

# **Bylaws of the Department of Foreign Languages and Literatures**

*Revised August 2009*

The Department of Foreign Languages and Literatures hereby establishes the following bylaws governing department organization and procedures of operation.

## **I. The Department**

A. The **department** is made up of three sections: French; Spanish; and German and other languages (consisting of American Sign Language, Chinese, Italian, Japanese, Latin and Classical Studies, Portuguese and Russian). All sections meet jointly to consider matters of common interest. They meet separately to consider curricular and other matters that do not affect the entire department.

B. The **faculty** of the department consists of all members who hold full-time or part-time appointments with the rank of lecturer or higher and all visiting appointments and adjunct professors.

C. The **voting membership** for departmental matters shall consist of all tenured and tenure-track faculty not holding greater than half-time administrative appointments outside the department, and full-time non-tenure-track faculty with five years of continuous service. Full-time non-tenure-track faculty will not vote on personnel decisions and matters relating to upper level curricula and graduate programs.

D. The **department chair** is appointed by the Dean of the College of Arts and Sciences in consultation with the faculty of the Department of Foreign Languages and Literatures. As chief administrative officer of the department, s/he is responsible for conducting departmental business, serving as chair of all departmental faculty meetings, and reporting to the Dean of the College as the department's official representative. This responsibility includes the necessary authority for making final decisions on teaching assignments, apportionment of space for offices, research and teaching, expenditure of departmental funds, recommendations for hiring, tenure and promotions, and salary increases for departmental personnel. In addition, s/he serves the department in matters involving other departments, persons or agencies and implements policies and decisions of the department.

E. The **assistant chair** is appointed for a renewable two-year term by the department chair after consultation with the voting membership. S/he is selected from a language program different from that of the chair, to the extent possible. His/her responsibilities include giving advice to the chair and assisting him/her with the daily operations and routine paperwork of the department; consultation and advising of students on such matters as transfer credits and course equivalency; coordinating placement test administration; and filling in for the chair in his/her absence.

## **II. Department Meetings**

A. **Department meetings** shall take place at least once per semester during the regular academic year. Additional meetings may be called by the chair as special circumstances and other university business require. The chair shall call a meeting upon petition of at least one third of the faculty. Written notification of meetings shall be made at least one week in advance, except in circumstances which call for immediate action, and an agenda shall be distributed. Items may be placed on the agenda at the discretion of the department chair or request of a faculty member.

B. A **quorum** for departmental meetings shall consist of fifty percent of the voting faculty in residence during the semester in question.

C. **Decisions** shall be made by majority vote. Minutes shall be recorded, distributed, and kept on file. The minutes shall include a record of attendance, a summary of announcements and committee reports, discussion of old and new business, votes taken, and other official business.

### **III. Committees**

The Department of Foreign Languages and Literatures has **standing committees** as described below. **Ad hoc committees** may be established by the chair with the advice of the Executive Committee or by majority vote of the faculty. Unless otherwise specified, committee appointments are for two year terms, with staggered rotation.

#### **A. Curriculum Committee**

*Membership:* The Curriculum Committee shall consist of four members, with sectional representation to the extent possible, elected from the department at large.

*Function:* To facilitate sections' revisions of old courses and implementation of new courses.

#### **B. Executive Committee**

*Membership:* The Executive Committee shall consist of six members: the chair of the Department of Foreign Languages and Literatures; one untenured tenure-track member chosen at large from the department (to the extent possible); tenured representatives from sections as follows: one from French, one from the Other Languages, and two from Spanish. The assistant chair will serve as section representative if possible. Election to the committee shall be done by secret ballot. Members shall be elected in the fall semester for a two year rotation, to the extent possible.

*Function:* The Executive Committee shall meet at least once per semester. Additional meetings may be called by the chair or by committee members. The committee shall appoint faculty members to standing committees other than the senior members committee. The committee shall vote and make recommendations to the chair about general governance of the department including such matters as budgeting priorities, hiring policies and general operating expenses, soliciting nominations and making recommendations for honors and awards within and without the university, and making recommendations to the chair about issues to be presented before other departmental and administrative bodies.

### **C. Peer Evaluation Committee:**

*Membership:* The Peer Evaluation Committee shall consist of five members elected from the department at large, including two tenured faculty, one untenured tenure-track faculty, and two faculty members with full-time faculty status. The term of office shall be two years; one tenured and one untenured member shall rotate off each year. The chair of the committee must be tenured, but not the department chair; s/he shall be elected by secret ballot by the department at large.

*Function:* To oversee departmental peer evaluation policy and recommend changes to the department; to establish a timetable for each year's peer evaluation activities; to establish the individual faculty members' peer evaluation committees at the beginning of the year as established in the Peer Evaluation Policy.

### **D. Placement Test Committee:**

*Membership:* The Placement Test Committee shall consist of four members, with sectional representation to the extent possible, elected by the department at large. The committee elects its own chair annually.

*Function:* To oversee departmental placement policy and recommend changes to the department.

### **E. Scholarship Committee**

*Membership:* The Scholarship Committee shall consist of three members elected by the faculty of the undergraduate degree-granting programs.

*Function:* To determine eligible candidates and select recipients of yearly departmental scholarships, and to act as liaison between the department and Financial Aid.

### **F. Senior Members Committee**

*Membership:* The Senior Members Committee shall consist of all tenured faculty at the level of Associate Professor or higher not holding greater than half-time administrative appointments outside the department.

*Function:* To advise the chair on matters of Reappointment, Tenure and Promotion. The Senior Members will vote on personnel recommendations, and the chair will report their decision, and report the numerical results of the vote. Associate professors not holding greater than half-time administrative appointments outside the department will vote on cases involving reappointment, tenure and promotion to associate professor. Full professors not holding greater than half-time administrative appointments outside the department will vote on all of the aforementioned cases as well as those involving promotion to full professor. The Senior Members will meet at the beginning of the fall semester to discuss progress of the junior faculty.

### **G. Teacher Education Committee**

*Membership:* The Teacher Education Committee shall consist of the Coordinator of Foreign Language Teacher Education and two other members, one from each section which offers a teacher licensure program.

*Function:* To assist the Coordinator of foreign language teacher education in evaluating credentials and assessing proficiency of students/teachers who enroll for licensure, re-licensure, and expansion of licensure fields (both degree and non-degree seeking students); to assist the Watson School of Education with preparation of materials for accreditation visits; to represent the Department of Foreign Languages and Literatures on committees within the Watson School of Education; to review the Foreign Language teacher education program.

## **H. Website Committee**

*Membership:* The Website Committee shall consist of four members with sectional representation from all three language sections (2 from Spanish, 1 from French, and 1 from Other languages). The Office Assistant III shall also serve on this committee.

*Function:* To maintain, revise, and update the departmental website.

## **IV. Special Positions / Administrative Assignments**

To facilitate effective conduct of departmental affairs, faculty members and members of the administrative staff shall hold special administrative positions within the department. The number and nature of these positions as well as the length of service vary according to need and circumstances. Depending on the nature of the position, those who serve shall be elected by each program, the entire department, or appointed by the department chair. To these members the chair delegates the duties and responsibilities described herein. Appointments are normally made in the spring semester and become effective at the start of the next academic year.

A. The **Chair of the Peer Evaluation Committee** shall be elected by secret ballot by the department at large for a one year term. S/he must be a member of the Peer Evaluation Committee and the Senior Members Committee. S/he coordinates the selection of faculty's individual peer evaluation committees; coordinates the collection of faculty peer evaluation dossiers and their distribution to peer evaluators; and writes the evaluations of faculty being observed in the classroom.

B. The **Coordinator of the Cape Fear Foreign Language Collaborative** is elected by the collaborative and is a department liaison with teachers in private and public preschools, K-12 schools and community colleges in Southeast North Carolina. S/he conducts meetings, ascertains that CFFLC committees function, and keeps records for granting of CEU credit.

C. The **Coordinator of the Departmental French Oral Proficiency Examination** shall be elected by the French section. S/he is a trained assessor who gives the oral exit examination to French majors, and reports results to the Registrar's office.

D. The **Coordinator of foreign language proficiency examinations for professional programs** shall be elected by the department at large for a two year renewable appointment. S/he is a trained assessor who serves as the liaison between the Department of Foreign Languages and

Literatures and UNC-W professional programs. S/he coordinates the organization of one written and one oral exam per semester in French, Spanish, German, Japanese, Italian, and Portuguese, including arranging semester introductory sessions to prospective candidates, overseeing the writing and administration of written exams, setting up oral exams with assessors, and coordinating grades. S/he coordinates the organization of written and oral exams in Spanish, French and German, including writing and giving written exam, and coordinating oral exams, for candidates to the TABSA program both before their departure and after their return from abroad.

E. The **Coordinator of foreign language teacher education** shall be appointed by the chair. S/he is responsible for teaching or coordinating the teaching of EDN 407 (Theory and Practice in Teaching Foreign Languages), 408 (Instructional Seminar) and 409 (Practicum), and supervising or coordinating the supervision of teaching interns in French and Spanish. S/he advises and reviews transcripts of regular teacher education students as well as returning students with a BA or BS degree who need EDN courses to obtain teacher licensure in French or Spanish; reviews credentials of lateral entry teachers and designs individual programs for them in consultation with the Watson School of Education; attends meetings with the Watson School of Education. S/he serves as the Department of Foreign Languages and Literatures liaison with the North Carolina Department of Public Instruction and area teachers and school systems in southeastern North Carolina; and reviews curriculum for compliance with NCATE and the North Carolina Department of Public Instruction.

F. The **Library representative** shall be elected by the department at large for a two year renewable term. S/he is the liaison between Library Services and the Department of Foreign Languages and Literatures, charged with bookkeeping and budgeting. S/he allocates library funds among the various sections of the department according to the departmentally mandated formula; maintains a record of departmental and sectional book orders; forwards faculty's ordering cards to Randall Library, and notifies faculty when orders have arrived.

G. The **Newsletter editor** shall be appointed by the chair. S/he shall facilitate production of the Department of Foreign Languages and Literatures' Newsletter. The Newsletter is a tool of communication for faculty, students and alumni. It compiles and updates information pertaining to research and initiatives, faculty development, student activities, alumni professional and family news, study abroad, curriculum changes, new and retiring faculty, community outreach, and grants.

H. **Section coordinators** shall be elected by each section and shall serve a two year renewable term. Section coordinators represent the interests of the section to the department chair. They shall convene the faculty members of their section at least once per semester and additionally as needed to discuss curricular and other matters of specific interest to that section. They are responsible for coordinating part-time lecturers, supervising textbook decisions and handling textbook orders, coordinating section class schedules and coordinating responses to students for routine requests and language-specific advising.

I. **Supervisor of lower division instruction:** Each language program may appoint a supervisor of lower division language instruction to coordinate the 100- and 200-level courses of that program.

J. The **Teaching technologies coordinator** is appointed by the chair and shall normally receive a one-course reduction per semester to facilitate his/her duties. The teaching technologies coordinator oversees the operation of the Language Resource Center (including hiring and management of student assistants, and maintaining and upgrading department audiovisual equipment); serves as department computer liaison (including assisting faculty with materials development, coordinating software training; and resolving minor problems); coordinates satellite television services; and researches and assists with department acquisition of new equipment.

#### **V. Procedures for Appointment, Reappointment, Tenure and Promotion Decisions**

The Department shall adhere strictly to the policies set forth in the UNC-Wilmington Faculty Handbook. It is the department chair's responsibility to review personnel files regularly so as to determine who is eligible for reappointment, tenure or promotion.

**A. Appointment of new tenure-track faculty** Once the department has received administrative approval from the College and University to make a new appointment, the chair will consult with the Executive Committee and the appropriate section to draw up a position description which will be advertised in nationally distributed job information lists. Candidates will be required to submit a letter of application, resumé, official transcripts, and at least three letters of recommendation. A search committee, appointed by the chair, will solicit applications, screen and interview applicants, and coordinate campus visits of selected finalists. Search committees will be selected by the chair with advice from the section in which the new appointment will be made. Search committees will be formed differently for different searches to reflect the needs of each search; they may contain one member from outside the department. Written evaluations of candidates by the faculty at large and by students will be solicited by the search committee and discussed in a committee meeting before the vote. A majority vote of the search committee will determine the recommendation to the chair. The chair will forward to the dean the committee's final recommendation and his/her level of support.

**B. Procedures for reappointment, tenure and promotion** The Department of Foreign Languages and Literatures follows the procedures and criteria for Reappointment, Tenure and Promotion set forth in the UNC-W Faculty Handbook. The chair must assemble, consult with, and take an advisory vote of the Senior Members Committee. Along with writing a detailed evaluation of the candidate, the chair must report the numerical results of the vote and state the chair's recommendation for or against the RTP action. At least five business days prior to forwarding the candidate's dossier to the dean, the chair must notify the Senior Members Committee, by either written or electronic means, whether the recommendation is for or against the action. If a majority of the department's Senior Members Committee disagrees with the recommendation of the chair, they have the option to submit a separate elaborated recommendation. Only one such recommendation from the Senior Members Committee may be submitted, and it must be signed by a majority of the department's Senior Members Committee. The chair's recommendation and a separate Senior Members Committee recommendation, if any, are forwarded as part of the faculty member's RTP dossier.

**C. Post-tenure review proceedings** The Department of Foreign Languages and Literatures follows the procedures and criteria for Post-Tenure Review set forth in the UNC-W Faculty Handbook

**D. Appointment, reappointment and promotion of non-tenure-track, full-time lecturers**

Once the department has received administrative approval from the College and University to make a new appointment, the chair will consult with the appropriate section to draw up a position description which will be advertised in local and regional newspapers. Candidates will be required to submit a letter of application, resumé, official transcripts, and at least three letters of recommendation. A search committee, usually comprised of 2 or 3 faculty appointed by the chair, will solicit and screen applicants. If feasible, a phone or in-person interview will be scheduled with the candidate and the chair and/or members of the search committee. The chair, in consultation with the search committee, will make a recommendation for appointment. The chair will forward to the dean the committee's final recommendation. Full-time lecturers receive one-year renewable contracts with benefits. Reappointment is based on satisfactory performance evaluated through peer evaluation and the chair's annual evaluation. Before the end of the lecturer's first year, the chair and the dean, after reviewing evidence provided by the evaluation process and taking into consideration the department's needs, shall determine whether the lecturer is to be (1) reappointed or (2) not reappointed. After a lecturer has been reappointed at least twice, the chair and the dean, after consulting the assembled Senior Members Committee shall determine whether the lecturer is to be given (1) a three-year contract, or (2) a one-year contract. The chair may subsequently reappoint a person as a lecturer on a one- or three-year contract indefinitely and without further consultation dependent upon the needs of the department and the availability of the position.

Senior Lecturer: A lecturer given a three-year contract may be considered at the completion of that contract for promotion to Senior Lecturer. This promotion is based on the department's desire to recognize superior performance and service to the department and is awarded by the chair and the dean, after consulting with the assembled Senior Members Committee. Senior Lecturers receive three-year contracts. Such a designation does not guarantee further reappointment.

**E. Appointment and reappointment of non-tenure-track, part-time lecturers**

Part-time lecturers are appointed on a semester-by-semester basis depending on the needs of the department and available funding from the college. Because these appointments do not entail benefits, vacancies do not have to be advertised in local and regional newspapers before hiring. All candidates must submit a letter of application, a resumé, official transcripts, and at least three letters of recommendation to the chair of the department. These materials are often already on file in the department after an initial inquiry concerning job opportunities by the candidate. The chair, in consultation with appropriate members of a language section, will review candidates' credentials and make an appointment. Reappointment is based on satisfactory performance, program needs, and available funds. Satisfactory performance is based on classroom visitation

with a report turned in to the chair of the department and SPOT results. If performance is deemed unsatisfactory, the chair will consult with the Executive Committee concerning reappointment.

#### **F. Appointment of Emeritus Faculty**

All retiring tenured faculty members who hold the rank of assistant professor or higher with a minimum of eight years of service at UNCW shall receive emeritus status. The chair of the department shall submit recommendations for emeritus appointments to the dean of the College of Arts and Sciences. Upon approval, the dean shall forward the recommendation to the Provost and Vice Chancellor of Academic Affairs, who, in turn shall forward the recommendation to the Chancellor, who shall present the recommendation for final approval to the Board of Trustees.

### **VI. Term, Qualifications, and Procedures for Appointment of the Chair**

#### **A. Term and qualifications:**

The Chairperson shall be appointed for a renewable four-year term by the Dean of the College of Arts and Sciences after consideration of recommendations from the department.

Requirements for the position of Chairperson are:

1. tenure and associate or full professor rank;
2. evidence of teaching effectiveness, of a continuing pattern of research, professional service, professional development, and scholarship;
3. demonstrated leadership abilities;
4. demonstrated administrative skills.

#### **B. Job description:**

The Chairperson of the Department of Foreign Languages & Literatures serves the department faculty, the College of Arts and Sciences, and the University as a whole. He/She must strive to maintain good will, trust, and communication among the faculty and with the administration; work toward department consensus on important issues and carry out departmental policies; supervise SPA (supporting) staff; coordinate all working processes and bodies (committees) of the department, including evaluation and advising of the faculty; assume responsibility for departmental expenditures and budgets; prepare administrative reports as required from the department, etc.

Within reason, the chairperson protects faculty members from demands which detract from their primary duties of teaching and research, even though the departmental faculty is also expected to represent the department in College, University, and community activities. The chairperson also represents the department in various administrative and official capacities, to serve the best interest of the department and the University.

#### **C. Search Process:**

In the spring semester prior to a current chair's last year of service, the dean will consult with the department's faculty regarding the option for a national search for the chair's replacement. That option is determined primarily by the availability of salary resources and a new position to support the outside hire. Should those resources be available and no other factors preclude an external search, the department will decide on the option according to the departmental policy. The search process is then determined by the nature of the search.

## **1. Renewal**

If the current chair wishes to renew for an additional term, the chair shall notify the dean. The dean will solicit the advice of all tenured and tenure-track faculty in determining the renewal. Should sufficient opposition of the renewal exist within the department, the procedures for the normal search (external or internal) will apply and the current chair can participate as a candidate for the position.

## **2. Internal Search**

Early in the Fall semester of the current chairperson's last year of office, he/she shall convene the department Senior Members' Committee and notify all tenured associate and full professors of their eligibility for the office of department chairperson. An election officer shall be selected from the non-candidates among these faculty members for the purpose of accepting nominations for the department at large as well as self-nominations; the current chair may be nominated or nominate himself.

The election officer shall notify all tenured and tenure-track full-time faculty members with at least one year of full-time service in the Department of Foreign Languages and Literatures of their eligibility to nominate and vote for a chairperson candidate.

The election officer shall also notify the individuals nominated of their status as potential candidates, and keep a final list of candidates. For any advice, guidance, or problems, the election officer shall turn to the department Senior Members' Committee excluding the candidates.

All eligible candidates willing to serve as chairperson shall indicate their interest in the position by submitting to the election officer within two weeks of notification a one-to-two page vision statement for the department and their curriculum vitae, emphasizing their qualifications for the position of chairperson.

The election officer shall inform the voting faculty of candidates' names, deadlines, and voting procedure.

The final candidates' vision statements and CVs shall be available for review by the departmental faculty for at least two weeks. Each candidate shall be scheduled to meet with the departmental faculty as a whole for a formal or informal discussion.

Voting will be by secret ballot at a meeting of eligible voting faculty, with the election officer being responsible for the voting process (tallying, announcements, etc.). For the vote to be valid, the total number of members present plus absentee ballots must constitute a quorum of eligible voters. (Absentee ballots must be submitted in a sealed envelope to the election officer before the meeting – the absentee ballot shall be valid for all rounds of voting in which that candidate's name appears.) A simple majority of those voting shall decide the department's choice.

After a candidate has secured a majority of votes, his or her name shall be forwarded to the Dean as the department's recommendation for appointment as chairperson. At his/her discretion, the Dean may consult the department before making a decision.

## **3. External Search**

If the Dean authorizes an outside search, the Dean meets with the tenured and tenure-track faculty to discuss the search and to solicit recommendations for a search committee. The Dean appoints a committee chair and a committee, which typically includes one member from outside the department. The search committee drafts an advertisement, which the committee chair

circulates to the department for review. Following review, the committee chair forwards the revised draft to the Dean for approval.

After the date established for screening of applicants, the committee researches candidates' qualifications and selects a pool of semi-finalists. With permission from the Dean, the committee conducts preliminary interviews. The committee then recommends to the Dean a slate of finalists to be invited to campus.

Upon approval of the Dean, the committee chair invites finalists to campus and oversees all aspects of the visits. Campus visits include an interview with the Dean and a presentation/interview with the tenured and tenure-track faculty. Other finalists for the position may be present at the interviews.

Following the last visit, the committee chair calls a meeting of the voting tenured and tenure-track faculty. Any internal finalists may not be present at this meeting. Non-departmental members of the search committee may also be present and may participate in discussion, but may not vote.

Voting will be by secret ballot at a meeting of eligible voting faculty, with the election officer being responsible for the voting process (tallying, announcements, etc.). For the vote to be valid, the total number of members present plus absentee ballots must constitute a quorum of eligible voters. (Absentee ballots must be submitted in a sealed envelope to the election officer before the meeting – the absentee ballot shall be valid for all rounds of voting in which that candidate's name appears.) A simple majority of those voting shall decide the department's choice.

After a candidate has secured a majority of votes, his or her name shall be forwarded to the Dean as the department's recommendation for appointment as chairperson. At his/her discretion, the Dean may consult the department before making a decision.

## **VII. Teaching Assignments**

**A. Assignment of Teaching Load** The normal teaching load at UNC-W is twelve hours. Research-active faculty receive a reduction of three hours per semester.

**B. Assignment of Summer School Courses** At least one month prior to the deadline for submission of the summer schedule, the chair will send faculty a form through which they may request summer school teaching assignments. After faculty requests have been gathered, the chair will consult with the Executive Committee, then will make assignments, based on the following criteria (in order of importance): (1) program needs; (2) allowing one course to everyone who has requested it, to the extent possible. Where not everyone can be assigned a course, or where additional courses are available, assignments will be offered on the following criteria (in order of importance): (a) rank and (b) seniority will take precedence; then (c) those who have not taught the year previous will take precedence over those who have. Requests from full-time faculty will take precedence over those presented by part-time faculty.

## **VIII. Emendation of Bylaws**

Bylaws may be emended by the majority vote of a quorum of tenured and tenure-track faculty not holding greater than half-time administrative appointments outside the department.

Last emendation: 08/09

## **Appendices:**

### **A. Peer Evaluation Policy**

In accordance with the UNCW Faculty Handbook, sec. IV.E.2, the Department of Foreign Languages and Literatures has established the following procedures for peer evaluation of full-time faculty.\* Faculty undergoing reappointment, tenure and promotion, or post tenure review, shall be evaluated by their peers as stipulated by departmental- and university-approved procedures. All other full-time faculty shall be evaluated by one the two remaining procedures: (i) Tenured faculty not seeking promotion and not holding greater than half-time administrative appointments outside the department, and full-time non-tenure-track faculty with five years of continuous service shall complete the FLL Annual Activities Report with narrative attached (500 words maximum) by April 1 and turn it in to the department secretary. These materials will be examined by the reviewee's Individual Peer Review Committee, comprised of at least 2 (or 3, if so desired by the reviewee) tenured or track-track faculty members. Each member of the Individual Peer Review Committee will complete the FLL Peer Evaluation Form and turn it into the chair of the department by April 15. The chair, in turn, will use the FLL Peer Evaluation Forms, the FLL Annual Activities Report, and any other supplementary material, to write the annual evaluation for the reviewee.

(ii) Tenured faculty who are seeking promotion in the near future, untenured faculty, and full-time non-tenure-track lecturers with less than 5 years of continuous service, must be observed in the classroom. The following may be reviewed if they so choose: tenured faculty who are not seeking promotion, and full-time non-tenure-track faculty with five years of continuous service.

(a) Classroom visitation. During the year, each reviewee shall undergo a classroom visitation by two of the three Individual Peer Review Committee members, one of whom should be a senior member. Reviewees may request to have all three members of their Peer Review Committee visit classes in any given year, particularly if they are up for reappointment, tenure, or promotion. At least one visitation shall be made each semester. It is the responsibility of the reviewee to make arrangements for the committee members to visit different classes of various levels to the extent that the faculty member has classes on both lower and upper levels. The reviewee shall invite each committee member with advance notice and share any information that would be useful for the visitation: syllabus, handouts, etc. In addition, the reviewee shall provide the reviewer with a Department of Foreign Languages and Literatures Classroom Visitation report form with the top section completed. Within three days of each visitation, the reviewer shall submit the Visitation Report to the chair of the Peer Evaluation Committee.

(b) End-of-year evaluation. Each reviewee shall complete an Annual Activities Report with narrative attached (500 words maximum), a teaching portfolio with items such as a selection of syllabi, assignment sheets, sample exams, class projects (limit of 100 pages), and copies of all articles and reviews published or submitted and of all papers read or programs presented, and turn it in to the chair of the Peer Evaluation Committee. Based on the FLL Peer Evaluations, the FLL Annual Activities Report, and any other supplementary material, the chair of the Peer Evaluation Committee will write an end-of-year evaluation. Copies of this report shall be given to the reviewee and to the department chair. The reviewee may respond to the summary report if so desired by letter to the chair of the Peer Evaluation Committee with a copy to the department chair. The chair will, in turn, use this information as the basis for the annual

evaluation of the reviewee. (All visitation reports, annual activities reports, end-of-year evaluations, and summary reports and responses are confidential.) The chair will distribute among senior members the annual evaluations of untenured faculty.

(iii) Selection of Individual Peer Review Committees. Early in the Fall semester the Peer Evaluation Committee will choose by random drawing a five member Individual Peer Review Committee. The five members shall be drawn from the tenured and tenure-track faculty of the department at large, including a mix of men and women colleagues, tenured and untenured, from more than one language section, three of whom would be in the same language as the person being reviewed (to the extent possible). Reviewees not being observed in the classroom shall select at least two names from the five proposed to form his/her Individual Peer Review Committee. Reviewees being observed in the classroom shall select at least three names from the five proposed to form his/her Individual Peer Review Committee. For reviewees being observed in the classroom, at least one member of the peer evaluation committee should hold senior member status.

\*Part-time lecturers will receive two class visitations per year. These visitations may be made by the department chair, the section coordinator, or the supervisor or lower division languages, and a summary of these classroom visitations will be made in the chair's report.

## **B. Mentoring Policy**

All untenured, tenure-track faculty will be assigned a mentor, either within or outside the department. Mentors should hold the rank of tenured associate professor or higher. The mentor serves as a resource person and provides advice with regard to professional development in the areas of research, scholarship, teaching, service, or collegiality. For example, a mentor may read and comment on a conference paper or article submission; suggest teaching strategies; advise on service commitments; help the junior faculty member establish a balanced professional profile; or offer advice on relations among faculty, decision making, departmental dynamics, issues and procedures. These are but a few of the topics over which the mentor and junior faculty member may consult. The mentor may also refer the junior faculty to offices on campus, such as the CTE or the dean of students, for specific issues. Interactions between the mentors and junior faculty supplement, but do not replace, regular collegial interactions with all other departmental faculty and the chair.

Since newly-arrived faculty are usually not acquainted with senior faculty and since questions during the first year are often of an informational nature and do not require any real mentoring, the chair shall serve as the mentor during the first year, unless the junior faculty member requests that someone else serve in this capacity or if the chair deems it more beneficial.

Toward the end of spring semester of the first year, the junior faculty member, in consultation with the chair, shall choose a mentor. Depending on personal preferences, either the chair or the junior faculty member will contact the potential mentor to see if she or he is willing to serve.

At the first meeting, the mentor and the junior faculty member should decide on the specifics of their relationship (frequency and location of meetings, confidentiality, possible areas of discussion, etc.). The mentor should receive a copy of this policy. This relationship will vary greatly from one pair to the next. Some may meet face-to-face every month; others may communicate frequently via email. It is the responsibility of the mentor and junior faculty

member to establish a structure that best suits them. As a minimum, however, they should contact each other at least two times each semester.

The mentor is not expected to take responsibility for the success or failure of a junior faculty member's reappointment, tenure, or promotion. The mentor must take care to not offer advice that contradicts with department policies of the junior member. If there is any doubt, the mentor should direct the junior faculty member to the department chair, or if there is some problematic interaction with the chair, to the dean of the College of Arts and Sciences.

At any point, the mentor or junior faculty member may request that the mentoring relationship be terminated. The chair will then oversee the assignment of another mentor.

As part of the annual evaluation process, the chair must give each junior faculty member a candid written assessment of that person's progress toward meeting the requirements for tenure and promotion, as well as practical guidelines for meeting those requirements. The chairperson is required annually to provide the senior faculty with a summary of the assessments that the chairperson has given to junior faculty of their progress toward tenure and promotion.

### **C. GUIDELINES FOR PROFESSIONAL DEVELOPMENT & TENURE AND PROMOTION EXPECTATIONS**

When interpreting and applying the following criteria for tenure and promotion, the Department of Foreign Languages & Literatures will use these guidelines:

\*the cumulative performance record of the faculty member under consideration is evaluated in four areas: teaching, research, service, and scholarship and professional development. The faculty member's cumulative performance record should demonstrate evidence of steady growth and maturation.

\*excellence in teaching and research rank highest among the criteria for tenure and promotion decisions. The following criteria will be reviewed with sufficient flexibility to permit recognition of departmental needs and individual faculty contributions.

\*the expectations regarding faculty performance at each faculty rank are explained below. These expectations are guidelines and meeting any quantifiable measures provided does not guarantee a recommendation for tenure or promotion. It is the responsibility of the faculty member being reviewed to provide persuasive documentation that qualitative criteria as well as any quantifiable accomplishments have been met. In addition, the department considers the individual's potential for future contributions to continuing and projected departmental programs.

#### **Tenure:**

Because of their long-term consequences for the university and its faculty, tenure decisions are more important than promotion decisions. To be granted tenure at any academic level, a faculty member must have evidenced proficiency and a pattern of growth in areas of teaching; scholarship and research/artistic achievement; and service. Of these, teaching effectiveness is the primary criterion for the granting of tenure. *When a faculty member who has served two years or longer at the rank of assistant professor is recommended for permanent tenure, he/she will also be recommended for promotion. Accordingly, when there is a recommendation for conferral of tenure but at the rank of assistant professor, the recommendation will explain the special or unusual circumstances for not also recommending promotion.*

## **I. TEACHING**

The primary mission of the department is teaching its students. Therefore, teaching effectiveness is the primary criterion for tenure and promotion in the department. Faculty must be well-trained, knowledgeable, skillful, and enthusiastic presenters of knowledge. Teaching involves not only the transmission of knowledge, but also the development of the students' desire for knowledge, of the skills for acquiring knowledge and for critical evaluation, and of the attributes that enable students to assume responsible positions in society. Teaching also involves fostering students' critical written expression in exams, papers and other exercises.

Teaching involves all aspects of the educative process both inside and outside the classroom. In addition to formal instruction in courses, teaching activities include direct involvement with and instruction of students outside the classroom setting in such contexts as study abroad, honors projects, field work, independent study, thesis advising, student research and individual academic assistance.

Excellent teaching also requires time and effort every semester for review, revision and development of effective course materials, format, and presentation to ensure rigor, range and depth of coverage of subject matter and the effective evaluation of student progress.

Teaching content and performance shall be formally evaluated from a variety of perspectives, including course evaluations by students and peer evaluation of teaching performance and course materials such as syllabi, tests, sample assignments, and course handouts. Teaching-related activities outside the classroom setting and other evidence of teaching competence shall also be considered. Such evidence might include evaluations by alumni and the accomplishments of students who have worked closely with a faculty member.

### **A. FOR PERMANENT TENURE**

The award of tenure is based primarily on teaching effectiveness. Evidence of teaching effectiveness will include the following: acceptance of teaching assignments to meet departmental program needs; preparation for and meeting assigned classes; keeping office hours and being available to students; curriculum and course development and revision to remain current in the discipline; student evaluations which reflect a stimulating and informative classroom environment; rigor, range and depth of coverage of the subject matter and in evaluation of student progress; and supportive and fair behavior in relationships with students.

### **B. FOR PROMOTION TO ASSOCIATE PROFESSOR**

For promotion to the rank of Associate Professor, a faculty member is expected to demonstrate the ability to communicate ideas and knowledge effectively in different contexts, which might include large and small classes; lecture, seminar and directed individual study; instruction at both the introductory and advanced level. In addition to the criteria for tenure described above, evaluation at this level will include evidence of skills and commitment to counseling or advising students, and involvement in teaching activities beyond the formal classroom setting.

### **C. FOR PROMOTION TO PROFESSOR**

Teaching excellence is expected for promotion to the rank of Professor. It is expected that such excellence will be reflected in teaching performance and content and in teaching activities outside the classroom. Teaching excellence can also be demonstrated by the sharing of teaching skills through such activities as the mentoring of junior faculty, attendance and presentations at teaching workshops, and papers on teaching models and techniques.

## **II. RESEARCH ACCOMPLISHMENTS**

Research accomplishment is defined as original investigative activities in the discipline that enrich society and contribute to the quality of teaching. Research includes but is not limited to the following: literary, linguistic, cultural, and film analysis or criticism; translations; critical editions; creative work in the target language; encyclopedia entries; textbooks or other pedagogically-oriented scholarship. Research accomplishment may appear in a variety of forms including books, book chapters, articles, reports, software, external grants for the production of original work, and papers presented at professional meetings, particularly when these products are subject to peer review. It may also involve audio and visual productions, and research and reference tools.

A continuous record of activity is more important in determining a faculty member's contributions than is a short period of intensive activity. A faculty member's research accomplishments will be evaluated for their integrity, originality, and overall quality as judged by peer review.

### **A. FOR REAPPOINTMENT OF TENURE-TRACK**

The department does not conduct external reviews for candidates for reappointment. Within the guidelines of the application for tenure, candidates are free to provide additional supporting documentation (such as critical reviews, letters of evaluation, citations, etc.) which evaluates the quality of their scholarship if they so choose.

### **B. FOR PERMANENT TENURE**

Although the award of tenure is based primarily on teaching effectiveness, it is expected that faculty being considered for tenure will be able to demonstrate original work in progress and evidence of research as appropriate to the discipline, such as acceptance of refereed journal articles or book manuscripts, the receipt of external grants, or exhibits that are subject to external peer review.

### **C. FOR PROMOTION TO ASSOCIATE PROFESSOR**

For promotion to the rank of Associate Professor, a faculty member is expected to have received some successful external peer review of original work. This might be shown by the publication of refereed journal articles, the acceptance of a book manuscript by a non-vanity press, significant external grant or fellowship funding, positive critical reviews or other honors in recognition of a continuing pattern of research activity.

The department does not require letters by external evaluators in cases of tenure and promotion to associate professor. However, should a candidate request such letters, the department complies with the request. Such a request must come within the semester prior to the candidate's application to tenure and/or promotion. In such cases the chair, after consulting with the candidate and any senior members familiar with the candidate's work, will contact three outside reviewers with expertise in the candidate's area of research. Reviewers will be asked to evaluate either all or a portion of the candidate's contributions to the field and will be asked to comment on the candidate's professional competency, the quality and significance of the candidate's professional publications, and national/international reputation or standing in the candidate's field. All three reviews will be included in the candidate's file. The outside reviewers'

assessments of the candidate are placed in her/his dossier prior to the meeting in which the senior members committee votes on the candidate's tenure and/or promotion.

Senior members shall consider external reviews in their determination of the quality and significance of the candidate's research and scholarship. This assessment may be supplemented by senior members' own familiarity with the candidate's areas of expertise.

The anonymity of reviewers is essential in assuring candid reviews, and reviewers shall be asked to submit a cover letter identifying themselves, their affiliation, and any personal or professional connection to the candidate. Reviews will be submitted as attachments to the cover letter and should contain no information identifying the reviewers. Senior faculty and others making decisions on the candidacy shall have access to both the reviewers' identities and evaluations, but only the content of the reviews shall be made available to the candidate.

External reviews may also be sought if the chair and/or a majority of the senior faculty decide to require external reviews in a particular case. Under these circumstances, the process continues as outlined above.

#### **D. FOR PROMOTION TO PROFESSOR**

For promotion to the rank of full Professor, a faculty member is expected to demonstrate a tangible record of professionally-reviewed substantial contributions to the discipline. Although a candidate for the rank of Professor is usually expected to present more tangible evidence of accomplishment than that expected at the Associate Professor rank, the difference in research expectations for a full Professor is not solely quantitative. Greater quality, maturity, significance and originality of research accomplishment are expected at this rank.

The department does not require external reviews in cases of tenure and promotion to full Professor. However, should a candidate request external reviews, the department complies with the request. Such a request must come within the semester prior to the candidate's application to tenure and/or promotion. External reviews may also be sought if the chair and/or a majority of the senior faculty decide to require external reviews in a particular case. The procedure for external review is conducted in the same manner as for promotion to associate professor with tenure.

### **III. SERVICE**

Service responsibilities of faculty are defined as formal and informal professional activities on behalf of the faculty member's department, college, university, profession and the community at large. Expectations regarding service contributions increase as faculty member's career progresses.

#### **A. FOR PERMANENT TENURE**

Service is essential for gaining permanent tenure, but no candidate should be so committed to service activities that inadequate time has been devoted to teaching and research achievement. It is possible for a very strong teaching record and research achievement to compensate for a weak service record; however, it is not possible for an especially strong service record to compensate for a record of weak teaching or weak research accomplishment.

Although service is accorded the least weight in the tenure evaluation, it is nevertheless an important component of the candidate's professional commitment. A smoothly-functioning department, college and university depend upon individuals giving their time and energy to a wide variety of committees and other service activities. This service is also a means of learning

about the department, the college, the university and the profession as a collegial process. Therefore, a reasonable record of departmental, college and university service is expected of any faculty member under consideration for tenure. There is no precise way to define —reasonable|| because different committees and tasks require significantly different amounts of time and effort, but a candidate for tenure is expected to have established a solid record of effective involvement in this area. The quality rather than the quantity of service is of primary importance. It is expected that most of the faculty member's early service contributions will be at the department level. During subsequent years, the faculty member should strive to make service contributions to the college and university as a whole, and eventually to the profession and to the community at large. Examples of such contributions may include but are not limited to the following:

(1) Department—department committee participation as specified by department policies; administrative duties; special assignments form the chair; and student advising. Active participation in department meetings and programs is expected of all faculty.

(2) College—participation in college-level committees and assignments.

(3) University—participation in university-level committees and assignments.

(4) Profession—participation in service functions to professional organizations, such as committee work and leadership, review of grant proposals, and manuscript review and editing for professional journals.

(5) Community—participation in local, regional, national or international community activities directly related to the faculty member's profession, such as lectures and presentations designed for the general public, news media interviews, and professional advice to nonprofit agencies.

#### **B. FOR PROMOTION TO ASSOCIATE PROFESSOR**

The criteria for promotion to Associate Professor include those for permanent tenure. In addition, the candidate must show evidence of growth in the service areas described above.

#### **C. FOR PROMOTION TO PROFESSOR**

The criteria for promotion to the rank of Professor include those for promotion to Associate Professor. In addition, the candidate must show evidence of leadership in the various service areas described above.

### ***IV. SCHOLARSHIP AND PROFESSIONAL DEVELOPMENT***

Scholarship and professional development are continuing expectations of every faculty member. They are defined as activities that maintain and enhance a faculty member's professional competence. It is understood that all faculty are expected to engage in individual study, such as reading the literature in one's field. Scholarship is continuing education throughout the faculty member's professional life and is demonstrated by the ability to organize, synthesize and evaluate effectively the work of others. Those activities include but are not limited to reviews, evaluations, commentaries and writing based chiefly on analysis and synthesis. Professional development includes advanced study as shown by attendance at and participation in formal coursework, workshops and seminars. The manifestations of scholarship and professional

development may be seen in published critical reviews of the work of others and in edited papers and books but will be reflected primarily in growth and improvement in teaching, research accomplishments, and service contributions.

## ***V. Procedures***

The chair, prior to writing an evaluation, must convene, consult with, and take an advisory vote of the senior faculty. In addition to writing an evaluation of the candidate, the chair must report the numerical results of the vote and state the chair's recommendation for or against the RTP action. At least five business days prior to forwarding the candidate's dossier to the dean, the chair must notify the senior faculty, by either written or electronic means, whether the recommendation is for or against the action. If a majority of the department's senior faculty disagree with the recommendation of the chair, they have the option to submit a separate elaborated recommendation. Only one such recommendation from senior faculty may be submitted, and it must be signed by a majority of the department's senior faculty. The chair's recommendation and a separate senior-members recommendation, if any, are forwarded as part of the faculty member's RTP dossier, which is then sent to the dean's office.

Appendices: April 2008