Department Bylaws

The Goodnight Family Sustainable Development Department

College of Fine & Applied Arts

Appalachian State University

Approved by the SD Faculty on \_\_\_\_\_\_\_\_\_March 22, 2021\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

This document outlines the governance structures and operating procedures for the Department of Sustainable Development (SD). These bylaws may be amended or replaced by a two-thirds vote of the SD faculty, provided a proposed change has been circulated at least two weeks before the meeting when it will be considered. The bylaws supplement, and are intended to be consistent with, the Rules and Regulations of the University of North Carolina System; the Appalachian State University *Faculty Handbook*; and the bylaws and policies set forth by the College of Fine and Applied Arts. These higher-level policies will apply when appropriate.

**1. Department Mission and Vision**

**Mission**

We are a critical development studies department that is committed to preparing students for thoughtful analysis of the processes of development and applied practice in the pursuit of transformative, community-driven development and social change.

**Vision**

Sustainable development aims to enrich human well-being, protect and conserve healthy and productive natural systems, support shared economic prosperity, and advance an ecological worldview. Our students examine the interdependent complexities and challenges of the world’s most pressing environmental, economic, and social problems and envision and enact creative and innovative solutions to these challenges in the context of sustainable development. Our faculty and students are deeply committed to the creation of a just and sustainable future for all.

**2. Degree Program**

All degree programs in the SD Department emerge from the United Nations’ mandate to engender “development that meets the needs of the present without compromising the ability of future generations to meet their own needs,” and they are similar in structure. The required SD Department Core shared by all degree programs is designed to provide students with an integrative understanding of fundamental sustainable development principles and practices and a shared foundation upon which to build their studies. Concentration Cores are unique to each degree program, and they provide opportunities for specialization in a particular area of critical development studies.

The Department offers the following four degree programs:

1. Bachelor of Science in Sustainable Development, Agroecology and Sustainable Agriculture concentration;
2. Bachelor of Science in Sustainable Development, Community, Regional, and Global Development concentration;
3. Bachelor of Science in Sustainable Development, Environmental Studies concentration
4. Bachelor of Arts in Sustainable Development, Environmental Studies concentration

**3. SD Faculty Categories**

**A. Department Faculty**

The SD faculty includes all faculty hired through University hiring procedures for tenured, tenure-track, or non-tenure-track faculty appointments in the SD Department. Expectations for tenured and tenure-track faculty are provided in the SD Department Promotion and Tenure Guidelines.

**B. Special Faculty (Non-Tenure Track)**

Faculty members who are appointed as visiting faculty members, adjunct faculty, lecturers, artists-in-residence, writers-in-residence, practitioners-in-residence, executives-in-residence, clinical faculty, research faculty, postdoctoral fellows, or other special categories are regarded as “special faculty” by the University. These are non-tenure-track appointments. Prior to appointment or reappointment, the credentials of special faculty appointments will be reviewed by the Departmental Personnel Committee (DPC) (See *Faculty Handbook*, Section 4.1.3.1). Among special faculty, only Lecturers or Senior Lecturers have Department or university voting rights, as specified in Article II of the Faculty Constitution (See *Faculty Handbook*, Section 3.13).

Appointments of special faculty shall be recommended by search committees or the DPC as determined by departmental faculty. Special faculty terms may be of limited duration or varying time periods. Recommendations for promotion of special faculty shall be the responsibility of the DPC. Reappointments of special faculty shall be recommended by the DPC in accordance with the rules outlined in the *Faculty Handbook*. Annual performance reviews of non-tenure track faculty will be conducted by the Chair. Expectations for special faculty will be delineated in the terms of their contracts with the University.

1. Instructors, Lecturers, Senior Lecturers, and Practitioners in Residence: Special faculty may hold the rank of Instructor, Lecturer, Senior Lecturer, or Practitioner in Residence (See *Faculty Handbook*, Section 3.8.4 and Section 3.13.4). The rank of Lecturer carries with it the requirement of teaching and institutional service. The duration and expectations for Instructors, Lectures, and Senior Lecturers will be delineated in the terms of their contract with the University. Instructors, Lecturers, Senior Lecturers, and Practitioners in Residence have voting privileges in the SD Department.
2. Adjunct Faculty: Adjunct Faculty are those faculty hired into a position in SD with the expectation that the appointment will be for a limited duration. The duration and expectations for Adjunct Faculty will be delineated in the terms of their contract with the University. Adjunct faculty do not have voting privileges in the SD Department.
3. Visiting Faculty: Visiting faculty members include nonpermanent, visiting scholars with appropriate qualifications who are engaged in research, teaching, and/or practice related to sustainable development. Access to SD Department resources are determined by the Chair in consultation with SD faculty. The specific teaching, research, and service obligations of visiting faculty will be negotiated on a case-by-case basis, approved by SD faculty, and articulated in the visiting faculty member’s contract or MOU. Visiting faculty members do not have voting privileges in the SD Department.
4. Postdoctoral Teaching and Research Associates: Postdoctoral Teaching and Research Associates include nonpermanent teachers and researchers with PhDs or other terminal degrees who are engaged in teaching and research related to sustainable development. All Postdoctoral Teaching and Research Associates must have a faculty mentor within the department. Access to SD Department resources are determined by the Chair in consultation with SD faculty. The specific teaching, research, and service obligations of postdoctoral research associates will be negotiated on a case-by-case basis, approved by SD faculty, and articulated in the postdoctoral research associate’s contract or MOU. Visiting faculty members do not have voting privileges in the SD Department.
5. Graduate Assistants and Graduate Teaching Assistants (GTAs): GTAs are appointed by the Chair and these appointments may be renewed annually or on a semester-by-semester basis. The qualifications and reappointment of Graduate Students who teach in SD are evaluated by the SD DPC. Student teaching evaluations will factor into determining the reappointment of GTAs. GTAs do not have voting privileges in the SD Department.
6. Other Personnel Devoted to Teaching, Research, and/or Management: Other personnel include those with teaching, research, and/or management responsibilities not listed above, such as the SD Farm Manager. Access to SD Department resources shall be decided upon by the Chair in consultation with SD faculty. Specific teaching, research, and management obligations will be negotiated on a case-by-case basis, approved by SD faculty, and articulated in the personnel contract or MOU. All personnel with teaching responsibilities should have a consistent record of student teaching evaluations, and their qualifications must be approved by the DPC. Other personnel do not have voting privileges in the SD Department, but their input on all relevant issues is welcome in SD faculty meetings.

**C. Affiliate Faculty**

Faculty in other departments who teach SD Department Core and/or Concentration Core courses; SD related or relevant courses; and/or engage in collaborative research and/or outreach with SD faculty and students may request affiliate faculty status in the SD Department. Affiliate faculty may be invited to an SD Department faculty meeting to discuss curriculum issues (e.g., new courses, potential course overlaps or gaps, and course reading materials); explore areas of collaboration and cooperation; and plan interdisciplinary campus events. Affiliate faculty will not have required service obligations, but they may be asked to serve on senior, honors, and graduate theses committees. To become an affiliate faculty, interested persons should submit a current CV and a statement of how their teaching and research relate to sustainable development. Affiliate faculty do not have voting privileges in the SD Department.

**4. Department Governance and Committees**

1. **Items that Require Departmental Approval**
2. Appointment of Faculty Senate Representative
3. Resolutions presented to the Faculty Senate
4. Changes to the Department Bylaws
5. Curriculum Proposals
6. International Exchanges
7. Job Descriptions
8. Membership of Standing and Ad Hoc Department Committees, including the Department Personnel Committee and Department Search Committees (Note: The Post-tenure Review Committee is an ad hoc committee and is elected from among and by the tenured department faculty)
9. Off-Campus Scholarly Assignments (OCSA)
10. Changes to the procedures for calculating merit-based pay increases
11. **Department Meetings**

Department meetings are held regularly, at least once per semester, and are generally managed according to Robert’s Rules of Order. Members of the faculty will be notified of the meeting agenda in advance and given an opportunity to participate in setting the meeting agenda. Regular attendance at faculty meetings is expected of all tenured and tenure track faculty. A majority of the voting faculty constitutes a quorum. Department meetings may be called by the Chair or by petition from a majority of voting members of the Department.

All members of the faculty, excluding part-time faculty teaching less than six (6) hours per semester, emeriti faculty, and adjunct faculty, have the right to hold faculty offices and to vote in faculty meetings and faculty elections and in Departmental and College committees on which they serve. The following exceptions apply: those eligible to serve on and participate in election of members to DPCs are full time faculty in the ranks of instructor, assistant professor, associate professor, and professor. When the interests of the Department or University may be served, other members of the University community may be invited to attend meetings of the faculty and its committees (See *Faculty Handbook*, Article II, Section 2).

**C. Department Committees**

* + 1. Promotion and Tenure Committee (PTC)

Composition and Terms: The PTC consists of all tenured faculty members (with a minimum of four), excluding the Chair and excluding those who must recuse themselves (See *Faculty Handbook*, Section 4.1.8.8). If there are fewer than four tenured faculty members, the tenured faculty members will make nominations of tenured faculty in allied disciplines on campus and will elect from those nominated for a total of four members who will serve for one year.

Responsibilities: The PTC will make recommendations to the Chair regarding contract renewal for tenure track faculty (third year review); graduate faculty status for tenure track and tenured faculty (See *Faculty Handbook*, Sections 4.5.3 and 4.4.5.1); the granting of permanent tenure; promotion to tenured ranks; and Emeritus status (See *Faculty Handbook*, Section 3.12).

* + 1. Department Personnel Committee (DPC)
       1. Composition and Terms: The composition, functions, and procedures of the DPC as outlined in Section 4.1 of the *Faculty Handbook* are the official DPC guidelines and must be followed in all cases. The Provost and Executive Vice Chancellor shall be responsible for seeking interpretations of any relevant regulations or policies. In the SD Department, the DPC consists of four voting members and two alternates (See *Faculty Handbook*, Section 4.1.2.1). When possible, faculty representing each of the degree program concentrations will serve on the DPC. Members of the DPC will be elected by the full faculty for two-year terms.
       2. Responsibilities: The DPC will review credentials of all applicants for new or vacant non-tenure track eligible positions; and review and make recommendations regarding appointments, reappointments, and promotions of all non-tenure track eligible and special faculty (See *Faculty Handbook*,Sections 3.13-14).
    2. Post-tenure Review Committee (PTRC)
       - 1. Composition and Terms: The tenured Department faculty vote to elect a three- member committee. Elected members will serve staggered, non-renewable, 3-year terms. In the event that there are not three tenured faculty in the department of academic unit, the tenured faculty will make nominations and will elect from among those nominated a tenured faculty member or members from an allied discipline to serve on the post-tenure review committee (See *Faculty Handbook*, Section 4.7.4)
         2. Responsibilities: The PTRC carries out a comprehensive, formal, periodic evaluation of cumulative performance of all tenured faculty to ensure faculty development and to support and encourage faculty excellence. This review is carried out no less than every five years. A review undertaken to decide on promotion qualifies as such a cumulative review.

1. Curriculum Committee

(CC)

* + - * 1. Composition and Terms: The CC has at least three members, including representation from a diversity of disciplinary perspectives. There is an elected committee chair. Terms are two years with elections every year in order to stagger appointments to foster interannual continuity. This committee meets on an as needed basis and is a recommending body to SD faculty.
        2. Responsibilities: The CC stewards new course development and course revisions; guides the preparation of AP&P proposals; periodically considers SD degree program structures and content and Departmental curriculum to assess gaps and generate new ideas; discusses general curricular concerns; and presents ideas and proposals to SD faculty.

1. Graduate Admission and Program Committee
   * + - 1. Composition and Terms: During the development of the Master’s program, participation in the committee is open to SD faculty members willing to develop curriculum, guidelines, and proposals for the program, and will be chaired by the department chair. Following initial development, the committee will be composed of a minimum of 4 graduate faculty members with an elected chair.

b. Responsibilities: The Graduate Committee is responsible for the development, review, and implementation of Master’s program in Sustainable Development.

1. Farm Committee (FC)
   * + - 1. Objective: The SD Farm supports the department missions in agroecology teaching, research, and outreach.  The Farm Committee helps ensure the farm is integrated in these missions in terms of visioning, planning, management, infrastructure, and budget.  The objective of the Farm Committee is to develop a vision and plan for the farm which creates integration between the SD Teaching and Research Farm which promotes integration with the SD Department at large.
         2. Composition and Terms: Membership consists of all farm staff and a minimum of 3 faculty from across the department. Members will be nominated or self-nominated and voted on by the department. Members with a strong interest in the farm will be encouraged to participate. The FC is chaired by the Farm Director or Manager.
         3. Responsibilities: The FC oversees the management, visioning, planning, infrastructure, and budget as it relates to the operation of the farm’s educational, research, and outreach activities. The committee makes recommendations to the Department Chair regarding future direction, infrastructure and equipment needs that will further the farm’s mission. Each year the FC will review an Annual Report prepared by the Farm Director or Manager. The FC meets quarterly.
         4. Farm Team. The Farm Team is a subset of the Farm Committee. It includes farm staff and faculty, actively teaching at the farm during a given semester. The Farm Team meets monthly to coordinate schedules and plans regarding teaching and implementation of the annual farm plan
2. Scholarship and Awards Committee (SAC)
   * + - 1. Composition and Terms: The SAC is composed of at least three members, ideally with representation from faculty advising on each of the SD degrees. There is an elected committee chair. Terms are two years with elections every year in order to stagger appointments to foster interannual continuity.
         2. Responsibilities: The SAC oversees and implements the annual scholarship application process, including updating the application materials, publicizing the call for applications, communicating with the Chair about available funds, reviewing applications, making decisions and reporting them to Chair. May involve coordination with external funders on the selection of their award recipient(s), as in the case of the Doc & Rosa Lee Watson Scholarship funded by Cove Creek Preservation & Development Council. SAC also handles the selection of graduating seniors for recognition with departmental awards at the end of each Fall and Spring semester.
3. Department Assessment Committee (DAC)
   * + - 1. Composition and Terms: The DAC has two members who co-chair the committee. Terms are three years with elections every three years.
         2. Responsibilities: DAC members guide and facilitate the Departmental assessment process; upload departmental assessment information to the Xitracs database; communicate with the Chair and Associate Dean on assessment matters; attend relevant meetings on assessment procedures; and compile summary assessment reports for SD faculty and institutional assessment (IRAP).

9. Search Committees

The official guidelines for search committees are established in the *Faculty Handbook*, Section 4.1.9, and must be followed at all times. The provost and executive vice chancellor provide ultimate interpretations of any relevant regulations or policies.

a. Composition and Terms: Search committees are established on an as-needed basis when job searches arise and are comprised of at least three faculty members. All faculty eligible to vote in Department matters and the Chair will put forward recommendations for committee members. A committee will be recommended by the chair and voted on by the faculty. Faculty will serve on the committee for the duration of the search. The search committee will nominate a committee chair.

b. Responsibilities: Search committees prepare the job announcement, which contains minimum and preferred qualifications and requirements, and present the job announcement to the faculty for approval by vote. Committee members develop selection criteria based on the position requirements and create and carry out all advertising related to the position. Committee members receive and review all applications; conduct reference checks and preliminary interviews; and schedule and conduct on-campus interviews. Whenever possible, the search committee recommends at least two candidates for hire and may provide a ranked list of the candidates to the Chair. For details about specific search committee procedures, see the *Faculty Handbook*, Section 4.1.9.3.

10. Department Advisory Committee: The SD faculty may decide to create an advisory committee. Upon doing so, they shall determine the composition, terms, and responsibilities of that committee, as well as the tenure of the committee.

* 1. **Assistant Chair Policy**

The Department of Sustainable Development may have an assistant chair when deemed appropriate by a vote of the faculty. The assistant chair shall be a regular member of the departmental faculty. It is the general responsibility of the assistant chair to work with the department chairperson to guide the department toward its goals. This Assistant Chair Policy outlines the responsibilities of the assistant chair, the process for selecting the assistant chair, the assistant chair’s term of service, and the process for reviewing the assistant chair’s performance.

According to the ASU *Faculty Handbook* (2020-21 Edition; pp. 22-23):

***2.9 The Departmental Assistant Chair***

*If a department has an assistant chair, that person will receive an initial term of up to three years in accordance with the departmental assistant chair policy. Subsequent terms may be approved in accordance with the departmental assistant chair policy. Review of the assistant chair will follow the departmental assistant chair policy.*

*Every department with an assistant chair must develop a departmental assistant chair policy, approved by the department, specifying how this position will be filled, evaluated for effectiveness, reviewed, renewed, and dismissed (see Article II, Section 2 of the Faculty Constitution).*

*It is the general responsibility of the assistant chair to work with the department chair to guide the department toward its goals.*

*It is the specific responsibility of the assistant chair to:*

* *(a)  represent the departmental chair in the chair’s absence;*
* *(b)  serve as the departmental representative on University Committees as needed. Provide faculty with another level of administrative communication;*
* *(c)  communicate with the departmental chair concerning departmental business and the assistant chair’s responsibilities;*
* *(d)  The departmental chair, as determined by the departmental assistant chair policy, may assign other duties.*

The assistant chair assists the department chairperson in completing the responsibilities defined in the faculty handbook. While the assistant chair position is intended to develop leadership and management capacity within the department, being assistant chair is neither a necessary nor sufficient condition for being chair. The selection of both positions are independent.

**Responsibilities of the Sustainable Development Assistant Chair**

The assistant chair works to support the chair in their responsibilities, potentially including:

* Schedule classes and room assignments for fall, spring, and summer and troubleshoot space and scheduling issues as they arise throughout the year. Assigns faculty in consultation with the chair.

● Serve as the department representative on university committees as needed, including attendance at meetings or events when the department chair is not available.

● Serve as the department liaison to the university Academic Policies and Procedures Committee (AP&P) and process curriculum revisions on behalf of the department.

● Regularly communicate with the department chair concerning department business and the assistant chair’s responsibilities.

● Assist with student recruitment, including Open House, student orientations, and meeting with prospective students and parents.

● Hold signature authority for advising-related paperwork and be available as needed to assist the chair in reviewing and approving relevant items.

● Work with the chair and faculty to pursue initiatives of strategic importance

Each year the chair (in consultation with the assistant chair) will propose the specific work plan for the assistant chair. Faculty will provide feedback on the plan.

**Assistant Chair Qualifications**

● Faculty must be a regular faculty member in order to be considered for appointment.

● Demonstrated interpersonal skills

● Demonstrated organizational skills and the ability to prioritize and plan

● Demonstrated ability to facilitate faculty/staff groups in the completion of specific goals and tasks

● Ability to work with faculty, students, parents, colleagues across campus, and other stakeholders as needed

**Selection of the Sustainable Development Assistant Chair**

Nominations should be sent to the department chair. Faculty may self-nominate with a CV and 1-2 paragraph statement of interest, qualifications and vision. Alternatively, any department member may nominate a qualified colleague, who has agreed to have their name submitted, with a 1 paragraph explanation. The department chair will ask the nominated faculty to furnish a CV and the 1-2 paragraph statement. The chair will announce the nominees to the department and will provide their CVs and statements of interest to all department faculty. Department members will have one week to send written, confidential feedback to the department chair based on the responsibilities on the SD Assistant Chair Policy.

Because assistant chairs work so closely with the department chair, the final recommendation for assistant chair will be made by the chair and voted on by the faculty

**Assistant Chair Term(s) of Service**

The initial term of the position is two years, with the possibility of reappointment for the position. To be considered for reappointment, the assistant chair will write a letter to the chair requesting reappointment. The chair will share the reappointment request letter with department faculty. If the faculty vote is not in favor of the reappointment, the position will be open for all eligible faculty to apply, including the incumbent assistant chair. Dismissal of the assistant chair will be in accordance with the University’s Faculty Handbook, Section 4.10.1.1, and at the discretion of the department chair. The assistant chair’s responsibilities are listed in the University's Faculty Handbook, Section 2.9. This appointment may be terminated by the department chair or by the person serving as assistant chair, regardless of whether they have served the full two-year term, at the end of any given fiscal year, provided notification of at least one month has been given. Position is 9 months. Terms of service begin in August 15 and end May 15.

**Chair Discretion**

By mutual agreement of the assistant chair and the chair, the responsibilities of the assistant chair may be altered in accordance with specific skills of the assistant chair and in accordance with the needs of the chair and the department. In the event that a new chair replaces the current chair, the new chair may select a new assistant chair (with faculty approval as indicated in the *Selection of the SD Assistant Chair* section above) or continue with the current assistant chair if time remains on the contract.

**Review of the Assistant Chair**

Review of the assistant chair will be initiated by the department chair near the beginning of each spring semester so the dean will have the information by the beginning of February to be included in the assistant chair’s performance evaluation. The review process will consist of a set of questions that correlate to the Assistant Chair Responsibilities Policy.

All members of the department faculty and staff will be given an opportunity to provide feedback of the assistant chair and their fulfillment of their responsibilities. After compiling and reviewing the responses, the department chair will prepare a short summary report that will be discussed at the assistant chair’s annual review meeting.

Persons serving as assistant chair will summarize their administrative accomplishments as part of the “service” narrative in their performance evaluation. The department chair will evaluate and provide feedback to the assistant chair on their administrative service (along with teaching, research and other service) during their annual faculty evaluation meeting.

**Remuneration**

In accordance with FAA guidelines, remuneration will be ¼ release time per semester from teaching assignments, and an additional 8% of the base nine-month salary. At the end of the assistant chair’s term of service, this remuneration will end. Summer pay will be negotiated with the chair based on the length of time and level/frequency of responsibilities.

* 1. **Non-Faculty Participation in Department Governance**

Students and other stakeholders may be invited to participate in department governance, deliberation, and decision-making, on an *ad hoc* basis, when there is agreement from two-thirds of the faculty. Their powers and the tenure of their participation must be recorded in faculty meeting minutes and shared with them in written form. Decisions to include students or other stakeholders in deliberation and decision-making shall not alter any other provisions of these bylaws.

**5. Faculty Evaluation Procedures**

* 1. **Evaluation of Faculty Teaching Performance**

To fulfill the Department’s mission, each faculty member must engage in high quality teaching and all faculty members must effectively coordinate their curricula with one another. Evaluation of teaching performance will consist of the following:

* + 1. Student Evaluations: Student evaluations should be administered for each regular semester class that a professor teaches and may also be administered during summer classes if the professor desires. (Note: Any “other personnel with teaching and research responsibilities” who teaches only during the summer must conduct student teaching evaluations for summer classes.) Student evaluations may be conducted using the evaluation form prepared by the College of Fine and Applied Arts, or via alternative paper or electronic means addressing similar questions, or via a combination of those methods. Faculty should receive student evaluations in a timely manner.
    2. Peer Evaluations: Peer review of faculty, including direct observation of classroom teaching, is required once per year for new faculty, non-tenured faculty, lecturers, and graduate assistants. The same peer review should be conducted at least once every two years for tenured faculty. The main purposes of peer evaluations are to build a pedagogical learning community, to share constructive feedback, and to increase coordination across classes. Evaluation criteria will be established by the department. Evaluators will be selected by the department chair in consultation with the faculty member being evaluated. The faculty member being evaluated will offer the evaluator a range of possible dates for a classroom visit. The peer evaluator shall prepare an appropriate written evaluation in accordance with department guidelines and submit to both the faculty member being evaluated and the Department Chair in a timely manner.
  1. **Annual Reviews**

Annual reviews will be conducted with each faculty member as described in the *Faculty Handbook*, Section 4.3.2. This process involves a meeting between each faculty member and the Chair in which they review completion of the previous year’s work plan; establish goals and work plans for the next year; and express preferences or concerns regarding teaching, scholarship, and service. Definitions of what constitutes meeting and exceeding expectations for the annual review are based on the SD Departmental Promotion and Tenure Guidelines. Specifically, faculty are assessed based on progress towards the standards and milestones laid out in the guidelines. Annual reviews are typically used to determine merit-based pay increases, though the precise formula for determining merit-based pay increases will be determined by the Department Chair, with approval by the faculty, as outlined below.

* 1. **Third-Year Review of Assistant Professors**

Unless otherwise indicated in a faculty member’s contract, the initial appointment at the rank of Assistant Professor will be for a probationary term of four academic years. During the third year of the four-year contract, the PTC will consider the faculty member’s reappointment for an additional three-year contract. Variations in this timeline may be considered, as outlined in the *Faculty Handbook*.

The review process is described in the Department Promotion and Tenure Guidelines and in the *Faculty Handbook*. However, a brief summary of the process is as follows:

* + 1. Review Materials: Assistant Professors should submit a Third-Year Review dossier that includes the same components and is formatted in the same manner as the P&T dossier.
    2. Review procedure: The PTC will discuss the faculty member’s job performance and contributions to building a qualified and productive faculty. In its assessment of the faculty member’s performance, the committee considers all materials in the Third-Year Review dossier. The faculty member may submit letters of reference or evaluation from individuals in or outside the university. However, such letters are not required. The PTC must offer the candidate the opportunity to meet and answer questions, however the candidate is not required to do so.
    3. The PTC chair submits a one-page summary of the committee’s evaluation to the department Chair. This summary should include the committee’s decision regarding whether the faculty member should be recommended for an additional three-year appointment, as well as a summary of the faculty member’s strengths and areas that should be improved. The department Chair prepares a letter to the candidate and the Dean based on the PTC recommendation. The Chair will also meet with the candidate to discuss the recommendations, in particular any areas that were identified as needed additional attention.
  1. **Promotion to Senior Lecturer**

Upon promotion to senior lecturer, faculty members retain their status as faculty members under Article I of the Faculty Constitution (See *Faculty Handbook*, Section 3.13.4.3). Minimal criteria for consideration of appointment to the rank of senior lecturer are:

* + 1. A master’s degree from an accredited institution with 18 graduate credits in their field of teaching;
    2. Experience teaching a minimum of 40 courses (or the equivalent thereof) at Appalachian post matriculation for the master’s degree;
    3. Demonstrated ability in teaching; and
    4. Demonstrated ability in institutional service to the university.”

In addition to these criteria, the SD Department requires:

1. Demonstrated service to the department; and
2. Demonstrated effectiveness in advising (as assigned).

Determinations on promotion to senior lecturer will be considered by the DPC. Application materials submitted to the DPC for review include:

* + 1. Updated CV
    2. Course syllabi
    3. Peer reviews of teaching
    4. Student teaching evaluations
    5. Annual evaluations by the Chair

Note: Guidelines for promotion of lecturers to senior lecturer are currently being discussed in the Faculty Senate and, as such, an update to the SD Bylaws on promotion to senior lecturer will be forthcoming.

* 1. **Promotion to Associate Professor and Consideration for Tenure**

Each tenure-track member of the faculty is eligible for promotion and tenure according to the timeline, procedures, and evaluation criteria outlined in the SD Department Promotion and Tenure Guidelines. The SD Program expects candidates for tenure and promotion to have made important contributions in the areas of teaching, scholarship, and service to the department, university and community. Achievement in one area is not a substitute for lack of activity in another area. Tenure-track faculty typically submit their materials for evaluation by the department Promotion and Tenure Committee in the fall of their sixth year of employment, though this may vary on an individual basis. Additional details about the PTR process, materials to submit, and evaluation process can be found in Section 4.7 of the Faculty Handbook and in the Department Promotion and Tenure Guidelines.

* 1. **Post-tenure review**

In addition to the annual review for all faculty, each tenured member of the faculty will be subject to a comprehensive, formal, cumulative review on a regular and systematic basis, no less frequently than every five years. A review undertaken to decide on promotion qualifies as such a cumulative review. Details about the PTR process, materials to submit, and evaluation process can be found in Section 4.7 of the *Faculty Handbook* and in the Department Promotion and Tenure Guidelines.

* 1. **Evaluation of the Assistant Chair**

Section 2.9 of the *Faculty Handbook* indicates that departments with an assistant chairperson must have a relevant policy in place, as well a policy for evaluating them. While the SD Department does not currently have an assistant chairperson, their performance would be evaluated as follows should one be put in place. The department chairperson will initiate a performance review of the assistant chairperson annually, to occur sometime before April 15th. The review process will consist of a set of questions developed by the department chairperson. All members of the department faculty will be given an opportunity to evaluate the assistant chairperson. The department chairperson will compile and review the evaluation responses and prepare a short, summary report. This will be discussed at an annual review meeting between the department chairperson and the assistant chairperson. The annual review for the assistant chairperson will be in addition to his/her annual review as a regular faculty member, and should focus on performance in the role of assistant chairperson.

* 1. **Evaluation of the Department Chair**
     1. The Department Chair shall undergo promotion and tenure reviews following the same procedures and timelines as all other tenure-eligible faculty in the department.
     2. An annual evaluation of the Chair will be conducted by the Dean of the Department’s home college. A form will be sent by the Dean to the SD faculty to provide feedback based on the duties and responsibilities of Chairs outlined in the *Faculty Handbook*, Section 2.8. In addition to the duties specified in Section 2.8, the Chair of the SD Department has the following additional responsibilities and duties:
* Distribute to the SD faculty a copy of the Annual Department Report to the Dean and the University,
* Provide an overview of the financial status of the operating and endowment funds at the beginning of each academic year, and
* Conduct and share analyses of fairness and equity in faculty salaries, and advocate for increased fairness and equity, as described below.

**6. Department Guidelines for Differential Workloads, Fairness, and Equity**

**A. Fairness and Equity in Faculty Pay**

The Department of Sustainable Development is committed to establishing and maintaining fairness and equity in faculty pay. To achieve this, the Department Chair shall conduct an annual analysis of faculty pay. This analysis should include, but need not be limited to: (1) an examination of pay differentials based on gender, race/ethnicity, and country of origin, (2) a comparison of SD faculty salaries with market standards, and (3) a consideration of salary levels for special faculty (i.e., those not on the tenure track). When complete, the Department Chair shall share a summary of this analysis with the SD faculty and the Dean, and shall advocate for adjustments necessary to achieve equity and fairness. When additional funds are provided to the Department for the express purpose of advancing fairness and equity in faculty pay, the Chair shall provide to the faculty a rationale for how those funds will be allocated.

**B. Fairness in Merit-Based Pay Raises**

A procedure or formula for determining merit-based pay raises shall be proposed by the Department Chair during their first year of tenure and approved by vote of the faculty. This procedure or formula shall remain in effect for the remainder of that Department Chair’s tenure unless one-half of the faculty vote to request a new system for determining merit-based pay raises or the Chair proposes an alternative method.

**C. Fairness and Equity in Faculty Workloads**

The *Faculty Handbook* (Section 6.1.2.1) states that “Each department will maintain written guidelines on instructional, scholarship/creative activities, and service workload” and that “these workload guidelines will outline any differential instructional responsibilities resulting from administrative duties, scholarship and/or creative activity, and other special assignments.” These workload guidelines are to be developed by the department’s tenure-line faculty in consultation with the department chair and dean, and must be voted on by the department faculty.

The SD Department will use the following rules to determine differential workload equivalents for laboratories, theses, internships, individual/independent study courses, large section courses, and non-teaching alternative workloads. The Chair will maintain a record of all differential workloads of each faculty member in the department and when a faculty member has accumulated sufficient credits to total three (3) semester hours of teaching credit, the faculty member will be given a teaching load reduction of three semester hours in a future term of the regular academic year. It must be understood that the needs of the students and the department come first, and it may not always be possible to arrange for the reduced load according to the recipient’s preferred schedule. In the event that a faculty member engages in significant excess work that is not outlined in the guidelines below, the department chair shall develop a proposal for recognizing this excess work in consultation with the department faculty.

* + - 1. Laboratories. When a faculty member has complete responsibility for the preparation, teaching and grading for a laboratory, one hour of laboratory is equivalent to two hours of lecture (i.e., two-thirds of a standard 3-hour lecture class). If a faculty member is teaching more than one laboratory section for the same lecture/lab course, each laboratory will be counted as two-thirds of a lecture. When a faculty member supervises laboratory sections—including significant involvement in development of lab curricula and activities as well as training and supervision of teaching assistants, but not including full responsibility for preparation, teaching, and grading—cumulative supervision of 8 laboratory sections will have a class load equivalence of three credit hours.
      2. Large sections. Large sections will be defined as a class with fifty (50) or more registered students. An instructor will receive four teaching-hour equivalents for each three hours of teaching a large section.
      3. Theses. A faculty member who directs and supervises the writing of a thesis receives teaching hour credit on the following basis: For each undergraduate thesis supervised, the faculty member receives one-quarter hour credit for each thesis for which they are the main advisor (twelve theses are equivalent to one three-hour course) and one-eighth hour credit for each thesis for which they are a second reader. For each graduate thesis supervised, the faculty member receives three-eighths hour credit for each thesis for which they are the main advisor and three-sixteenths hour credit for each thesis for which they are a second reader.
      4. Individual Study and Independent Study Courses. If a faculty member supervises a student in individual study of a course during a semester when the faculty member is teaching that course as a part of their regular teaching assignment, then the faculty member will not receive additional teaching credit for that supervision. If a faculty member supervises a student in individual study of a course during a semester when they would not otherwise be teaching that particular course, then for each semester hour of individual study supervised by the faculty member, the faculty member will receive one-twelfth teaching hour credit.

A faculty member who supervises an independent study receives teaching hour credit on the following basis: for each semester hour of undergraduate independent study supervised by a faculty member, the faculty member will receive one-twelfth teaching hour credit; for each semester of graduate independent study supervised by a faculty member, the faculty member will received one-eighth hour teaching credit.

* + - 1. Internships. A faculty member will receive approximately one-fifteenth hour teaching credit for each three-credit internship supervised. In other words, the supervision of 15 three-credit internships will have a class load equivalence of up to three credit hours. The precise equivalence will be negotiated by the internship supervisor and the department chair or dean. Note that this only applies to Spring and Fall internships because faculty receive additional pay for Summer Session internships.
      2. Overloads. The standard teaching expectation for full-time faculty is 12 credit hours per semester, which is reduced to 9 credit hours when the faculty maintains an active scholarly program or other previously agreed release (e.g. for outreach, administration, or professional practice). This standard may, however, be adjusted by the Chair. Semester hours taught in excess of the amount expected for an individual faculty member during Fall or Spring semesters will be accumulated towards release time on a one-credit to one-credit basis. Summer teaching is not required for 9-month faculty and those assignments and compensation are calculated separately.
      3. Non-teaching differential workloads. A faculty member who conducts scholarly, creative, service, or community engagement activities significantly in excess of department expectations may be recognized with a course release or fraction thereof. Because most SD faculty currently exceed service expectations, in the case of service activities only, to be eligible for a release the faculty member must exceed department expectations and exceed the service workload of their peers. The precise workload equivalence will be negotiated by the faculty member and the department chair or dean based on clear documentation of the scope of the additional work and its contributions to sustainable development.

This could also be expressed in a table as follows:

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| --- | --- |
| **Differential Workload Equivalents** | |
| **Teaching Format** | **Equivalency to a Standard Teaching Credit-Hour** |
| Laboratory Section | = two teaching hours for a faculty member who is solely responsible for the preparation, teaching, and grading of a laboratory course  = 3/8 teaching hours for a faculty member who supervises a laboratory section directed by a teaching assistant |
| Large Section (> 50 students) | = 4 teaching hour equivalents for each 3-hour course |
| Thesis | = 3/8 teaching hour per 3 credit undergraduate thesis (main advisor)  = 3/16 teaching hour per 3 credit undergraduate thesis (second reader)  = 1/2 teaching hour per 3 credit graduate thesis (main advisor)  = 1/4 teaching hour per 3 credit graduate thesis (second reader) |
| Individual Study | = 0 teaching hours if supervising individual study of an existing course during the same semester that the instructor is teaching that course  = 1/4 of a teaching hour per 3 credit hours of individual study if the instructor is not teaching that course during the same semester |
| Independent Study | = 1/8 of a teaching hour per 3 credit hours of undergraduate independent study  = 1/4 of a teaching hour per 3 credit hours of graduate independent study |
| Internship | = approx. 1/5 of a teaching hour per 3 credit hours of undergraduate internship supervised during Spring and Fall semesters. The precise equivalence will be negotiated by the instructor and the department chair or dean based on a record documenting the rigor of and faculty involvement in the internships |
| Course Overload | = 1 teaching hour for each credit hour taught in excess of one’s expectations |
| **Non-Teaching Activities** |  |
| Scholarship and creative activity | Dedication to scholarly and creative activities significantly in excess of department expectations may be recognized with a course release or fraction thereof. The precise equivalence will be negotiated by the faculty member and the department chair or dean based on clear documentation of the scope of the additional work and its contributions to sustainable development. |
| Service within the University | Dedication to service activities, whether for the benefit of the department, college, or university, significantly in excess of department expectations and significantly in excess of other SD faculty may be recognized with a course release or a fraction thereof. The precise equivalence will be negotiated by the faculty member and the department chair or dean based on clear documentation of the scope of the additional work and its contributions to sustainable development. |
| Community engagement | Dedication to community engagement activities, whether local or international, significantly in excess of department expectations may be recognized with a course release or fraction thereof. The precise equivalence will be negotiated by the faculty member and the department chair or dean based on clear documentation of the scope of the additional work and its contributions to sustainable development. |