assume office at the beginning of the Fall Semester. The FAC shall consist of \_\_\_\_ tenured and tenure-track faculty members.

**EACH DEPARTMENT SHOULD ADD TWO SECTIONS HERE:**

- 1) The TT CBA provides that the faculty of the Department insure that Regional Campus faculty are appropriately represented on key Department and College committees, including but not limited to the FAC, the CAC, the RTP Committee, Search Committees, Review Committees, and committees considering curriculum, department or college policy, instructional standards, and program development.

- 2) The TT CBA provides that the tenured and tenure-track faculty of the Department shall decide whether and to what extent full-time non-tenure (NTT) track faculty shall be represented on the FAC.

The FAC is convened and chaired at least once per term by the Chair who, in consultation with the FAC, sets the agenda for its meetings. FAC members may request that items be added to the agenda. Additional meetings of the FAC may be called by the Chair, as needed, or upon a request by at least one-half of the members of the FAC. The FAC elects one (1) member to act as the Department representative to the College Advisory Committee (hereinafter "CAC").

2. **The Graduate Studies Committee (GSC)**

The GSC includes the following faculty members:

- a. One (1) faculty member elected from each degree program in the Department.
- b. The Graduate Coordinator, who serves as the GSC Chair.

The GSC assists the Graduate Coordinator with the oversight and development of the Department's graduate program. The GSC is responsible for evaluating applications for admission and evaluating and recommending candidates for graduate appointments. The GSC is also responsible for monitoring the progress and academic performance of graduate students in the Department. The GSC reviews proposals for new graduate courses, changes in course content and related curricular matters, and conducts periodic reviews of the Department's graduate program as a whole.

3. **The Undergraduate Curriculum Committee (UGCC)**

The UGCC includes the following faculty members:

- a. \_\_\_ faculty members elected by and from the Department faculty.
- b. One (1) undergraduate student representative appointed by the UGCC.
- c. The Assistant to the Chair who serves as the UGCC Chair.

The UGCC assists the Assistant to the Chair in supervising and coordinating the Department's undergraduate program. The UGCC makes recommendations on any and all matters which affect the undergraduate program of the Department including but not limited to faculty proposals for new courses, changes in course content, major requirements, and other curricular matters. The UGCC reviews and decides student appeals regarding course substitution. The UGCC shall elect one (1) member with full graduate faculty status to serve on the College Curriculum Committee. If no member of

the UGCC has full graduate faculty status, the candidate with full graduate faculty status who had the next highest vote total in the election of the UGCC will serve as an additional UGCC member and as the Department's representative to the College Curriculum Committee.

4. **Student Academic Complaint Committee**

The Student Academic Complaint Committee is composed of \_\_\_\_ faculty members appointed by the FAC. The Assistant to the Chair serves as the Chair of the Student Academic Complaint Committee. The policies and procedures of this committee are governed by University Policy 3342-4-02.3, including but not limited to the addition of at least one (1) student representative to the committee. An undergraduate student will be added to the committee for complaints from undergraduate courses and a graduate student will be added to the committee for complaints from graduate courses.

In the event that a member of the Student Academic Complaint Committee is the subject of or may otherwise be involved with a student complaint, the FAC will select a replacement from the full-time tenured and tenure-track faculty. If the Assistant to the Chair is the subject of or may otherwise be involved with a student complaint, the Chair will appoint a member of the Student Academic Complaint Committee to chair the committee and the FAC will appoint an additional member to the committee from the full-time tenured and tenure-track faculty.

5. **Reappointment, Tenure, and Promotion Committee**

The policies and procedures which govern the Department's Ad Hoc Reappointment, Tenure and Promotion (RTP) Committee are included in University Policy. Procedural and operational guidelines for this committee are provided annually by the Office of the Provost. This committee reviews materials relevant to the professional performance of faculty who are candidates for reappointment, tenure, or promotion in rank, and to make recommendations to the Chair on each of these personnel decisions. The recommendations of this committee and the Chair, together with the materials assembled for the committees, are forwarded to the Dean of the College.

6. **Other Ad Hoc Committees**

The Chair may establish, charge, and appoint the membership of ad hoc committees as required by the Department. In establishing ad hoc committees, naming members and designating a committee chair, the Chair shall consult with the FAC. The Chair will welcome requests and preferences from the faculty before establishing and making appointments to ad hoc committees.

**SECTION IV**  
**APPOINTMENT AND EMPLOYMENT PROCEDURES AND REGULATIONS**

A. **Faculty Appointments**

Normally, an earned doctoral degree in a related discipline is required for all faculty appointments to a tenure-track position in the Department. Postdoctoral experience is preferred.

B. **Faculty Ranks**

The basic definitions of faculty ranks are the following:

1. **Instructor**

This rank is intended for persons initially hired with a master's degree. Normally, the Department does not hire at the rank of Instructor except for full-time non-tenure track (NTT) faculty positions.

2. **Assistant Professor**

This rank is normally the entry level rank for tenure-track faculty holding the doctorate in an appropriate discipline.

3. **Associate Professor**

Hire to or promotion to this rank presumes prior service as an Assistant Professor, significant academic achievements, and possession of the doctorate in an appropriate discipline (*See*, Section V of this Handbook).

4. **Professor**

Promotion to this rank requires credentials and achievements beyond those required for promotion to Associate Professor and is reserved for senior faculty members who have achieved significant recognition in their discipline (*See*, Section V of this Handbook).

5. **Research Associate and Research Assistant**

These ranks are reserved for individuals who are engaged in research and who are not normally assigned teaching responsibilities. Such positions are typically supported by extramural grant funds and are not tenure-track appointments. Faculty who hold these ranks do not vote on Department committees and do not participate in Department governance.

6. **Adjunct Faculty Appointments**

These appointments are held primarily by faculty from other institutions or persons on the staffs of community-based agencies and organizations. Adjunct faculty appointments are made at the discretion of the Chair in consultation with the FAC. Adjunct faculty members do not vote on Department Committees and do not participate in Department governance.

7. **Visiting Faculty Appointments**

Visiting faculty appointments at an appropriate faculty rank may be made when leaves of absence occur or special needs arise and funds are available. A visiting faculty member is typically a faculty member from another institution who is employed by the Department for a period not to exceed one (1) year. In the event that a Visiting faculty member is employed in that capacity for a second consecutive year, the visiting faculty member will then become a full-time non-tenure track (NTT) faculty member.

8. **Full-Time Non-Tenure Track Faculty (NTT) Appointments**

Full-time non-tenure track faculty (NTT) appointments are made on an annual basis (*See*, Section VI of this Handbook). NTT appointments are not included under the umbrella of the **University policy and procedures regarding faculty tenure** (*See*, University Policy Register 3342-6-14) and NTT faculty members are not entitled to any rights with regard to tenure.

9. **Part-Time Faculty Appointments**

When the Department cannot meet its teaching needs from the ranks of its full-time tenured and tenure-track faculty, full-time non-tenure track (NTT) faculty and graduate students, part-time faculty appointments will be made from an established pool of qualified applicants not currently on regular appointment at the University.

10. **Graduate Faculty Status**

As a doctoral degree granting department, the Department normally requires that all faculty hired for tenure-track positions be eligible for appointment to the graduate faculty as associate or full members. The **Administrative policy regarding graduate faculty** is included in the University Policy Register. (*See*, University Policy Register 3342-6-15.1)

C. **Recruiting Faculty**

The Department supports the goals of equal opportunity and affirmative action in recruiting and in making appointments to the faculty. Search Committees are appointed by the Chair after consultation with the FAC and faculty members in the specific area or discipline conduct the search for candidates. Search committees include a student member selected by the faculty

members serving on the search committee. Following the search, the search committee recommends to the Chair that two (2) or three (3) candidates be invited to campus for an interview. Each candidate who is invited to campus for an interview will present a seminar before the Department. The search committee may recommend its choice of candidates to the Chair. Committee recommendations are advisory to the Chair who makes a recommendation to the Dean. If the Dean concurs with the Chair, a recommendation is forwarded to the Office of the Provost. If the Chair's recommendation is different than that of the search committee and the faculty, the Chair shall inform the Dean of all recommendations and the reasons for the disagreement.

D. **Role and Responsibility of the Faculty**

Each faculty member is expected to contribute to the Department, Campus, College and the University according to the terms and condition of his/her letter of appointment. Some faculty members make their primary contribution in teaching while others emphasize research. High quality teaching and scholarly activity are expected of all faculty members. Service to the Department, Campus, College, and the University is also expected of each faculty member.

Faculty members are expected to provide students with a syllabus which includes the subject matter to be covered in a course, a listing of assignments and/or reports, approximate dates of examinations, grading standards, attendance requirements, and other pertinent details of the conduct of the class. A Student Survey of Instruction (hereinafter "SSI") is required in each course in each semester and will be conducted under the auspices of the Chair pursuant to applicable University policies and procedures (*See*, Section IX of this Handbook). Probationary faculty members are required to undergo peer review of teaching during each year of the probationary period. Supervision and direction of undergraduate research projects and theses is part of the teaching function.

Scholarly activity is expected of all faculty members, although the extent and/or type of activity may vary with the terms of each faculty member's assignment and campus location. Faculty involved in research and the graduate program are expected to present evidence of their endeavors as witnessed by publication, proposals submitted for extramural funding, and dissemination of research in various venues as appropriate to the discipline. Activity in professional organizations and the training of graduate students is also expected.

Service to the University is a responsibility of each faculty member. Department, Campus, College, and University committee or task force membership is expected as a normal part of a faculty member's contributions. Special or outstanding service above and beyond that which is typical may be considered during the review of a faculty member, but service alone will not reduce the expectations of quality teaching and scholarly activity. Public service is encouraged and recognized as a part of the professional responsibilities of each faculty member, although contributions in this area can be expected to vary widely due to the nature of the various disciplines within the Department.

E. **Faculty Code of Ethics**

All members of the Department faculty are expected to maintain the highest ethical standards as teachers, scholars, university citizens and colleagues. The **University policy regarding faculty code of professional ethics** can be found in the University Policy Register. (*See*, University Policy Register 3342-6-17)

F. **Faculty Workload and Workload Equivalents**

All full-time tenured and tenure-track faculty of the department are expected to carry a maximum workload of twenty-four (24) credit hours per academic year. Full-time non-tenure track faculty members are expected to carry a maximum workload of thirty (30) credit hours per academic year. (*See*, University Policy Register 3342-6-18) The workload for each individual faculty member is assigned by the Chair with the approval of the Dean. The FAC shall advise the Chair on issues related to teaching assignments, class schedules and the appropriate application of workload equivalents. In addition, the Chair may, in consultation with the FAC and with the concurrence of the Dean, assign workload equivalencies for specific duties which are considered essential to the academic mission of the Department. The Chair shall provide each faculty member with a statement of her/his workload.

**EACH DEPARTMENT SHOULD ADD A SECTION HERE:**

The TT CBA requires that “expectations and specification for workload equivalents of classroom instructional assignments” be incorporated in each unit’s handbook. If applicable, each department should develop and include established workload equivalencies in its handbook (e.g., workload equivalents for research, graduate faculty status, administrative duties, advising, large class size, etc.)

Not all faculty members contribute to the Department in the same manner. A faculty member whose primary responsibilities are undergraduate teaching and undergraduate programs may teach and serve in a greater diversity of courses than a faculty member who is also a member of the graduate faculty. Most of the Department faculty members will be either a full or associate member of the graduate faculty. All faculty members are expected to be involved in significant research activity, serve on graduate student committees, and direct graduate student research.

In the interest of maintaining a high standard of teaching and the desirability of faculty involvement in research and service activities, overload assignments are strongly discouraged. Overload assignments (i.e. workload assignments which total more than twenty-four (24) credit hours per academic year for tenured and tenure-track faculty and which total more than thirty (30) credit hours for full-time non-tenure-track faculty) will be made only in unusual circumstances. Such assignments require the agreement of the faculty member, and the approval of the Chair and the Dean.

G. **Teaching Assignments and Class Schedules**

Faculty members are assigned to teach specific courses by the Chair. The primary considerations for course assignments are prior teaching experience, subject expertise, and shared responsibility among the faculty for service and introductory courses. Questions regarding teaching assignments should be addressed to the Chair. In the case of a dispute or request for reassignment the faculty member may request review by the FAC which will make a recommendation to the Chair.

Scheduling of classes is the responsibility of the Assistant to the Chair with approval of the Chair. The primary consideration for scheduling classes is student need with regard to meeting program or major requirements within a reasonable time frame. In addition, the scheduling of some classes may be determined by the need to serve nontraditional students.

H. **Summer Teaching Assignments**

The Chair welcomes requests for summer teaching assignments from all full-time faculty members. Summer teaching cannot be guaranteed to any faculty member and most summer teaching assignments are for a partial load. The size, content, and staffing of summer courses are dictated by budgetary constraints and curricular needs. Within these requirements, faculty members are offered summer teaching assignments on an annual rotation system. Faculty members may elect not to accept a summer assignment.

I. **Other Faculty Duties**

Faculty members are expected to schedule and attend at least five (5) office hours per week (See, University Policy Register 3342-6-18.101). The office hours shall be posted on the faculty member's office door and communicated to the Department office as well as to the faculty member's students. If a student, for a legitimate reason or reasons, is unable to meet during the faculty member's scheduled office hours, the faculty member shall make appointments to meet with the student at an alternate time.

In order to assist in student advising, faculty members should maintain current knowledge of University, College, and Department programs and requirements.

Faculty members are expected to participate in recruitment programs, graduation ceremonies and other activities which are appropriate to their role as a faculty member in the Department.

J. **Sanctions**

A sanction is a documented corrective action in response to a faculty member's unsatisfactory performance of his/her duties and responsibilities as a member of the faculty. (See, "Sanctions for Cause" in the *Collective Bargaining Agreement*)

K. **Faculty Information System**

All faculty members are required to provide a current curriculum vitae (CV) to be kept on file in the Department office. The faculty member's CV must be updated annually using the electronic system supported by the University.

L. **Faculty Leaves**

All leaves, sponsored or unsupported, personal or professional, are subject to the approval of the Chair, the Dean and the Provost.

University leaves include but are not limited to:

1. Research leaves.
2. Leaves of absence without pay.
3. Faculty professional improvement leaves.
4. Research/Creative Activity appointments.

M. **Faculty Absence and Travel Policy**

Faculty members who will be absent from campus for professional or personal reasons must submit a **Request for Absence Form** with the Chair. The request should be made at least one (1) month prior to the planned absence and is subject to the approval of the Chair and the Dean. Arrangements for any classes to be missed during the absence must be addressed to the satisfaction of the Chair before approval will be granted.

Attendance at professional meetings is encouraged and approved travel expenses incurred in attending such meetings will be reimbursed when approved prior to travel according to the University's travel policies and are subject to the availability of Department funds. In general, greater amounts of support will be granted to meeting participants (i.e. those presenting a paper or chairing a session) than to faculty members who simply attend professional meetings.

N. **Faculty Sick Leave**

The Chair is responsible for keeping complete records of faculty sick leave; however, faculty members are also required to submit the appropriate sick leave forms to the Chair. Sick leave forms should be completed and submitted to the Chair within forty-eight (48) hours after an absence.

O. **Outside Employment and Other Outside Activities**

Faculty members may engage in professional activities outside the university provided the activities do not interfere with the faculty member's teaching, research, or service responsibilities to the Department, Campus, College or University (See, University Policy Register 3342-6-24). These activities must not compete with University activity or the faculty member's employment with the University and must be approved in advance by the Chair and the Dean. Each academic year, each faculty member must disclose and seek approval for all outside employment or other outside activities on the form provided by the University. Any outside employment or other outside activities are subject to the Faculty Code of Ethics and the University's conflict of interest policies. (See, University Policy Register 3342-6-17 and 3342-6-23)

P. **Copyright Restrictions**

All faculty members should be aware of current copyright laws which restrict the copying of published materials. For further information, contact the University's Office of Legal Affairs.

Q. **Academic Misconduct**

The **University policy regarding misconduct in research and scholarship** and the **Administrative policy and procedures regarding allegations and instances of misconduct in research and scholarship** is included in the University Policy Register. (See, University Policy Register 3342-3-05 and 3342-2-05.01)

**SECTION V**  
**REAPPOINTMENT, TENURE, AND PROMOTION**  
**CONSIDERATION FOR TENURE-TRACK FACULTY**

A. **Reappointment**

The policies and procedures for reappointment are included in the **University policy and procedures regarding faculty reappointment** (*See*, University Policy Register 3342-6-16). Each academic year, reappointment guidelines for Kent and Regional Campus faculty are distributed by the Office of the Provost. Probationary tenure-track faculty members are reviewed by the Department's Ad Hoc RTP Committee (*See*, Section III of this Handbook). The FAC, in consultation with the Chair, assigns two (2) faculty members to visit the classes of each probationary faculty member, interview students in the classes, and generally evaluate the faculty member's teaching performance. A written report of the evaluation is submitted to the Chair for placement in the faculty member's reappointment file. Probationary faculty will also create an updated file that is presented to the Chair who will make these materials available to the Ad Hoc RTP Committee. Each probationary faculty member is discussed by the committee which then votes on the faculty member's reappointment. The Chair independently assesses the accomplishments of each probationary faculty member and forwards her/his recommendation and the committee's recommendation to the Dean. The Chair informs probationary faculty of the committee's recommendation and provides a copy of her/his recommendation to the Dean. Probationary faculty members who are not to be reappointed must be notified according to the schedule established in the *Collective Bargaining Agreement*. For faculty members whose appointment is in the Regional Campuses, recommendations on reappointment from the Chair are forwarded to the Dean and the appropriate Regional Campus Dean.

For probationary faculty, reappointment is contingent upon demonstration of adequate progress toward the requirements for tenure. Moreover, the faculty member must have established and articulated short and long term plans for achieving these goals. For faculty members following the traditional tenure clock for Assistant Professors, the review after completion of three (3) full years in the probationary period at Kent State University is particularly critical. Upon completion of the third year of the probationary period, faculty reviewing a candidate for reappointment should consider the record of the candidate's achievements to date. This record should be considered a predictor of future success. The hallmark of a successful candidate is a record of compelling evidence of impact upon the discourse of her/his discipline. This record can be demonstrated through review of the candidate's grants, pink sheet reviews, peer reviewed work including assessment of the impact (as measured by the quality of the journal publishing the paper/journal impact factor) or citation indexes such Google Scholar. Specific concerns expressed by the Ad Hoc RTP Committee and/or the Chair during this stage of the probationary period should be addressed by the candidate in subsequent reappointment reviews. Finally, the overall evaluation of a candidate for reappointment must include consideration of the faculty member's personal integrity and professional behavior as recognized by the University community. A sound ethical approach to all aspects of teaching, research, publication, and the academic profession

is expected of all who seek reappointment in the Department. A candidate who fails to demonstrate likely success in the tenure process will be notified promptly that she/he will not be reappointed.

In the event that concerns about a candidate's performance are raised during the reappointment process, the Ad Hoc RTP Committee and the Chair shall provide detailed, prescriptive comments to serve as constructive feedback. If such concerns arise during a review that occurs after completion of three (3) full years in the probationary period, the Chair, in consultation with the FAC, will advise and work with the candidate on a suitable, positive plan for realignment with the Department's tenure and promotion expectations; however, the candidate is solely responsible for her/his success in implementing this plan.

From time to time, personal and/or family circumstances may arise that require an untenured faculty member to need to request that her/his probationary period be extended. Upon request, a faculty member may be granted an extension of the probationary period which has been traditionally called "tolling" or "stopping the tenure clock." The **University policy and procedures governing modification of the faculty probationary period** is included in the University Policy Register. (*See*, University Policy Register 3342-6-13)

## **B. Tenure and Promotion**

The policies and procedures for tenure are included in the **University policy and procedures regarding faculty tenure** (*See*, University Policy Register 3342-6-14) and the policies and procedures for promotion are included in the **University policy and procedures regarding faculty promotion** (*See*, University Policy Register 3342-6-15). Each academic year, tenure and promotion guidelines for Kent and Regional Campus faculty are distributed by the Office of the Provost. Tenure and promotion are separate decisions. The granting of tenure is a decision that plays a crucial role in determining the quality of university faculty and the national and international status of the University. The awarding of tenure must be based on convincing documented evidence that the faculty member has achieved a significant body of scholarship that has had an impact on her/his discipline, excellence as a teacher, and has provided effective service. The candidate is also be expected to continue and sustain, over the long term, a program of high quality teaching, scholarship and relevant to the mission of the candidate's academic unit(s) and to the mission of the University. Tenure considerations can include evaluation of accomplishments prior to arrival at Kent State University to examine consistency, as well as grant proposals submitted but not funded, proposals pending, papers "in review" or "in press," graduate students currently advised, and any other materials that may reflect on the candidate's potential for a long-term successful career. The tenure decision is based on all of the evidence available to determine the candidate's potential to pursue a productive career. On the other hand, promotion is recognition based on a candidate's accomplishments completed during the review period and promotion decisions are based on papers published, grants received and graduate students graduated during the review period, as well as teaching evaluations and service to the University.

Consideration for promotion to Professor differs from consideration for promotion to Associate Professor. Promotion to Associate Professor is recognition for establishing a career likely to achieve national/international prominence as evidenced by extramural grants received, papers published in the refereed scientific literature, students graduated, etc. Promotion to Professor recognizes the highest level of university achievement and national/international prominence. Evidence for this prominence includes a record of sustained major extramural funding from highly competitive funding sources and a record of increased prominence in and impact on the field.

Many factors and criteria, both subjective and objective, are considered in recommending a faculty member for tenure and advancement in academic rank. The overall evaluation of a candidate for tenure and promotion shall include consideration of the faculty member's personal integrity and professional behavior as recognized by the University community. A sound ethical approach to all aspects of teaching, research, publication, and the academic profession are expected of all who seek tenure and promotion in the Department.

### **C. Criteria for Tenure and Promotion**

The Ad Hoc RTP Committee shall consider the following areas of faculty performance when making recommendations on tenure and promotion. The tables and text below are designed to facilitate assessment of performance of those candidates who are being evaluated for tenure and promotion. During the probationary period, these tools should be used for developmental assistance and projection of future success in achieving tenure and promotion.

Tables 1 (A and B), 2, and 3 provide guidelines for the assessment of a faculty member's performance and a rating scale for use in the evaluation of candidates. For promotion from Assistant to Associate Professor the faculty member must meet the criteria for an "excellent" rating in either scholarship or teaching with at least a "very good" rating in the other category. University citizenship must at least meet the minimum Department criteria as outlined in Table 3. These same categories and assessment tools apply for tenure decisions.

A candidate for promotion to Professor must meet the criteria for an "excellent" rating in scholarship and teaching. University citizenship must exceed the minimum Department criteria. A candidate for promotion to Professor may not have equal activity in scholarship, teaching and service as he/she becomes more specialized.

Documentation of a faculty member's achievements will be demonstrated in a seminar presented to the Department prior to a faculty member's application for tenure or promotion. For Assistant Professors, this seminar will typically be presented during the faculty member's third full year in this rank. For promotion to Associate Professor and Professor, the seminar should be the year prior to an anticipated promotion application.

#### **Scholarship**

Scholarship is an essential and critical component of University activity. The originality, quality, impact and value of the work must be assessed. To assist this process, the candidate shall submit the names of at least five (5) experts in her/his field who are considered capable of judging the candidate's work. Moreover, the candidate must provide the Ad Hoc RTP Committee with ample descriptive evidence of his/her scholarly activity. A faculty member's specific area of specialization may be a factor in the number and size of grants received and in the scope and time required for research and the resulting publications.

In addition to funded research and scholarly publications, other scholarly activities including but not limited to serving on national grant review bodies, presenting at refereed professional meetings, chairing society committees, and presenting papers before learned societies should be considered. These later activities complement scholarly publications and grant funded research. Faculty members are expected to hold membership in professional societies, attend and participate in institutes and seminars, organize institutes, seminars, and workshops, insofar as such activities enhance their professional competency.

**Standards for the Evaluation of Scholarship and Research:**

All faculty of the department are expected to seek excellence in scholarly activity. Indicators on which the assessment of the quality of scholarly activity is based are provided in Tables 1A and 1B.

Indicators of the quality of a faculty member's research record include the quality and quantity of published work as well as the faculty member's success in obtaining extramural funds. All faculty members in the Department are expected to produce records of scholarship that reflect their disciplinary focus and the attributes of an individual faculty member's scholarly activity will vary across disciplines.

To achieve "excellent" in the category of the scholarship at the time a faculty member stands for tenure and promotion, she/he should have established a research program which demonstrates an impact upon his/her discipline.

Within this context, during annual reappointment reviews, each faculty member who will seek tenure or promotion is obligated to provide evidence supporting his/her scholarly record. This obligation will be met by providing specific information about article and journal quality and impact, funding history and plans, and description in the faculty member's supplementary materials of any other evidence of scholarship that the faculty member deems appropriate. In turn, the members of the Department's Ad Hoc RTP Committee and the Chair shall evaluate a candidate's record in light of the Department's expectations for a successful tenure decision.

**Table 1A. Kent campus faculty: Evaluation Components for Assessment of Scholarship for promotion and tenure.**

Scholarship	Definition	Accomplishments Corresponding to the Assessment Score
Excellent	Nationally/Internationally recognized research program	Demonstrated record of publications <sup>1</sup> and grants <sup>2</sup> , invitations to give presentations, research-related service to federal/state organizations, awards, recognition from scientific societies <sup>3</sup>
Very Good	Emerging nationally recognized research program	Demonstrated record of publications and "seed" grants, presentations well recognized meetings with rigorous criteria for paper review.
Good	Active research program	Some peer-reviewed publications or "seed" grants, some presentations at meetings/seminars
Weak	Limited research program	Occasional publications or meeting presentations
Poor	No research program	No publications, presentations, or grants

Note: definitions in footnotes below refer to the meaning of "publications," "grants," and "recognition" throughout Table 1 A.

<sup>1</sup>Publications include: papers in peer-reviewed journals of recognized quality ("A or B" quality journals (See, Table \_\_\_), books, and book chapters. Evaluation of publication record will include an assessment of quality and impact on the field as well as quantity. Papers of exceptional length, impact and quality are given particular consideration.

<sup>2</sup>"Grants" refers to extramural funding where the role of the faculty member in securing the funding is clearly demonstrated and which are of sufficient magnitude to fully support research at a level and duration appropriate for the discipline, including funds for supplies, materials and personnel (graduate students, research technicians and/or post-doctoral associates). For NIH grants, this includes R01s, AREA grants, and others of sufficient magnitude as described herein. "Seed Grants" are extramural grants that are not of sufficient magnitude to fully support doctoral students or are intramural grants. "Seed Grants" should be designed to lead to successful applications for "Grants." Grantsmanship should be commensurate with the field of research with the recognition that the dollar amount of awards varies among fields.

<sup>3</sup>Recognitions from scientific societies include, for example, election to office, editorial board membership, editorship, etc. Service to federal/state institutions includes service on federal proposal panels, site visits, and other research related activities.

**Table 1B**

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Journal Ranking for Guidance in RTP Decisions	
Each department should list journals in each category.	
A Journals	Highest ranking journals in discipline as measured by impact
B Journals	Middle tier journals
C Journals	Lower tier journals

## 2. Teaching

Criteria for the evaluation of the teaching are listed in Table 2. Course revision is defined as making a substantial modification to a course such as developing several new laboratories, addition of distance learning options, formally proposing to change course content/format, etc.

Other information such as written comments from students, colleagues within and beyond the Department, College or University administrators shall be considered when available. Peer reviews and summaries of Student Surveys of Instruction (including all student comments) must be submitted as part of a candidate's file for reappointment, tenure and promotion. Copies of representative syllabi, examinations, and other relevant teaching material should also be available for review. Documentation related to graduate student, undergraduate student, and post-doctoral student training should be included in materials provided by a candidate for reappointment, tenure and promotion. Faculty members are expected to mentor graduate students (particularly at the doctoral level) and/or postdoctoral students. Evaluation of teaching will account for differences in missions and expectations across campuses.

Table 2. Evaluation Components for Assessment of Teaching for promotion and tenure

Scholarship	Definition	Accomplishments Corresponding to the Assessment Score
Excellent	Innovative teacher; provides leadership in instructional Development	Develop/revise courses, develop research projects for students (undergraduate and/or graduate), excellent student and peer perceptions, instructional creativity, actively participate in curricular revisions
Very Good	Innovative teacher	Develop/revise courses, good student and peer perceptions, work with graduate and/or undergraduate students in research
Good	Meets obligations well	good student and peer perceptions
Fair	substandard teacher	Below average student and peer perceptions
Poor	substandard, ineffective teacher	Below average student and peer perceptions, pattern of complaints

### 3. University Citizenship

A faculty member's contributions as a University citizen include service to the Department, the Campus, the College, and the University as outlined in Table 3. The merits of University service should be evaluated as to (1) whether or not the candidate chaired the committee listed and (2) the importance of the service to the mission of the unit served. Less tangible components of citizenship include active participation in department events such as faculty and graduate student recruitment, seminars, department meetings and seminars, etc.

Being an active and useful citizen of the Department, Campus, College and University is expected and valued; however, service of any magnitude cannot be considered more important than a candidate's research and other scholarly activity and instructional responsibilities. Expectations in service for promotion to Professor are higher than for promotion to Associate Professor.

*Table 3. Assessment of University Citizenship for promotion and tenure.*

<b>Citizenship Assessment</b>	<b>Examples of Accomplishments Corresponding to the Assessment Score</b>
Exceeds obligations	Significant role in Department, Campus College and/ or University as evidenced by productive service on committees, active participation in significant events, effectively chairing committees, specific administrative assignments, meaningful public outreach
Meets obligations	Meets the minimal Department/Campus Obligations
Does not meet obligations	Does not meet Department/Campus obligations in a timely manner or does not actively participate in significant departmental/campus events

B. Other components of service are also considered (including public outreach and public and professional service) in reappointment, tenure and promotion decisions and may differ in their importance among faculty members depending on each faculty member's duties and responsibilities within the Department.

**SECTION VI**  
**RENEWAL OF APPOINTMENT AND THIRD-YEAR FULL PERFORMANCE REVIEWS**  
**OF FULL-TIME NON-TENURE TRACK (NTT) FACULTY**

A. **Renewal of Appointment**

Appointments for full-time non-tenure track (NTT) faculty are governed by the applicable *Collective Bargaining Agreement* and are made annually. Renewal of appointment is contingent upon programmatic need, satisfactory performance of previously assigned responsibilities, and budgeted resources to support the position.

B. **Third-Year Full Performance Review**

The third-year full performance reviews of (NTT) faculty are governed by the applicable *Collective Bargaining Agreement*. Each academic year, guidelines for the third-year full performance reviews for NTT faculty at the Kent and Regional Campus are distributed by the Office of the Provost. The third-year full performance review concludes with the College or, if applicable, the division of the Regional Campuses' level of review and determination. The period of performance to be reviewed is the three (3) full academic years of appointments including that portion of the third appointment which is subject to evaluation and assessment at the time of the review.

**EACH DEPARTMENT SHOULD ADD A SECTION HERE:**

The NTT CBA requires that academic units develop criteria for third year performance reviews which are based primarily on established instructional effectiveness criteria applicable to the reappointment of tenure-track faculty within the academic unit or regional campus.

NTT faculty members are reviewed by the Ad Hoc RTP Committee. The Chair, in consultation with the FAC, assigns two (2) faculty members to visit the classes of NTT faculty members, interview students in the classes, and generally evaluate teaching performance. One of the faculty members assigned to visit the classes must be a member of the Ad Hoc RTP Committee. A written report is submitted to the Chair for placement in the faculty member's review file. NTT faculty will also submit an updated file that is presented to the Chair who will make these materials available to the Ad Hoc RTP Committee. Each NTT faculty member is discussed by the committee which votes on a recommendation for renewal of the faculty member's appointment. The Chair independently assesses the accomplishments of each NTT faculty member and forwards to the Dean her/his recommendation and the committee's recommendation. The Chair informs the NTT faculty member of the Ad Hoc RTP Committee's deliberations and provides the faculty member a copy of the recommendation that the Chair sends to the Dean. NTT faculty members whose appointments will not be renewed must be notified by the timelines established in the

applicable *Collective Bargaining Agreement* whether lack of adequate satisfaction with performance or the absence of anticipated continuing programmatic need or budgeted resources to support the position is the reason.

The overall evaluation during the third-year full performance review shall include consideration of the faculty member's personal integrity and professional behavior as recognized by the University community. A sound ethical approach is expected of all NTT faculty members who seek renewal of appointment in the Department.

**SECTION VII  
FACULTY EXCELLENCE AWARDS**

Faculty Excellence Awards are established pursuant to the applicable *Collective Bargaining Agreement*. Procedures and timelines for determining Faculty Excellence Awards for any given year shall be conducted in accordance with guidelines issued by the Office of the Provost.

**EACH DEPARTMENT SHOULD ADD A SECTION HERE:**

The TT CBA requires that each academic unit develop evaluative criteria and relative weighting of the two broadly-defined areas of demonstrated Faculty excellence (teaching/university citizenship and scholarship) to be recognized through Faculty Excellence Awards.

**SECTION VIII  
FACULTY GRIEVANCE AND APPEAL PROCEDURES**

**A. Informal Procedure**

Any faculty member who believes that he/she may have a grievance is strongly encouraged, before initiating a formal grievance or appeal, to talk with the Chair about any issue(s) of concern. The Chair may seek the advice and recommendation of individual faculty members or faculty advisory groups in seeking informal resolution of a dispute or complaint.

**B. Formal Procedure**

Formal procedures for addressing grievances affecting the terms and conditions of employment of faculty are described in the applicable *Collective Bargaining Agreement*. Disputes involving substantive academic judgments are subject to a separate academic appeals process governed by the applicable *Collective Bargaining Agreement*.

Faculty grievances that are not directly related to the terms or conditions of employment and are not academic appeals are appropriately addressed within the Department, whenever possible. The Chair and/or faculty members will initiate an informal dialogue with all parties involved in a dispute and strive to reach a resolution agreeable to all parties.

## SECTION IX STUDENTS

Students, both undergraduate and graduate, are of primary concern to all faculty members, and students' academic needs are of primary importance to the Department. Students participate in various Department committees including the Undergraduate Curriculum Committee (UGCC), Graduate Studies Committee (GSC), and those ad hoc committees where students' viewpoints are useful and appropriate. Student appointments to committees are made by the Chair in consultation with the FAC and the faculty members involved in and affected by a specific committee's work.

### A. Advising

Faculty are required to advise and counsel undergraduate and graduate students on academic matters. General advising at the undergraduate level is coordinated by the Undergraduate Advisor who serves as the Department representative for College and University functions related to undergraduate programs and activities. Individual faculty members are responsible for providing academic counseling to undergraduate students assigned to them and to other undergraduate students who seek such advice, as needed. Student advising at the graduate level is conducted by the student's "major professor" and the student's dissertation committee members.

### B. Student Academic Misconduct

The University's **Administrative policy regarding student cheating and plagiarism** is included in the University Policy Register. (See, University Policy Register 3342-3-01.8)

### C. Student Grievances and Academic Complaints

The University's policies and procedures which govern student grievances and student academic complaints are included in the University Policy Register. (See, University Policy Register 3342-4-02.102, 3342-02-3 and 3342-8-01.4)

### D. Transfer Credit Procedure

The Assistant to the Chair is responsible for the evaluation of undergraduate transfer credit and may consult with a faculty member who teaches the specific course or courses at issue. Questions of transfer credit for other subject areas should be referred to the College office.

Graduate transfer credit is evaluated according to the process described in the current Graduate School Catalog. Both master's and doctoral transfer credit may be accepted if the criteria are met and the student's adviser, the Graduate Studies Committee, and the Dean approve the transfer credit.

E. **Privacy of Student Records**

The Chair is responsible for ensuring that all members of the Department comply with all laws and University Policies which govern the privacy of student education records, including but not limited to the Family Educational Rights and Privacy Act (FERPA). These regulations require, among other things, that faculty members keep thorough academic records and forbid the posting of grades by name, social security number or any other system which might identify a student with her/his education record. For further information, contact the University's Office of Legal Affairs.

F. **Student Evaluations**

All courses are evaluated each semester, including summer sessions, using the approved Student Survey of Instruction (SSI). Faculty members are informed of the day and time for the evaluation and graduate students administer the SSIs under the direction of a Department staff person. SSIs are returned in a sealed envelope to the Department office. The Department Administrative Assistant arranges for the appropriate scoring of SSIs according to the approved group norms for the Department. SSIs are not available to individual faculty members until after grades are submitted to the Registrar. SSIs and the results are maintained the Department office and are available for faculty review. SSIs for Regional Campus faculty are administered and maintained by the campus at which the course is taught.

**SECTION X**  
**CURRICULAR POLICIES AND PROCEDURES**

A. **Curricula**

Curricular changes may be proposed by any faculty member for consideration by the UGCC and the GSC. Either of these committees may initiate curriculum changes. The proposal must be submitted to the faculty at least five (5) working days prior to a vote by the entire faculty. If the recommendation from either committee is not unanimous, a minority report may be submitted with the recommendation. If recommended by a majority, the proposal is forwarded to the Chair whose recommendation is sent to the College for consideration.

B. **Final Exams**

Final examinations in all courses must be offered at the time and date specified in the University's schedule of final examinations. Changes of the time and/or date of a final examination require prior approval of the Chair and the Dean, but in any case, the exam must also be offered at the time scheduled and publicized by the University for those students who desire to take the exam at that time.

C. **Grades**

Faculty members must inform students of their progress throughout the semester. Grades are a faculty member's responsibility and should be assigned fairly and objectively. Submission of final grades must comply with University Policy, including but not limited to the deadline for the timely submission of grades. Failure of faculty members to provide grades in compliance with University Policy will be taken into consideration in reappointment, promotion, tenure and merit decisions.

Materials used in computing grades (e.g., exams, papers, reports, etc.) should be retained by the faculty member for five (5) years after final grades are submitted. Students have a right to inspect the written work performed during a course and discuss the grade with the faculty member.

D. **Audits**

Students may audit any course subject to space availability and approval of the Chair. Faculty members have the discretion to determine conditions and requirements for the audit.

**SECTION XI**  
**HANDBOOK MODIFICATION, AMENDMENT AND REVISION**

The implementation, modification, amendment and revision of this Handbook is governed by the applicable *Collective Bargaining Agreement*. The Department faculty will review and update this Handbook, as needed, but at least every three (3) years. Suggestions for modifications or amendments to the Handbook may be initiated at any time by the Chair or by any faculty member. Proposed modifications or amendments are subject to discussion, revision, and recommendation by the FAC. When a proposed modification or amendment involves a major change in Department policy or practice the Chair may seek the recommendation of the entire faculty. If the Chair concurs with a proposed modification, amendment or revision, he/she will recommend the change(s) to the Dean. All modifications, amendments and revisions of the Handbook require the approval of the Dean. In reviewing this Handbook the Dean may request revisions before lending final approval. If these revisions are not adopted by the Department, the Dean shall consult the CAC with regard to the provision(s) in dispute before making a final determination and certifying final approval of the Handbook. Further, the Dean may direct that the Handbook be modified, amended or revised to reflect changes in College or University policy.

## APPENDIX I

Insert Diagram of dept structure